TOWN OF GOLDEN

DEVELOPMENT COST CHARGE BYLAW NO. 1517, 2026

BACKGROUND REPORT

JULY 14TH, 2026

URBAN SYSTEMS

PREPARED FOR:

TOWN OF GOLDEN
810 9 Avenue South
Golden, BC
V0A 1H0

PREPARED BY:

URBAN SYSTEMS LTD.
Jenn Waite
E: jwaite@urbansystems.ca
T: 778.370.7223

DATE:

July 8, 2026

FILE:

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EXECUTIVE SUMMARY

In 2025, the Town of Golden (Town) initiated the process of updating their Development Cost Charges (DCC) Bylaw. The Town 's last major update to the DCC Bylaw was completed in 2012. This update is in response to changes in legislation, updated master plans, changes in growth patterns, and construction price increases.

Given the availability of growth information from the Town 's ongoing Official Community Plan update, information on required projects identified through master plans, assessments, studies, the Town 's 5-year Financial Plan, and staff discussions, the Town is well positioned to undertake the development of this DCC Bylaw. The development of this DCC Bylaw consisted of the following elements:

- Developing residential and non-residential growth estimates;
- Determining eligible DCC projects, calculating cost estimates, and identifying appropriate benefit allocation factors;
- Developing equivalencies to allocate costs fairly across land use types;
- Identifying land use categories to align with impact on infrastructure and current and future development trends in the Town; and
- Incorporating Provincial legislative changes into the Town 's development finance practices.

Note: The material provided in this Background Report is meant for information only. Reference should be made to Town of Golden Development Cost Charge Bylaw No. 1304, 2012, for the specific DCC rates until the new DCC Bylaw has been adopted.

Table ES- 1: Proposed DCC Rates

Land Use	Unit of Charge	Transportation	Water	Sewer	Parks	Proposed Rate
Residential	per m^2 GFA*	$20.23	$36.22	$105.60	$2.77	**$164.82**
Commercial Accommodation	per room	$2,458	$1,970	$5,743	$151	**$10,322**
Commercial	per m^2 GFA*	$44.25	$16.11	$46.99	$1.23	**$108.58**
Industrial	per m^2 GFA*	$24.58	$16.11	$46.99	$1.23	**$88.91**
Institutional	per m^2 GFA*	$60.96	$16.11	$46.99	$1.23	**$125.29**

**GFA = Gross Floor Area*

1.0 DCC KEY ELEMENTS

The Development Cost Charge Best Practices Guide (Best Practices Guide), prepared by the Ministry of Housing and Municipal Affairs (the Ministry), stipulates key elements that should be considered when determining DCC rates. **Table 1** outlines the key elements, decisions, and supporting rationale used in this DCC program. The table also indicates whether the approach aligns with the Best Practices Guide.

Table 1: DCC Key Elements

Key Element	2026 DCC Program	Rationale	Aligns with Best Practices Guide?
Time Horizon	20 Years	• Aligns with key planning documents, recent infrastructure assessments, and plans	✓
Town -wide or Area-specific Charge	Town -wide charge	• All DCC projects are components of Town -wide infrastructure systems and, therefore provide a Town -wide benefit	✓
Grant Assistance	No	• No identified DCC projects include grants.	✓
Developer Contribution	None	• No identified DCC projects include a developer contribution.	✓
Financing	No	• No identified DCC projects include financing.	✓
Benefit Allocation	31-100%	• For projects where both new and existing residents will benefit, benefit has been calculated based on capacity, population, or rule of thumb.	✓
Municipal Assist Factor	1%	• A 1% MAF	✓

Key Element	2026 DCC Program	Rationale	Aligns with Best Practices Guide?
Units of Charge	Per room, and per square metre gross floor area	• *Per room* for Commercial Accommodation uses. DCCs are levied at time of building permit when the number of rooms is known. • *Per square metre of gross floor area* for Residential, Commercial, Institutional, and Industrial uses. DCCs are levied at time of building permit for these uses when the floor area is known.	✓

2.0 BACKGROUND

2.1 CONTEXT

The Town of Golden's (Town) existing *Development Cost Charges Bylaw No. 1304, 2012* was last updated in 2012.

Since 2012, there has been a shift in development growth patterns within the Town, changes in estimated growth, and changes to Provincial legislation. The Town has also various infrastructure assessments and plans, housing needs report, as well as the 5-year Financial Plan. The Town is also undertaking an update to their current Official Community Plan (OCP). Together, these documents provide new information on anticipated growth and infrastructure needed to service future development. With this updated information the Town is therefore in a strong position to update the DCC program and bylaw.

The development of this updated DCC bylaw consists of the following elements:

- Developing residential and non-residential growth estimates;
- Determining eligible DCC projects, calculating cost estimates, and identifying appropriate benefit allocation factors;
- Reviewing equivalencies to allocate costs fairly across land use types;
- Identifying land use categories to align with demand for service and the impact on infrastructure as well as the development trends the Town is experiencing now and into the future; and,
- Incorporating Provincial legislative changes into the Town 's development finance practices.

The proposed DCC program includes DCC charges for the Town 's transportation, water, sewer, and parks. In setting the rates, Council has considered all feedback received and the impacts of the program on development.

Please note that the material provided in this background report is meant for information only. Reference should be made to the *Town of Golden Development Cost Charges Bylaw No. 1304, 2012,* for the current DCC rates until the new bylaw is adopted.

2.2 DRIVERS

Many municipalities across British Columbia (BC) use DCCs as a cost-recovery tool to support municipal financial sustainability. The advantages of implementing a DCC bylaw include:

- **Clear and consistent rules,** which give developers a predictable and transparent framework to follow.
- **Sustainable funding,** which helps the Town collect money to pay for the services and infrastructure needed as the community grows.
- **Fair cost sharing** to ensure that developments benefiting from new infrastructure help pay for it, following the "growth pays for growth" principle.
- **Transparency,** with the Bylaws making it clear how much growth-related infrastructure costs and how those costs are funded.

- **Reduced financial risk** by allowing the Town to plan and save for future infrastructure, thereby avoiding large, unexpected expenses.

The DCC update captures current infrastructure costs for capital projects that are driven by growth. The proposed rates ensures that those who will use and benefit from the services provided by the Town pay their share of the growth-related costs in a fair and equitable manner.

2.3 LEGISLATIVE CONTEXT

This DCC update aligns with the legislative requirements outlined in Part 14, Division 19 of the *Local Government Act*, the *Community Charter,* and the Best Practices Guide.

This DCC program was also developed to be consistent with the following legislation, plans, and policy guides:

- *Local Government Act*
- Development Cost Charges Best Practices Guide, Ministry of Housing and Municipal Affairs
- Town of Golden Official Community Plan (2008; currently being updated)
- Town of Golden 2026-2030 Financial Plan
- Town of Golden Housing Needs Report (2025)
- Town of Golden building permit data
- Town of Golden infrastructure plans, including:
    - Sanitary Sewer Master Plan (2025)
    - Integrated Water Strategy (2025)
    - Transportation Plan (2023)
    - Sewage Treatment Plant Upgrades Feasibility Study (Draft)

3.0 DCC CALCULATION METHODOLOGY AND KEY FINDINGS

This section outlines the technical inputs and analysis used to determine the costs of the DCC program and the infrastructure required to support future growth:

- **Scope of the program:** Establishing whether DCCs will be applied across the entire jurisdiction or to specific areas, identifying the services eligible for DCC funding, and determining the planning time frame.
- **Estimating growth:** Projecting population and development growth, classifying development by land use categories, and applying equivalency factors to ensure consistent and fair cost allocation.
- **Identifying project lists:** Listing growth-related capital projects, determining how much each project benefits new versus existing development, and identifying the portion of costs to be funded by the Town rather than through DCCs.

These technical components, together with Council's discretion in setting the MAF, are used to calculate the proposed DCC rates.

3.1 SCOPE OF PROGRAM

JURISDICTION-WIDE VERSUS AREA-SPECIFIC CHARGES

DCCs can be applied on a jurisdiction-wide and/or area-specific basis. Through discussions with staff, it was determined that the Town would continue to carry forward its Town -wide DCC framework to ensure alignment between development-related capital costs and the growth expected across the Town.

DCC PROGRAMS

The following services were included in the DCC Bylaw:

- Transportation
- Water
- Sanitary Sewer
- Parks

All projects in these programs were vetted against the information provided in the *LGA* and the Best Practices Guide to ensure eligibility. There is no DCC-eligible drainage, fire facilities, police facilities, or solid waste and recycling services projects included as part of the Bylaw update.

3.2 ESTIMATING GROWTH

LAND USE CATEGORIES

The proposed DCCs are based on different land use categories that reflect the impact of different built forms on infrastructure services. The definitions in **Table 2** apply to the land use categories used in the DCC Bylaw.

Table 2: Land Use Categories and Definitions

Land Use	Inclusions and Definitions
Residential	Means a building that contains dwelling unit(s). Residential includes, but is not limited to, the following residential development types; single detached dwelling, secondary residential dwelling, detached secondary residential dwelling, duplexes, townhouses, cluster housing, apartment buildings, and mobiles homes.
Commercial Accommodation	Means one or more buildings, containing one or more Accommodation Rooms or Accommodation Units that are used primarily to provide temporary accommodation for the travelling public or long-term accommodation of staff and any other spaces providing services on-site to individuals utilizing the accommodation units. This includes but is not limited to hotels, hostels, motels, lodges, guest cabins, but does not include short term rental or bed and breakfast.
Commercial	Means a commercial development used or intended to be used for the operation of any business, including the sale or provision of goods, entertainment, meals or services. Commercial includes, but is not limited to, the following: office, personal services, restaurants, retail, financial services, liquor establishments, bakery, animal clinics, animal grooming, business support services, or similar uses.
Industrial	Means an industrial development used or intended to be used for the fabricating, manufacturing, assembling, storing, transporting, distributing, testing, servicing or repairing of goods, materials or things, and includes the operation of transportation or shipping terminals, docks other than those used as marinas for pleasure craft, railways or warehouses, or similar uses.
Institutional	Means an institutional development used or intended to be used for utility services, child care, education services, religious assembly, emergency or protective services, extended care residences, government services, health services, hospital and care services, public exhibit, assembly halls, recreation, or similar uses.

Municipalities can structure DCCs to account for the varying impacts that different types of development have on the demand for capital infrastructure. The current DCC Bylaw charges residential land use types by development type on a per lot or dwelling unit basis. The current list of land use categories is provided below:

- Single Detached Dwelling
- Single Detached Dwelling (Small Lot)
- Duplex Residential
- Triplex Residential
- Multiple Dwelling and Mobile Home

Due to the changes enacted through Bill 44 and the prioritization of small-scale multi-unit housing and the change in form for residential dwelling types the Town has decided to convert these residential categories into one residential category charged on a per square metre basis. Based on the Town's current growth patterns, multi-family residential developments are the greatest proportion of residential

development that is forecasted, therefore charging on a per square metre basis best reflects the anticipated impact of use on the Town's infrastructure systems.

DEVELOPMENT FORECAST

Residential Growth Projections

Residential growth projections were prepared using multiple sources and references, including:

Unit Projections

- The Town 's Housing Needs Report (2025)
- Recently completed Infrastructure Master Plans:
  - Sanitary Sewer Master Plan (2025)
  - Integrated Water Strategy (2025)
  - Transportation Plan (2023)
- BC Stats
- A combination of historical Town Building Permit data along with information on residential developments currently in progress

Residential growth projections were determined for the DCC program's 20-year time horizon. Total 20-year household and population growth are based on BC Stats household and population projections from the Housing Needs Report.

Residential growth projections by density type for the 20-year time horizon are shown below in **Table 3**.

Table 3: Residential Growth by Dwelling Type (20 years)

Dwelling Type	Number of New Units
Low Density Residential (Single-Detached/Duplex)	90
Medium Density Residential (Townhouse/Triplex/Fourplex/Mobile Home)	60
High Density Residential (Apartment/Detached Suite)	300
Total	**450**

To facilitate the generation of a per square metre rate charge the number of new units per dwelling type were converted to anticipated square metres based on average unit sizes for each dwelling type. The residential growth projections by density type converted to square metres of GFA is shown in **Table 4**.

Table 4: Residential Growth in square metres GFA(20 years)

Dwelling Type	Average Unit Size	Square Metres GFA
Low Density Residential (Single-Detached/Duplex)	185	16,650
Medium Density Residential (Townhouse/Triplex/Fourplex/Mobile Home)	110	6,600
High Density Residential (Apartment/Detached Suite)	80	24,000
Total	**-**	**47,250**

Non-Residential Growth Projections

Non-residential growth projections for commercial, industrial, and institutional uses are based on:

- Recently completed Infrastructure Master Plans:
  - Sanitary Sewer Master Plan (2025)
  - Integrated Water Strategy (2025)
  - Transportation Plan (2023)
- BC Stats
- A combination of historical Town Building Permit data along with information on non-residential developments currently in progress

Growth projections for commercial accommodation, commercial, industrial and institutional uses are based on the growth utilized in recently completed Infrastructure Master Plans. These numbers were also supported through Town historical building permit data, input from Town staff, and expected future development trends.

Non-residential growth projections for the 20-year time horizon used in this DCC update are shown in **Table 5**.

Table 5: Non-Residential Growth by Land Use (20 years)

Land Use	New Development	Unit
Commercial Accommodation	560	room
Commercial	3,000	m^2 GFA
Industrial	2,000	m^2 GFA
Institutional	800	m^2 GFA
Total	**5,800**	**m^2 GFA**
	560	**room**

EQUIVALENCIES

Different land uses have different impacts on infrastructure. To reflect these differences, equivalent units are used to allocate DCC costs across land uses.

The equivalencies used to calculate DCC rates have been reviewed in detail in this update and revised based on current information to reflect changes in expected relative impact. Statistics Canada Census Data (2021) was used to inform people per unit assumptions as well as recently completed Master Plans for ICI. Equivalency methodologies used are include in **Table 6** below.

Table 6: Equivalency Factor Methodologies

Water	For residential demand, occupancy rates were used to project demands for water and sewer services. For non-residential land uses, equivalent populations per square metre are established.
Sewer	For residential demand, occupancy rates were used to project demands for water and sewer services. For non-residential land uses, equivalent populations per square metre are established.
Transportation	For roads projects, the cost of development is distributed based on the trips generated by each land use. Trip ends are based on the Institute of Transportation Engineers (ITE) Trip Generation Manual.
Parks	Parks improvement equivalents are also based on residential demand, occupancy rates since increases in parks usage are generally reflective of overall population growth.

The above methodologies were used to determine the equivalency factors for each land use category and service, as summarized in **Table 7** below.

Table 7: Equivalencies

Land Use	Transportation *(trip rates)*	Water *(population)*	Sewer *(population)*	Parks *(population)*
Low Density Residential (Single-Detached/Duplex) *(per dwelling unit)*	1.15	3.30	3.30	3.30
Medium Density Residential (Townhouse/Triplex/Fourplex/Mobile Home) *(per dwelling unit)*	1.00	2.10	2.10	2.10
High Density Residential (Apartment/Detached Suite) *(per dwelling unit)*	0.75	1.90	1.90	1.90
Commercial Accommodation *(per room)*	1.00	1.10	1.10	1.10
Commercial *(per m^2 gross floor area)*	0.0180	0.0090	0.0090	0.0090

Land Use	Transportation *(trip rates)*	Water *(population)*	Sewer *(population)*	Parks *(population)*
Industrial *(per m^2 gross floor area)*	0.0100	0.0090	0.0090	0.0090
Institutional *(per m^2 gross floor area)*	0.0248	0.0090	0.0090	0.0090

4.0 PROJECT LIST

DCC PROJECTS

The proposed projects in this DCC update align the DCC programs to reflect current construction and material costs and were vetted for eligibility according to the Ministerial requirements for DCCs. Capital costs for projects are based on information from the existing project lists, new master planning, capacity modelling, and additional information provided by staff. All costs include contingency and engineering allowances.

A summary of each program is included below. A complete list of detailed projects, cost estimates, and rate calculations is provided in **Appendix A**.

The Town of Golden will own and control all projects in the DCC program.

Table 8: DCC Projects Summary

Transportation	• Roadway upgrades • Active transportation projects • Master Plan
Water	• Booster station Upsizing • Well generator • Master Plan
Sanitary Sewer	• Gravity main upsizing • WWTP capacity upgrades • Master Plan
Parks	• Master Plan

DETERMINING BENEFIT FACTORS

Project benefit allocations are used to determine to what extent a proposed project benefits future growth versus existing users and are determined on a project-by-project basis.

Some DCC projects may benefit the population at large, in which case the capital costs (or a portion of them) should be shared by the entire community. Other projects will only benefit new growth, in which case the new users benefiting from these services will pay most of the project costs.

The benefit allocation of each DCC eligible project was evaluated on a scale of 31% to 100%. Factors considered when determining benefit allocations include:

- Proximity to areas experiencing new growth and /or redevelopment for some active transportation;
- Population growth (new vs. existing population); and,

- Project triggers and timing.

The benefit factor of each DCC eligible project was evaluated on a scale of 31% to 100% using two approaches:

1. **Rule of thumb:**
    - **50%** – Benefits both existing development and new growth by adding capacity that benefits and supports the current and future population of the community.
    - **75%** – Allocated to projects that primarily benefit growth, but will also support the existing population (e.g., new projects on primary transportation routes in projected high-density areas).
    - **90%** – Allocated to projects that almost exclusively benefit growth (i.e., this project would not be built without growth).
    - **100%** – Allocated to projects carried forward from previous DCC updates at 100%; projects that exclusively support growth and would not otherwise be required because existing service levels are adequate for the current community; and growth-related master planning.
2. **Technical Analysis:** Based on utility modelling and capacity analysis.

4.1 INTEREST ON LONG-TERM DEBT

No interest on long-term debt is included.

5.0 DCC RATES

DCC rates are determined by applying the key elements, growth projections and equivalencies, described earlier in this report, to projects that are DCC eligible and expected to be built within the specified DCC timeframe.

5.1 PROGRAM COSTS

Table 9 below summarize the capital costs, DCC recoverable, and municipal contributions for the proposed program.

Table 9: DCC Program Overview and Capital Costs

Service	Total Capital Cost ($ Millions)	Benefit Allocation	Municipal Assist Factor	DCC Recoverable ($ Millions)	Municipal Contribution ($ Millions)[1]
Transportation	$5.2	31-100%	1%	$2.6	$2.7
Water	$3.9	100%	1%	$3.8	$0.04
Sewer	$9.5	75-100%	1%	$8.8	$0.7
Parks	$0.2	100%	1%	$0.2	$0.002
Total[2]	**$18.9**			**$15.4**	**$3.4**

(1) Includes municipal assist factor and portion allocated to existing development.
(2) Figures may not add due to rounding.

Across the Town -wide DCC program, the total capital costs amount to **$18.9M**—of those costs, **$15.4M** are eligible for recovery through DCCs (i.e., paid by the development community) and **$3.4M** must be funded annually through Town revenues (i.e., from general tax revenue or other revenue) over a 20-year time horizon. This is a key consideration for Council when considering the Town 's financial sustainability and the costs to the development community and existing taxpayers.

5.2 PROPOSED DCC RATES

A summary of the proposed DCC rates is provided in **Table 10**.

Table 10: Proposed DCC Rates

Land Use	Unit of Charge	Transportation	Water	Sewer	Parks	Proposed Rate
Residential	per m^2 GFA*	$20.23	$36.22	$105.60	$2.77	**$164.82**
Commercial Accommodation	per room	$2,458	$1,970	$5,743	$151	**$10,322**
Commercial	per m^2 GFA*	$44.25	$16.11	$46.99	$1.23	**$108.58**
Industrial	per m^2 GFA*	$24.58	$16.11	$46.99	$1.23	**$88.91**
Institutional	per m^2 GFA*	$60.96	$16.11	$46.99	$1.23	**$125.29**

**GFA = Gross Floor Area*

6.0 CONSULTATION

6.1 INTERESTED PARTIES CONSULTATION

The Town used a multi-channel engagement approach to inform and gather feedback on the proposed DCC update. The engagement program combined education, online survey, targeted stakeholder engagement sessions, and opportunity for written submissions. A summary of the engagement process including responses from stakeholders is summarized in the What We Heard Report, included as **Appendix B**.

The Town established an online DCC project webpage and issued public notices on significant points of the project. The webpage included information regarding:

- The purpose of DCCs and frequently asked questions;
- Existing and proposed DCC rates;
- The project process and timeline;
- Supporting technical studies and Council reports; and
- Survey and engagement opportunities.

A public webinar was hosted via Zoom on January 19th, 2026. Targeted invitations were sent to local developers and development stakeholders. This webinar included an overview of the DCC update process, presentation of proposed rates, and opportunities for questions. A total of 20 participants attended the webinar.

The Town conducted an online survey between January 19th and February 2nd, 2026, to gather community perspectives on growth funding, proposed DCC increases, affordability, and municipal funding options. In total there were 163 survey responses, 88% of which respondents identified as Town taxpayers and 5% identified as members of the development community. During this same period the Town accepted written submissions.

Engagement revealed support for the growth pays for growth principals. Concerns were raised regarding the magnitude and timing of the DCC increases, potential impacts on housing affordability and development feasibility. All feedback gathered from the engagement process is included in **Appendix B**.

The engagement feedback resulted in the following considerations for the DCC update:

- Consideration of phased implementation
- Area-specific and/or tiered DCC rate structure
- Consideration of density and per square metre approaches for DCC charges
- Program MAF consideration for each program.

The What We Hear Report was presented to Council on April 7th,2026. Per the Best Practices Guide, Council considered whether the proposed DCCs would:

- Be excessive in relation to the capital cost of prevailing standards of service;
- Deter development;
- Discourage the development of reasonably priced housing or reasonably priced serviced land; and
- Discourage development designed to result in a low environmental impact.

In addition to the above, Council considered all feedback received and directed staff to explore alternatives to the DCC charges rate types. The proposed DCC rates were then adjusted to a per square metre charge for residential land uses.

7.0 POLICY CONSIDERATIONS AND DECISIONS

7.1 BYLAW EXEMPTIONS

The *LGA* is clear that a DCC cannot be levied if the proposed development does not impose new capital cost burdens on the Town, or if a DCC has already been paid in regard to the same development. However, if further expansion for the same development creates new capital cost burdens or uses up capacity, the DCCs can be levied on the additional development to capture costs.

The *LGA* further restricts levying DCCs at the time of building permit issuance if:

- The building permit is for a place of public worship as per the *Community Charter*; or
- The value of the work authorized by the building permit does not exceed $50,000 or a higher amount as prescribed by bylaw; or
- Unit size is no larger than 29 sq. m. (or a greater area prescribed by bylaw) and only for residential use.

As noted in the DCC Bylaw, the Town has chosen not to adjust the exemptions as prescribed in the *LGA*. Legislation allows local governments to charge DCCs at building permit on residential developments of fewer than four self-contained dwelling units, if such a charge is provided for in the local government's DCC bylaw. Per the proposed DCC Bylaw, the Town will charge DCCs on fewer than four self-contained dwelling units at building permit.

7.2 DCC WAIVERS AND REDUCTIONS

The *LGA* provides local governments the discretionary authority to waive or reduce DCCs for certain types of development to promote affordable housing and development with a low environmental impact. The Best Practices Guide specifies the DCC program must remain whole after the issuance of any waivers or reductions. As a result, for any waivers or reductions the Town provides, this same value must be paid to the DCC reserves from municipal funds, and not be paid for by the rest of the development community.

Waivers and reductions are typically defined in a separate DCC Waivers and Reductions Bylaw, as it does not need approval by the Inspector of Municipalities. At this time, the Town does not have a waivers and reductions bylaw in place.

7.3 COLLECTION OF CHARGES

Local governments can choose to collect DCCs at time of subdivision approval or building permit issuance, whichever comes first. Due to the proposed unit of charge being either number of rooms for Commercial Accommodation or per square metre for all other uses the Town will collect DCCs at time of building permit when the number of rooms or floor area will be known.

7.4 COLLECTION OF DCCS ON REDEVELOPED OR EXPANDED DEVELOPMENTS

When an existing building or development undergoes an expansion or redevelopment there is usually a need for additional DCC related infrastructure. The new developer / builder should pay the applicable DCCs based on the additional floor area for commercial, industrial, or institutional land uses at the DCC

rates in the then-current DCC bylaw. The Town will work towards drafting a policy per section 7.7 below to clarify any nuances to the applicability of DCC collection at redevelopment.

7.5 IN-STREAM APPLICATIONS

Once the new DCC Bylaw has been adopted, the *LGA* provides special protection from rate increases for development applications that are submitted prior to the adoption date. There are two ways a developer can qualify for exclusion from the new DCC rates:

1. Pursuant to section 511 of the *LGA* (subdivision).

   If the new DCC Bylaw is adopted after a subdivision application is submitted and the applicable subdivision fee is paid, the new DCC Bylaw has no application to the subdivision for 12 months after the DCC Bylaw is adopted. As such, if the subdivision is approved during the 12 months' in-stream period, the previous DCC rates apply. This only applies in cases where DCCs are levied at subdivision.

OR

2. Pursuant to section 568 of the *LGA* (building permits).

   The new DCC Bylaw is not applicable to a construction, alteration, or extension if: (a) a building permit is issued within 12 months of the new DCC Bylaw adoption, AND (b) either a building permit application, a development permit application or a rezoning application associated with the construction (defined as "precursor application") is in stream when the new DCC Bylaw is adopted, and the applicable application fee has been paid. The development authorized by the building permit must be entirely within the area subject to the precursor application.

The above is a summary of sections 511 and 568 of the *LGA* and not an interpretation or an explanation of these sections. Developers are responsible for complying with all applicable laws and bylaws and seeking legal advice as needed.

Note: One-year in-stream protection is based on the adoption date of the DCC bylaw, not the effective date.

7.6 PAYMENT BY INSTALMENT

To create more flexibility for the development community, the Province is set to update the existing regulations regarding the payment of DCCs by instalment.

Effective January 1, 2026, qualified developers and homebuilders paying greater than $50,000 in DCCs to a local government will be able to:

- Use on-demand surety bonds province-wide; and,
- Pay 25% of DCCs at permit approval and pay the remaining 75% at time of occupancy or within 4 years, whichever is earliest.

Information on the current regulations can be found in section 559 of the *LGA*.

7.7 CONTINUOUS IMPROVEMENT RECOMMENDATIONS

Rebates and Credits

The Town should establish a policy to guide staff in the collection of DCCs and the use of DCC credits and rebates as stipulated in the *LGA* and referenced in the DCC Best Practice Guide. There may be situation in which it is not in the best interests of the Town to allow an owner to build DCC services outside their subdivision or development. Building such services may start or accelerate development in areas where the Town is not prepared to support, or DCC reserves are not sufficient. Policies for DCC credits, rebates, and latecomer agreements are often drafted to assist staff in development financing.

DCC Monitoring and Accounting

The Town should enter all the projects contained in the DCC program into a tracking system to monitor the DCC program. The tracking system would monitor the status of the project from the conceptual stage through to its final construction. The tracking system would include information about the estimated costs, the actual construction costs, and the funding sources for the projects. The construction costs would be informed by the tender prices received, and the land costs based on the actual price of utility servicing and or other land and improvements required for servicing purposes. The tracking system would indicate when projects are completed, or partially completed, their actual costs, and would include new projects that are added to the program.

DCC Reviews

To keep the DCC program as current as possible, the Town may review its program annually. Based on its annual review, the Town may make minor amendments to the DCC rates. Municipalities may apply a CPI inflationary factor, as permitted by legislation, annually (to a maximum of four years). Typically, a major amendment to the DCC program and rates is recommended every three to five years. All DCC Bylaw amendments require approval from the Ministry, except for CPI adjustments. The Town intends to review the DCC program annually and undertake major amendments when further infrastructure or growth information is available or every five years, at a minimum.

Waivers and Reduction Bylaw

Local governments are granted the authority to waive or reduce DCCs for specific eligible developments. These discretionary waivers and reductions include:

- Not-for-profit rental housing
- Supportive living housing
- For-profit affordable rental housing

The Town may choose to consider establishing a bylaw to waive or reduce charges for certain types of eligible priority developments.

APPENDIX A

DCC Program and Calculations

TOWN OF GOLDEN
TRANSPORTATION DCC PROGRAM

DCC Project ID	Col. (1)		Col. (2)	Col. (3)	Col. (4) = Col. (2) x Col. (3)	Col. (5)	Col. (6) = Col. (4) - Col. (5)	Col. (7) = Col. (2) - Col. (6)
	Project Name	Description	Cost Estimate (2025$) (Incl. Contingency)	Benefit Factor %	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
T-001	Selkirk Hill - Bear's Paw	Roadway Upgrades	$3,180,000	50%	$1,590,000	$15,900	$1,574,100	$1,605,900
T-002	Alexander Park Elementary Connector (#48)	Active Transportation Network Expansion	$30,800	50%	$15,400	$154	$15,246	$15,554
T-003	Golden Donald Upper Road (#18 from Lafontaine Road to Granite Drive)	Active Transportation Network Expansion	$1,350,000	50%	$675,000	$6,750	$668,250	$681,750
T-004	7th Street N MUP Land Acquisition	Active Transportation Network Expansion	$93,211	31%	$28,895	$289	$28,606	$64,605
T-005	14 Avenue S (#39b)	Active Transportation Network Expansion	$415,800	31%	$128,898	$1,289	$127,609	$288,191
T-006	Transportation Master Plan - One Update	Master Plan - One Update	$150,000	100%	$150,000	$1,500	$148,500	$1,500
TOTALS			**$5,219,811**		**$2,588,193**	**$25,882**	**$2,562,311**	**$2,657,500**

Notes:

TOWN OF GOLDEN
TRANSPORTATION DCC RATE CALCULATION

A: Traffic Generation Calculation					
Land Use	Col. (1)	Col. (2)	Col. (3)	Col. (4) = (1) x (3)	Col. (5) = (4) / (a)
	Estimated New Development	Unit	Wt. Trip Rate	Trip Ends	% Trip Ends
Low Density Residential	90	primary dwelling unit / lot	1.15	104	10%
Medium Density Residential	60	dwelling unit	1.00	60	6%
High Density Residential	300	dwelling unit	0.75	225	22%
Commercial	3,000	m2 gross floor area	0.0180	54	5%
Commercial Accommodation	560	room	1.0000	560	54%
Industrial	2,000	m2 gross floor area	0.0100	20	2%
Institutional	800	m2 gross floor area	0.0248	20	2%
			Total Trip Ends	1,042 (a)	100%

B: Unit Transportation DCC Calculation					
Net Transportation DCC Program Recoverable		$2,562,311	(b)		
Existing DCC Reserve Monies		$0.00	(c)		
Net Amount to be Paid by DCCs		$2,562,311	(d) = (b) - (c)		
DCC per Trip End		$2,458.23	(e) = (d) / (a)		

C: Resulting Transportation DCCs					DCC Revenue Estimates
Residential	Represents a weighted average of all residential growth	$20.23	per m2 gross floor area	(e) x Col. (3)	$955,868
Low Density Residential		*$2,827.00*	*per primary dwelling unit / lot*		
Medium Density Residential		*$2,458.00*	*per dwelling unit*		
High Density Residential		*$1,844.00*	*per dwelling unit*		
Commercial		$44.25	per m2 gross floor area	(e) x Col. (3)	$132,750
Commercial Accommodation		$2,458.00	per room	(e) x Col. (3)	$1,376,480
Industrial		$24.58	per m2 gross floor area	(e) x Col. (3)	$49,160
Institutional		$60.96	per m2 gross floor area	(e) x Col. (3)	$48,768

Notes:

TOWN OF GOLDEN
WATER DCC PROGRAM

DCC Project ID	Col. (1)		Col. (2)	Col. (3)	Col. (4) = Col. (2) x Col. (3)	Col. (5)	Col. (6) = Col. (4) - Col. (5)	Col. (7) = Col. (2) - Col. (6)
	Project Name	Description	Cost Estimate (2025$) (Incl. Contingency)	Benefit Factor %	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
W-001	NE Booster Station Upsize	Carried over from 2012 Program. Replacement and Upgrade only required due to growth.	$3,523,000	100%	$3,523,000	$35,230	$3,487,770	$35,230
W-002	Well 4 Generator	Permanent generator required due to increased capacity resulting from growth.	$188,000	100%	$188,000	$1,880	$186,120	$1,880
W-003	Water Master Plan	Master Plan - One Update	$175,000	100%	$175,000	$1,750	$173,250	$1,750
TOTALS			**$3,886,000**		**$3,886,000**	**$38,860**	**$3,847,140**	**$38,860**

Notes:

TOWN OF GOLDEN
WATER DCC RATE CALCULATION

A: Water DCC Calculation					
Land Use	**Col. (1)**	**Col. (2)**	**Col. (3)**	**Col. (4) = (1) x (3)**	**Col. (5) = (4) / (a)**
	Estimated New Development	**Unit**	**Person per unit (residential)/ Equivalent Population/m2 (other land uses)**	**Multiple**	**% Population Equivalent**
Low Density Residential	90	primary dwelling unit / lot	3.30	297	18%
Medium Density Residential	60	dwelling unit	2.10	126	8%
High Density Residential	300	dwelling unit	1.90	570	34%
Commercial	3,000	m2 gross floor area	0.0090	27	2%
Commercial Accommodation	560	room	1.1000	616	37%
Industrial	2,000	m2 gross floor area	0.0090	18	1%
Institutional	800	m2 gross floor area	0.0090	7	0%
			Total Equivalent Population	1,661 (a)	100%

B: Unit Water DCC Calculation					
Net Water DCC Program Recoverable		$3,847,140	(b)		
Existing DCC Reserve Monies		$872,710	(c)		
Net Amount to be Paid by DCCs		$2,974,430	(d) = (b) - (c)		
DCC per Person		$1,790.53	(e) = (d) / (a)		

C: Resulting Water DCCs					**DCC Revenue Estimates**
Residential	Represents a weighted average of all residential growth	$36.22	per m2 gross floor area	(e) x Col. (3)	$1,711,395
Low Density Residential		*$5,909.00*	*per primary dwelling unit / lot*		
Medium Density Residential		*$3,760.00*	*per dwelling unit*		
High Density Residential		*$3,402.00*	*per dwelling unit*		
Commercial		$16.11	per m2 gross floor area	(e) x Col. (3)	$48,330
Commercial Accommodation		$1,970.00	per room	(e) x Col. (3)	$1,103,200
Industrial		$16.11	per m2 gross floor area	(e) x Col. (3)	$32,220
Institutional		$16.11	per m2 gross floor area	(e) x Col. (3)	$12,888

Notes:

TOWN OF GOLDEN
SANITARY SEWER DCC PROGRAM

DCC Project ID	Col. (1)		Col. (2)	Col. (3)	Col. (4) = Col. (2) x Col. (3)	Col. (5)	Col. (6) = Col. (4) - Col. (5)	Col. (7) = Col. (2) - Col. (6)
	Project Name	Description	Cost Estimate (2025$) (Incl. Contingency)	Benefit Factor %	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
S-002	5th Ave S (12th Street to 11 Street S)	Gravity Main upsizing	$420,700	90%	$378,630	$3,786	$374,844	$45,856
S-003	5th Ave S (6th Street to 11 Street S)	Gravity Main upsizing	$2,452,000	75%	$1,839,000	$18,390	$1,820,610	$631,390
S-004	WWTP Capacity Upgrades	WWTP Capacity upgrades only required due to growth and would not be required otherwise.	$6,500,000	100%	$6,500,000	$65,000	$6,435,000	$65,000
S-011	Sanitary Master Plan	Master Plan - One Update	$150,000	100%	$150,000	$1,500	$148,500	$1,500
TOTALS			**$9,522,700**		**$8,867,630**	**$88,676**	**$8,778,954**	**$743,746**

Notes:

TOWN OF GOLDEN
SEWER DCC RATE CALCULATION

A: Sewer DCC Calculation					
Land Use	**Col. (1)**	**Col. (2)**	**Col. (3)**	**Col. (4) = (1) x (3)**	**Col. (5) = (4) / (a)**
	Estimated New Development	**Unit**	**Person per unit (residential)/ Equivalent Population/land area (other land uses)**	**Multiple**	**% Population Equivalent**
Low Density Residential	90	primary dwelling unit / lot	3.30	297	18%
Medium Density Residential	60	dwelling unit	2.10	126	8%
High Density Residential	300	dwelling unit	1.90	570	34%
Commercial	3,000	m2 gross floor area	0.0090	27	2%
Commercial Accommodation	560	room	1.1000	616	37%
Industrial	2,000	m2 gross floor area	0.0090	18	1%
Institutional	800	m2 gross floor area	0.0090	7	0%
			Total Equivalent Population	1,661 (a)	100%

B: Unit Sewer DCC Calculation					
Net Sewer DCC Program Recoverable		$8,778,954	(b)		
Existing DCC Reserve Monies		$105,528	(c)		
Net Amount to be Paid by DCCs		$8,673,426	(d) = (b) - (c)		
DCC per Person		$5,221.18	(e) = (d) / (a)		

C: Resulting Sewer DCCs					**DCC Revenue Estimates**
Residential	Represents a weighted average of all residential growth	$105.60	per m2 gross floor area	(e) x Col. (3)	$4,989,600
Low Density Residential		*$17,230.00*	*per primary dwelling unit / lot*		
Medium Density Residential		*$10,964.00*	*per dwelling unit*		
High Density Residential		*$9,920.00*	*per dwelling unit*		
Commercial		$46.99	per m2 gross floor area	(e) x Col. (3)	$140,970
Commercial Accommodation		$5,743.00	per room	(e) x Col. (3)	$3,216,080
Industrial		$46.99	per m2 gross floor area	(e) x Col. (3)	$93,980
Institutional		$46.99	per m2 gross floor area	(e) x Col. (3)	$37,592

Notes:

TONW OF GOLDEN
PARKS DCC PROGRAM

DCC Project ID	Col. (1)	Col. (2)	Col. (3)	Col. (4) = Col. (2) x Col. (3)	Col. (5)	Col. (6) = Col. (4) - Col. (5)	Col. (7) = Col. (2) - Col. (6)
	Project Name	Cost Estimate (2025$) (Incl. Contingency)	Benefit Factor %	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	Total Municipal Responsibility
P-001	Parks Master Plan	$230,000	100%	$230,000	$2,300	$227,700	$2,300
TOTALS		**$230,000**		**$230,000**	**$2,300**	**$227,700**	**$2,300**

Notes:

TOWN OF GOLDEN
PARKS DCC RATE CALCULATION

A: Parks DCC Calculation					
Land Use	**Col. (1)**	**Col. (2)**	**Col. (3)**	**Col. (4) = (1) x (3)**	**Col. (5) = (4) / (a)**
	Estimated New Development	**Unit**	**Person per unit (residential)/ Equivalent Population/m2 (other land uses)**	**Multiple**	**% Population Equivalent**
Low Density Residential	90	primary dwelling unit / lot	3.30	297	18%
Medium Density Residential	60	dwelling unit	2.10	126	8%
High Density Residential	300	dwelling unit	1.90	570	34%
Commercial	3,000	m2 gross floor area	0.0090	27	2%
Commercial Accommodation	560	room	1.1000	616	37%
Industrial	2,000	m2 gross floor area	0.0090	18	1%
Institutional	800	m2 gross floor area	0.0090	7	0%
			Total Equivalent Population	1,661 (a)	100%

B: Unit Parks DCC Calculation					
Net Parks DCC Program Recoverable		$227,700	(b)		
Existing DCC Reserve Monies		$0	(c)		
Net Amount to be Paid by DCCs		$227,700	(d) = (b) - (c)		
DCC per Person		$137.07	(e) = (d) / (a)		

C: Resulting Parks DCCs					**DCC Revenue Estimates**
Residential	Represents a weighted average of all residential growth	$2.77	per m2 gross floor area	(e) x Col. (3)	$130,883
Low Density Residential		*$452.00*	*per primary dwelling unit / lot*		
Medium Density Residential		*$288.00*	*per dwelling unit*		
High Density Residential		*$260.00*	*per dwelling unit*		
Commercial		$1.23	per m2 gross floor area	(e) x Col. (3)	$3,690
Commercial Accommodation		$151.00	per room	(e) x Col. (3)	$84,560
Industrial		$1.23	per m2 gross floor area	(e) x Col. (3)	$2,460
Institutional		$1.23	per m2 gross floor area	(e) x Col. (3)	$984

Notes:

APPENDIX B

What We Heard Report

GOLDEN DEVELOPMENT COST CHARGES – PUBLIC FEEDBACK

WHAT WE HEARD REPORT

March 27, 2026

Suite 101, 134 - 11 Avenue SE, Calgary, AB T2G 0X5 | T: 403.291.1193

PREPARED FOR:

Town of Golden
810 9 Avenue South
Golden, BC V0A 1H0

Suite 101, 134 - 11 Avenue SE, Calgary, AB T2G 0X5 | T: 403.291.1193

File: 0404.0258.01

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1.0 INTRODUCTION

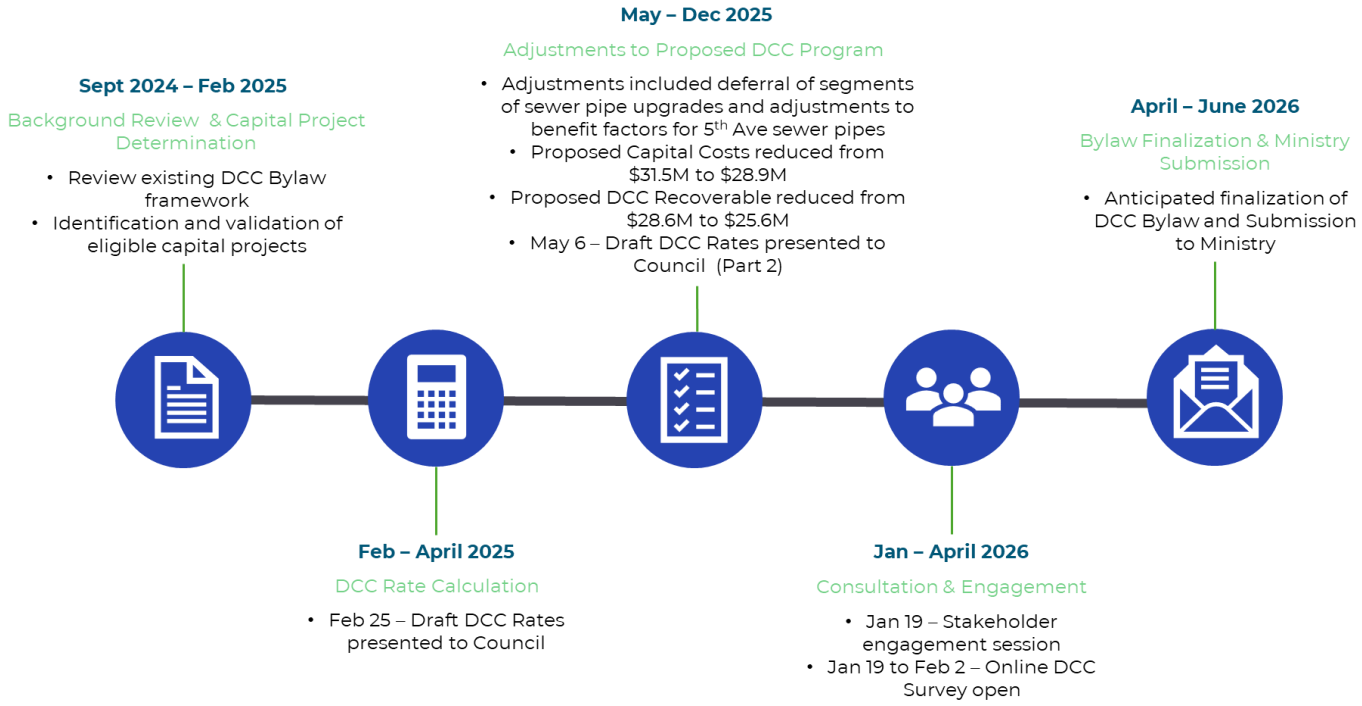
1.1 BACKGROUND

In September 2024, the Town of Golden (the Town) initiated an update to the current Development Cost Charges (DCC) Bylaw No. 1304, which was adopted in 2012. The current DCC Bylaw includes rates only for water and sewer services. The Development Cost Charge Best Practices Guide (Best Practices Guide), prepared by the Ministry of Housing and Municipal Affairs (the Ministry), recommends updating DCC programs at minimum every five years to reflect changes in costs and community project needs.

With the recent completion of the Transportation Master Plan, the Integrated Water Strategy, Sanitary Sewer Master Plan, and Sewage Treatment Plant Upgrades Feasibility Study, the Town now has updated information about projected growth, servicing requirements, and long-term infrastructure needs. This new data provides the foundation for updating the DCC Bylaw and ensuring the rates reflect current conditions and future demands.

In preparing for this update, the Town made it a priority to provide multiple opportunities for education and engagement with community members, stakeholders, affected parties, and Town staff. This proactive approach aims to ensure transparency, build shared understanding, and gather meaningful input to inform the development of the updated DCC rates.

DCC Bylaw Update – Project Timeline



1.2 COMMUNITY ENGAGEMENT

Though not mandatory, public consultation is a vital component of the DCC update process. Legislatively, the DCC Bylaw updates require Ministry review and approval. This review ensures that the DCC Bylaw adheres to the legislative requirements and aligns with the Best Practices Guide. Input from community members, stakeholders, affected parties, and staff helps the Town make well-informed decisions about future development charges and demonstrate that the Town has considered whether the DCCs:

- Are excessive,
- Deter development, or
- Discourage the construction of reasonably priced housing.

The factors listed above are reviewed by the Inspector when considering approval of a DCC Bylaw.

The input collected through consultation will be carefully evaluated and incorporated into the formulation of the DCC Bylaw. This approach ensures that decisions accurately represent the interests and perspectives of all stakeholders while considering the broader needs of the community. Furthermore, the DCC Bylaw will comply with legislative requirements and be consistent with the Best Practices Guide.

This What We Heard Report provides a summary of the feedback gathered through engagement for the DCC Bylaw Update.

2.0 OUR APPROACH

2.1 HOW WE INFORMED

Webpage

The Town's DCC Webpage, which typically outlines information related to the applicability and collection of DCCs, was updated to reflect the update being undertaken. The webpage outlines the following information:

- what DCCs are,
- the current DCCs,
- the DCC update process and important dates,
- documents referenced as part of the update,
- links to Council presentations and reports,
- project timeline,
- details of the engagement events,
- a link to the survey, and
- frequently asked questions.

News releases related to the project were also linked to the webpage. The webpage information provided individuals access to all the information related to and informing the DCC Bylaw update.

Notices

Multiple notices were released via the Town's webpage. Following the first Council presentation on March 6th, 2025 a Notice was posted discussing the DCC Bylaw update project. The notice outlined the reason behind the DCC Bylaw update and provided a high-level project timeline. The second Notice was released on January 19th, 2026, at the start of the engagement period requesting input on the proposed DCC rates and provided a link to the survey for responses. Both notices provided links to the Town's DCC Webpage.

Social Media

The notices were shared to social media on the same dates listed above. The survey was also shared on social media between January 19th and January 29th, 2026.

Direct Invitations

Invitations to attend the developer information session were sent via email to local developers. A save the date email was send on January 5th, 2026, and an invitation email was sent on January 15th, 2026, to stakeholders prior to the event hosted on January 19th, 2026.

2.2 HOW WE ENGAGED

Webinar

A webinar was held via Zoom on January 19th, 2026. The webinar included a presentation describing the DCC update, outlining the update process, and a Q&A session with Urban Systems and Town staff. There were 20 webinar participants. Questions and comments provided by webinar participants have been summarized below. Verbatim questions and comments from the webinar are included in **Appendix A.** A recording of the webinar was posted on the Town's webpage as well as a copy of the webinar presentation.

Survey

An online DCC survey was created by the Town to gather input on key topics and community priorities, including the DCC update. The survey was available from January 19 to February 2, 2026. A total of 163 surveys were submitted.

Key findings from the survey have been summarized in this report. Verbatim comments from online survey are included in **Appendix B**.

Open Feedback Submissions

The Town provided an email for individuals to submit further written feedback. Written feedback was accepted between January 19 to February 2, 2026. The written feedback is appended to this report in **Appendix C.**

3.0 WHO WE HEARD FROM

Through the engagement we heard from a wide range of community members, including residents, developers, business owners, and people from the surrounding communities within Columbia-Shuswap Regional District Electoral Area A.

4.0 WHAT WE HEARD

Through the several engagement activities described above a good amount of feedback on the DCC update was collected to help inform the update. All feedback collected across the different engagement methods has been collated, reviewed and summarized into key themes below.

4.1 KEY THEMES

Across all engagement methods, several key themes were heard:

- **Broad support for updating DCCs to fund growth-related infrastructure.**
  - Demand that the Town needs to address water and wastewater capacity and other growth-related systems, and that DCCs are an appropriate tool in principle.
  - Feedback tailored less around **whether** to update and more on **how** to structure and implement changes.
  - Over 50% of survey respondents agreed that growth should pay for growth.
- **Concern about the scale and abruptness of proposed increases.**
  - Need to reevaluate the increase (respondents characterized increase as ~25× or ~2,500%) and the speed of implementation.
  - Concerns of risk to development feasibility, housing delivery, and competitiveness with peer communities.
  - Concerns around sharp changes in DCC rates and how it could pause or cancel near-term projects, reducing both DCC inflows and impact the expansion of the tax base.
  - Demand phase-in periods of DCC rate increases (respondents noted 10–15 years) to avoid "shock" to projects and allow the market to adjust.
  - Demand a benchmarking/competitive positioning analysis to ensure the Town's DCC rates remain investable relative to peers
  - 40% of survey respondents felt that the magnitude of increase to the DCCs was "much too high"
- **Preference for more nuanced DCC rate development and design**
  - Desire for DCC rate structures that better match cost causation and market realities:
  - Area-specific (benefiting area) DCCs to reflect the Town's mountain–valley conditions and avoid cross-subsidization from lower-cost areas to higher-cost areas.
  - Tiered rate structures that recognize differences across product types (e.g., SFH / STR-capable units vs condos vs purpose-built rental).
  - Per-m^2 or density-sensitive approaches to avoid disproportionately penalizing smaller or more compact homes.
  - Alignment with "growth pays for growth" while ensuring upgrades not attributable to growth are funded appropriately by the Town.
- **Discussion related to development feasibility & housing affordability impacts.**
  - Respondents generally linked front-loaded DCCs to end-user pricing and rents (capitalized into unit costs, then financed over mortgages), with specific examples of townhouse and condo projects rendered marginal or unviable at proposed levels.
  - Concerns noted compounding effects from remote-community construction costs, interest rates, and longer absorption in smaller markets.

    - Demand for targeted assist factors, deferrals, or exemptions (especially for purpose-built rental).
    - Desire to spread costs over time (e.g., staged recovery, later timing of payment) to reduce front-end burden on pro formas.
- **Demands to revisit the Municipal Assist Factor (MAF)—especially for sanitary sewer**
    - Concerns around using a minimum assist factor across all programs, arguing that essential, system-wide sewer investments benefit the broader community and may warrant a higher MAF to reflect shared responsibility.
- **Concern over impact of DCCs on property taxes or utility fees**
    - Over 50% of survey respondents would not support any increase to property taxes or utility fees to reduce the amount of DCCs paid by developers/builders.
    - Approximately 20% of survey respondents supported a small percentage increase.
- **Timing of payment and credits**
    - Desire for payment at occupancy rather than at permit/approval.
    - Formalize a DCC credits process where developers construct growth-related infrastructure the Town would otherwise fund.
    - Provide clear protections for in-stream applications to maintain fairness and trust.
- **Approvals timelines and service standards**
    - General concerns on delays and uncertainty in development applications being cost drivers that compound any DCC increase.
    - Demand the Town to publish service standards for approvals and enable concurrent processing where feasible.
- **Transparency and engagement quality**
    - General concerns about survey framing, perceived bias in cost illustrations, and the need for more neutral, transparent communications (e.g., reporting how DCC funds are allocated and spent, neutral survey questions, and clearer cost examples)
- **Broader fiscal and market risk**
    - Concerns that if high rates stall development, infrastructure needs would remain while DCC revenue falls short, increasing the likelihood of reliance on property taxes, borrowing, or grants.
    - Some concerns around borrowing capacity constraints and the risk of investment shifting to other communities if development feasibility erodes.
- **Policy coordination with STR and other levers**
    - Desire for Council to coordinate DCCs with short-term rental policy and other municipal levers to avoid unintended impacts on product mix, tourism-driven housing demand, and economic development.

4.2 CONSIDERATIONS

Overall, there was a broad range of feedback provided by proponents engaged through this process. It is important that decisions related to the DCC Bylaw update must align with the *LGA*, the Best Practices Guide and the Town's infrastructure plans. Due to this, only components of the feedback provided can be adequately addressed through the DCC Bylaw update process, whereas some feedback will have to be addressed through other mechanisms or procedure improvements.

The feedback gathered for consideration directly related to the DCC Bylaw update included:

- Phased implementation (multi-year) for DCC rate increases.
- Area-specific DCC rate structure.
- considering density- and per-m^2-sensitive approaches for DCC charges.
- Program-by-program MAF review, potentially higher for sanitary sewer.

Other feedback provided that can be addressed through mechanisms outside of the DCC Bylaw update included:

- Formalized DCC credits procedure for developer-built, growth-attributable works.
- Improve development approval service standards and concurrent application processing to reduce holding costs.
    - Enhanced transparency (neutral engagement materials, DCC fund reporting, plain-language cost examples).
    - Explore targeted affordability tools (e.g., deferrals or exemptions for purpose-built rental or missing-middle forms), subject to bylaw authority.

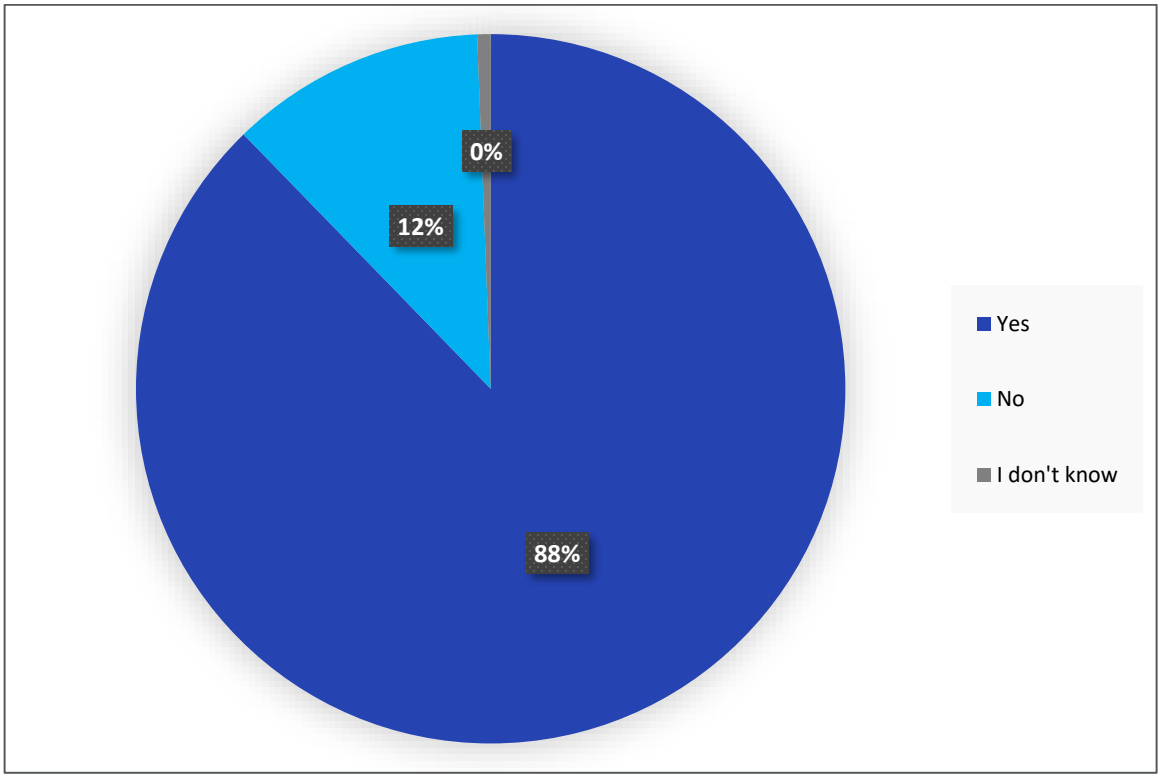
5.0 SURVEY RESULTS

The survey included introductory information related to the project background and DCC information to help ensure the survey respondents were well informed when answering the survey questions. The survey content in its entirety is included in **Appendix D**. This section summarizes the results of the survey questions.

1. **Question:** *Are you a taxpayer in the Town of Golden? (i.e., do you pay town property taxes either directly as a property owner, or indirectly as a renter?)*

   Findings:

   Most participants (88%) indicated that they are taxpayers in the Town of Golden. Some participants (12%) shared that they are not.

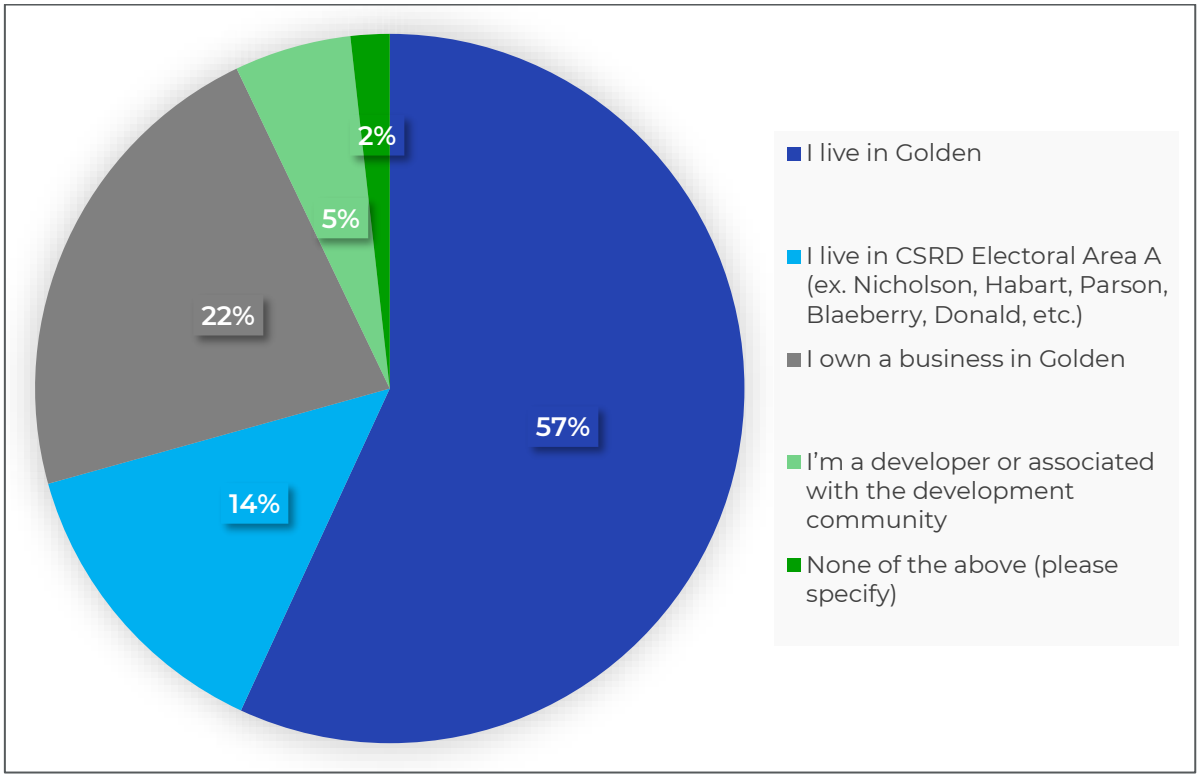


Response rate: 163 responded, 0 skipped.

2. **Question:** *What is your connection to Golden? Please select all that apply.*

Findings:

A strong majority live in the Town of Golden (57%), with notable participation from business owners (22%) and residents of CSRD Area A (14%). A small share identifies with the development community (5%).



Response rate: 163 responded, 0 skipped.

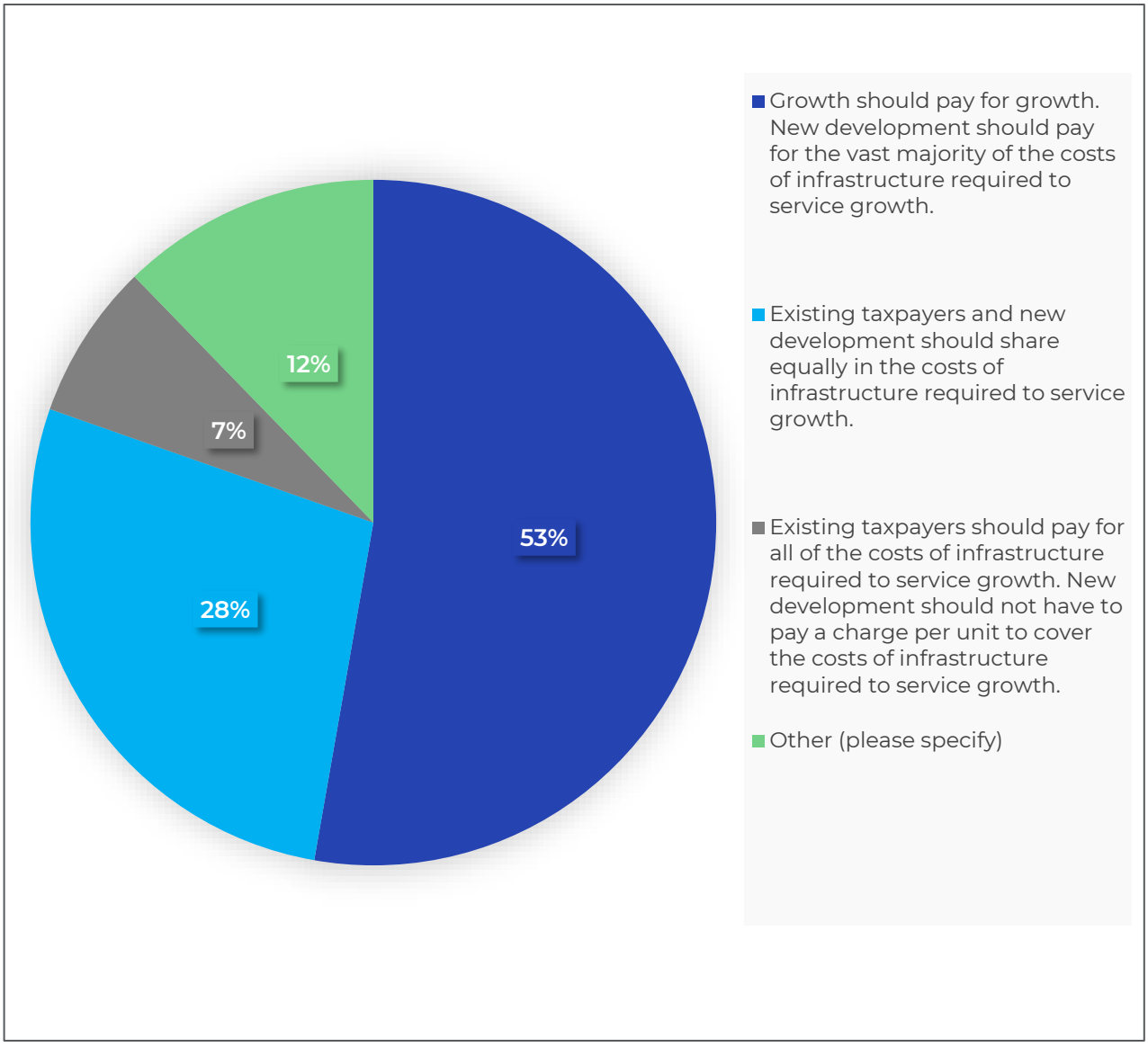
Of the 2% of participants that selected 'other', the following themes were identified:

- Prospective buyers or would like to live in Golden.
- Former residents with family or business ties but not currently living in town.
- Landlords for long-term rental properties.

3. **Question:** *Who do you think should pay for the roads, parkland, sewers, and water infrastructure needed because of growth? Please select the response which most suits your beliefs.*

Findings:

The majority of participants (53%) favour the "growth pays for growth" principle that would have new developments absorb majority of the infrastructure costs determined for service growth. About one quarter support an equal split of costs. Only 7% of participants felt that existing taxpayers should pay all costs.



Response rate: 163 responded, 0 skipped.

12% of participants chose to provide additional comments on who should cover service costs, and the following key themes were identified.

- **Split costs:** Many participants indicated the desire for shared costs between taxpayers and developments highlighting various split, and timing options.

- **Benefit-Based Allocation:** Many respondents felt costs should be proportional to who creates the need and who benefits most from new infrastructure.
- **Historical Under-Charging Concerns**: Some noted that past municipal under-charging and planning decisions contributed to present funding pressures and should be considered.
- **Infrastructure-Type Splits**: Several comments suggested splitting responsibilities by infrastructure type, such as developers covering water/sewer upgrades while roads or parks are shared.
- **Gradual Implementation:** A few respondents recommended phasing in DCC increases to reduce financial shock.
- **Developer-Pays-All View:** Some individuals argued that developers should be fully responsible for growth-related infrastructure costs.
- **Vacancy-Tax Suggestion:** One respondent proposed taxing vacant or derelict buildings as an additional funding source.
- **Regional Contribution Idea**: One comment suggested that Area A or other regional and tourism beneficiaries should also contribute to infrastructure costs.
- **Different Treatment by Housing Type:** Several respondents thought high-density or community-oriented developments should receive more favourable DCC treatment.

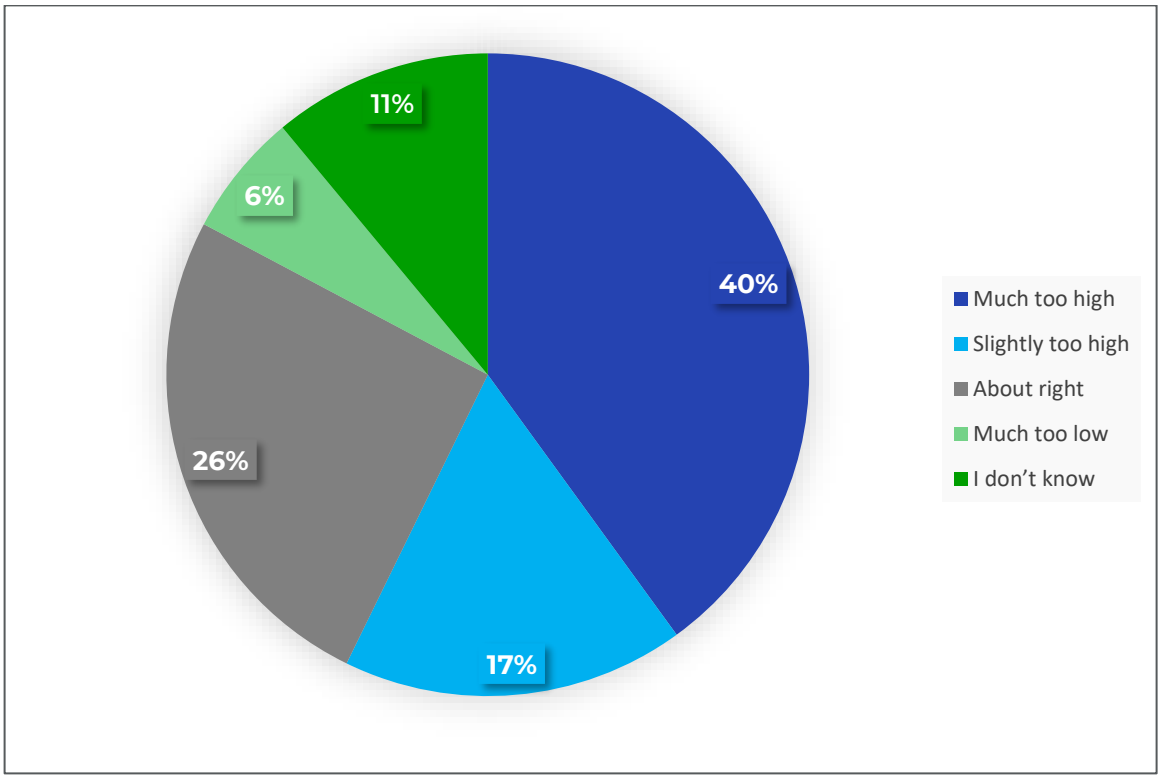
To review the verbatim comments of participants, please refer to **Appendix B**.

4. **Question:** *What do you think about the magnitude of these increases to DCCs?*
Contextual information included with question:
Increases in DCCs
Because of increases in costs since 2012, new masterplan information and growth projections, DCCs are projected to increase, for example:
    - *The DCC for a single detached dwelling lot is paid at the subdivision stage and proposed to increase from $1,410.99 to $34,820.00. An increase of $33,409.01 which is about 3.5% of the price of a $950,000 home.*
    - *The DCC for an apartment unit is paid at the building permit stage and is proposed to increase from $1,157.34 to $23,500. An increase of $22,342.66 which is about 3.7% of the price of a $600,000 apartment (condo).*

DCC costs are paid by the developer or builder.

Findings:

Many participants feel the increases are much too high (40%), or slightly too high (17%), while about one quarter say they're about right (26%) and a smaller group see them as too low (6%).



Response rate: 145 responded, 18 skipped.

11% of participants chose to provide additional comments on the proposed cost increase, and the following key themes were identified.

- **Increase Seen as Reasonable or Overdue:** Many respondents felt the increase was appropriate and necessary due to historically low DCCs.
- **Increase Viewed as Too High or Sudden:** Others believed the increase was excessively large or rapid and could discourage development.
- **Affordability Impact Concerns:** Many noted that higher DCCs would likely be passed on to buyers, increasing housing costs and mortgage burdens.

- **Density-Focused Concerns:** Some respondents felt higher-density units were being unfairly impacted, conflicting with affordability goals.
- **Need for Comparators and Context:** Several participants requested clearer background information or comparisons with similar municipalities.
- **Past Planning Shortfalls:** A few comments pointed out that inadequate long-term planning or reserve building contributed to the need for steep increases.
- **Survey Framing Issues:** Some respondents felt the question was unclear or misleading, limiting their ability to assess the increase.
- **Support for Phased-In Increases:** A small group advocated for a gradual or staged rollout to mitigate impacts.

To review the verbatim comments of participants, please refer to **Appendix B**.

5. **Question:** *Would you be willing to pay higher property taxes or utility fees to reduce the DCCs paid by developers/builders?*

Contextual information included with question:

Increases in DCCs

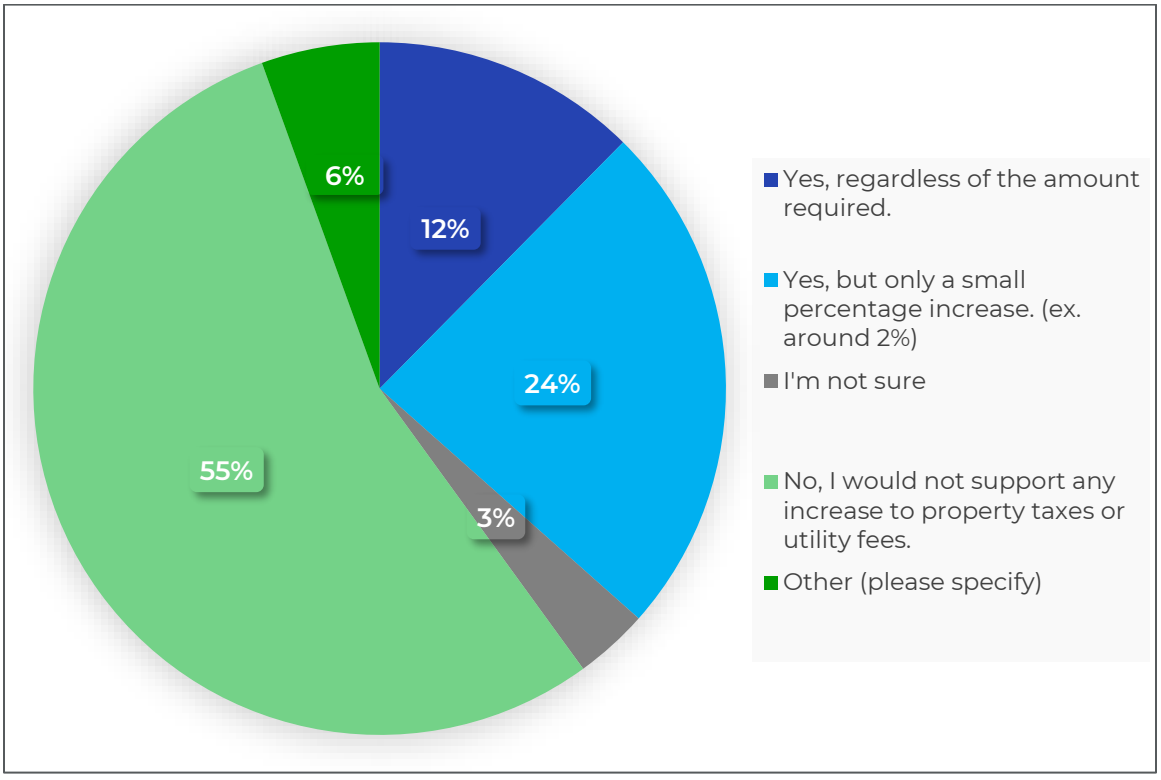
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DCC costs are paid by the developer or builder.

Findings:

A majority of participants would not support any increase (55%). About one quarter would support a small increase (24%), a smaller share supports any amount (12%), while 3% didn't know.



Response rate: 145 responded, 18 skipped.

Given the opportunity to provide additional comments, 6% of participants chose to share their thoughts on increasing property taxes or utility fees to decrease developer and builder DCC's, and the following key themes were identified:

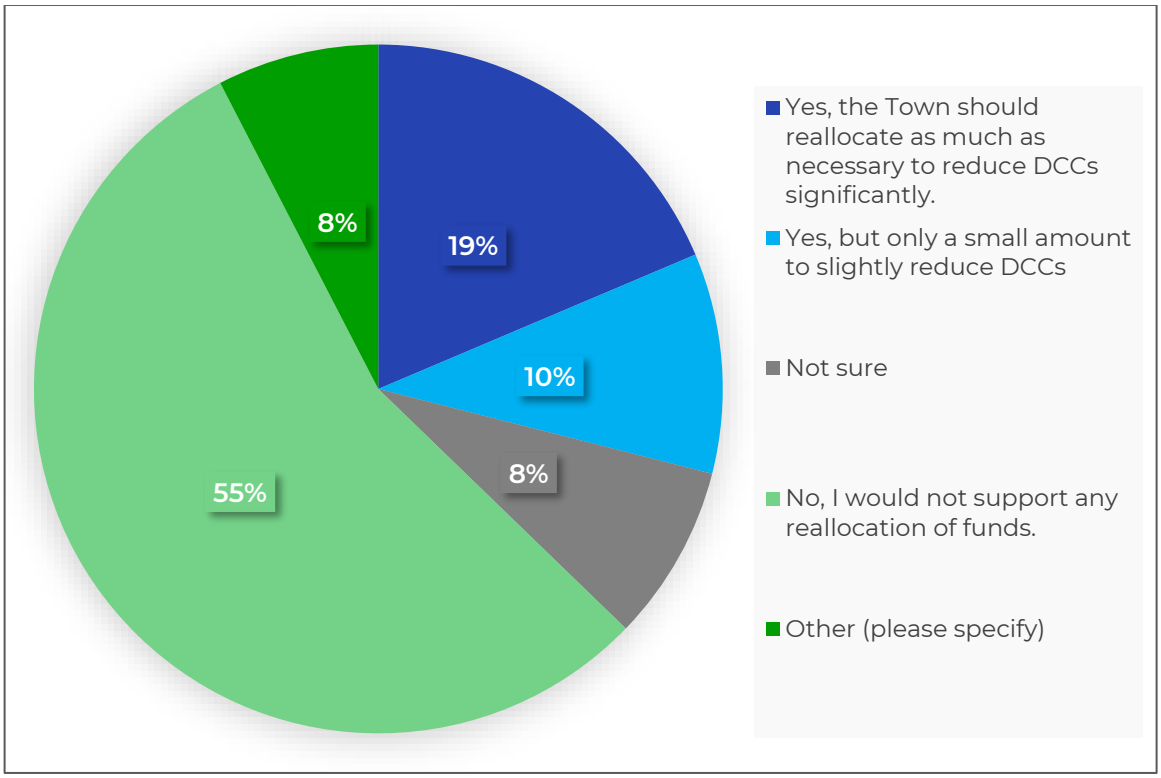
- **Question Clarity Issues:** Several respondents said the question felt unclear or misleading, especially regarding what a "2% increase" represents.
- **Targeted Support for Affordable and High-Density Builds:** Some comments supported reducing DCCs specifically for higher-density or affordable housing.
- **Concern About Hindering Development:** One respondent warned that excessive DCCs could halt development, harming the community.
- **Preference for Very Small Increases:** A few respondents indicated that only minimal tax increases—less than 2%—would be acceptable.
- **Prioritize Existing Infrastructure:** One comment suggested tax or fee increases should primarily target existing infrastructure needs, not subsidize new growth.

To review the verbatim comments of participants, please refer to **Appendix B**.

6. **Question:** *Do you think the Town should reallocate funds from existing services (ex. recreation services, fire protection, etc.) to help increase the municipal assist factor and reduce the DCCs paid by developers/builders and the final buyers? Noting that reallocating funds from existing service levels would lower service levels in those areas.*

Findings:

A majority of participants (55%) would not support reallocating funds away from existing services to lower DCCs. Smaller groups support reallocating as much as necessary (19%) or a small amount (10%), and some are unsure (8%).



Response rate: 145 responded, 18 skipped.

8% of participants chose to provide additional comments on the Town reallocating funds from existing services to increase the municipal assist factor, and the following key themes were identified:

- **Concerns With Question Framing:** Some respondents felt the question set up a false choice and was emotionally framed.
- **Focus on Affordability and Sustainability:** Several comments suggested any municipal assist should prioritize affordable housing or environmentally beneficial projects.
- **Call for Efficiency and Cost Review:** Some participants recommended auditing programs or improving efficiency before reducing services.
- **Vacancy-Tax Proposal:** A few respondents suggested taxing unused or vacant buildings to generate additional revenue.
- **Protect Essential Services:** One respondent stressed that key services, especially fire protection, should not be reduced for the sake of lowering DCCs.

7. **Question:** *Do you have any other thoughts on Development Cost Charges and who should pay for the costs of infrastructure improvements required to serve new growth?*

Findings:

71 open comments surfaced several recurring themes spanning who pays, affordability, implementation pace, and governance/long-term planning. Below are key themes that were identified:

- **Affordability Risks:** Many respondents expressed concern that higher DCCs will worsen housing affordability as costs are passed on to buyers and renters.
- **Historical Management Challenges:** A large group identified long-term under-charging and planning shortfalls as contributors to the current infrastructure deficit.
- **Preference for Beneficial Development Types:** Many participants emphasized supporting higher-density and affordable housing while scrutinizing growth that does not serve local needs.
- **Support for Benefit-Based Cost Allocation:** Numerous respondents felt DCCs should align with who benefits from new infrastructure, referencing rational-nexus ideas.
- **Developer-Majority Cost Responsibility:** Several respondents reiterated that developers should pay most growth-related costs, though often alongside a preference for phased increases.
- **Interest in Phased Implementation:** Many comments supported gradual or staged increases to avoid sudden cost escalation.
- **Need for Alternative Funding Sources:** Some participants recommended exploring options such as vacancy taxes, MRDT allocations, tourism revenue, or provincial/federal support.
- **Regional Competitiveness:** Several respondents stressed the importance of keeping Golden competitive with communities like Revelstoke, Invermere, Fernie, and Canmore.
- **Protection of Existing Taxpayers:** A smaller group indicated that existing residents cannot absorb further increases due to already high living costs

6.0 CLOSING

This report has been prepared for Town Council as part of the consideration of the DCC Bylaw Update. The findings from this report need to be considered in relation to the standards provided in the *LGA* and align with the Best Practices Guide. Council must consider whether the proposed DCCs will:

- Be excessive in relation to the capital cost of prevailing standards of service;
- Deter development
- Discourage the development of reasonably priced housing or reasonably priced serviced land; and
- Discourage development designed to result in a low environmental impact.

Overall, the engagement feedback provided that can be directly considered as part of the DCC Bylaw update process included:

- Phased implementation (multi-year) for DCC rate increases.
- Area-specific and/or tiered DCC rate structures
- considering density- and per-m^2-sensitive approaches for DCC charges.
- Program-by-program MAF review, potentially higher for sanitary sewer.

This “What We Heard Report” will be presented to Council at their upcoming meeting on Tuesday, April 7th, 2026.

APPENDIX A:

WEBINAR CHAT & VERBAL QUESTIONS AND COMMENTS

Webinar Chat Questions And Comments

	Response
1)	Asset Renewal does not qualify for DCC money What happens in the situation where there is an asset renewal that is required and it coincides with a growth related project that should technically qualify for the use of DCC funding?
2)	Has the impact of the proposed DCC rates been reviewed against the Golden Housing Needs Assessment?
3)	Allocation of Frontage Fees - is that going to be used for the municipality contribution?
4)	Affordability issues - the town expects developers to pass these fees along in the sales cycle, but the market dictates what is reasonable. Is the town amenable to phasing in these fees, similar to how they did with tax raises? It seems counterintuitive to go from $1500 to $30,000+
5)	Is the town willing to decrease wait/response times with these increased fees? It's hard to pay this much in DCC's on top of the times it takes to get a BP and DP in town
6)	What is the value of the projects in pipeline that are exempt of these fees?
7)	What is the future DCC anticipated recovery on future projects on vacant land of which no application has been submitted?
8)	Developers should have some clarity, transparency on if a complete building permit is submitted prior to the deadline to be grandfathered into the old dcc on what a reasonable cut off should be.
9)	I believe that there is a significant level of ignorance to the fact that a 25x proposed rate increase is not a guaranteed collectable item. Many projects have not proceeded, due to numerous factors, including Town requests that put projects outside of financial viability. If the Town chose to increase DCC's to $100K per lot, a zero is still a zero
10)	For the record, I urge council to phase in with a graduated assist over a 5-year period.
11)	10 year*
12)	20 year

Webinar Verbal Questions And Comments

	Response
1)	Understanding that density is more favorable for residential development within the town of Brooklyn, is there a reason why you went from a per dwelling unit instead of a per square meter cost charge for residential. I'll put a little bit of context to this is that we're proposing a 143 dwelling unit apartment complex and that will put my DCCs at $4 million. And that would be, you know, was it 10% of the whole entire DCC contribution or requirements? So with a lower square footage or a square meter cost charge that encourages developers to have more efficient apartment buildings or townhouses and whatnot. So I'll leave that to council. With commercial accommodations, we're at $17,806. So we're proposing 180 room hotel, and that's $3 million or $3 million plus million in DCCs.
2)	As we head into the new year and the frontage fees are going to be gathered by the town are you looking to reallocate those frontage fees towards your municipality sorry municipality contribution or is that going to be used in kind for additional projects that are needed throughout the community?
3)	Between your sidewalks, water, sewer, like it's capturing, you know, there is overlap between the two, which is kind of what the majority of the needs for the community are. So my question is, is 100% of those frontage fees going to go towards this? Or is that going to be, hey, we're going to do our 1% or whatever that contribution ends up being out of those funds? Or is it going to be going towards, you know, hey, the broader spectrum of, hey, we collected this from DCCs, the DCCs go directly toward this?
4)	Is the town willing to phase this in, like it seems excessive going from, you know, and I heard councils say this, when it comes to the taxpayers, you guys are willing to phase in, you know, increasing taxes over a certain period of time is is there any amenability from the town to say okay this is where we're going to be in the next three to five years as opposed to hey we're adopting this in one year unless you have in-stream protected you're paying thirty thousand dollars like we are your taxpayers too at the end of the day and it seems that a lot of consideration is given to municipal residents and consideration for their pocketbook but that same kind of approach isn't being taken with us
5)	To add to that comment you know I know that the general consensus is that as developers you know we're going to be passing these fees along to our purchasers at the end of the day but you know **[Name]** can tell you this **[Name]** can tell you this everybody else in this room that's a developer you know **[Name]** it's pretty hard to get $35,000 extra given the cost of building in Golden. So it's not necessarily a cost that you're passing on to your end purchaser. It's going to be coming out of our pockets in the interim. And, you know, with the, the affordability study and everything that's been pushed by the town, I think it's quite difficult. I think it's quite difficult for the town to expect us to swallow this. You know, if I'm doing 50 units, $1.5 million on top of my booster station upgrade, I have to do on top of, you know, all the other stuff that's going on in town and I have to contribute to, you know, water and sewer issues all over the place. So I just think taking the same approach that you take with municipal residents with developers would be appreciated.
6)	You know, **[Name]** had an example. I know his group has a number of large projects in the pipeline. I think, you know, and then **[Name]** was doing a calculation of what the DC fees would

	be for that development if they weren't exempt. It'd be important to understand with the group what projects I understand and there's a huge contingent of developers in the room or in part of the conversation who've had projects in the pipeline for a number of years and have had applications in with the city. So, you know, one of the things **[Name]** mentioned in his comment, you know, he's doing a calculation on how much percentage of their project, their DCCs are contributing to them, just rounding numbers off to that $30 million. I think there's a gap here as a resident and as a developer. I think it's important for us to know and understand if there's a $30 million of DCCs we're trying to recuperate from developments create the infrastructure that we require for the growth, how many projects are currently in the pipeline that are going to be exempt, that are not going to be contributing to this $30 million pie? Because from what I understand, there's quite a significant amount of applications in pipeline, and that's going to leave, I think it's going to do two things. There's a remaining number of developments who have not yet submitted, who are going to be bearing potentially the brunt, or there's going to be a shortfall of DCC revenue that comes in um and then another thing separately i think you know i think i think there's needs to be significantly more conversation and discussion around these numbers i mean when you when you put on you know to course at 1.5 million dollars on a on a 50 unit project you know i i have a hard time seeing how any projects financially feasible moving forward(0:40:54) But, you know, I think **[Name]** had a good suggestion. You know, if there's some sort of phasing in over, I don't think, three to five years is, I think that's too fast. I think it needs to be a longer cycle. Otherwise, I think we could stagnate the market. I think nobody, it'll be completely shut down all, I think it'll shut down all development. Projects will just not become feasible if it's stagnated. And I disagree with **[Name].** I think all of the costs are going to be borne by the consumer. We're going to have to tack on the $30,000 per, in DCCs to each resident apartment unit, that's going to increase that fee. I think if we can roll that in and as, I mean, we're going to forever be selling units for more and more money, construction costs are only going to go up. You know, if we're phasing that as $5,000 units are coming on this year, they're $5,000, $10,000 more than they were last year and over five or six or eight years, you know, we're rolling that $30,000. I think it could be something the market could absorb.
7)	Just some feedback from my own perspective if the town could commit to shorter turnaround times for BP's and DP's and just responsiveness it helps us decrease our hearing costs which makes this more feasible so you know with this dcc increase I know you can't take money for this to say hey we want to increase the size of our planning department but I think you have to give serious consideration to that because the only way for us to decrease our overall costs of our projects meaningfully has to do with carrying costs and interest rates and what we're bearing and if it's taking us years or you know the water and sewer project was a couple years uh coming up with it where everything's on hold those carrying costs matter to us so I think one key person like the key thing that I would like you to take to council is if you expect to do this and you want to do it successfully the turnaround times on comments and um getting any permitting done needs to be a commitment where we'll get comments back maybe in two weeks on the long scale of things. When it gets turned in, we have certain timeframes that we're going to be expecting to get it back. Because take, for example, if you have a $30 million project and you're waiting a month or two or whatever it is, and your initial cost are $5 million, sitting at 8% with the bank right now is a lot of money on a monthly basis that we're having to incur on top of these expected DCCs. And with that being said, Rav, just to your point, with the DCC and in-stream protection, I don't put too much thought into that because I think what's going to happen is if everybody who has a project tries to rush to beat this, you're going to get stuck in a situation where the market becomes so saturated that nobody's going to sell. So I think people are going to be guarded in that approach as well. So even if Chris comes out with 100 units, I'm 50 units,

	you have something else going on. I think the town just remain cognizant of that. Although there's people who are in-stream for this, I don't necessarily think all of them are going to come to fruition.
8)	So clarification, as developments are a little bit larger, there is other complications that come along with them. So for example, if the city gives us a development permanent, however, there are still conditions on title that have to be worked through engineering or other professionals, but we still have will solve those on upon our building permit submission. Sometimes that takes a little longer to be able to solve. But then that window, if we submit our building permits under provincial bylaw that states on the 357th day of the year, then we now have to amend to the new DCC bylaws. Is there flexibility between that window between the entitlement of development permit to building permit to be able to submit so that we don't incur the new DCCs? so we're in-stream right now for development permit. Hopefully we'll get a development permit here soon. After our development permit, you say that it's expected to pass the new bylaw by April, May, June. It might take me a year to finish my, you know, our construction drawings and finish up maybe some conditions that are still on title that we need to be able to achieve before we submit a building permit. Now is it hard and fast that on the 357th day of the year or within that waiting period that we now have to enjoy the new DCCs directly or are we still considered in stream. Now, if there is commentary back and forth between the city on the file to determine conditions on the file, we have a special provision on ours. And some of us will have those two that are a developer-contributed offsite front-ended agreements. Does that muddy the waters, or is it a gray area, or is there relaxation within that so we can continue on the work?
9)	And with the BC government looking at possibly delaying your DCC payment on possession of the home, you guys think that's going to be a municipal decision, right? The town can't adopt that as well, saying, hey, on possession, we'll take the contribution of the DCC?. Is that an autonomous decision from the province? Did the town have any say on that? But the province says no, but the town says yes, for example.
10)	I think on something **[Name]** said, you know, if, if there are people trying to get in, get an application in, you know, it's important. It should be fair and transparent if there's, if it takes, you know, it should take a reasonable amount of time to receive comments back and for that application to be processed. You know, if you submitted a project today and it took two or three years to get building, you know, it took a significant amount of time to receive building permit and communication back and forth, you know, beyond what's reasonable and expected and you end up falling into the new DCC's, I think there should be some communication and discussion around that to ensure that that doesn't happen.
11)	I mean, obviously it's a personal comment, but I've been here long enough and listening to enough developments that don't move. And it's more than frustrating for sure, especially once things do get a little bit personal and you get your own dough punched in there. You watch folks that have been doing it for generations of their family here. And I just think that there's a very high level of misunderstanding at best to be polite about it within council chambers and the town hall to the significant amount of costs. I mean, you know, we've just seen probably three of the largest buildings get built, one that **[Name]** knows really well in town. And then to be, you know, we're talking three or four years later. I mean, from talking from my own personal project, which has been kind of in the works dealing with the town for four and a half years and have an initial feasibility study go from a 2.1 build to a 4.3 to then think if I don't push ahead to go more and find another 900 grand well it doesn't take too much math you can put three numbers together and divide it by 26 lots and know that that's a zero you could charge whatever the heck

	you want but the town and the engineers have killed the project you know if debatably before this happened. My point is, you know, you could make DCCs whatever you want, but if nothing's going to go because you've killed it, then it's a zero. So you're not going to collect any money for all the problems that exist. And there's going to be minimal growth, which in my personal opinion, in 28 years here, it's been pretty minimal to this date that, yeah, I get it. You're chasing it. You're trying to fix it, but yeah, you can't, if the market's not going to bring people with the money to pay, then this particular solution is pretty heavy handed to go 25 times the current cost in a very short period of time. So I guess I'm just reiterating a bit what **[Name]** and **[Name]** were talking about and **[Name]** as well. I guess everyone that spoke is just, it's a very, very heavy hit regardless of the time everybody's been working in the pipeline or how they've been working with the town, how we've all pivoted. I know the town's line is always, well, this thing changed or that. You know, the longer things take, the more time you have that you have to change, you have to pivot and things do change. But when you're trying to work in a cooperation, some form of a partnership with the town that you're trying to do business in, then that should be an expected part of the process. I don't have a whole lot more to add. I mean, disheartening, terrible. I got lots of words, but I think I'll just leave it at that. I mean, ultimately, I think for a lot of folks on this call, not much has changed, only it's gotten worse. And that's kind of the direction you're headed. So I'm not sure what else I could add. And I think I'll just leave it at that. I'm working on keeping my language together today.
12)	I think the town, like, I think part of the frustration that everybody has is, like, a submission is never complete. And I think the approach that would be appreciated by the development community of getting through the permitting process is like an 80-20 rule. You know, like we don't have to have everything ironed out and all the I's dotted and T's crossed. I think it's just like get it to 80% and we'll work through the final details through the building, like as we go from DP to BP. And I think that's what happens to a lot of us is that we get buried in these things and you come back, you need 10 different reports. You're getting, you know, geotechnical people on the phone. You get 10 different engineers on the phone. You're paying six to $10,000 an hour for these phone calls and you just don't have any real traction anywhere. So just one comment and another thing to take away. Just along with the time to process is just, it'd be nice if the town took the approach of, yeah, get this to 80% and then we'll work through the final details to help development move along. And I don't think a lot of the general public realize how long those little details can take while you're working on all the other stuff as well. But that also shows the traction that banks want to see to start to finance this stuff. So just a comment that 80% of a project's kind of altogether get it to DEP phase would go a long way for all of us as developers.
13)	I mean, from my own experience, you guys adopted a step code one year ahead of it being brought in with the BC government, right? So those little things that you're, hey, you know, this is by the time you go to build, although we're planning around a time where a step code hasn't been adopted, those little things that are brought in, that all adds cost to it. You know, we plan according to what's currently there and then we adopt this. It's like, hey, by the time **[Name]** said, by the time you guys are ready to build, you should be building according to the spec. Like those little things, do add up. And I get what you mean, that there's small details, you know, it's the bare minimum in terms of it. But there is a lot of stuff that comes back from the town that's like, hey, we have to get into the nitty gritty of it. Get the conceptual stuff in space. And if it's, hey, we have to work on this structural aspect of it or, you know, your fast calculation, we need to work on this a little bit more. I think if you could get to the point where you can issue that DP and it's 80% there and you have commitments from developers, it'll lessen the burden on you as well as us.

14)	Developers, you know, I speak for myself, but, you know, we can work with things. We understand that DCCs are required. We understand that, you know, there's infrastructure needs here. I think that, you know, we can work with a lot of things. The main thing that we need is certainty. You know, we need certainty on timelines. We need certainty on costs. You know, if I'm paying... pending 1.5 million, if it's you know, if I'm spending one point i need to know if I'm spending 1.5 million or 1 million on the DCCs what are my costs what are my frontage costs you know every project we've done they've kind of they've been very different there's no certainty you don't know exactly what you're going to pay until you're in the middle of a project and that doesn't work you know you need to know you need to know what your costs are going to be and you know if it's if it's And the rest of the things, I mean, development's hard. We got a lot of challenges. You know, there's a lot of other things to be worried about, but not having certainty at the municipal level on timelines on when you're going to receive a development permit or building permit on what that timeline looks to touch, you know, to reiterate what **[Name]** said you know, it greatly impacts our carrying costs. And so, albeit that the DCCs are significant, you know, I don't want to minimize they're not significant. You know, a lot of these projects, once you get into the bigger projects, they're $15, $20 million projects. You know, when your carrying costs will eat up, you know, is significant. If these get delayed an extra year, I mean, a lot of these costs are eating up and the cost of construction rises by 10%. So on $20 million project, it takes an extra year before you get your building permit. You know, you're spending $2 million more in construction costs and you potentially pre-sold these units at a discounted rate. I mean, that's the number one thing that makes it hard to, you know, move a project forward is the uncertainty. So I think that's more than anything, you know, more than any comments on DCCs. It's just a request for, you know, some level of, you know, progress towards helping, bring certainty and making the developers feel more comfortable and confident that there is a process and you can rely on the process.
15)	On top of the DCCs that are being proposed here of $35,000, I think it's important that council realize a lot of us are being asked to pay for growth within the municipality as well. Front ending costs of, you know, between two to seven or $10 million. So I just think that should be taken into context. And again, when talking about, hey, we have this, all these immediate needs that are in front of us and we're going to get the developers to pay for it I do think it's important to take that into consideration these front-ending fees and what we're having to pay with hopes of recouping it that's probably it'll never happen I'll never recoup a dollar on my projects because I'm the only one developing there but I think it's important for you guys to realize that that's also why we would like to see this phased in is that we're having to do these upgrades for the community where we're fronting this much money and we're already going to have to pay interest on, you know, between two and seven million bucks with the banks at 8%. And then we're going to have to pay these DCCs as well. So I think, you know, all things considered a phased approach would go a long way for all of us.

APPENDIX B:

VERBATIM COMMENTS FROM TOWN ONLINE SURVEY

VERBATIM COMMENTS

Contextual information included with questions:

Increases in DCCs

Because of increases in costs since 2012, new masterplan information and growth projections, DCCs are projected to increase, for example:

- *The DCC for a single detached dwelling lot is paid at the subdivision stage and proposed to increase from $1,410.99 to $34,820.00. An increase of $33,409.01 which is about 3.5% of the price of a $950,000 home.*
- *The DCC for an apartment unit is paid at the building permit stage and is proposed to increase from $1,157.34 to $23,500. An increase of $22,342.66 which is about 3.7% of the price of a $600,000 apartment (condo).*

DCC costs are paid by the developer or builder.

Question 3) Who do you think should pay for the roads, parkland, sewers, and water infrastructure needed because of growth? Please select the response which most suits your beliefs.

	Response	**Response Theme**
1)	It is misleading to only present the options of 50/50 taxpayers and new development pays for the "vast majority". The reality of infrastructure costs and maintenance and the sources and uses of town taxaction revenue is more nuanced than that.	Dev-majority
2)	In think costs should be split between the taxpayer and the developer, but not equally. I think the developer should pay more than the taxpayer, maybe a 60/40 or 65/35 split	Dev-majority
3)	Loaded question. Existing taxpayers and new development should share the cost equally especially if we are gathering more tax revenues and services from that growth.	Equal share
4)	New developers should pay for it all. At the beginning at least until the development is well established. Then maybe phase in where the developer still pays the vast majority and the taxpayer can contribute a small portion.	Dev-majority
5)	The TOG should have had a healthy reserve built up over the past 25 years to accommodate for growth. Very bad management and planning. Too many high salary positions not doing their job!!	Reserves
6)	I think a new tax for decrepit buildings that are owned but not up keep or used should be taxed extra after a time frame of not used and this tax could help contribute to future growth. New development can also help contribute but something has to be done with the building that give the town an eyesore and if they at least have to pay extra to help	Vacancy tax

	contribute to the development upgrades needed for our town	
7)	It should be proportional based on the project. Infrastructure costs should be split based on who creates the need and who benefits. Developers should fund growth-related infrastructure while taxpayers cover existing repairs or community-wide upgrades.	Benefit-based
8)	Both existing tax payers and new development should be responsible. But the TYPE of new development should be a primary factor. Development that meets the needs of our community (higher density, built for residents not short term rental) should pay lower DCC than a brand new detached single family home	Type-based
9)	I feel Tippy from Legends Diner should pay for all DCC costs	Dev pays all
10)	I would chose the last option but you are trying to segregate it. Growth is not 100% or even 50% of the issue. When you look at this, you need to look at how much the new project represents of the upgrade needed. For example, if there are 200 homes, and a developer is doing 100 homes, the developer should be responsible for 33% and the tax payer 66%	Other
11)	I think developers should pay the majority with some small support from taxpayers, but don't agree with it being equal. My reason is that I think growth is not the only reason we make infrastructure updates and upgrades. And as a matter of fact, it's not feasible for developers to pay for all that and still turn a profit, so they're less likely to develop and golden will not be a town of investment and opportunity.	Dev-majority
12)	Growth should pay for most of the growth. The benefits of a larger tax base should not be underestimated. What i have not heard through this is the impact that more units have on the tax base. For example I own a commercial building and pay $30,000 a year in property taxes plus water, sewer, and employ people. The overall benefit to the town is large. If these fees scare people away they should be adjusted. A larger tax base allows us to get pools and better facilities. If a developer is adding a multi story unit with commercial they could be adding a couple of hundred thousand or more to the tax base per year and with a DCC paying all of the associated costs. So the town wins and the developer has to pay the entire bill. I think slightly more cost sharing makes sense.	Benefit-based

13)	In between 1 and 2; not equal, perhaps 75% developers 25% taxpayers, to still have incentive to build, as we will likely benefit from the growth ourselves too	Dev-majority
14)	Water sewage should be on the developers, street tax payer and parkland should be split.	Other
15)	NA	Other
16)	I think growth should pay for the majority but for shared roads/parks etc. the town and existing tax payers could support. We all benefit from growth. Maybe 20-30% covered by existing tax payers. I would be interested in what other small communities do that want to encourage development.	Dev-majority
17)	Existing taxpayers should pay a portion of the infastructure costs, but developers should pay the majority. (ex. 25/75 or 33.3/66.6)	Dev-majority
18)	Depends on the development and if it fits zoning etc	Other
19)	More money should come from area A	Ext contrib
20)	Growth should pay for growth though local government and the community should be held accountable for electoral and administrative decisions that have resulted in a current infrastructure deficit that deters future investment from developers and investors. Municipal direction and ambitions and administrative goals should be clear and transparent.	Other

Question 4) What do you think about the magnitude of these increases to DCCs?		
Response		**Response Theme**
1)	It should be approximately the same percentage as 2012.	Other
2)	It is misleading to suggest that DCC costs are paid by the developer or builder. Developers and builders only invest if they can make the appropriate return on capital hurdles. DCCs are a captial cost. They are necessarily passed through 100% to residential buyers in the long term, although some builders and developers might be sunk in the near term.	Pass-through
3)	What is the average home and apartment worth in Golden? Ask this question as is a 24X increase is reasonable and will prevent all development in our community.	Too high
4)	According to the housing needs report published 2023 average single detached home sold for $560,516. The percentage DCC to average priced home is higher at 6.3% of	Other

	the cost. Typicaly the new cost is mortaged with the home purchased, so that 6.3% plus GST equates to 6.4%. That is a tax on tax. Then consider this fee will be mortgaged with interest rates of the day. A tax on tax that is financed.	
5)	They are too high, too fast. Just because the ToG is late to the party on managing Town assets, the burden cannot be directly downloaded to developers in the course of 1-2 years. The proposed implementation timeline is completely unreasonable.	Too high
6)	These fee increases seem high when we look at the dollar amount, but low when you look at the %. Maybe this is pocket change to a developer. The general public need more background on DCCs before we can give an accurate opinion or answer your questions effectively. This survey seems like its not going to give you accurate answers because you need to provide more info first.	Other
7)	A bit low	Too low
8)	Seems a bit high. But maybe that's just to give us a little buffer the next time we have this chat 14 years from now.	Other
9)	I think the single detached home feels appropriate. But the cost on the appartment or other higher density dwellings feels unnecessarily punitive. We should be encouraging higher density builds and making these spaces as affordable as possible for people who want to live in our community	Density impact
10)	Do a comparison with other municipalities in BC	Other
11)	You're going to kill development and all businesses in town are going to suffer that service the development community	Other
12)	Developer fee can see that increase but a single homebuilder, that is too great and increase	Other
13)	How would i know if that's too high or too low? It seems like a huge amount, but I wouldn't know the need.	Too high
14)	The increase seems actually quite high, but only because I think they were much too low	Other
15)	Only the upper income bracket can afford to build or buy new~stunts growth for a town.	Other
16)	Developers had it too good for too long its about time they pay their fair share	Other
17)	Costs are much too high. It appears the town is trying to charge new growth for previous undercharging, such as footing the cost of long neglected upgrades that previous	Too high

	housing units should have been paying into. It'll stifle growth in Golden to charge new development to such an extreme, which is short sighted because Golden would be better to have the growth, than to slow it down from overcharging.	
18)	I think there should have been incremental increases to DCCs all along and the Town council and staff should have undertaken appropriate increases before it became a crisis.	Other
19)	City didn't charge right amount ti previously	Other
20)	The current costs are too low, so it is a huge difference. Why were they so low??	Other
21)	This miss information to really be able to take a stand. There should be comparable of other town. No current tax payer will accept higher tax and will vote for pushing the developers to paid	Other
22)	Make it higher	Too low
23)	The question lacks insight into a broader topic. It is concerning that apartments are quoted at 600,000.	Other
24)	Another reason housing will be unaffordable for locals here	Other
25)	Seems too high, Increasing more than 22x in one go is too much	Too high
26)	When looked at from a % perspective that seems a reasonable amount.	Other

Question 5) Would you be willing to pay higher property taxes or utility fees to reduce the DCCs paid by developers/builders?		
Response		**Response Theme**
1)	Again, this is an embarrassingly misleading and simplistic framing of the issue. The real question we are asking as taxpayers in Golden is: "where have our taxes been going up until now if our infrastructure is in such poor shape?". Perhaps public attention will be retrained on that discussion...	Framing
2)	Loaded question. How much more will we need to pay if development stops and infrastructure needs to be replaced.	Framing
3)	Golden's property tax is too low, and has not risen with the cost of maintenance, hence this the current state of our current infrastructure.	Tax context

4)	Yes, a reasonable amount - whatever that turns out to be. This question is misleading... 2% of what?	Framing
5)	Not for single detached dwellings or town homes but I would support a reduction in DCCs paid by developers who are developing high density housing like apartments especially if they are more affordable.	Density
6)	It needs to be fair both ways. This is way too high and things just won't get built	Too high build
7)	Yes, but not to support the growth of the systems to support new growth. But to support the required improvements to existing infrastructure	Existing infra
8)	Yes but even lower than 2%	Other

Question 6) Do you think the Town should reallocate funds from existing services (ex. recreation services, fire protection, etc.) to help increase the municipal assist factor and reduce the DCCs paid by developers/builders and the final buyers? Noting that reallocating funds from existing service levels would lower service levels in those areas.		
Response		**Response Theme**
1)	Again, this is an embarrassingly misleading and simplistic framing of the issue. Whoever wrote these questions is intentionally trying to frame the issues as being the Town residents against developers. This is disingenuous and unprofessional.	Framing
2)	Loaded question. See answer for 5. What happens if development stops.	Framing
3)	Suggesting moving from recreation services and fire protection is misleading inciting an emotional response to heartfelt municipal services. A pragmatic approach would to review all services, find efficiencies, moderately raise taxes and review low ROI programs and invest the difference.	Framing
4)	What about a vacancy tax there is so many buildings in town that are not being used that is not helping with our town	Vacancy tax
5)	Too many new fire trucks?	Other
6)	The town should only be reallocating funds to significantly lower DCC costs for affordable housing and environmental sustainability projects. (Looks like I'll never be able to buy a house here so we might as well have recreation services and fire protection lol.)	Affordability

7)	You should ask David Eby and that guy Mark carney for some money. I mean if Carney gave Ukraine $2.35 billion, Im sure they will give us Canadians $100,000,000 million for improving the town of Goldens infrastructure.	Other
8)	Yes the town should reallocate as much funds as possible because the developers are going to increase the tax base to offset the numbers as well that we collect for existing services. It is a calculation that needs to be looked at - if the developers anticipated contribution to the tax base is 50 million dollars, how much of that is realized by the community through taxes?	Other
9)	Taxes should not go up significantly, reallocate funds for this. New developer should pay	Other
10)	Reallocation of funds for developments that benefit the community (like affordable housing). There is no need to subsidize more STRs	Affordability
11)	The town wastes a lot of money now. For example, the town spendings money sprinkling gravel all over the town in the winter including on flat roads where it is not needed, and then they spent weeks in the spring cleaning it all back up again. Should dial this way back.	Other

Question 7) Do you have any other thoughts on Development Cost Charges and who should pay for the costs of infrastructure improvements required to serve new growth?		
Response		**Response Theme**
1)	Maybe new growth is not needed if it cannot be done affordably. Growth should not impact residents.	Affordability
2)	Developer should pay the fee	Dev pays
3)	Everyone should pay to grow as if we get more residences we have more tax base to help with infrastructure improvements. The main issue is these haven't been increase in some time and there is no growth happening in the community and infrastructure has not been updated regularly. I feel if you increase to above revelstoke or any of the other growth townships listed you will end development in our community and end up with a larger issue.	Competitiveness
4)	Probably should have had a plan in place long before now if the required increase is that significant. It seems to me those increases will make developers find elsewhere to build. It needs to be split between developers and existing	Dev pays

	tax payers and potentially some reallocation of funds (I don't know the details of the budget to say for sure)	
5)	Yes, new growth should contribute to immediate services that help support the growth. However, with that, upfront mortgaged tax on tax is not practical, and goes against the verry thing that council is trying to achieve, to support policy for affordable housing and inventory growth. Stop stepping on your own foot. I suggest to consider a DCC assist phase in process, shift market sale residential to /sqft fee, market rental to develpements to have a redcued or DCC or an ongoing increased services fee for a set amount of time. Explore elevated municipal connection and operations services fees to support reserve funds and community wide infrastructure refurbishment and upgrades.	Affordability
6)	It is true that growth should pay for growth - but only to a certain/fair extent. Your proposed DCC policy is going to decimate the working class fabric of Golden and drastically alter who can live her in the future. What is already a precarious housing situation for locals is about to get a lot more expensive and quickly. You cannot expect the purchaser of a new housing unit to take on full responsibility for the cost of the DCC which is what happens; the developer will pass it along to the consumer. A DCC contribution like this should spread across decades, not upon permitting a new build and born by the buyer. With your proposed DCC policy every new housing unit is now $22-34k more expensive than it should be. Existing housing units will soon follow suit in their valuations, whether real or perceived. Soon the selling price of all the housing stock in Golden is further inflated and the cost of living continues to grow to keep up with increasing utility costs, increasing property tax, and all the other necessities of life that are outside municipal control. While the ToG is stuck between a rock and a hard place to generate the funds you need to catch up to the infrastructure deficit, downloading it onto developers and ultimately residents under the guise that it's "only for new growth" is not helping the situation. If our community wasn't in such an infrastructure crisis to begin with, we wouldn't be so desperate for additional funds to support growth. The Province and Feds are downloading onto you and you're doing the same to the residents. While increased DCCs are one tool in the tool box, they can't be the only tool and they need to be more carefully calculated than what is being proposed and implemented responsibly over a much longer period. Growth = tax revenue and more people and businesses to share the load. Please don't squash Golden's	Affordability

	ability to grow and flourish with this short sighted policy recommendation. We are already known as one of the most difficult municipalities to develop in within the Province of BC, maybe we can finally start work on improving our development environment rather than sealing our fate with the proposed DCC structure.	
7)	Please provide better background information first before asking the people of Golden to answer questions on something that is not explained enough for us to give an opinion on, thank you.	Other
8)	New development should pay the majority of infrastructure improvements cost. It's still very cheap to develop here and it doesn't reflect the current costs that will be inferred by the town to bring everything up to the level where it should be. Our taxes are already high and we are still lacking recreational facilities (pool!!!)	Other
9)	It seems that a substantial amount of proposed new development benefits non residents. These are adversely affecting local residents both now and long term. There should be careful consideration before approving projects.	Other
10)	If the people coming in want to develop in Golden I feel they need to contribute to our town in more ways then just building. I've lived in Golden my whole life almost 42 years I have a business and I pay extra water sewer even with it being within my own home. My property taxes in the last 5-6 years have doubled I've paid my fair share to stay living here. The new comers can start to help with our infrastructure which is already in such poor condition. When I bought my second home almost 15 years ago I was told by the realtor that our street was in the works of getting repaved and a side walk being put in. All we got about 6-7 years ago was the pavement our little town needs to really sort out the spending and start to do better for the locals not just the new developments and tourism.	Other
11)	Reallocate the planner, as they obviously weren't capable of for seeing that a tourist town would grow. Not sure why we're paying any of you. If it was your business or your personal budget would you care more?	Other
12)	We need a vacancy tax there is so many building not being utilized that's where we should get the extra money for infrastructure!!!!	Vacancy tax
13)	New large developments need to pay period. The taxpayers and full time residents of Golden already spend approximately 60% of their income back into the	Affordability

	community. There is a cost of living crisis. If you put more on the backs of local families they will leave. Some already have. Taking their skills and families with them.	
14)	I would propose and new tax law for unused buildings in town. If a commercial or house is just being held and not used and no upgrades or plan is in place for these buildings tax them or fine them and put that money towards new infrastructure and then also tax new development but not as high as proposed and also a small amount to the residents if needed but they should be last. The amount of decrepit, unused buildings that do nothing for the town of Golden is unacceptable and something needs to be done.	Other
15)	Cost should be to the developer	Dev pays
16)	You need to increase the market. How can I move there/invest there with the punishment of having to pay this much extra? Do the current residents not benefit from new roads? Do they not benefit from increasing the tax base? Furthermore, if there's STR zoning, would it not be beneficial on the taxes? They don't even really put stress on the services	Other
17)	Development should pay for itself and cover all costs including costs associated with extra use of the municipal services. Why make the developers richer already? Also, I am still not happy that the Sky Bridge is on our municipal Services overloading our municipal wastewater treatment facility with thousands of daily users. Please keep to the municipal boundaries. And please collect extra taxes from anytime vacant houses and buildings to lessen the need to develop and build more. We need to put a cap on growth. We need a strict bylaw on new developments as we also need to keep green space within and around our community. Thank you.	Dev pays
18)	I imagine it already works like this to some extent but: I've read about a"Rational Nexus" that acts as a framework to measure benefit from development to the taxpayer, future residents or a combination. Seems like a reasonable way to determine the split. Growth should pay for most growth, taxpayers should help out when it also benefits them.	Rational nexus
19)	The DCC are an effective tool and should be implemented to help support the cost of a growng community. However, they are also an important planning tool, one that can encourage the right kind of development, more affordable spaces to live in Golden, paid for by those who can afford a single family home.	Affordability

	Commercial rates, need to be seen as attractive to encourage investment in Golden. There are already so many extra costs just to operate a business in Golden, we should not be adding additional costs to building new commercial spaces - we already have incredible high tax brackets for light industrial that has discouraged many wonderful employment opportunities out of this town (Kicking horse coffee... among others). Let's keep Golden as an attractive space to bring a great business idea. Commercial spaces should be lower or on par with the communities around us - not hgher as the current plan has laid out (Revelstoke, Invermere, Fernie)	
20)	you'll continue to drive away all the developers if you increase the DCC by $33k.	Dev pays
21)	The lack of growth has increased property values to a point where housing in Golden is unaffordable. How do young people expect to stay in town? Too many feel they have to leave in order to get ahead. Golden has done a poor job with growth and left itself in a position where growth is unaffordable. It is poor management at a local planning level. And now the answer is to make growth even more unaffordable? Not smart.	Affordability
22)	I cannot believe that the Town of Golden put this survey forward. I am truly frightened if our town leaders use a deeply skewed survey to make long lasting decisions.	Other
23)	I don't support zoning amendments that rezone medium or high-density residential land to short-term rentals, especially when infrastructure upgrades are used as leverage. Housing-zoned land should remain focused on long-term housing needs. Infrastructure should be planned equitably, not traded in exchange for rezoning that undermines community housing goals.	Other
24)	Tippy from Legendz Diner	Other
25)	If we want the town of Golden to keep up with the development and growth of the surrounding towns and cities, we need to support development in the town. Our town is beautiful and unique and it's important to always stay authentic to who we are, but that doesn't mean we need to make it so difficult to grow our town and create more business and opportunities- that's what will make people stay and make people want to move to Golden.	Other
26)	Tax payers should pay for DCC's	Other

27)	At the end of the day, development will bring in more tax money with hotel's and other businesses. Current tax payers should be contributing significantly towards dcc's	Other
28)	If DCC causes prices of new development to be too large, no housing can ever become affordable from it.	Affordability
29)	Developers should pay for that cost.	Dev pays
30)	Every other town shares this according to the percentage that the developer is bringing versus the existing population that utilizes the services.	Dev pays
31)	Requiring a developer to pay for a previous lack of investment by the Town of Golden is only going to drive more developers away from Golden. An ongoing theme.	Dev pays
32)	Most of the issues regarding growth are due to ageing infrastructure. Residents should have to pay their share for those asset renewals.	Other
33)	Yes. I would like a report and accountability for what has happened to get us in the jam. The previous mayor had a plan. It was not executed.	Other
34)	Again just that the property tax benefit of a development should not be overlooked or entirety discounted.	Other
35)	Most of the Development Cost should be paid for by the Developer and future fees attached to those development. IE GDUR needs to be upgraded before anymore development is done in that area with the new Campground and The Sky Bridge traffic is a major issue along that road and new development with only increase it!	Dev pays
36)	Change is inevitable, it will happen whether we choose to engage with it or not, if there is not more meaningful contributions by current property owners then we will have no control over the future of our community. People care about "the character of their neighbourhood" but through an unwillingness to contribute then no one like them will be able to move in to keep the character. Instead it will go to outside buyers, small investors and large corporations. Young families DO NOT have the means to move into family neighbourhoods as is, and absolutely cant handle more DCC cost charges placed on them (because they pay it not the developers in reality). People obviously dont want to pay more but surveys like this only ask that, not are they willing to accept the consequences of if they dont. This survey is biased to skew towards more costs burdened on young professionals wanting to start families, and to keep costs off of current property owners. Gatekeeping housing security is	Affordability

	not the answer, it extrapolates the problem. Change will happen, like it or not, if you dont contribute to development costs you lose control of the direction into the future we are heading. I want a home to start a family, I live and work here, I am the definition of who locals want to move in to "keep the character of their neighbourhood" but I cant afford a $950,000 home, and especially cant afford an additional $33,409.01 onto of that, dont patronize me telling me developers pay that cost, thats not how the market works. Whomever examines these numbers and think this is a solution to bring young families into town is out of touch.	
37)	I think we should lobby for parts of the monies collected under the MRDT to be allocated to infrastructure as part of the effect of tourism on existing resources, or an increase in the 3% and have the additional resources go directly to infrastructure.	Other
38)	This is an unfortunate situation that should have been addressed years ago so that the increases could be more gradual. I do generally agree that the cost of growth should be covered by new growth, however I do think there is value in reducing the DCC on secondary suites as likely one of the more affordable options moving forward. I also think that for any development like BC housing, where it is subsidized or below market rate, the DCCs should be much lower.	Affordability
39)	I think if the development is intended for local businesses or local renters who are looking to move into the housing market, then having a shared cost, makes a lot of sense, particularly if parks or shared roads are part of the infrastructure which is shared by all residents. If the development is for Airbnb's or other businesses that do not serve our communities growth plan or directly benefit residents then I think the developer should pay.	Dev pays
40)	Growth pays for growth. New developers should be factoring the cost required to service new growth & perhaps include that in their strata fees. This should not be supplemented through property tax increases or utility fees. Golden is already expensive enough to live in.	Dev pays
41)	Instead of a big increase do in increments. Anyways this should have been done years ago (30years ago)	Other
42)	WHY are the costs so high? Did the TOG not charge enough in the past decades to create a contingency fund to help pay for DCC.	Other

43)	As a taxpayer who is already appalled at the cost of property tax and utilities, furthering my costs to pay for new developments which have no direct benefit for me or any of my friends/family would likely be the nail in the coffin that would drive me to uproot our family and move. Developers need to be investing in their own infrastructure growth, and the town needs to use that funding accordingly. We've heard for years that the sewage and water treatment system couldn't handle any further developments but then they continue to pop up (5th Ave Rocky Pointe, OSO & new build on the same street, 11th Ave N the Kaur Building, etc.) without seeing any real improvements to vital infrastructure from the DCC funds. As it stands, Golden barely offers the recreation services that we see offered in other towns, the parks receive very little upgrading or beautification, and the funding that goes into bylaw enforcement is a mystery as I rarely ever see bylaws actually being enforced/updated to meet current needs.	Dev pays
44)	Ideally, the previous few decades of Goldenites and Developers would have built a contingency fund due to planning and forethought. But, previous leadership within the Town pandered to LOCAL developers, and allowed them to make a lot of money without appropriate development fees. Which, as usually, leads to future generations of taxpayer having to pay for the profit of others. Sorry, tangent. The proposed increase for the DDCs is astronomical, and could lead to developers continuing to overlook Golden as viable destination for development. But, taxpayers should only pay a small portion if any. If the Town was a private entity, and this survey was geared toward a group of investors, the investors would not cough up the money due to the negligence of the Town. They would likely tell the Town to pound sand, and walk away with their money. This Town needs to do better. Management needs an overhaul in Planning Dept., and some experience needs to be brought in. The same could be said of one or two other departments.	Dev pays
45)	This is a very poorly written, biased survey that will produce biased results. Shocker…	Other
46)	No matter what growth will never cover the eventual cost of replacement of the infrastructure they need for growth so the tax burden will eventually spread to all the rate payers later	Other

47)	I think increases should be made to DCC. The current amounts are insane, and it is embarrassing that after 4 new condo builds town is finally considering raising. Our sewer system is over capacity and town has charged $1100 per unit to developers who are making MILLIONS on their buildings. However, this should be carefully considered as housing prices continue to be exorbitant compared to many similar communities and we run the risk of turning into western Canmore if it continues.	Dev pays
48)	This was predictable (maxed out / failing infrastructures) and has been looming for a long time. Inactivity and indecision have put us all in this position. Small increases over time and there'd be reserves for these capital projects, zero future planning... Classic golden move. Nice job TOG.	Mgmt issues
49)	Developers.	Dev pays
50)	It is essential for healthy growth that costs are properly amortized. Right now, it feels like the town is trying to hugely charge the next wave of development after undercharging in the past. New development should pay fair costs but not be excessively charged for past undercharging. Raising the per unit fee by 2500% is way too much. It is short sighted and won't bring in more money - it'll just cause development to be cancelled.	Other
51)	Developers	Dev pays
52)	The Town of Golden needs to find real solutions to support long-term local residents so they can continue to afford living here. New developments should not be funded on the backs of long-time residents. For years, the Town of Golden has failed to adequately support its residents, and as a result, many locals are being forced to move away due to the increasingly high cost of living.	Affordability
53)	Would have been nice to have those in charge who would have prepared for growth and not turned a blind eye to the inevitable infrastructure problems. A competent group of individuals with a broad focus. Missed opportunity of Taxation, Airbnb/rental property fees, fines and fees for all dilapidated properties, grants and development assistance could have been in the works for the past 20 years in preparation for the cost to further develop the water sewer etc. Obviously some taxation to community is necessary with a significant cost to the developers. The larger the project and the bigger the draw on resources and space should pay accordingly. Protect your community members first. Our cost of living and resources should not be negatively	Affordability

	impacted by future development as that development rarely benefits the locals who live and work here. Stop wasting our money and resources. Create a margin of taxation for future development and learn from past mistakes (such as: not charging rental properties and short-term rentals for resource usage and recreation taxes, bridge to bridge waste of money, indoor pool waste of money, all of the 'study's' waste of money, letting apartment buildings in before having infrastructure in place to support. Not using the existing buildings for redevelopment. Letting our drinking water suffer because you can't be bothered to put out to the public landowners to find a better location for the future well site...for a start...)	
54)	I think that Town Council should not let any major projects be approved until the new DCC bylaw is updated. It is not fair for the developers that are trying to get large projects approved before these DCCs take effect to download all of these charges onto future developers, probably stall investment in our community and take advantage of the situation by putting undue pressure on the mayor, council and staff.	Dev pays
55)	Should put the ski hill into city taxes	Other
56)	Growth should pay for growth, and the increase would not have to be so high if it was done this way in the past. The current residents shouldn't have to pay for it.	Other
57)	There should be more information to compare what other town does. I won't support tax increase because the tax already increases more than double in less than 10years. This isn't sustainable and will put people out of their own home.	Other
58)	yes it is a large increase, but Golden is now seeing large developments, and this is great and they should pay. They profit.	Other
59)	The town missed the boat on this one, all the units in the Oso building and new Riverfront property (I assume the new low-income apartments the town is developing) did not have to pay these increased fees but contribute to a large amount of growth and usage of resources. To raise DCCs for all future developments will only increase costs for everyone and in the end stunt any growth in Golden. It should be a graduated program where price increases happen over time and there are more variables in place vs just per unit.	Other
60)	Development and new infrastructure should be tied together. It makes no sense for an existing taxpayer to cover someone's new house.	Other

61)	The town should undertake a strategic review of all town operations and costs. An dcc increase of this magnitude carries the risk of hindering growth and benefits associated with it. If town budgets can be reviewed honestly and excess costs eliminated possibly the increase can be minimized. Golden is competing with other resort municipality's we need to be competitive and not at the top of the list cost wise.	Other
62)	From what we understand, we are behind on infrastructure needs, so we need to get into better financial shape. For general infrastructure used by all, we are willing to have a tax increase. For new development, developers should pay for the growth.	Dev pays
63)	I think that incrementally increasing DCC costs over time would be far more palatable for the development community.	Other
64)	I would like more information on why DCC's were previously set and maintained to lower values and what long term planning was in place to tackle this factor? Has the municipality determined a direction or long term plan for desired development? Has the community been involved in these decisions directly or indirectly. Have conversations with the surrounding regional district or tourism golden been undertaken with how development could be encouraged or funded versus specifically development funded or tax funded. Does the town have healthy reserve funds to help manage some of these upgrades or complete projects in parallel?	Mgmt issues
65)	Developers typically realize sizable profits from their developments (10% overhead, mark ups on sin trades etc), I believe they should. Contribute more than the tax payer	Dev pays
66)	The town pays someone a wage to provide workout classes when we have businesses in town to do this. We have many areas like this where money is wasted and could be reallocated to help make Golden updated and still affordable to residents and developers to come here. Do not reallocate fire protection or safety protection. But audit the departments and see where money can be saved and reallocated. Developer should pay too but if it's too high it becomes unaffordable to develop.	Affordability
67)	Why has the cost gone sky high? We do need development and if it is a benefit to the community then the community should share the burden. But if the development doesn't	Dev pays

	help the community then the developers should cover the costs.	
68)	Fixing current roads rather than wasting time planning for new	Mgmt issues
69)	Due to the deficiency of the existing infrastructure, it would be unfair to charge DCCs on to developers alone. This town needs infrastructure to grow!	Dev pays
70)	Our taxes and utilities go up every year and they are already to high, if you keep raising them your chasing us out of our homes as it is	Other
71)	Growth doesn't mean progress.	Other

APPENDIX C:

WRITTEN FEEDBACK

Shirley Liu

From: Adriana Ratzlaff [redacted]
Sent: January 29, 2026 12:43 PM
To: Town of Golden - Engage; Mayor Ron Oszust; jeremy.denegar@golden.com
Subject: DCC Update: Fairness, Feasibility, and Accountability

[External Email - Use Caution & Verify Links]

Dear Mayor and Council,

Thank you for the work being done on this important update to Golden's Development Cost Charges. I am writing as a resident of Golden, and I would also like to be transparent that my husband is part of a long-standing custom home building family business in the community. I work outside the development industry at Salesforce, and I bring a different perspective shaped by living in Golden, watching housing affordability tighten, and wanting to see the Town grow in a way that is both financially responsible and sustainable for residents.

I agree that the Town cannot move forward without addressing the real cost of growth-related infrastructure, particularly wastewater, and I support the need to update DCCs. That said, I have concerns about fairness, feasibility, and long-term accountability.

Golden's current DCC bylaw dates back to 2012, meaning rates went more than a decade without a major update. In contrast, many comparable communities have updated their DCCs within the past five to ten years. Given that best practice recommends updates approximately every five years, it seems inevitable that Golden's rates would fall out of alignment with actual infrastructure costs. The scale of today's proposed increase therefore appears to reflect not only current needs, but the cumulative effect of many years of under-collection, a foreseeable outcome rather than a sudden one.

Recent master planning work, including the Sanitary Sewer Master Plan completed in 2024 and updated in 2025, confirms that significant upgrades are required to support future growth. While these reports are recent, the magnitude of the required investments suggests that capacity pressures have been building over time, not emerging unexpectedly.

I am particularly concerned about the use of the minimum 1% Municipal Assist Factor across all programs. This effectively places 99% of growth-related infrastructure costs on new development. Given that sanitary sewer infrastructure is the dominant cost driver and is essential public infrastructure that benefits the entire community, I question whether sewer projects should carry a higher Municipal Assist Factor to better reflect shared responsibility.

I would appreciate Council's consideration of:

- Whether a higher Municipal Assist Factor for sanitary sewer infrastructure is appropriate
- How different MAF levels would affect DCC rates, taxes, and utility fees
- How the Town acknowledges its role in maintaining very low DCC rates for many years, and how that history is reflected in today's funding model

I also have concerns about feasibility and sufficiency. DCC rates at the proposed level may risk stalling residential development, particularly housing. If growth slows significantly, the Town may still face the same infrastructure needs but with reduced DCC revenue. At the same time, even with substantial increases, most DCC funding is directed toward water and sewer infrastructure, leaving limited capacity to address other pressing community needs such as roads, transportation safety, and parks.

I understand that DCCs cannot be used to fund recreational facilities such as a community pool, which would require other tools. My concern is simply that even very high DCCs largely address basic system capacity rather than meaningfully advancing broader community goals.

Ultimately, this feels less like a technical exercise and more like a values question: how do we fairly divide responsibility for essential infrastructure while ensuring our funding tools are realistic, equitable, and sufficient to support the kind of community Golden wants to be?

Thank you for considering these questions and for your continued work on behalf of the Town.

Sincerely,
Adriana Ratzlaff

--
Adriana Ratzlaff
[redacted]

RESLAND DEVELOPMENT GROUP

KICKING HORSE JV

February 2nd, 2026

Mayor and Council
Town of Golden
810 9th Avenue South
Golden, BC V0A 1H0

RE: FEEDBACK ON PROPOSED DCC BYLAW & GENERAL PLANNING/DEVELOPMENT POLICY

Dear Mayor and Council,

We are writing as a landowner, taxpayer and developer in the Town of Golden. Our investment in Golden is based on a long-term belief in the community's potential to successfully navigate the growing importance of tourism to its economy while preserving its sense of community as a place where people can afford to live, work, and raise families.

Tourism Economy & Housing Pressures

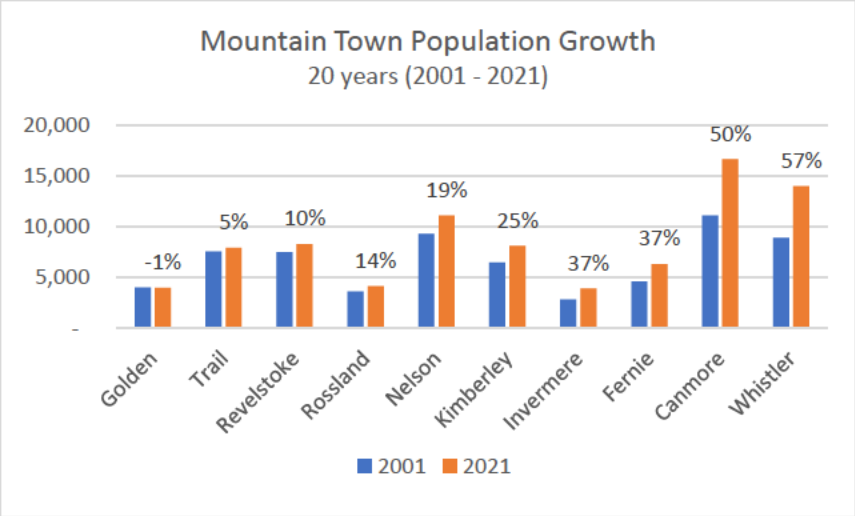
Over the last 25 years, tourism has grown into a primary driver of Golden's economy – just like it has in many other mountain towns in BC and Alberta. The increasing importance of tourism to the economic health and vibrancy of the Town of Golden is likely to continue.

However, over this same period, but unlike the other mountain towns, the permanent population of Golden has remained static while the prices of residential property have skyrocketed, rental vacancy rates have plummeted and residential rents have increased.

This combination is not sustainable and puts increasing pressure on the existing housing stock to serve permanent residents, seasonal workers, and visitors from the same limited inventory.

Golden's long-term success depends on its ability to continue supporting tourism and investment while ensuring that housing remains attainable for those who live and work here both year-round and seasonally.

The DCC framework and short-term rental (STR) policies are central tools in determining whether that balance can be achieved.



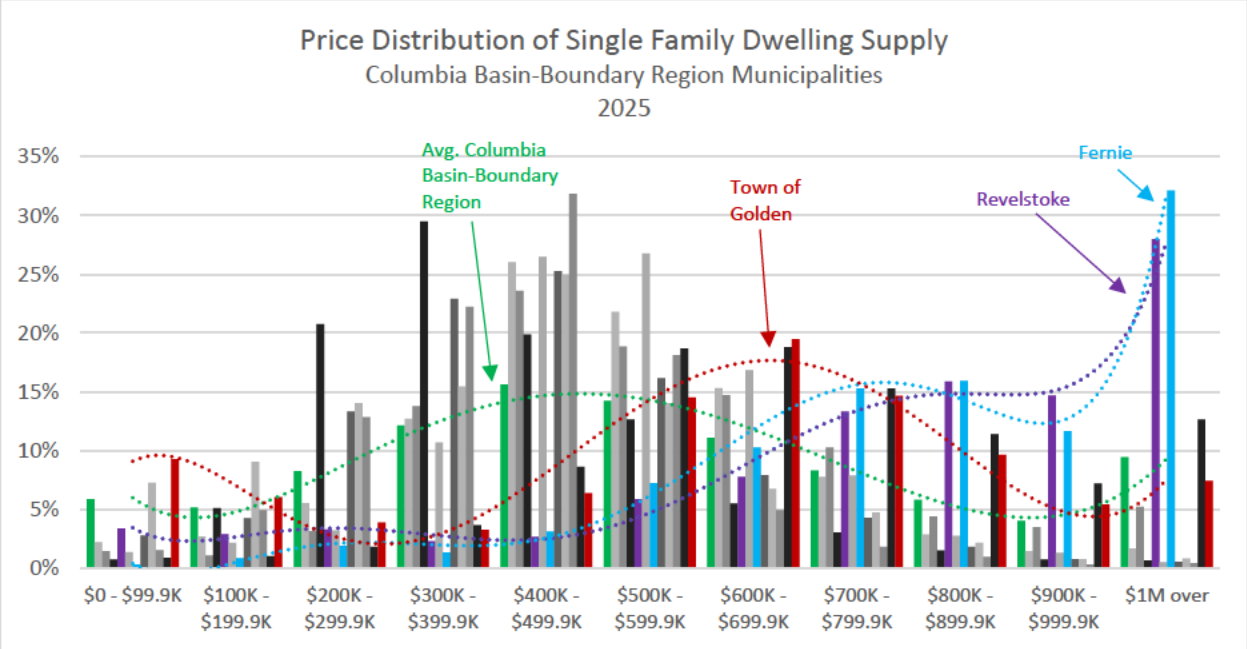
Sources: BC Government - Census (1921-2021); Alberta Government - Regional Dashboard

The Risk of Unintended Policy Consequences

We recognize that the proposed DCC bylaw revision and STR policies are well-intentioned. They aim to fund essential infrastructure, protect neighborhood character, and manage growth responsibly. However, blanket policies of this magnitude and severity often have unintended consequences, particularly if the potential for broader effects on the market and community are not considered fully.

Our concern is that a combination of sharply higher, front-loaded DCCs, highly restrictive or uncertain STR rules and lengthy approval timelines may work directly against the Town's objectives of balanced growth, retaining a sense of community and improving housing affordability. It risks stifling economic growth while simultaneously increasing the costs of homes and rents. In short, it has the potential to suffocate the economic health and social cohesion of the Town.

Lack of new housing supply has already pushed the average price of single-family homes in Golden well above the average for the Columbia Basin-Boundary Region and made them unattainable for many. Municipalities such as Revelstoke and Fernie have used DCCs and STR policies to try and manage similar growth pressures and have not necessarily achieved their intended outcomes, effectively shifting the distribution of their housing supplies dramatically toward higher prices and rents and limiting the supply of more affordable housing options.



Sources: Statistics Canada - Population & Dwelling Counts

Demand, Supply & Key Municipal Levers

Demand for residential accommodation – driven by tourism, seasonal employment, recreation and in-migration – combined with limited housing supply, puts upward pressure on prices and rents. What is often overlooked is that every municipal policy, process or measure that restricts, delays, or increases the costs and/or market risks of building new housing products of any type, necessarily magnifies that upward pressure on prices rather than relieving it.

1. **Approvals Timelines and Uncertainty**
   While prudent planning and approvals are necessary, there is no getting around the adage that time is money. The longer capital is tied up in land awaiting approvals, the higher the price of housing needs to be to generate a return on the investment. While private landowners might take below market returns or losses to complete projects, larger developers and investors will simply leave and/or avoid the Town entirely.

2. **Amount and Structure of DCCs**
   The proposed 25-fold increase in DCC rates would shift Golden from one of the most cost-effective communities to develop in to among the most expensive in its peer group – despite Golden having the lowest population growth of any Town in that group (a key consideration for developers). It is tempting to believe that these charges are simply "absorbed" by developers however, reality is that they directly increase housing costs and prices in ways that can render residential development entirely uneconomic and/or reshape the types of residential producst that are economically viable in a town.

   The structure of DCC schedules is equally as important as the amount. Golden is a mountain–valley town with significant variability in the geographical and topographical requirements to support development. Applying a single, flat rate DCC rate across these very different conditions creates cross-subsidies, with lower cost areas effectively paying for the infrastructure required to develop higher cost areas. This misaligns costs and causes, undermines the "growth pays for growth" principle mandated in BC law. It can distort development patterns away from existing well-serviced areas.

3. **STR Policy and Residential Product Viability**
   Policies that discourage or prevent homebuyers from renting their properties can have negative effects – particularly on tourism-based towns – and can serve to increase housing costs rather than reduce them. Further, they tend to make certain residential products—such as townhomes—less feasible from an investment and marketability perspective, and tilt the economics toward higher-density apartments, purpose-built rentals or hotels and luxury homes. Without careful thought and targeting, STR restrictions can undermine residential development, increase prices and displace tourism demand in ways that may not align with community planning goals.

REQUESTS OF COUNCIL

In light of the above, we respectfully request that Council consider:

1. Reconsider the magnitude of the proposed DCC increases with particular attention to Golden's competitive position against its peer markets and the potential to discourage moderate-priced forms of housing.
2. Phasing the implementation of any DCC increases, rather than large step changes, to avoid abrupt shocks to project viability, investment and housing delivery.
3. Adopting area-specific DCCs that reflect Golden's mountain–valley geography and the real and significant differences in the infrastructure and ongoing service costs required to support development in different areas.
4. Tying DCCs to occupancies instead of approvals or development permits to allow developers to better align their costs with their project revenues.
5. That DCC bylaws should include provision for DCC credits if developers directly construct and deliver the necessary infrastructure that would otherwise be funded by DCCs.
6. Coordinating DCC and STR policies with approvals and infrastructure planning in a manner that recognizes that certain areas of the Town are well suited to supporting the tourism economy that is so critical to achieving balanced growth throughout Golden.
7. Establishing standards of service for the development approval process. For example, Revelstoke publishes the following standards: Subdivision: 2-4 months (simple) or 4-6 months (complex), Development Permit: 1-2 months (delegated) or 4-6 months (Council) and the applications can run concurrently. Viable developments are approved in under 12 months.

We appreciate the substantial effort that staff and Council have invested in this review. Our goal is to provide constructive feedback and we thank you for considering our perspective.

We would welcome the opportunity to discuss these comments with Council or staff in more detail.

Respectfully,

Brad Chorley, President

RESLAND Development Group
c/o Kicking Horse JV
Direct: +1 (403) 242-6002
Email: brad@resland.com

Shirley Liu

From: Town of Golden - Engage
Subject: FW: Feedback on Proposed Development Cost Charge Increase

From: Gur Manhas <gur@thesevens.ca>
Sent: February 1, 2026 6:41 PM
To: Rav Soomal <rav@hvdgroup.ca>
[redacted]
Subject: Re: Feedback on Proposed Development Cost Charge Increase

[External Email - Use Caution & Verify Links]

Town of Golden,

In addition to my previous email, please consider this for your "What We Heard Report".

One of my core concerns is that the Town has identified a number of infrastructure projects that fall outside the five-year DCC capital program. As you noted, there is close to $100 million in infrastructure needs identified, and understandably the Town attempted to strike a balance, prioritizing projects based on community benefit while aligning them with development that was realistically expected to proceed and generate DCC revenue.

My concern is that the SE Booster Station, among other projects, is identified as a High Priority item in the Water and Sewer Report prepared by Urban Systems, and was excluded from the DCC program. As a result, this infrastructure, despite its necessity, does not qualify for DCC credits, meaning a developer is being asked to front-end critical infrastructure with no mechanism for recovery.

This is particularly problematic given that the booster station is an aging asset (nearly 75 years old), with a remaining service life that likely falls within the same five-year horizon used to define the DCC program. If this project is not included within the DCC framework, the financial responsibility will

ultimately shift to taxpayers, supplemented only by whatever grant funding may, or may not, be available.

The intent of DCC credits, as articulated in the Town's own policy language, is to offset situations where a developer constructs infrastructure that the municipality would otherwise be required to fund, particularly where that infrastructure is driven by growth. In this case, the Town has clearly stated that The Sevens/BPH will not qualify for a DCC credit solely because the SE Booster Station was not included in the five-year definition of eligible works. While I appreciate that not every project can be included, I do believe the Town has a responsibility to recognize where development is most likely to occur and to work collaboratively with developers who are effectively delivering, and in my case, permanently absorbing, major infrastructure investments in areas where no further development is likely to follow.

From my perspective, this creates a scenario where the Town benefits twice: critical infrastructure is delivered, and DCCs are still collected on 50+ units, without recognizing the infrastructure contribution that made that development possible. Not to speak on Mike Burns behalf, but I am sure he feels the same sentiment that I do because the 12/13 street upgrade that he would prove to be a solution for the entire town, should also be considered in this approach that the town has chosen.

I am respectfully asking that the Town reconsider this approach and engage with us on how alignment might be achieved. As I have stated previously, it is not sustainable for developers to absorb every newly identified infrastructure requirement, particularly when those needs stem from long-standing asset mismanagement issues identified by Urban Systems. Now more than ever, I believe the Town should be considering a measured acclimation period for DCC increases (for example, a 15-year phase-in), with a primary focus on encouraging development, expanding the tax base, and attracting more developers to share in these costs, rather than discouraging development altogether.

I also continue to have concerns regarding transparency with Council and the broader community. It is my understanding that the Town is at or near its statutory borrowing capacity of 10%, (roughly $3.6MM) and that Council approval would be required to extend this limit to 25%. If the Town proceeds with DCC increases of the magnitude currently being discussed, on the order of 25 times current rates, there is a very real risk that development will stall entirely. In that scenario, there will be no meaningful DCC revenue to fund the very projects these increases are intended to support.

I am not convinced that Council or the community has been adequately prepared for what happens if development slows or stops altogether. With borrowing capacity constrained and aging infrastructure systems already under strain, it is important to ask where funding will come from when additional infrastructure failures arise. In that scenario, the burden will inevitably shift to property taxpayers. Simply saying "development needs to pay for development" is not the approach that should be used because developers simply will explore development opportunities outside of Golden, and the TOG will have been forced to front end these compounding issues.

The community, including developers, deserves to understand the implications if development does not proceed and how the Town intends to fund its infrastructure obligations in that event. We continue to hear from Council that multiple reports have been provided outlining the community's needs, and we share the view that substantial development is required to address the housing needs identified in those reports. However, that reality must be balanced against a fundamental question: how can the Town and Council reasonably expect developers to deliver affordable housing options when they are simultaneously being asked to front-end millions of dollars in infrastructure, absorb significant DCC

increases, manage the higher costs of building in a remote community, and contend with longer sales and construction cycles, challenges that are further compounded by limited planning department capacity and extended permitting timelines?

I raise these concerns not to be adversarial, but because the long-term financial health of the Town depends on striking a realistic balance between infrastructure delivery, development feasibility, and affordability for residents.

I would appreciate the opportunity to discuss this further and explore whether there is a path forward that better aligns the Town's infrastructure objectives with economic reality.

Best,
Gur

David Ratzlaff
davidr@hrpacific.com
Cell: 250-272-5100
www.hrpacific.com

Subject
Development Cost Charges (DCC)

To Whom It May Concern,

HR Pacific Construction Management has been a general contractor based in Golden, BC for over 20 years. We originally came to Golden to build the Daylodge at Kicking Horse Mountain Resort and quickly fell in love with the community. We saw — and continue to see — long-term potential here.

Today, we own several properties in and around Golden that were acquired specifically with future development in mind. We remain committed to investing locally and contributing to the town's growth in a responsible and sustainable way.

We understand and support the need to update the Development Cost Charges (DCC) program, and we agree that growth must help fund the infrastructure required to support it. However, we are concerned that the proposed flat-rate increase to DCCs does not reflect the current economic reality of Golden's development market.

A flat-rate DCC structure may be workable in fast-growing communities where residential lots, homes, and multifamily units are selling at strong market values. That is not the case in Golden today. Compounding this challenge are recent setbacks related to sewer and water infrastructure planning, which have already created uncertainty and hesitancy among developers. The revised DCC proposal, as currently structured, risks further discouraging investment rather than enabling it.

To provide a real-world example: we are currently evaluating the purchase of a 10-unit townhouse site that already requires infrastructure upgrades. Under the proposed DCC changes, an additional upfront cost of approximately $14,000 per unit would be required. Given that these units would likely sell in the low $400,000 range, this added cost renders the project financially unviable. As a result, we have placed this opportunity on hold.

It is important to be clear: all development costs are ultimately passed on to the end purchaser. HR Pacific has historically reinvested capital earned from projects outside of Golden into this community. However, under the current proposal, we are now forced to reconsider that strategy and our long-term vision here.

David Ratzlaff
davidr@hrpacific.com
Cell: 250-272-5100
www.hrpacific.com

Golden needs to find a practical “way to yes” when it comes to development. Without that, proposals such as this risk driving investment elsewhere. We have already seen this occur with major developers such as Basecamp, who invested in the community, purchased property, and ultimately chose to exit and move on.

Golden is fortunate to have a number of capable, committed developers and builders who share a long-term vision for the community. We believe the current DCC proposal requires reconsideration and adjustment to better align with market realities and to support sustainable growth rather than unintentionally stalling it.

Thank you for the opportunity to provide feedback. We hope this perspective is helpful as the Town reviews and refines the proposed DCC changes.

Sincerely,
David Ratzlaff

HR Pacific Construction Management Ltd.

26-01-30

Dear Mayor and Council

The Town of Golden faces a familiar challenge: funding growth-related infrastructure while keeping housing attainable for current and future residents. I recognize the Town's responsibility to manage infrastructure sustainably. At the same time, Development Cost Charge policy must be evaluated not only on cost recovery, but on how those costs ultimately affect housing affordability once they reach the consumer. Attainable and affordable housing is a stated priority of Council, and DCC policy plays a direct role in achieving or undermining that goal.

This submission is not an argument against infrastructure investment. It is a call for careful calibration of how that investment is funded. Development Cost Charges that are high, abrupt, or heavily front-loaded do not simply transfer costs to developers. They shape housing prices, supply, and feasibility in lasting ways.

Golden's Housing Needs Report confirms that the community will require significant new housing supply in the coming decades, much of it delivered by the private market. The feasibility of that supply is directly influenced by municipal charges applied at the front end of development. When those charges increase materially, the impacts flow through pricing, taxation, and financing in ways that are often underestimated at the policy stage.

Golden's housing market is constrained. Inventory growth is limited, incomes are lower than in major urban centres, and the range of housing types is narrower. In larger cities, a broader mix of housing forms can better match varied incomes. In smaller communities like Golden, added costs translate more directly into higher prices, reducing attainability across the market.

Development Cost Charges are not absorbed by developers over the long term. They are capital costs that must be financed and recovered through the final sale price or rent. In Golden, where construction costs, land constraints, municipal processing timelines, and financing costs are already high, there is little room to absorb additional charges without affecting project viability or end pricing.

Once embedded in the purchase price, DCCs are subject to sales tax. This in esssences creates a tax-on-tax effect where municipal infrastructure costs are taxed again simply because they are recovered through market housing prices. National housing research, including CMHC analysis, consistently shows that front-end fees are capitalized into prices and rents rather than absorbed by the development industry.

The affordability impact extends further. Because DCCs are embedded in the purchase price, buyers mortgage those costs over 25 to 30 years. At current interest rates, this significantly multiplies the real cost of the original charge. A one-time municipal fee is effectively repaid many times over the life of the mortgage. This increases monthly housing costs, reduces

purchasing power, and disproportionately affects first-time buyers and moderate-income households. While largely invisible to consumers, the impact is very real.

Evaluating DCCs on a per square metre basis provides a clearer picture of their effect on housing outcomes. While charges are often discussed per unit, affordability is more closely tied to cost per unit area. Uniform per-unit-charge mean smaller homes carry a higher cost per square metre than larger ones. This penalizes compact housing, discourages density, and conflicts with both local and provincial housing objectives.

Golden's proposed DCC scenarios, prepared by Urban Systems, represent a significant increase relative to existing rates. When converted to a per square metre basis, these increases add meaningfully to total residential cost per square metre. In smaller markets, even modest increases can be the difference between a project proceeding or being delayed indefinitely.

Comparative benchmarking supports this concern. The Canadian Home Builders Association Municipal Benchmarking Study shows that municipalities with higher development charges relative to peers tend to experience slower housing starts, reduced project viability, and greater affordability challenges, particularly outside major metropolitan areas. While Golden's absolute DCC rates may appear modest in isolation, their relative burden when measured against local incomes, prices, and construction costs is often greater than in larger cities.

Another material factor is the interaction between municipal processing time, holding costs, and Development Cost Charges. Senate report testimony show that prolonged approval timelines directly increase housing costs through land carrying charges, interest, consultant costs, and delayed revenue. In smaller communities, where margins are thinner and absorption is slower, these impacts are proportionally larger.

Holding costs compound when paired with rising DCCs. Capital is tied up longer at higher interest rates, while higher upfront charges increase the principal value that must be recovered and eventually mortgaged by the end consumer. From an affordability perspective, longer processing times magnify the real cost of DCCs without delivering additional infrastructure or housing outcomes. Reducing approval timelines and aligning DCC implementation with realistic delivery schedules would lower both holding costs and the compounded burden passed on to buyers and renters.

National policy direction increasingly recognizes these dynamics. In its January 2026 report on housing affordability, the Standing Senate Committee on Banking, Commerce and the Economy identifies development charges as a contributor to rising housing costs. Recommendation 5 calls on governments to reduce reliance on front-end charges and explore alternative funding models such as time-based cost recovery, user fees, municipal borrowing, and greater use of senior government infrastructure funding. Development charges are framed as a policy choice, not an inevitability.

For the Town of Golden, this guidance offers a practical path forward. Phasing DCC increases rather than implementing large step changes would allow the market to adjust while

maintaining housing delivery. Shifting a portion of infrastructure recovery to user-based or time-based roll-out would reduce compounding effects. Targeted assist factors or deferrals during transition periods could support housing-enabling projects without undermining long-term infrastructure funding. Clear per square metre reporting would also improve transparency and public understanding of how DCC decisions translate into real housing costs.

Golden's Housing Needs Report highlights that housing prices have grown far faster than local incomes. In this context, policies that further increase the cost base of new housing, particularly through mechanisms that are taxed and financed over decades, risk worsening the very problem the community is trying to solve.

By aligning its DCC framework with national research, federal policy guidance, and comparative municipal experience, the Town of Golden can continue to fund necessary infrastructure while protecting housing affordability. Doing so will support housing delivery, economic resilience, and the long-term livability of the community.

Sincerely

Kristopher King

REFRENCES

STANDING SENATE COMMITTEE ON BANKING, COMMERCE AND THE ECONOMY:
Out of Reach: Unlocking Canada's housing affordability crisis
https://sencanada.ca/content/sen/committee/451/BANC/Reports/2026-01-20_BANC_Housing_e.pdf

CANADIAN HOME BUILDER ASSOCIATION MUNICIPAL BENCHMARKING STUDY 2024
https://www.chba.ca/assets/pdf/CHBA+Municipal+Benchmarking+Study-3rd+Edition-2024/

CMHC: We built this city on… Development charges, and it's been rock and rollhttps://www.cmhc-schl.gc.ca/observer/2025/we-built-this-city-development-charges

TOWN OF GODLEN : Housing Needs Report 2025
https://www.golden.ca/sites/default/files/2025-09/2025-09-05_Town%20of%20Golden%20Housing%20Needs%20Report_Final%20from%20UM.pdf

TOWN OF GOLDEN: Rate Review Presentation February 25, 2025
https://www.golden.ca/sites/default/files/2025-02/2025-02-25-Golden-Council-Workshop-DCC-Rate-Scenarios-REV%202.pdf

Shirley Liu

From: Town of Golden - Engage
Subject: FW: Feedback on Proposed Development Cost Charge Increase

From: Mark Wrightman <MWrightman@canadiantimberframes.com>
Sent: February 1, 2026 10:55 PM
To: Town of Golden - Engage <engage@golden.ca>
[redacted]
Subject: Re: Feedback on Proposed Development Cost Charge Increase

[External Email - Use Caution & Verify Links]

Township Of Golden,

My name is Mark Wrightman, and I am writing on behalf of the new ownership of Canadian Timberframes. While we are still in the process of transitioning into the community, we have relocated our family to Golden permanently in August and are committed to establishing long-term roots here.

Over the past several weeks, I have had the opportunity to meet with Mayor Oszust, several Township officials, members of the local business community, and Karen Cathcart. Although I have not yet had the chance to meet with all members of Council, I wanted to take the opportunity to provide respectful feedback as the Town considers significant updates to its Development Cost Charges (DCC) program.

As someone new to Golden, I am still learning the full history and context of the Town's infrastructure challenges. However, one theme I have heard consistently since arriving

is that Golden faces serious constraints related to water, sewer, and long-term capacity for growth. I understand that upgrades are needed, and I do not believe anyone is arguing against the principle that development must contribute fairly to the infrastructure it relies upon.

That said, I do have concerns about the proposed approach currently under consultation.

1. The Need for Infrastructure Investment Is Real — and Supported

First, I want to be clear: infrastructure investment is necessary, and updating DCCs is an appropriate tool to help fund growth-related upgrades. Golden cannot expand sustainably without ensuring that water, sewer, roads, and community amenities keep pace.

The issue is not whether DCCs should increase — the issue is how they increase, how they are communicated, and what the unintended consequences may be by going too far.

2. The Survey Framing Risks Undermining Trust

In reviewing the public survey currently being circulated, I was concerned that many of the questions are either:

- Leading, in the sense that they present unrealistic alternatives (for example, asking if residents would prefer to pay higher taxes or if they feel developers should pay), or
- Misleading, particularly in how cost impacts are framed. (Suggesting that proposed DCC increases represent only a small percentage of housing prices 3-4%. In practice, the proposed increases are not marginal — they are effectively a 24-fold jump from existing rates.)

A consultation process must be built on neutrality and transparency. Otherwise, it risks eroding trust among both residents and the development community.

3. Golden's Growth Depends on Attracting Investment — Not Discouraging It

Canadian Timberframes is actively evaluating plans to grow our business significantly over the coming years. That growth will require:

- Hiring more staff
- Bringing new families to Golden
- Supporting demand for new housing supply

- Our business also relies on developers and builders' that this decision will impact the most

That housing can only be delivered if developers and builders are willing to invest in projects here.

My concern is that a sudden DCC increase of this scale sends a signal to the investment and development community that Golden may not be the place for them.

Golden is not currently a market where home prices are high enough to easily absorb tens of thousands of dollars in additional upfront charges per unit. Developers operate within tight feasibility margins, and when costs rise too quickly, projects are delayed, cancelled, or redirected to other communities that are growing faster and providing clearer pathways for investment.

If development stalls, the Town will not collect any of the proposed DCC revenue it needs — and the infrastructure challenges will begin to become more challenging . We require more people moving to golden, paying more taxes to be able to grow the towns infrastructure and services.

4. Local Builders Are Already Raising These Concerns

In speaking with members of the community and reviewing statements from experienced local builders and developers, it is clear that these concerns are widely shared.

Golden is fortunate to have capable, long-term builders who have invested here for decades. When those individuals express that projects are becoming financially unviable under the proposed framework, it should be taken seriously.

Closing Thoughts

Golden faces an important balancing act:

- Funding infrastructure upgrades responsibly
- Maintaining housing affordability
- Ensuring that development remains feasible
- Supporting local business growth and workforce expansion

I support an increase in DCCs, but I strongly encourage Council to reconsider the scale, structure, and implementation approach to ensure it does not unintentionally stall the very growth needed to sustain Golden’s future.

Thank you for the opportunity to provide input, and I look forward to continuing to engage as we become more integrated in this community.

Sincerely,

Mark J. Wrightman

Mark Wrightman
Co-Owner, Canadian Timberframes Ltd.

P (705) 646-4217

E mwrightman@canadiantimberframes.com

W canadiantimberframes.com

Shirley Liu

From: Mike Burns <mike@dogtoothconstruction.ca>
Sent: January 20, 2026 10:16 PM
To: Town of Golden - Engage
Subject: dcc proposal feedback

[External Email - Use Caution & Verify Links]

To whom it may concern,

I am strongly against the approach being taken by the Town of Golden, and its advisors to increase the DCC rates by as much as 2500% from the current rate in a mere 7 month timeframe.

It is well understood that the Town of Golden has existing infrastructure issues which need significant funding to rectify, but the solution is not by making good projects and developments no longer viable. Effectively killing projects does not bring in money to solve immediate issues requiring funding, nor does it provide the increase in tax base to adequately address the future needs of the Town and its residents.

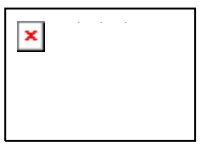
This municipality is already well known as one of the most difficult municipalities to develop property in all of British Columbia, and the increased requirements to pay very large sums of money for existing issues which is now to be compounded by a potentially massive DCC increase is incomprehensible. If the goal of the Town officials and engineers is to eliminate the possibility of solving our current housing crisis, then this would be a major step towards mission accomplished.

Sincerely,

Mike Burns

--
Mike Burns
Owner

Phone: 1-250-344-3992
Mobile: 1-250-344-0290
Email: mike@dogtoothlogandtimber.com
www.dogtoothlogandtimber.com



Shirley Liu

From: Ned Johnson <njohnson@innovationbuilding.com>
Sent: February 2, 2026 10:41 AM
To: Town of Golden - Engage
Subject: DCC Feedback

[External Email - Use Caution & Verify Links]

Hi Planning Team,

I hope you're well. I'm reaching out because we genuinely want to keep building in Golden and contribute to the community's growth. However, the scale of the proposed DCC increases would make future projects financially unworkable, especially given the already higher costs of building in a remote community.
My goal isn't to push back for the sake of it—I'd like to find a balanced approach that supports infrastructure needs while keeping development viable. A phased-in increase or more equitable cost-sharing could help maintain momentum, expand the tax base, and ensure the Town meets its housing goals.
I'd appreciate the chance to discuss options that align with both the Town's objectives and the economic realities of development here.
Thanks for your time,

Ned

Ned Johnson
Managing Partner
250-344-8530
njohnson@innovationbuilding.com
innovationbuilding.com

INNOVATION
BUILDING GROUP

Feedback on Proposed Development Cost Charge Increases

To Whom It May Concern,

The Soomal Family has over 40 years of development experience in Golden & surrounding area with over 100 homes built in the community in the last 8 years. Notable projects include The Petro Canada, Tim Hortons, Rocky Pointe, Riverstone, Kaurhaus, Commercial units 806 9th st. & the Golden Skybridge. Additionally, The Soomal family currently or has previously owned and operated The Travelodge, Copperhorse Lodge, Best Western, Ponderosa, ABC Restaurant, Sawmill Restaurant, Pillars Restaurant, Petro Canada Service Station, and others.

We support the principle of Development Cost Charges as a tool to fund necessary infrastructure and ensure that growth contributes fairly to the community. However, the manner in which the proposed increases are implemented is critical to ensuring they do not unintentionally stall development or worsen housing affordability in Golden.

Any increase to DCCs should be introduced in a calculated and proportional way. A flat-rate structure disproportionately impacts lower-priced and more affordable units, driving up their relative cost far more than higher-value single-family homes. DCCs should instead be structured relative to the cost or value of the specific unit so the burden is shared more equitably.

DCCs should also be structured using a tiered approach that reflects differing market demand and development economics:

- **Tier 1:** Single-family homes and C2–STR zoned properties. There is significantly higher demand for short-term rental properties, which often command a $20,000–$50,000 premium. These units are better positioned to absorb higher DCCs.
- **Tier 2:** Condominium developments, which play an important role in attainable ownership housing and should face a lower DCC burden than Tier 1.
- **Tier 3:** Rental buildings should be exempt from DCCs. The economics of purpose-built rental development are already largely unfeasible, and additional charges further discourage this much-needed housing type.

Additionally, any DCC increases should be phased in gradually over a 10 to 15 year timeline to allow the market to adjust without causing abrupt shocks to project feasibility.

Finally, there must be a fair and transparent process for in-stream applications. Clear rules and timelines are necessary to ensure there is no perceived or actual delay in processing applications to capture higher DCCs, as this would undermine trust in the approval process.

Thank you for the opportunity to provide feedback. I encourage Council to adopt a balanced approach that funds infrastructure while supporting sustainable growth and housing development in Golden.

Sincerely,
Rav Soomal

Rav Soomal

Shirley Liu

Subject: FW: Concerns Regarding Bias and Framing in the DCC Survey

From: Rav Soomal <rav@hvdgroup.ca>
Sent: January 19, 2026 8:16 PM
To: Jeremy Denegar <Jeremy.Denegar@golden.ca>; Mayor Ron Oszust <Ron.Oszust@golden.ca>; Councillor Kristi Cooper <Kristi.Cooper@golden.ca>; Councillor Richard Dale <Richard.Dale@golden.ca>; Councillor Joy Guyot <Joy.Guyot@golden.ca>; Phil Armstrong <Phil.Armstrong@golden.ca>; Councillor Chris Hambruch <Chris.Hambruch@golden.ca>; Councillor John Manuel <John.Manuel@golden.ca>; Councillor Wes Routley <Wes.Routley@golden.ca>
[redacted]
Subject: Concerns Regarding Bias and Framing in the DCC Survey

[External Email - Use Caution & Verify Links]

Dear Phil, Jeremy, and Ron,

I am writing to formally express my concern, disappointment, and frustration with the Development Cost Charges (DCC) Survey currently being circulated to residents through SurveyMonkey. In my view, this survey is disingenuous and materially biased in its framing. The questions are clearly—and purposefully—written to elicit support for increased DCCs being borne almost entirely by developers, rather than to genuinely seek balanced public input.

Misleading Cost Comparisons (Page 2)
The survey states:

> "The DCC for an apartment unit is paid at the building permit stage and is proposed to increase from $1,157.34 to $23,500. An increase of $22,342.66 which is about 3.7% of the price of a $600,000 apartment (condo)."

Using a $600,000 condo price is misleading. Riverstone represented the highest condominium pricing ever achieved in the Town of Golden, and not a single unit sold for $600,000 or more. In fact:

- 11 units sold in the $300,000–$400,000 range
- The average sale price was approximately $473,000

This framing materially understates the true impact of the proposed DCCs. For a typical one-bedroom unit, the proposed DCC represents closer to **7% of the unit price**—nearly double the percentage stated in the survey. Presenting the increase as "only" 3.7% significantly misleads respondents regarding the actual magnitude of the cost burden.

Biased Question Framing (Questions 5 and 6)
Question 5 asks:

> "Would you be willing to pay higher property taxes or utility fees to reduce the DCCs paid by developers/builders?"

Question 6 similarly asks whether residents would support reallocating funds from core services (such as fire protection or recreation) to reduce DCCs.

Respectfully—seriously?

These questions present respondents with false and emotionally loaded trade-offs that strongly steer them toward rejecting any alternative to higher DCCs. This is not neutral consultation; it is advocacy disguised as engagement.

I have seen this pattern repeatedly in municipal communications. When proposing tax increases to residents, the Town often uses a much lower median home price and language minimizing the impact (e.g., "the cost of a cup of coffee per day"). Yet in this case, the framing does the opposite—minimizing the impact of DCCs while exaggerating the consequences of alternatives.

Both residents and the development community deserve an honest, transparent, and good-faith process. I firmly believe the outcome of this survey would be materially different if the questions were not structured to elicit a predetermined response.

Examples of More Neutral and Unbiased Questions

Below are examples of questions I believe would be far more appropriate, balanced, and aligned with accepted survey-design best practices:

1. How do you view the proposed increases in Development Cost Charges, considering potential impacts on housing prices, rental supply, development feasibility, and municipal finances?
☐ Too high given potential impacts
☐ Somewhat high
☐ Reasonable given infrastructure needs
☐ Too low to adequately fund infrastructure
☐ Unsure / insufficient information
☐ Other (please explain)

Optional follow-up:
Which impacts concern you most? (Select up to two)

☐ Housing affordability
☐ Availability of rental housing
☐ Municipal tax levels
☐ Infrastructure quality and timing
☐ Economic growth
☐ Environmental outcomes
☐ None of the above

2. In your view, how should the Town balance development charges and other funding sources (e.g., property taxes, utility fees, grants, borrowing)?
☐ Prefer higher DCCs and lower taxes
☐ Prefer lower DCCs and higher taxes or utility fees
☐ Prefer a balanced approach using multiple funding sources
☐ Prefer increased use of senior-government grants
☐ Unsure
☐ Other (please explain)

3. How should the Town prioritize funding for growth-related infrastructure relative to existing services?
☐ Protect existing service levels and fund growth primarily through new revenues
☐ Allow limited reallocation from existing services if impacts are minimal
☐ Be open to reallocating funding where community benefits outweigh service reductions
☐ Reassess all service and capital priorities together
☐ Unsure
☐ Other (please explain)

4. Do you believe Development Cost Charges are ultimately paid by developers, or passed on to homebuyers and renters through higher prices?
☐ Mostly paid by developers
☐ Mostly passed on to buyers and renters
☐ Shared between developers and end users
☐ Unsure

5. How important is it that infrastructure funding policies support the financial feasibility of new housing and commercial development in Golden?
☐ Very important
☐ Somewhat important
☐ Neutral
☐ Not important
☐ Unsure

6. What level of transparency should the Town provide regarding how DCC funds are collected, allocated, and spent?
☐ Detailed public reporting on all projects
☐ High-level annual summaries
☐ Reporting upon request
☐ No preference
☐ Other

Closing Question
Please share any additional comments on how growth-related infrastructure should be funded, including perceived benefits, concerns, or alternative approaches the Town should consider.

I respectfully urge the Town to reconsider both the framing and content of this survey and all future communications. Meaningful public engagement requires neutrality, transparency, and a willingness to present trade-offs honestly—not questions designed to justify a predetermined policy outcome.

Sincerely,
Rav Soomal

Shirley Liu

From: Town of Golden - Engage
Subject: FW: Concerns Regarding Bias and Framing in the DCC Survey

From: steve dunton [redacted]
Sent: January 19, 2026 9:00 PM
To: Rav Soomal <rav@hvdgroup.ca>
[redacted]
Subject: Re: Concerns Regarding Bias and Framing in the DCC Survey

[External Email - Use Caution & Verify Links]

Rav

Thanks for putting in the effort with your email. And thank you to Staff for trying to find solutions.

DCC's can not be set by public opinion. The Town has a very narrow requirement and fiduciary duty to administer DCC bylaws in the narrow allowed for implementation under the Local Government Act.

The Town actually has to prove what they are going to spend DCC money on is development related. Directly related language is what the requirement is. Meaning one fee does not cut it in any Town. Different areas adjusted fees. I will say complicated to figure out for anyone, but that is the rules. Also

density changes the calculation in most DCC bylaws. Not like Alberta with impost fees, but similar. More density, less cost per unit is how DCC Bylaws work.

So rebuilding the Towns infrastructure although needed and a good thing, must be funded from the Town when the upgrade can not be related to development. On the flip side, it is realistic to pay something toward services in development.

Regardless what the results of the survey are, the Town is required to defend its position with real honest costs associated with development. Every municipality is required to do this work.

I expect the Town will follow the rules with DCC's here. Maybe some parts of Town or all parts of Town do require developer related upgrades. But Cities have had to repay the DCC fund when they raided it for payment not related to development. Abbotsford is a case in point where they had to repay $26.5 million. Even when the payment was written into the bylaw!

It is the Developers job to ensure fairness if the Town is not going to be fair. And I am sure this group will make sure the Town is fair when using and calculating DCc's.

I am also absolutely sure the Town will follow the rules and be fair here.

Never seen a municipality go to the residents like this. Probably not the right path, but hey, as long as they follow the rules and they grant permits quickly, we developers are just conduits of the taxes. The people buying into a Town will have a head tax. And hopefully this is part of the solution the Town has been seeking.

For the record, I do not believe the number is fair or right to only have one number. Too high for the community and without looking at what is included, probably has things the Town is currently responsible for. Over charging DCC's stops development and therefore never raises the money required for the work. Nanaimo is a case in point being away out ahead on ridiculous fees for the time, passed a new bylaw cutting the fees to one quarter to kick start or restart development. It worked. DCC's have to be a balance. Too high and no revenue comes in from DCC's. Too low and the Town can't keep up.

Golden would be good to get this just right. The first time, not after the first effort fails.

I expect a sober second thought will happen here and Golden Staff and Council will do the right thing, because that is what they strive to do every day.

Rarely do the first Staff numbers for DCc's survive this process. A balance is struck and rarely do staff and developers agree. The Town has to have developers and their lenders buy in to make this work.

Steve Dunton for 1332150 BC Ltd planned development 1321 Granite Drive.



APPENDIX D:

SURVEY CONTENT

Development Cost Charges (DCC) Feedback

Development Cost Charges (DCCs) are fees that municipalities charge developers of subdivisions or new buildings, these fees help fund the infrastructure required to support the new developments. DCCs help facilitate development by providing a method to finance some of the capital projects needed to keep up with growth: for example, increased sewage treatment facility capacity, increased pipe and pumping capacity, and transportation improvements (example Selkirk Hill and a multi-use path on Golden Donald Upper).

The fees are placed in reserve funds to contribute to future capital projects identified within the Town's DCC Program.

DCCs do the following:

- **Help ensure growth pays for growth;**
- **Meet the beneficiary pay principal (developers are charged in proportion to how much the development benefits);**
- **Provide greater certainty to developers;**
- **Fairly distribute growth costs across developments**
- **Help communities save for growth-related infrastructure; and**
- **Reduce the potential for tax burden on residents.**

Background: DCCs in Golden

The Town's current Development Cost Charges Bylaw No. 1304 was adopted in 2012 and includes DCCs for water and sewer.

Proposed DCC Program

Following the completion of transportation, active transportation, water and sewer master plans, a new DCC program is being proposed. The new program will continue to include DCCs for water and sewer, and as proposed, will also include two new DCC categories: transportation and parks.

Visit www.golden.ca/dcc to learn more about the DCC program, including links to masterplans, previous Council presentations and a copy of the slide deck and recording of the recent stakeholder virtual session.

When creating a DCC program benefit allocation is determined. Some projects benefit growth entirely and some DCC projects include a municipal benefit allocation (portion to be funded by the taxpayer or water/sewer utility; however, all projects include the legislated minimum municipal assist factor of 1% (funded by the municipality),

For example, the Selkirk Hill Transportation Project estimated at $3,180,000 is 50% allocated to growth ($1,590,000), with a 1% municipal assist factor ($15,900) so the amount recoverable by DCCs (from development) is $1,574100 and the existing taxpayer portion would be $1,605,900.

An example that is 100% allocated to growth are upgrades at the sewage treatment plant. A proposed project is the Moving Bed Biofilm Reactor (MBBR) estimated at $13,800,000. The existing taxpayer portion would be only the 1% municipal assist factor of $138,000

Besides the DCC program the Town (the taxpayer) has supported growth related infrastructure in many ways including Master Plans, development related infrastructure financing guides, a new water well, front-ending the 12th St Lift Station and pipes and proposed cost sharing on Pine Drive Alternative Sewer Alignment.

Now that you've reviewed this project, please share your opinion by answering the following 6 questions about the DCC update. This survey should take approximately 5 minutes to complete. Your feedback will be used to inform Council's decisions on the DCC program.

* 1. Are you a taxpayer in the Town of Golden?
(i.e., do you pay town property taxes either directly as a property owner, or indirectly as a renter?)

- ◯ Yes
- ◯ No
- ◯ I don't know

* 2. What is your connection to Golden? Please select all that apply.

- ☐ I live in Golden
- ☐ I live in CSRD Electoral Area A (ex. Nicholson, Habart, Parson, Blaeberry, Donald, etc.)
- ☐ I own a business in Golden
- ☐ I'm a developer or associated with the development community
- ☐ None of the above (please specify)

* 3. Who do you think should pay for the roads, parkland, sewers, and water infrastructure needed because of growth? Please select the response which most suits your beliefs.

- ◯ Growth should pay for growth. New development should pay for the vast majority of the costs of infrastructure required to service growth.
- ◯ Existing taxpayers and new development should share equally in the costs of infrastructure required to service growth.
- ◯ Existing taxpayers should pay for all of the costs of infrastructure required to service growth. New development should not have to pay a charge per unit to cover the costs of infrastructure required to service growth.
- ◯ Other (please specify)

  [ ]

Development Cost Charges (DCC) Feedback

Increases in DCCs

Because of increases in costs since 2012, new masterplan information and growth projections, DCCs are projected to increase, for example:

- **The DCC for a single detached dwelling lot is paid at the subdivision stage and proposed to increase from $1,410.99 to $34,820.00. An increase of $33,409.01 which is about 3.5% of the price of a $950,000 home.**
- **The DCC for an apartment unit is paid at the building permit stage and is proposed to increase from $1,157.34 to $23,500. An increase of $22,342.66 which is about 3.7% of the price a $600,000 apartment (condo).**

DCC costs are paid by the developer or builder.

* 4. What do you think about the magnitude of these increases to DCCs?

Much too high	Slightly too high	About right	Much too low	I don't know
○	○	○	○	○

Other (please specify)

* 5. Would you be willing to pay higher property taxes or utility fees to reduce the DCCs paid by developers/builders?

- ○ Yes, regardless of the amount required.
- ○ Yes, but only a small percentage increase. (ex. around 2%)
- ○ I'm not sure
- ○ No, I would not support any increase to property taxes or utility fees.
- ○ Other (please specify)

* 6. Do you think the Town should reallocate funds from existing services (ex. recreation services, fire protection, etc.) to help increase the municipal assist factor and reduce the DCCs paid by developers/builders and the final buyers?

Noting that reallocating funds from existing service levels would lower service levels in those areas.

- ◯ Yes, the Town should reallocate as much as necessary to reduce DCCs significantly.
- ◯ Yes, but only a small amount to slightly reduce DCCs
- ◯ Not sure
- ◯ No, I would not support any reallocation of funds.
- ◯ Other (please specify)

7. Do you have any other thoughts on Development Cost Charges and who should pay for the costs of infrastructure improvements required to serve new growth?

APPENDIX C

Existing Development Cost Charges Bylaw No. 1304, 2012

TOWN OF GOLDEN

BYLAW NUMBER 1304, 2012

DEVELOPMENT COST CHARGES

Being a bylaw to impose "Development Cost Charges"

The Council of the Town of Golden, in open meeting assembled, **HEREBY ENACTS AS FOLLOWS:**

A. CITATION

(a) This Bylaw may be cited for all purposes as *"Town of Golden Development Cost Charges Bylaw No. 1304, 2012".*

B. DEFINITIONS

1. In this Bylaw, including Schedule "A":

"Commercial Accommodation" means hotel or motel as defined in the *Town of Golden Zoning Bylaw 1294, 2011.*

"Commercial" means a commercial development used or intended to be used for the carrying on of any business, including the sale or provision of goods, accommodation, entertainment, meals or services, but excludes an industrial, institutional or residential development.

"Development Area" in respect of industrial premises means that portion of a lot on which are located any improvements to accommodate or facilitate an industrial use including any building, structure, parking or storage area, or landscaped area.

"Duplex" means a residential building designed exclusively to accommodate two households living independently in separate dwelling units above, below or beside each other, each having a separate entrance; designed and constructed as two dwelling units that share a common foundation and roof structure; and which could be located on either one or two lots.

"Dwelling unit" means a single room or series of rooms operated as a housekeeping unit, used as a domicile by one or more persons and usually containing cooking, eating, living, sleeping and sanitary facilities.

"Floor Area" means the total area of all floors in a building measured to the outside surface of the exterior walls, but excluding areas provided for parking of motor vehicles.

"Industrial" means a use of land or water for the processing, fabricating, manufacturing, assembling, storing, transporting, distributing, testing, servicing or repairing of goods, materials or things, and includes the operation of transportation or

shipping terminals, docks other than those used as marinas for pleasure craft, railways or warehouses.

"Mobile Home" means a single or multiple section single detached dwelling built to CSA Z240 standards for residential occupancy and designed to be transportable on wheels.

"Multiple Dwelling" means a residential building or cluster of buildings containing three or more dwelling units on a lot and may include: row housing, cluster housing, townhouse and apartment building uses.

"Single Detached Dwelling" means housing on a single titled lot consisting of one dwelling unit intended for use by one household, and may include a secondary suite where provided for.

"Single Detached Dwelling (Small Lots)" means housing on a single titled lot, with a minimum lot size of 400 m^2, consisting of one dwelling unit intended for use by one household, and may include a secondary suite where provided for.

"Town" means the Town of Golden.

"Triplex" means a building consisting of three dwelling units each of which has direct, separate access to grade and is occupied or intended to be occupied as the permanent home or residence of one household.

C. SUBSTANTIVE PROVISIONS

1. Every person who obtains:

a) approval of a subdivision as defined in the *Land Title Act* or a subdivision under the *Strata Property Act*; or

b) a building permit authorizing the construction, alteration or extension of a building or structure, other than:

i) a building permit authorizing the construction, alteration or extension of a building that will contain fewer than 4 self-contained dwelling units and be put to no other use than the residential use in those dwelling units;

ii) a building permit authorizing work of a value of less than $50,000, based on the information contained in the building permit and the fair market value of any mobile home or prefabricated building being placed or erected; or such other maximum amount as may be established by regulation under the *Local Government Act*;

iii) a building permit authorizing the construction, alteration or extension of a building or part of a building that is, or will be exempt from taxation under the *Community Charter* as a place of public worship, or

iv) a building permit authorizing the construction of a dwelling unit no larger than $29m^2$,

shall, at the time of the approval of the subdivision or the issue of the building permit, as the case may be, pay to the Town the applicable development cost charges in the amounts set out in Schedule "A".

2. Where a building permit application is made in respect of a development that, on a single parcel, includes residential, commercial and industrial development, or any combination of these, the development cost charges shall be the sum of:

a) the applicable rate for residential dwelling units, if any, multiplied by the number of proposed dwelling units;

b) the applicable rate of commercial space, if any,

i) for commercial accommodation, multiplied by the number of rooms, and

ii) otherwise, multiplied by the number of square metres of proposed commercial space;

c) the applicable rate for industrial space, if any, multiplied by the number of square metres of proposed industrial space;

3. Where a building permit application is made to construct, alter or extend an existing building, the development cost charges will be calculated based on the increase in building floor area for commercial land use, except for commercial accommodation, which shall be based on the number of rooms, and the increase in developed area for industrial land uses. The development cost charge must be paid prior to issuance of building permit at the rates set out in Schedule "A".

4. Despite section 2, if:

a) an application for a subdivision approval, and all required supporting documentation for a complete application, is received by the Town's approving officer in a form satisfactory to that officer; or

b) an application for a building permit and all required supporting documentation for a complete application, is received by the Town's building official in a form satisfactory to that official,

prior to the date of adoption of this Bylaw; and

c) all applicable fees are paid,

then for a period of 12 months after the date this Bylaw is adopted, the development cost charges payable upon approval of the subdivision or issuance of the building permit, as applicable, shall be the lesser of the amounts payable under this Bylaw and

the amounts payable under *Town of Golden Development Cost Charge Bylaw No. 1066, 2001.*

5. Schedule "A" is attached to and forms part of this Bylaw.

D. SEVERABILITY

1. If any portion of this bylaw is found invalid by a decision of a court of competent jurisdiction, the invalid portion is severed without effect on the remaining portions of the bylaw.

E. REPEAL

1. *Town of Golden Development Cost Charge Bylaw No. 1066, 2001* and all amendments thereto is hereby rescinded in its entirety.

READ A FIRST TIME THIS 26TH DAY OF JUNE , 2012.

READ A SECOND TIME THIS 26TH DAY OF JUNE , 2012.

READ A THIRD TIME THIS 26TH DAY OF JUNE , 2012.

RECEIVED APPROVAL FROM THE INSPECTOR OF MUNICIPALITIES, THIS 15TH DAY OF AUGUST , 2012.

ADOPTED THIS 4TH DAY OF SEPTEMBER 2012, BY A UNANIMOUS DECISION OF ALL MEMBERS OF TOWN COUNCIL PRESENT AND ELIGIBLE TO VOTE.

MAYOR

CORPORATE OFFICER

TOWN OF GOLDEN

BYLAW NUMBER 1304, 2012
DEVELOPMENT COST CHARGES
SCHEDULE 'A' - FEES

Land Use	Purpose	Development Cost Charge
Single Detached Dwelling	Water	$1,177.21 per dwelling unit
	Sewer	$223.78 per dwelling unit
Single Detached Dwelling (Small Lot)	Water	$1,074.84 per dwelling unit
	Sewer	$204.32 per dwelling unit
Duplex Residential	Water	$1,177.21 per dwelling unit
	Sewer	$223.78 per dwelling unit
Triplex Residential	Water	$1,177.21 per dwelling unit
	Sewer	$223.78 per dwelling unit
Multiple Dwelling and Mobile Home	Water	$972.48 per dwelling unit
	Sewer	$184.86 per dwelling unit
Commercial	Water	$3.07 per m^2 of floor area
	Sewer	$0.73 per m^2 of floor area
Commercial Accommodation	Water	$563.01 per room
	Sewer	$107.03 per room
Industrial	Water	$3.07 per m^2 of development area
	Sewer	$0.73 per m^2 of development area

APPENDIX D

Proposed Development Cost Charges Bylaw No. 1517, 2026

Certified Resolution

Resolution # 26-338

THAT Council give second reading as amended (including the removal of the column naming community partners in the chart shown in item 7.2 in Schedule A) and third reading to Bylaw No. 1516, 2026 Town of Golden Official Community Plan.

I hereby certify the foregoing to be a true and correct copy of the resolution adopted by the Town of Golden Council at its Regular Open meeting held on the 18th day of August 2026.

Sincerely,

Carrie White

Carrie White
Manager of Corporate Services/
Deputy Corporate Officer

Dated this 19th day of August 2026

Town of Golden
PO Box 350, 810 S. 9th Avenue, Golden, BC V0A 1H0
Phone: 250.344.2271 Fax:250.344.6577 E-Mail: enquiries@golden.ca Website:www.golden.ca

TOWN OF GOLDEN

DEVELOPMENT COST CHARGES

Bylaw No. 1517, 2026

TOWN OF GOLDEN

BYLAW NUMBER 1517, 2026

BYLAW NO. 1517, 2026 TOWN OF GOLDEN DEVELOPMENT COST CHARGES

This being a Bylaw to impose Development Cost Charges pursuant to the *Community Charter and Local Government Act.*

Pursuant to the *Community Charter* and the *Local Government Act*, the Council of the Town of Golden, in open meeting assembled, **HEREBY ENACTS AS FOLLOWS:**

1. CITATION

1.1 This Bylaw may be cited for all purposes as "Bylaw No. 1517, 2026 Town of Golden Development Cost Charges".

2. DEFINITIONS AND INTERPRETATIONS

2.1 For the purposes of this Bylaw, the definitions of words or phrases that are not included in this section shall have the meaning assigned to them in the *Local Government Act* or the *Community Charter*, as the case may be.

2.2 In the event of a conflict with any term of this Bylaw with the provisions of the *Local Government Act* authorizing the imposition of development cost charges, this Bylaw is to be interpreted so that it is consistent with the authority set out in the *Local Government Act*.

2.3 The headings given to the parts and sections in this bylaw are for convenience and reference only, and do not form a part of this Bylaw and shall not be used for the interpretation of such.

2.4 Schedule "A" as attached hereto is deemed to be part of and forming this Bylaw.

2.5 Words importing the singular include the plural and vice versa and words importing the neuter gender include the masculine and the feminine genders or the body corporate or politic where the context requires.

2.6 Any reference to a statute or regulation refers to an enactment of British Columbia and any reference to a bylaw refers to a bylaw of the Town, as amended, revised, consolidated, or replaced from time to time.

2.7 In this Bylaw:

"Accommodation Room" means one or more habitable rooms within a Commercial Accommodation building used or intended to be used for sleeping, or sleeping and living purposes, and do not include associated cooking facilities.

"Accommodation Unit" means one or more habitable rooms within a Commercial Accommodation building used or intended to be used for sleeping, or sleeping and living purposes, and include associated cooking facilities.

"Building Permit" means a permit issued by a building official conforming to the *Town of Golden Building Regulation Bylaw* No. 1299, 2012.

"Commercial Accommodation" means one or more buildings containing one or more Accommodation Rooms or Accommodation Units that are used primarily to provide temporary accommodation for the travelling public or long-term accommodation of staff and any other spaces providing services on-site to individuals utilizing the Accommodation Units. This use includes but is not limited to hotels, hostels, motels, lodges, guest cabins, but does not include short term rental or bed and breakfast.

"Commercial" means a commercial development used or intended to be used for the operation of any business, including the sale or provision of goods, entertainment, meals or services. Commercial includes, but is not limited to, the following: office, personal services, restaurants, retail, financial services, liquor establishments, bakery, animal clinics, animal grooming, business support services, or similar uses.

"Council" means the Council of the Town.

"Development Cost Charge" means the applicable rates prescribed in Schedule "A" to this Bylaw.

"Dwelling Unit(s)" means a self-contained accommodation for one or more persons containing cooking, eating, living, sleeping, and sanitary facilities used or intended to be used permanently for a household.

"Effective Date" means the date on which this Bylaw is adopted by Council.

"Gross Floor Area" or **"GFA"** means the total area of all wholly enclosed floors of each storey in a building on a Lot, including storeys below grade, measured from the exterior of the main walls of such buildings. The Gross Floor Area includes unfinished areas such as basements and all areas giving access such as corridors, hallways, landings, foyers, staircases, and stairwells but excludes cellars or crawlspaces less than 1.5m in height and areas used by vehicles for parking and loading.

"Industrial" means an industrial development used or intended to be used for the processing, fabricating, manufacturing, assembling, storing, transporting, distributing, testing, servicing or repairing of goods, materials or things, and includes the operation of transportation or shipping terminals, docks other than those used as marinas for pleasure craft, railways or warehouses, or similar uses.

"Institutional" means an institutional development used or intended to be used for utility services, child care, education services, religious assembly, emergency or protective

services, extended care residences, government services, health services, hospital and care services, public exhibit, assembly halls, entertainment and recreation, or similar uses.

"Lot" means any parcel, block or other area in which land is held or into which it is Subdivided whether under the *Land Title Act* RSBC 1996, c. 250 or the *Strata Property Act* SBC 1998, c. 4.

"Mixed-use Development" means a development that features a mix or integration of different land uses.

"Mobile Home" means a single or multiple section single detached dwelling built to CSA Z240 standards, in a factory environment, for residential occupancy and intended to be occupied in a place other than its manufacture but excludes recreational vehicles.

"Residential" means a building that contains Dwelling Unit(s). Residential includes, but is not limited to, the following residential development types: single detached dwelling, secondary residential dwelling, detached secondary residential dwelling, duplexes, townhouses, cluster housing, apartment buildings, and Mobile Home(s).

"Subdivision" or **"Subdivide" or "Subdivided"** has the meaning set out in *Land Title Act* or the *Strata Property Act*.

"Town" means the Town of Golden.

3. DEVELOPMENT COST CHARGES

3.1 Every person who obtains:

a. a Building Permit authorizing the construction, alteration or extension of a building or structure, including a permit authorizing the construction, alteration or extension of a building that shall, after the construction, alteration or extension, contain fewer than four self-contained Dwelling Units and be put to no other use than Residential use in those units; and

b. obtains approval of a Subdivision,

shall pay to the Town the Development Cost Charges set out in this Bylaw.

3.2 Any person required to pay Development Cost Charges shall pay the charges as prescribed in Schedule "A".

3.3 When Development Cost Charges imposed by this Bylaw are over $50,000, they may be paid by instalments in accordance with the *Development Cost Charges (Instalments) Regulation*, B.C. Reg. 239/2025.

4. EXEMPTION OF CHARGES

4.1 Despite any other provision of this Bylaw, a Development Cost Charge is not payable if any of the following apply in relation to a development authorized by a Building Permit:

a. the Building Permit authorizes the construction, alteration or extension of a building or part of a building that is, or shall be, after the construction, alteration or extension, exempt from taxation under the *Community Charter*;

b. the permit authorizes the construction, alteration, or extension of self-contained Dwelling Unit(s), where the Gross Floor Area of each Dwelling Unit is no larger than 29 m^2, and each Dwelling Unit shall be put to no other use other than Residential use;

c. the value of work authorized by the Building Permit does not exceed $50,000;

d. the development does not impose new capital cost burdens on the Town in relation to that particular Development Cost Charge category;

e. the particular Development Cost Charge has previously been paid for the same development and no new capital cost burdens shall be imposed on the Town in relation to that particular Development Cost Charge category as a result of further development; or

f. the Local Government Act or any regulations thereunder provide that no Development Cost Charge is payable.

5. CALCULATION OF APPLICABLE CHARGES

5.1 The amount of Development Cost Charges payable in relation to a particular development shall be calculated using the applicable charges set out in Schedule "A", based upon the following:

a. for an application for a Residential Building Permit the charge is calculated based on the Gross Floor Area for each Dwelling Unit multiplied by the applicable rate per square metre;

b. if Development Cost Charges have been paid previously at the Subdivision stage for Residential use, the owner shall receive a credit for the amount paid per Lot or the equivalent of one 120m^2 Dwelling Unit per Lot, whichever is greater;

c. for an application for a Building Permit to construct Commercial, Industrial, or Institutional buildings the charge is calculated based on the Gross Floor Area of the building multiplied by the applicable rate per square metre; and

d. when a Building Permit authorizes the alteration, addition, or extension of Residential, Commercial, Industrial, or Institutional buildings, the Development Cost Charge is calculated based on the difference in Gross Floor Area between the original building(s) and the building(s) after the alteration, addition, or extension.

5.2 The amount of Development Cost Charge for Commercial Accommodation uses shall be calculated as follows:

a. each Accommodation Room shall be charged the Commercial Accommodation Development Cost Charge per room;

b. each Accommodation Unit shall be charged the same rate as Residential based on the Gross Floor Area of the unit;

c. for Commercial Accommodation with Accommodation Rooms and Accommodation Units, each room type shall be charged according to the applicable Development Cost Charge outlined in 5.2 (a) and (b) above and the total development charges payable shall be the sum of the charges payable for each type; and

d. the remaining Gross Floor Area, based on taking the Gross Floor Area of the building and subtracting the area of the Accommodation Rooms and/or Accommodation Units, shall be charged the Commercial rate.

5.3 The amount of Development Cost Charge payable in relation to Mixed-use Development shall be calculated separately for each portion of the development, in accordance with Schedule 'A', based on the mix of uses included in the Building Permit application and the total Development Cost Charge payable shall be the sum of the charges payable for each type of use.

5.4 Where a type of development is not specifically identified in Schedule "A", the amount of Development Cost Charge to be paid to the Town shall be equal to the Development Cost Charges that are payable for the most comparable type of development.

5.5 The Parks Development Cost Charge shall be payable for all categories of use.

6. TIMING OF PAYMENT

6.1 Development Cost Charge imposed by this Bylaw shall be paid to the Town at the time of approval of a Subdivision or issuance of a Building Permit, as applicable.

7. SEVERABILITY

7.1 If any portion of this Bylaw is found invalid by a court of competent jurisdiction, then invalid portion is severed without effect on the remaining portions of this Bylaw.

8. REPEAL

8.1 The following bylaw and any amendments thereto, are hereby repealed in their entirety: *Town of Golden Development Cost Charge Bylaw No. 1304, 2012.*

READ A FIRST TIME THIS	21st	DAY OF	JULY, 2026
READ A SECOND TIME THIS	21st	DAY OF	JULY, 2026
READ A THIRD TIME THIS	18th	DAY OF	August, 2026
APPROVED BY INSPECTOR OF MUNICIPALITIES		DAY OF	, 2026
ADPOTED		DAY OF	, 2026

MAYOR

CORPORATE OFFICER

BYLAW NO. 1517, 2026

SCHEDULE "A"

Land Use	Unit of Charge	Transportation	Water	Sewer	Parks	Total
Residential	Per m^2 GFA	$20.23	$36.22	$105.60	$2.77	$164.82
Commercial Accommodation	Per room	$2,458	$1,970	$5,743	$151	$10,322
Commercial	Per m^2 GFA	$44.25	$16.11	$46.99	$1.23	$107.35
Industrial	Per m^2 GFA	$24.58	$16.11	$46.99	$1.23	$88.91
Institutional	Per m^2 GFA	$60.96	$16.11	$46.99	$1.23	$125.29