



# 2023 Development Charges Background Study

City of Cornwall

---

For Public Circulation and Comment

January 26, 2023

Watson & Associates Economists Ltd.  
905-272-3600  
[info@watsonecon.ca](mailto:info@watsonecon.ca)

# Table of Contents

	Page
<b>Executive Summary .....</b>	<b>i</b>
<b>1. Introduction.....</b>	<b>1-1</b>
1.1 Purpose of this Document.....	1-1
1.2 Summary of the Process.....	1-2
1.3 Changes to the Development Charges Act, 1997 .....	1-3
1.3.1 More Homes, More Choice Act, 2019 (Bill 108) .....	1-3
1.3.2 Plan to Build Ontario Together Act, 2019 (Bill 138).....	1-4
1.3.3 COVID-19 Economic Recovery Act, 2020 (Bill 197) .....	1-4
1.3.4 Better for People, Smarter for Business Act, 2020 (Bill 213) .....	1-6
1.3.5 More Homes for Everyone Act, 2022 (Bill 109).....	1-6
1.3.6 More Homes Built Faster Act, 2022 (Bill 23) .....	1-7
<b>2. Current City of Cornwall D.C. Policy.....</b>	<b>2-1</b>
2.1 By-law Enactment.....	2-1
2.2 Services Covered .....	2-1
2.3 Timing of D.C. Calculation and Payment .....	2-1
2.4 Indexing .....	2-2
2.5 Redevelopment Credits .....	2-2
2.6 D.C. Exemptions .....	2-2
<b>3. Anticipated Development in the City of Cornwall.....</b>	<b>3-1</b>
3.1 Requirement of the Act .....	3-1
3.2 Basis of Population, Household and Non-Residential Gross Floor Area Forecast .....	3-1
3.3 Summary of Growth Forecast .....	3-2
<b>4. The Approach to the Calculation of the Charge .....</b>	<b>4-1</b>
4.1 Introduction .....	4-1
4.2 Services Potentially Involved .....	4-1
4.3 Increase in the Need for Service.....	4-1



# Table of Contents (Cont'd)

	Page
4.4	Local Service Policy..... 4-6
4.5	Capital Forecast..... 4-6
4.6	Treatment of Credits ..... 4-7
4.7	Eligible Debt and Committed Excess Capacity ..... 4-7
4.8	Existing Reserve Funds ..... 4-7
4.9	Deductions..... 4-8
4.9.1	Reduction Required by Level of Service Ceiling ..... 4-9
4.9.2	Reduction for Uncommitted Excess Capacity ..... 4-9
4.9.3	Reduction for Benefit to Existing Development..... 4-10
4.9.4	Reduction for Anticipated Grants, Subsidies and Other Contributions..... 4-11
4.10	Municipal-Wide vs. Area Rating..... 4-11
4.11	Allocation of Development ..... 4-11
<b>5.</b>	<b>D.C.-Eligible Cost Analysis by Service..... 5-1</b>
5.1	Introduction ..... 5-1
5.2	13-Year Capital Costs for Urban Service Area D.C. Calculation..... 5-1
5.2.1	Water Services..... 5-1
5.2.2	Wastewater Services ..... 5-2
5.3	Service Levels and 13-Year Capital Costs for Municipal-Wide D.C. Calculation ..... 5-4
5.3.1	Services Related to a Highway ..... 5-4
5.3.2	Fire Protection Services..... 5-5
5.3.3	Parks and Recreation Services..... 5-5
5.3.4	Library Services ..... 5-6
5.3.5	Ambulance Services ..... 5-6
5.3.6	Waste Diversion Services ..... 5-7
5.4	Service Levels and 10-Year Capital Costs for Municipal-Wide D.C. Calculation ..... 5-15
5.4.1	Transit Services ..... 5-15
<b>6.</b>	<b>D.C. Calculation ..... 6-1</b>
<b>7.</b>	<b>D.C. Policy Recommendations and D.C. By-law Rules ..... 7-1</b>
7.1	Introduction ..... 7-1
7.2	D.C. By-law Structure ..... 7-2
7.3	D.C. By-law Rules..... 7-2
7.3.1	Payment in any Particular Case..... 7-2
7.3.2	Determination of the Amount of the Charge..... 7-3
7.3.3	Application to Redevelopment of Land (Demolition and Conversion)..... 7-3
7.3.4	Exemptions (full or partial) ..... 7-4



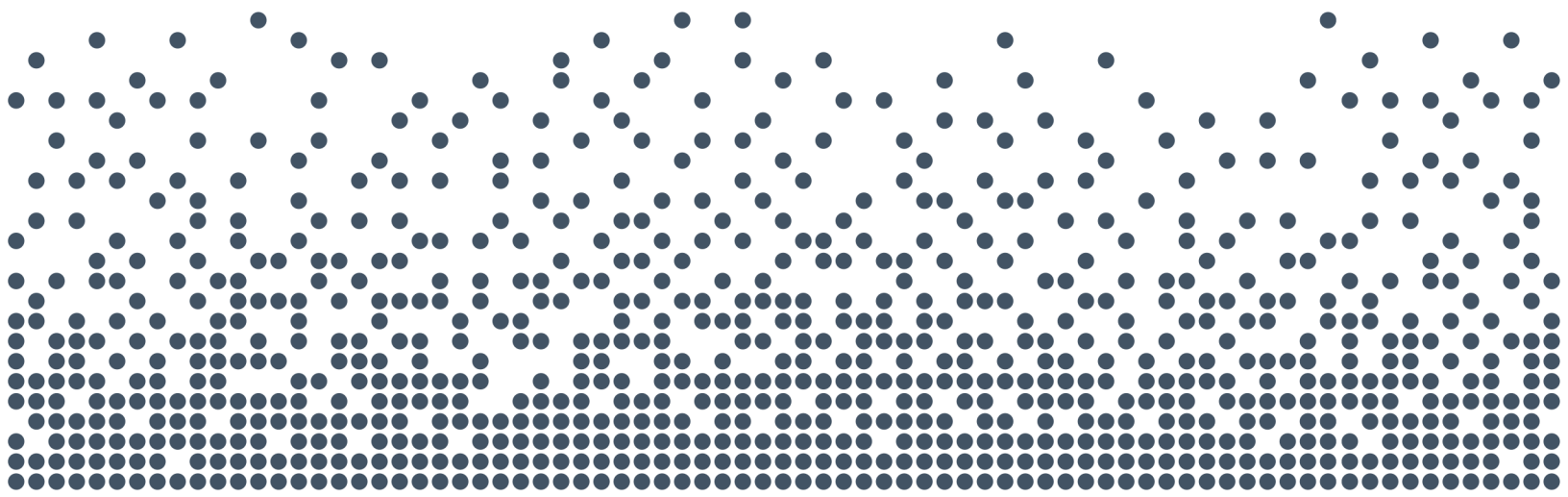
# Table of Contents (Cont'd)

	Page
7.3.5	Transition ..... 7-5
7.3.6	Timing of Collection ..... 7-5
7.3.7	Indexing ..... 7-5
7.3.8	D.C Spatial Applicability ..... 7-6
7.4	Other D.C. By-law Provisions ..... 7-7
7.4.1	Categories of Services for Reserve Fund and Credit Purposes..... 7-7
7.4.2	By-law In-force Date ..... 7-7
7.4.3	Minimum Interest Rate Paid on Refunds and Charged for Inter-Reserve Fund Borrowing ..... 7-7
<b>8.</b>	<b>Asset Management Plan ..... 8-1</b>
8.1	Introduction ..... 8-1
8.2	Non-Transit Municipal Services ..... 8-3
8.3	Transit Services ..... 8-4
8.3.1	State of Local Infrastructure ..... 8-5
8.3.2	Expected Levels of Service ..... 8-6
8.3.3	Asset Management Strategy ..... 8-7
8.3.4	Financing Strategy ..... 8-9
<b>9.</b>	<b>By-law Implementation ..... 9-1</b>
9.1	Public Consultation Process ..... 9-1
9.1.1	Introduction ..... 9-1
9.1.2	Public Meeting of Council..... 9-1
9.1.3	Other Consultation Activity ..... 9-1
9.2	Anticipated Impact of the Charge on Development..... 9-2
9.3	Implementation Requirements ..... 9-3
9.3.1	Introduction ..... 9-3
9.3.2	Notice of Passage..... 9-3
9.3.3	By-law Pamphlet ..... 9-3
9.3.4	Appeals..... 9-4
9.3.5	Complaints ..... 9-4
9.3.6	Credits ..... 9-5
9.3.7	Front Ending Agreements ..... 9-5
9.3.8	Severance and Subdivision Agreement Conditions ..... 9-5
<b>Appendix A</b>	<b>Anticipated Development in the City of Cornwall..... A-1</b>
<b>Appendix B</b>	<b>Historical Level of Service Calculations..... B-1</b>
<b>Appendix C</b>	<b>Long Term Capital and Operating Cost Examination..... C-1</b>
<b>Appendix D</b>	<b>Local Service Policy..... D-1</b>



# Table of Contents (Cont'd)

	Page
<b>Appendix E Draft D.C. By-law .....</b>	<b>E-1</b>



# Executive Summary



# Executive Summary

1. The report provided herein represents the Development Charges (D.C.) Background Study for City of Cornwall (City) required by the *Development Charges Act, 1997* (D.C.A.). This report has been prepared in accordance with the methodology required under the D.C.A. The contents include the following:
  - Chapter 1 – Introduction and overview of the legislative requirements of the D.C.A.;
  - Chapter 2 – Current City of Cornwall Development Charge Policy
  - Chapter 3 – Summary of the residential and non-residential growth forecasts for the City;
  - Chapter 4 – Approach to calculating the D.C.;
  - Chapter 5 – Review of historical service standards and identification of D.C. recoverable capital costs to service growth;
  - Chapter 6 – Calculation of the D.C.s;
  - Chapter 7 – D.C. policy recommendations and D.C. by-law rules;
  - Chapter 8 – Asset management plan requirements of the D.C.A.; and
  - Chapter 9 – By-law implementation.
  
2. D.C.s provide for the recovery of growth-related capital expenditures from new development. The D.C.A. is the statutory basis to recover these charges. The methodology is detailed in Chapter 4; a simplified summary is provided below:
  - 1) Identify amount, type and location of growth;
  - 2) Identify servicing needs to accommodate growth;
  - 3) Identify capital costs to provide services to meet the needs;
  - 4) Deduct:
    - Grants, subsidies and other contributions;
    - Benefit to existing development;
    - Amounts in excess of 15-year historical service calculation;
    - D.C. reserve funds;



- 5) Net costs are then allocated between residential and non-residential benefit; and
  - 6) Net costs divided by growth to provide the D.C. calculation.
3. Changes to the D.C.A. were introduced through six bills passed in the Ontario legislature since the City's last municipal-wide D.C. by-law: Bill 108, Bill 138, Bill 197, Bill 213, Bill 109, and Bill 23. The following provides a brief summary of the recent changes.

Bill 108: More Homes, More Choice: Ontario's Housing Supply Action Plan

On May 2, 2019, the Province introduced Bill 108 (*More Homes, More Choice Act*), which proposed changes to the D.C.A. The Bill was introduced as part of the province's "*More Homes, More Choice: Ontario's Housing Supply Action Plan*." The Bill received Royal Assent on June 6, 2019. While having received Royal Assent, many of the amendments to the D.C.A. did not come into effect until they were proclaimed by the Lieutenant Governor. On January 1, 2020, the following provisions were proclaimed:

- A D.C. for rental housing and institutional developments will pay the charge in six equal annual installments, with the first payment commencing on the date of occupancy. Non-profit housing developments will pay D.C.s in 21 equal annual payments (note that further changes related to non-profit housing have been made through Bill 23). Any unpaid D.C. amounts may be added to the property and collected as taxes. The installment payments for non-profit housing have been further amended by Bill 23.
- The determination of the D.C. for all developments occurring within two years of a Site Plan or Zoning By-law Amendment planning approval shall be determined based on the D.C.s in effect on the date the planning application was submitted. These provisions only apply to Site Plan and Zoning By-law Amendment planning applications received on or after January 1, 2020. Developments arising from planning application approvals not fitting these criteria, or if the building permit arising from these planning approvals is issued two-years or more after the planning





application approval, the D.C. is determined based on the provisions of the D.C. by-law.

Further changes to the D.C.A. were proposed related to the list of eligible services which could be recovered through D.C.s, which recommended the removal of some services previously eligible, and introduced a new charge under the *Planning Act* (i.e., the community benefits charge).

#### Bill 138: *Plan to Build Ontario Together Act, 2019*

On November 6, 2019, the Province release Bill 138 which provided further amendments to the D.C.A. and *Planning Act*. This Bill received Royal Assent on December 10, 2019 and was proclaimed which resulted in sections related to the D.C.A. (schedule 10) becoming effective on January 1, 2020. The amendments to the D.C.A. included removal of instalment payments for commercial and industrial developments that were originally included in Bill 108.

#### Bill 197: *COVID-19 Economic Recovery Act, 2020*

In response to the global pandemic that began affecting Ontario in early 2020, the Province released Bill 197 which provided amendments to a number of Acts, including the D.C.A. and *Planning Act*. This Bill also revised some of the proposed changes identified in Bill 108. Bill 197 was tabled on July 8, 2020, received Royal Assent on July 21, 2020, and was proclaimed on September 18, 2020. With respect to the above noted changes from Bill 108, the following changes are provided in Bill 197 (additional details provided in subsection 1.3.3):

- **Eligible Services:** The list of eligible services for the D.C. has now been expanded to include most services eligible under the D.C.A. prior to Bill 108.
- **Mandatory 10% Deduction:** The mandatory 10% deduction is removed (consistent with Bill 108). This applies to all D.C.-eligible services.
- **Community Benefits Charges (C.B.C.):** a municipality may, by by-law impose a C.B.C. to pay for the capital costs for formerly-eligible D.C. services in addition to parkland dedication and bonus zoning contributions.
- **Additional statutory exemptions for the creation of additional residential units within or ancillary to existing or new residential buildings and structures** (these exemptions have been further modified by Bill 23).



These changes to the D.C.A. were proclaimed on September 18, 2020 and are further discussed in subsection 1.3.3 of this report.

Bill 213: *Better for People, Smarter for Business Act, 2020*

On December 8, 2020, Bill 213 received Royal Assent. One of the changes of the Bill that took effect upon Royal Assent included amending the *Ministry of Training, Colleges and Universities Act* by introducing a new section that would exempt the payment of D.C.s for developments of land intended for use by a university that receives operating funds from the Government. As a result, this mandatory exemption will be included in the City's D.C. by-law(s).

Bill 109: *More Homes for Everyone Act, 2022*

On April 14, 2022, Bill 109 received Royal Assent. One of the changes of the Bill and Ontario Regulation (O. Reg.) 438/22 that took effect upon Royal Assent included amending the D.C.A. and O. Reg. 82/98 related to the requirements for the information which is to be included in the annual Treasurer's statement on D.C. reserve funds and the requirement for publication of the statement. Further information is provided in subsection 1.3.5.

Bill 23: *More Homes Built Faster Act, 2022*

On November 28, 2022, Bill 23 received Royal Assent. This Act amends a number of pieces of legislation including the *Planning Act* and the D.C.A. The following provides a summary of the changes to the D.C.A. (further details are provided in subsection 1.3.6 of this report):

- Additional residential unit exemption: Allowance of a third unit to be exempt from D.C.s in existing and new residential dwellings;
- Removal of housing as an eligible D.C. service;
- New statutory exemptions for affordable units, attainable units (to be in effect upon proclamation by the Lieutenant Governor);
- New statutory exemptions for inclusionary zoning units, and non-profit housing developments;
- Historical level of service extended to 15-year period instead of the prior 10-year period;



- Capital cost definitino may be revised to prescribe services for which land or an interest in land will be restricted;
  - Capital cost definition has been revised to remove studies;
  - Mandatory reduction for new D.C. by-laws passed after November 28, 2022, as follows:
    - Year 1 – 80% of the maximum charge;
    - Year 2 – 85% of the maximum charge;
    - Year 3 – 90% of the maximum charge;
    - Year 4 – 95% of the maximum charge; and
    - Year 5 to expiry – 100% of the maximum charge.
  - D.C. by-law expiry will be 10 years after the date the by-law comes into force (unless repealed earlier);
  - D.C. for rental housing developments to receive a discount as follows:
    - Three or more bedrooms – 25% reduction;
    - Two bedrooms – 20% reduction; and
    - All other bedroom quantities – 15% reduction.
  - Maximum interest rate for installments and determination of charge for eligible site plan and zoning by-law amendment applications to be set at the average prime rate plus 1%; and
  - Requirement to allocate funds received– municipalities will be required to spend or allocate at least 60% of their reserve fund at the beginning of the year for water, wastewater, and services related to a highway.
4. The City is undertaking a D.C. public process and anticipates passing a new by-law for the eligible services. The mandatory public meeting has been set for February 27, 2023 with adoption of the by-law anticipated for March 27, 2023 in advance of the expiry of the current by-law on April 10, 2023.
5. The growth forecast (Chapter 3) on which the City-wide D.C. is based, projects the following population, housing and non-residential floor area for the 10-year (2023 to 2032), and 13-year (2023 to 2036) periods.



Table ES-1  
Summary of Growth Forecast by Planning Period

Measure	10 Year 2023 to 2032	13 Year 2022 to 2036
(Net) Population Increase	3,784	4,876
Residential Unit Increase	1,856	2,402
Non-Residential – Gross Floor Area Increase (sq.ft.)	3,634,800	4,668,300

Source: Watson & Associates Economists Ltd. forecast 2022.

6. Chapter 5 herein provides, in detail and by service area, the gross capital costs for the increase in need to service new development and the respective deductions that have been made to arrive at the D.C. recoverable costs included in the calculation of the charge. The following services are calculated based on a unicipal-wide 13-year forecast:

- Services related to a highway (including municipal works facilities, fleet and equipment);
- Fire protection services;
- Parks and recreation services;
- Library services;
- Ambulance services and
- Waste diversion services.

The following services are calculated based on the Urban Service Area 13-year forecast:

- Water services; and
- Wastewater services.

Municipal-wide transit services are calculated based on a 10-year forecast.

A summary of the total growth-related costs is provided below in Table ES-2.



Table ES-2  
Summary of Expenditures Anticipated Over the Respective Forecast Periods

Summary of Expenditures Anticipated Over the Life of the By-law	Expenditure Amount
Total Gross Capital Costs	\$199,677,000
Less: Benefit to Existing Development	\$106,130,000
Less: Post Planning Period Benefit	\$3,300,000
Less: Other Deductions	\$18,122,000
Less: Grants, Subsidies and Other Contributions	\$23,624,000
Less: Existing D.C. Reserve Funds	\$2,014,000
<b>Net Costs to be Recovered from Development Charges</b>	<b>\$46,486,000</b>

Based on the above table, the City plans to spend \$199.7 million over the 10- and 13-year planning periods of which \$46.5 million (23%) is included in the D.C. calculation. Of this net amount, \$28.3 million is recoverable from residential development and \$18.2 million from non-residential development. It is noted also that any exemptions or reductions in the charges would reduce this recovery further.

This suggests that non-D.C. costs over the forecast periods will total \$153.2 million. Furthermore, \$109.4 million of these costs (i.e., benefit to existing development and post planning period benefit) will need to be funded by other City funding sources such as taxes and rates.

This report has undertaken a calculation of charges based on the anticipated development summarized in Table ES-1 and the future identified needs (presented in Table ES-2). Charges have been provided on a City-wide basis for all services except for water and wastewater services which are imposed in the Urban Serviced Area only. The corresponding single detached unit (>2 bedrooms) charge in the Urban Service Area is \$13.931. The non-residential charge is \$3.90 per sq.ft. of building area. These rates would be reduced by 20% during the first year of the by-law (i.e., \$11,145 per single detached unit and \$3.12 per sq.ft. of building area) as per the Bill 23 requirements to reduce the charge during the first four years of the by-law. The calculated schedule of charges is presented in Table ES-3 and the charges that would be imposed during the first year of the by-law are presented in Table ES-4.



Table ES-3  
Calculated Schedule of Development Charges

Service/Class of Service	RESIDENTIAL					Non-Residential (per sq. ft. of Gross Floor Area)
	Single and Semi- Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	Special Care/Special Dwelling Units	
<b>Municipal Wide Services</b>						
Services Related to a Highway	7,803	5,257	3,976	7,412	3,559	2.47
Fire Protection Services	594	400	303	564	271	0.46
Parks and Recreation Services	2,539	1,711	1,294	2,412	1,158	0.06
Library Services	390	263	199	370	178	0.01
Ambulance Services	132	89	67	125	60	0.04
Waste Diversion Services	129	87	66	123	59	0.00
Transit Services	59	40	30	56	27	0.02
<b>Total Municipal Wide Services</b>	<b>11,646</b>	<b>7,847</b>	<b>5,935</b>	<b>11,062</b>	<b>5,312</b>	<b>3.06</b>
<b>Urban Services</b>						
Wastewater Services	283	191	144	269	129	0.10
Water Services	2,002	1,349	1,020	1,902	913	0.74
<b>Total Urban Services</b>	<b>2,285</b>	<b>1,540</b>	<b>1,164</b>	<b>2,171</b>	<b>1,042</b>	<b>0.84</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>11,646</b>	<b>7,847</b>	<b>5,935</b>	<b>11,062</b>	<b>5,312</b>	<b>3.06</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>13,931</b>	<b>9,387</b>	<b>7,099</b>	<b>13,233</b>	<b>6,354</b>	<b>3.90</b>



Table ES-4  
Schedule of Development Charges (80% of maximum charge to be imposed in first year of by-law)

Service/Class of Service	RESIDENTIAL					Non-Residential
	Single and Semi-Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)
<b>Municipal Wide Services</b>						
Services Related to a Highway	6,243	4,206	3,181	5,930	2,847	1.97
Fire Protection Services	475	320	242	451	217	0.37
Parks and Recreation Services	2,031	1,369	1,035	1,930	926	0.05
Library Services	312	210	159	296	142	0.01
Ambulance Services	105	71	54	100	48	0.03
Waste Diversion Services	103	70	53	98	47	0.00
Transit Services	47	32	24	45	22	0.02
<b>Total Municipal Wide Services</b>	<b>9,317</b>	<b>6,278</b>	<b>4,748</b>	<b>8,850</b>	<b>4,250</b>	<b>2.45</b>
<b>Urban Services</b>						
Wastewater Services	226	153	115	215	103	0.08
Water Services	1,602	1,079	816	1,522	730	0.59
<b>Total Urban Services</b>	<b>1,828</b>	<b>1,232</b>	<b>931</b>	<b>1,737</b>	<b>834</b>	<b>0.67</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>9,317</b>	<b>6,278</b>	<b>4,748</b>	<b>8,850</b>	<b>4,250</b>	<b>2.45</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>11,145</b>	<b>7,510</b>	<b>5,679</b>	<b>10,586</b>	<b>5,083</b>	<b>3.12</b>



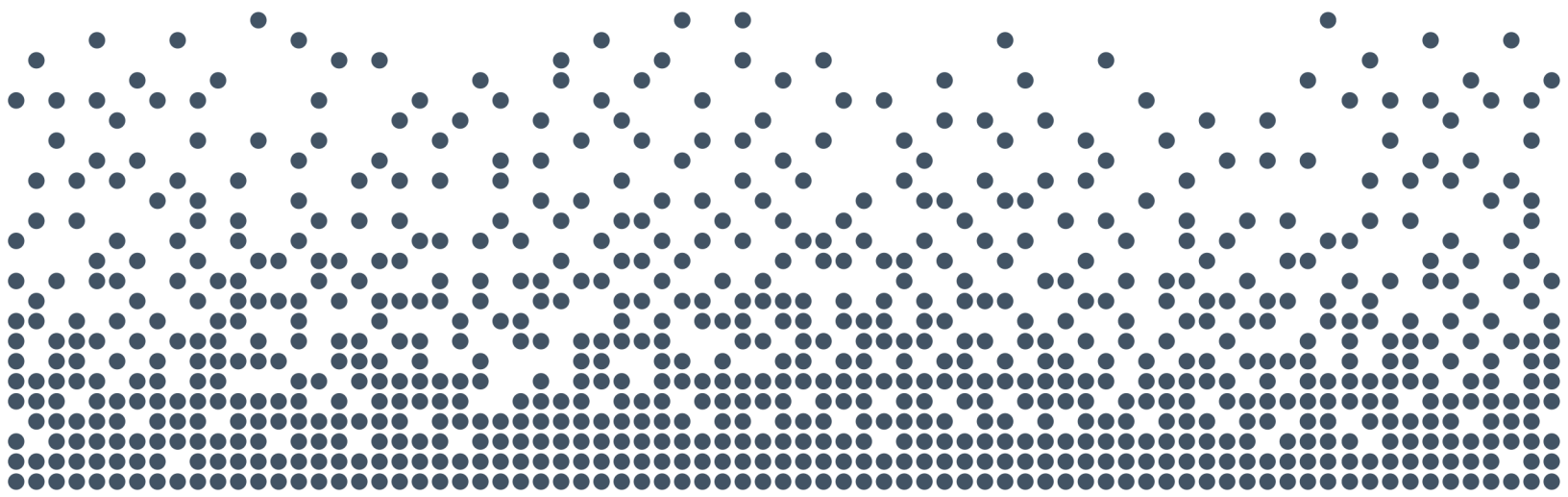
7. Chapter 7 outlines the D.C. by-law policy recommendations and rules as summarized below:

- Timing of Collection:
  - D.C.s to be calculated and payable at the time of building permit issuance
  - D.C.s for developments proceeding through Site Plan or Zoning By-law Amendment applications will be determined based on the charges in effect on the day of the application (charges to be frozen for a maximum period of two years after planning application approval)
  - Rental housing and institutional developments would pay D.C.s in six equal annual payments, commencing from the date of occupancy
- Statutory D.C. Exemptions:
  - Upper/Lower Tier Governments and School Boards
  - Development of lands intended for use by a university that received operating funds from the Government
  - Existing industrial building expansions (may expand by 50% with no D.C.)
  - Additional residential units in existing and new residential buildings
    - May add up to two apartments for a single detached, semi-detached or row house (only one unit can be in an ancillary structure)
    - One additional unit or 1% of the units in an existing rental residential building with four or more residential units
  - Non-profit housing
  - Inclusionary zoning affordable units
- D.C. Discounts for rental housing development based on dwelling unit type:
  - >2 bedrooms - 25% discount
  - 2 bedrooms - 20% discount
  - <2 bedrooms - 15% discount
- Mandatory reduction of the charge:
  - Year 1 – 80% of the maximum charge
  - Year 2 – 85% of the maximum charge





- Year 3 – 90% of the maximum charge
  - Year 4 – 95% of the maximum charge, and
  - Year 5 to expiry – 100% of the maximum charge
  - Non-Statutory Deductions:
    - Bona fide farm uses
    - Places of worship
    - Hospitals, and
    - Infill development within a priority area of the Heart of the City Community Improvement Policy Area
  - Redevelopment credits provided where building permit issuance occurs within five years for conversion or demolitions of existing structures
  - Charges to be indexed annually on April 10, in accordance with the D.C.A.
8. Council will consider the findings and recommendations provided in the report and, in conjunction with public input, approve such policies and rates it deems appropriate. These directions will refine the draft D.C. by-law which is appended in Appendix E. These decisions may include:
- adopting the charges and policies recommended herein
  - considering additional exemptions to the by-law, and
  - considering reductions in the charge by class of development (e.g., obtained by removing certain services on which the charge is based and/or by a general reduction in the charge).



# Report



# Chapter 1

## Introduction



# 1. Introduction

## 1.1 Purpose of this Document

---

This background study has been prepared pursuant to the requirements of the *Development Charges Act, 1997* (section 10), and accordingly, recommends new development charges (D.C.s) and policies for City of Cornwall (City).

The City retained Watson & Associates Economists Ltd. (Watson) to undertake the D.C. study process. Watson worked with senior staff of the City in preparing this D.C. analysis and the policy recommendations.

This D.C. background study, containing the proposed D.C. by-law, will be distributed to members of the public in order to provide interested parties with sufficient background information on the legislation, the study's recommendations, and an outline of the basis for these recommendations.

This report has been prepared, in the first instance, to meet the statutory requirements applicable to the City's D.C. background study, as summarized in Chapter 4. It also addresses the forecast amount, type, and location of growth (Chapter 3), the requirement for "rules" governing the imposition of the charges (Chapter 7), and the proposed by-law(s) to be made available as part of the approval process (Appendix E).

In addition, the report is designed to set out sufficient background on the legislation and the policies underlying the proposed by-law, to make the exercise understandable to interested parties. Finally, the D.C. background study addresses post-adoption implementation requirements (Chapter 9) which are critical to the successful application of the new policy.

The chapters in the report are supported by appendices containing the data required to explain and substantiate the calculation of the charge. A full discussion of the statutory requirements for the preparation of a background study and calculation of a D.C. is provided herein.



## 1.2 Summary of the Process

---

A public meeting required under section 12 of the D.C.A. will be scheduled at least two weeks after the posting of the D.C. background study and draft D.C. by-law on the City's website. Its purpose is to present the background study and draft D.C. by-law to the public and to solicit public input on the matter. The public meeting is also being held to answer any questions regarding the study's purpose, methodology and the proposed D.C. by-law for the City.

In accordance with the legislation, the background study and proposed D.C. by-law will be available for public review at least 60 days prior to by-law passage.

The process to be followed in finalizing the report and recommendations includes:

- consideration of responses received prior to, at or immediately following the public meeting; and
- finalization of the report and Council consideration of the by-law subsequent to the public meeting.

Table 1-1 outlines the study process to date and the proposed schedule to be followed with respect to the D.C. by-law adoption process.

Table 1-1  
Schedule of Key D.C. Process Dates

Process Steps	Dates
Project initiation meeting with City Staff	August 29, 2022
Data collection and staff interviews	September 2022–December 2022
Presentation of draft findings and D.C. policy discussion with City Staff	December 16, 2022
Presentation of draft findings to City Council	January 23, 2023
D.C. Background Study and draft D.C. by-law(s) available to public	January 26, 2023
Development Industry Stakeholder Meeting	February 13, 2023
Public Meeting of Council	February 27, 2023



Process Steps	Dates
D.C. By-law passage	March 27, 2023
Newspaper notice given of by-law passage	By 20 days after passage
Last day for by-law appeal	40 days after passage
City makes available D.C. pamphlet	by 60 days after in force date

### 1.3 Changes to the Development Charges Act, 1997

---

Over the past four years, a number of changes to the D.C.A. have been introduced through various pieces of legislation including the following:

- *More Homes, More Choice Act, 2019* (Bill 108);
- *Plan to Build Ontario Together Act, 2019* (Bill 138);
- *COVID-19 Economic Recovery Act, 2020* (Bill 197);
- *Better for People, Smarter for Business Act, 2020* (Bill 213);
- *More Homes for Everyone Act, 2022* (Bill 109); and
- *More Homes Built Faster Act, 2022* (Bill 23).

The following provides an overview of the changes to the D.C.A. that each of these pieces of legislation provided.

#### 1.3.1 *More Homes, More Choice Act, 2019 (Bill 108)*

On May 2, 2019, the Province introduced Bill 108 (*More Homes, More Choice Act*), which proposed changes to the D.C.A. The Bill was introduced as part of the province's "*More Homes, More Choice: Ontario's Housing Supply Action Plan*." The Bill received Royal Assent on June 6, 2019. While having received Royal Assent, many of the amendments to the D.C.A. did not come into effect until they were proclaimed by the Lieutenant Governor. On January 1, 2020, the following provisions were proclaimed and came into force:

- A D.C. for rental housing and institutional developments will pay the charge in six equal annual installments, with the first payment commencing on the date of occupancy. Non-profit housing developments would pay D.C.s in 21 equal annual payments (note that further changes related to non-profit housing have



been made through Bill 23). Any unpaid D.C. amounts may be added to the property and collected as taxes.

- The determination of the D.C. for all developments occurring within two years of a Site Plan or Zoning By-law Amendment planning approval shall be determined based on the D.C.s in effect on the date the planning application was submitted. These provisions only apply to Site Plan and Zoning By-law Amendment planning applications received on or after January 1, 2020. Developments arising from planning application approvals not fitting these criteria, or if the building permit arising from these planning approvals is issued two-years or more after the planning application approval, the D.C. is determined based on the provisions of the D.C. by-law.

Further changes to the D.C.A. were proposed related to the list of eligible services which could be recovered through D.C.s, including the removal of some services previously eligible. A new charging authority was also introduced under the *Planning Act* (i.e., the community benefits charge).

### **1.3.2 Plan to Build Ontario Together Act, 2019 (Bill 138)**

On November 6, 2019, the Province release Bill 138 which provided further amendments to the D.C.A. and *Planning Act*. This Bill received Royal Assent on December 10, 2019 and was proclaimed resulting in sections related to the D.C.A. (schedule 10) becoming effective on January 1, 2020. The amendments to the D.C.A. included removal of instalment payments for commercial and industrial developments that were originally included in Bill 108.

### **1.3.3 COVID-19 Economic Recovery Act, 2020 (Bill 197)**

In response to the global pandemic that began affecting Ontario in early 2020, the Province released Bill 197 which provided amendments to a number of Acts, including the D.C.A. and *Planning Act*. This Bill also revised some of the proposed changes identified in Bill 108. Bill 197 was tabled on July 8, 2020, received Royal Assent on July 21, 2020, and was proclaimed on September 18, 2020. The following provides a summary of the changes:



### 1.3.3.1 List of D.C. Eligible Services

The D.C.A. previously defined ineligible services for D.C.s. The amendments to the D.C.A. now defined the services that are eligible for inclusion in a D.C. by-law. The following summarizes the D.C. eligible services:

- Water supply services, including distribution and treatment services;
- Wastewater services, including sewers and treatment services;
- Storm water drainage and control services;
- Services related to a highway;
- Electrical power services;
- Toronto-York subway extension, as defined in subsection 5.1 (1);
- Transit services other than the Toronto-York subway extension;
- Waste diversion services;
- Policing services;
- Fire protection services;
- Ambulance services;
- Library services;
- Long-term care services;
- Parks and recreation services (excluding the acquisition of land for parks);
- Public health services;
- Childcare and early years services;
- Housing services (Note that as per Bill 23, housing services are no longer eligible);
- *Provincial Offences Act* services;
- Services related to emergency preparedness;
- Services related to airports, but only in the Regional Municipality of Waterloo;
- and
- Additional services as prescribed.

### 1.3.3.2 Classes of D.C. Services

Prior to the Royal Assent of Bill 108 and 197 legislations (i.e., D.C.A., 1997), the D.C.A. allowed for categories of services to be grouped together into a minimum of two categories (90% and 100% services).





The Act (as amended) repeals and replaces the above with the following subsections:

- A D.C. by-law may provide for any eligible service or capital cost related to any eligible service to be included in a class, set out in the by-law.
- A class may be composed of any number or combination of services and may include parts or portions of the eligible services or parts or portions of the capital costs in respect of those services.
- A class of service set out in the D.C. by-law is deemed to be a single service with respect to reserve funds, use of monies, and credits.

In addition, the removal of the 10% deduction for soft services that was proposed under Bill 108 was came into force.

### ***1.3.3.3 Statutory Exemptions***

The D.C.A. provides for statutory exemptions from payment of D.C.s where the development is creating additional residential dwelling units within prescribed classes of existing residential buildings or structures. This statutory exemption was expanded to include secondary residential dwelling units, in prescribed classes, that are ancillary to existing residential buildings. Furthermore, additional statutory exemptions were provided for the creation of a second dwelling unit in prescribed classes of proposed new residential buildings, including structures ancillary to new dwellings. This section and these exemptions have been further refined under Bill 23.

### ***1.3.4 Better for People, Smarter for Business Act, 2020 (Bill 213)***

On December 8, 2020, Bill 213 received Royal Assent. One of the changes of the Bill that took effect upon Royal Assent included amending the *Ministry of Training, Colleges and Universities Act* by introducing a new section that would exempt the payment of D.C.s for developments of land intended for use by a university that receives operating funds from the Government. As a result, this mandatory exemption will be included in the City's D.C. by-law(s).

### ***1.3.5 More Homes for Everyone Act, 2022 (Bill 109)***

On April 14, 2022, Bill 109 received Royal Assent. One of the changes of the Bill and Ontario Regulation (O. Reg.) 438/22 that took effect upon Royal Assent included amending the D.C.A. and O. Reg. 82/98 related to the requirements for the information



which is to be included in the annual Treasurer's statement on D.C. reserve funds and the requirement for publication of the statement. The following additional information must be provided for each D.C. service being collected for during the year:

- a) whether, as of the end of the year, the municipality expects to incur the amount of capital costs that were estimated, in the relevant D.C. background study, to be incurred during the term of the applicable D.C. by-law;
- b) if the answer to a) is no, the amount the municipality now expects to incur and a statement as to why this amount is expected; and
- c) if no money was spent from the reserve fund during the year, a statement as to why there was no spending during the year.

The D.C.A. has also been amended to now require that the annual Treasurer's statement be made available to the public on the website of the municipality or, if there is no such website, in the municipal office.

### **1.3.6 More Homes Built Faster Act, 2022 (Bill 23)**

On November 28, 2022, Bill 23 received Royal Assent. This Act amends a number of pieces of legislation including the *Planning Act* and the D.C.A. The following provides a summary of the changes to the D.C.A.:

#### **1.3.6.1 Additional Residential Unit Exemption**

The rules for these exemptions are now provided in the D.C.A., rather than the regulations and are summarized as follows:

- Exemption for residential units in existing rental residential buildings – For rental residential buildings with four or more residential units, the creation of the greater of one unit or 1% of the existing residential units will be exempt from D.C.
- Exemption for additional residential units in existing and new residential buildings – The following developments will be exempt from a D.C.:
  - A second unit in a detached, semi-detached, or rowhouse if all ancillary buildings and structures cumulatively contain no more than one residential unit;
  - A third unit in a detached, semi-detached, or rowhouse if no ancillary buildings or structures contain any residential units; and



- One residential unit in a building or structure ancillary to a detached, semi-detached, or rowhouse on a parcel of urban land, if the detached, semi-detached, or rowhouse contains no more than two residential units and no other buildings or ancillary structures contain any residential units.

### ***1.3.6.2 Removal of Housing as an Eligible D.C. Service***

Housing services is removed as an eligible service. Municipalities with by-laws that include a charge for housing services can no longer collect for this service.

### ***1.3.6.3 New Statutory Exemptions for Affordable Units, Attainable Units, and Inclusionary Zoning Units***

Affordable units, attainable units, inclusionary zoning units and non-profit housing developments will be exempt from the payment of D.C.s, as follows:

- **Affordable Rental Units:** Where rent is no more than 80% of the average market rent as defined by a new bulletin published by the Ministry of Municipal Affairs and Housing.
- **Affordable Owned Units:** Where the price of the unit is no more than 80% of the average purchase price as defined by a new bulletin published by the Ministry of Municipal Affairs and Housing.
- **Attainable Units:** Excludes affordable units and rental units; will be defined as prescribed development or class of development and sold to a person who is at “arm’s length” from the seller.
  - **Note:** for affordable and attainable units, the municipality shall enter into an agreement that ensures the unit remains affordable or attainable for 25 years. Also exemptions for affordable and attainable units will come into effect on a day to be named by proclamation of the Lieutenant Governor.
- **Inclusionary Zoning Units:** Affordable housing units required under inclusionary zoning by-laws are exempt from a D.C.

### ***1.3.6.4 New Statutory Exemption for Non-Profit Housing***

Non-profit housing development has been removed from the instalment payment section of the Act (subsection 26.1), as these units are now exempt from the payment of D.C.s.



#### ***1.3.6.5 Rental Housing Discount***

The D.C. payable for rental housing development will be reduced based on the number of bedrooms in each unit as follows:

- Three or more bedrooms – 25% reduction;
- Two bedrooms – 20% reduction; and
- All other bedroom quantities – 15% reduction.

#### ***1.3.6.6 Historical Level of Service extended to 15-year period instead of the historical 10-year period***

Prior to Royal Assent of Bill 23, the increase in need for service was limited by the average historical level of service calculated over the 10-year period preceding the preparation of the D.C. background study. This average historical level of service is now extended to the 15-year period preceding the preparation of the D.C. background study.

#### ***1.3.6.7 Revised Definition of Capital Costs***

The definition of capital costs has been revised to remove studies. Furthermore, the regulations to the Act will prescribe services for which land or an interest in land will be restricted. As at the time of writing, no services have been prescribed for this purpose.

#### ***1.3.6.8 Mandatory Phase-in of a D.C.***

For all D.C. by-laws passed after November 28, 2022, the charge must be phased-in annually over the first five years the by-law is in force, as follows:

- Year 1 – 80% of the maximum charge;
- Year 2 – 85% of the maximum charge;
- Year 3 – 90% of the maximum charge;
- Year 4 – 95% of the maximum charge; and
- Year 5 to expiry – 100% of the maximum charge.



### ***1.3.6.9 D.C. By-law Expiry***

A D.C. by-law now expires ten years after the day it comes into force (unless the by-law provides for an earlier expiry date). This extends the by-law's maximum life from what was previously five years.

### ***1.3.6.10 Maximum Interest Rate for Instalments and Determination of Charge for Eligible Site Plan and Zoning By-law Amendment Applications***

The Act allows interest to be charged on D.C.s calculated at the time of Site Plan or Zoning By-law Amendment applications (subsection 26.2 of the Act) and for mandatory installment payments (subsection 26.1 of the Act). No maximum interest rate was previously prescribed, which allowed municipalities to choose the interest rate to impose. As per Bill 23, the maximum interest rate is set at the average prime rate plus 1%. This maximum interest rate provision would apply to all instalment payments and eligible site plan and zoning by-law amendment applications occurring after November 28, 2022.

### ***1.3.6.11 Requirement to Allocate Funds Received***

Annually, beginning in 2023, municipalities will be required to spend or allocate at least 60% of the monies in a reserve fund at the beginning of the year for water services, wastewater services, and services related to a highway. Other services may be prescribed by the regulation.



# Chapter 2

## Current City of Cornwall D.C. Policy



## 2. Current City of Cornwall D.C. Policy

### 2.1 By-law Enactment

---

The City adopted By-law number 2018-038 on April 9, 2018, which provides for municipal-wide D.C.s to be imposed in the City. By-law 2018-038 will expire on April 10, 2023. The City also imposes area-specific D.C.s for wastewater services in the Brookdale Avenue North Corridor Urban Serviced Area through By-law 2020-112 however, this by-law is not under review through this D.C. background study process. The following sections review the current policies within By-law 2018-038.

### 2.2 Services Covered

---

The following municipal-wide services are included under By-law 2018-038:

- Transportation Services;
- Fire Services;
- Parks and Recreation Services;
- Library Services;
- Administration Studies;
- Child Care Services; and
- Waste Diversion Services.

By-law 2018-038 also include the following area specific services:

- Water Services; and
- Wastewater Services.

### 2.3 Timing of D.C. Calculation and Payment

---

D.C.s are calculated and payable at the time of building permit issuance for the development. The by-law also allows the City to enter into alternative payment agreements with owners. Notwithstanding the foregoing, D.C.s would be calculated at the time of Site Plan or Zoning By-Law Amendment applications (subsection 26.2 of the Act) and mandatory installments payments would be required for rental housing and institutional developments (subsection 26.1 of the Act).



## 2.4 Indexing

The by-law provides for annual indexing of the charges on January 1<sup>st</sup> of each year. Table 2-1 provides the charges currently in effect, for residential and non-residential development types, as well as the breakdown of the charges by service.

Table 2-1  
City of Cornwall  
Current Development Charges

Service/Class of Service	RESIDENTIAL					Non-Residential (per sq.ft. of Gross Floor Area)
	Single and Semi- Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	Special Care/Special Dwelling Units	
<b>Municipal Wide Services/Class of Service:</b>						
Services Related to a Highway	5,149	3,680	1,987	4,889	1,987	3.25
Fire Protection Services	299	213	115	284	115	0.19
Parks and Recreation Services	1,093	780	422	1,038	422	0.03
Library Services	109	79	43	103	43	-
Waste Diversion Services	3	1	1	3	1	-
Administration Studies	458	328	177	434	177	0.29
<b>Total Municipal Wide Services/Class of</b>	<b>7,110</b>	<b>5,081</b>	<b>2,745</b>	<b>6,751</b>	<b>2,745</b>	<b>3.76</b>
<b>Urban Services</b>						
Wastewater Services	129	91	50	123	50	0.05
Water Services	368	259	141	350	141	0.14
<b>Total Urban Services</b>	<b>498</b>	<b>350</b>	<b>190</b>	<b>473</b>	<b>190</b>	<b>0.19</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>7,110</b>	<b>5,081</b>	<b>2,745</b>	<b>6,751</b>	<b>2,745</b>	<b>3.76</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>7,608</b>	<b>5,431</b>	<b>2,936</b>	<b>7,224</b>	<b>2,936</b>	<b>3.95</b>

## 2.5 Redevelopment Credits

D.C. credits for residential and non-residential redevelopments, are provided for demolitions/conversions of development that pre-exists five years prior to the date of payment of the D.C.

## 2.6 D.C. Exemptions

By-law 2018-038 provides for the following statutory exemptions to the payment of D.C.s:

- The City of Cornwall, or a local board thereof;
- A board of education;
- The Corporation of the County of Stormont, Dundas and Glengarry or a local board thereof; or





- Residential development that results in only the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (as specified by O. Reg. 82/98); and
- Industrial additions of up to and including 50% of the existing gross floor area (G.F.A.) of the building – for industrial additions which exceed 50% of the existing G.F.A., only the portion of the addition in excess of 50% is subject to D.C.s.

The D.C. by-law also provides non-statutory exemptions from payment of D.C.s with respect to:

- Bona fide farm uses;
- Places of worship
- Manufacturing uses;
- Hospitals under the *Public Hospitals Act*;
- College or University Buildings; and
- Infill development within a priority areas within the Heart of the City Community Improvement Policy Area.



# Chapter 3

## Anticipated Development in the City of Cornwall



## 3. Anticipated Development in the City of Cornwall

### 3.1 Requirement of the Act

---

The growth forecast contained in this chapter (with supplemental tables in Appendix A) provides for the anticipated development for which the City will be required to provide services over a 10-year (2023 to 2033) and a longer-term (2023 to 2036) time horizon.

Chapter 4 provides the methodology for calculating a D.C. as per the D.C.A. Figure 4-1 presents this methodology graphically. It is noted in the first box of the schematic that in order to determine the D.C. that may be imposed, it is a requirement of subsection 5 (1) of the D.C.A. that “the anticipated amount, type and location of development, for which development charges can be imposed, must be estimated.”

### 3.2 Basis of Population, Household and Non-Residential Gross Floor Area Forecast

---

The D.C. growth forecast has been derived by Watson. In preparing the growth forecast, the following information sources were consulted to assess the residential and non-residential development potential for the City over the forecast period, including:

- City of Cornwall 2023 Comprehensive Review Study, by Watson & Associates Economists Ltd. (in progress);
- City of Cornwall 2017 Development Charges Background Study, December 22, 2017, by Watson & Associates Economists Ltd.
- 2011, 2016 and 2021 population and household Census data;
- 2011 and 2016 employment Census data;
- Historical residential building permit data over the 2012 to August 2022 year-to-date period;
- Residential and non-residential supply opportunities as identified by City of Cornwall staff; and
- Discussions from City staff regarding anticipated residential and non-residential development in the City of Cornwall.

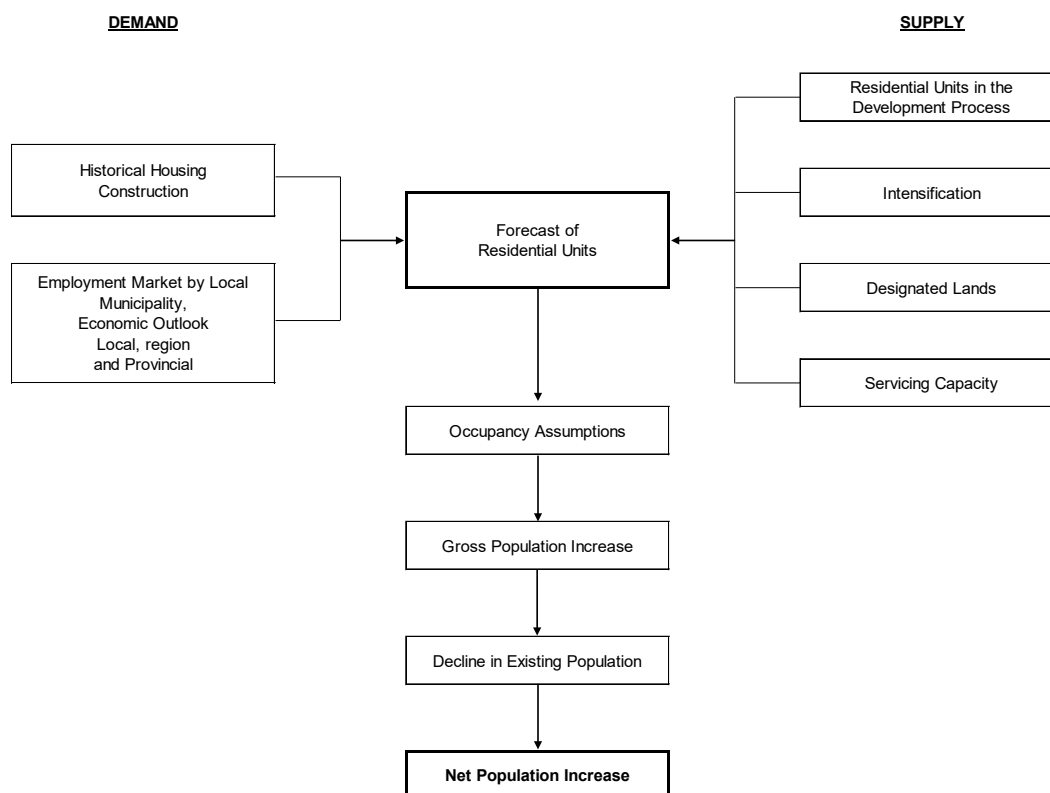


### 3.3 Summary of Growth Forecast

A detailed analysis of the residential and non-residential growth forecasts is provided in Appendix A and the methodology employed is illustrated in Figure 3-1. The discussion provided herein summarizes the anticipated growth for the City and describes the basis for the forecast. The results of the residential growth forecast analysis are summarized in Table 3-1 below, and Schedule 1 in Appendix A.

As identified in Table 3-1 and Appendix A – Schedule 1, population in the City of Cornwall (excluding census undercount) is anticipated to reach approximately 52,450 by mid-2033 and 53,540 by mid-2036, resulting in an increase of approximately 3,780 and 4,880 persons, respectively. <sup>[1]</sup>

Figure 3-1  
Population and Household Forecast Model



[1] The population figures used in the calculation of the 2023 D.C. exclude the net Census undercount, which is estimated at approximately 2.8%.



**Table 3-1  
City of Cornwall  
Residential Growth Forecast Summary**

	Year	Population (Including Census undercount) <sup>[1]</sup>	Excluding Census Undercount			Housing Units					Person Per Unit (P.P.U.); Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings <sup>[2]</sup>	Apartments <sup>[3]</sup>	Other	Total Households	
<b>Historical</b>	<i>Mid-2011</i>	48,205	46,340	1,350	44,990	12,010	2,965	5,260	205	20,440	2.267
	<i>Mid-2016</i>	47,871	46,590	1,414	45,176	12,220	2,975	5,580	155	20,930	2.226
	<i>Mid-2021</i>	49,161	47,845	1,452	46,393	12,670	2,955	5,590	160	21,375	2.238
<b>Forecast</b>	<i>Mid-2023</i>	50,002	48,664	1,477	47,187	12,902	2,960	5,745	160	21,767	2.236
	<i>Mid-2033</i>	53,890	52,448	1,592	50,856	13,959	3,081	6,319	160	23,519	2.230
	<i>Mid-2036</i>	55,012	53,540	1,625	51,915	14,238	3,140	6,497	160	24,035	2.228
<b>Incremental</b>	Mid-2011 to Mid-2016	-334	250	64	186	210	10	320	-50	490	
	Mid-2016 to Mid-2021	1,289	1,255	38	1,217	450	-20	10	5	445	
	Mid-2021 to Mid-2023	841	819	25	794	232	5	155	0	392	
	Mid-2023 to Mid-2033	3,888	3,784	115	3,669	1,057	121	574	0	1,752	
	Mid-2023 to Mid-2036	5,010	4,876	148	4,728	1,336	180	752	0	2,268	

<sup>[1]</sup> Population includes the Census undercount estimated at approximately 2.8% and has been rounded. The net Census undercount is the number of Canadian residents not recorded in the Statistics Canada Census. The population reported in the Statistics Canada Census is adjusted to account for the net number of persons who are missed (i.e. over-coverage less under-coverage) during enumeration.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

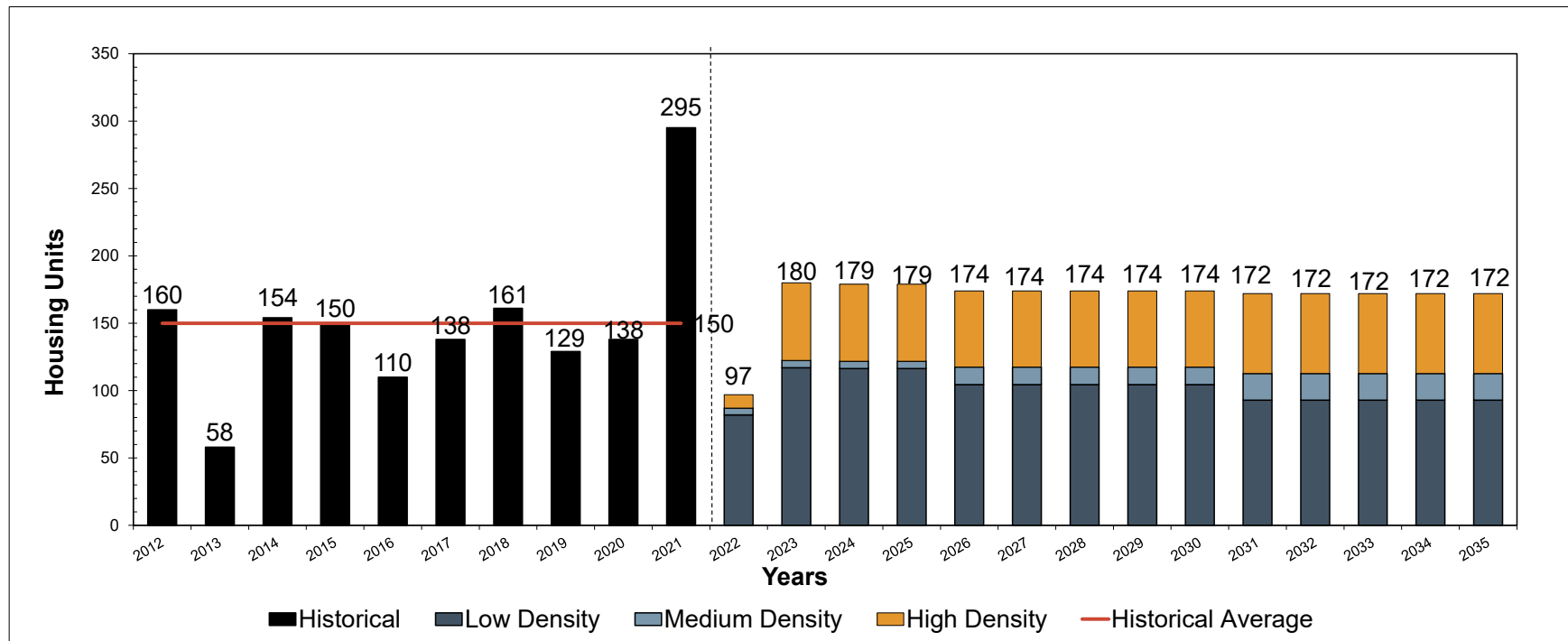
**Notes:**

Numbers may not add due to rounding.

Source: Watson & Associates Economists Ltd.



Figure 3-2  
City of Cornwall  
Annual Housing Forecast <sup>[1]</sup>



<sup>[1]</sup> Growth forecast represents calendar year.

Source: Historical housing activity derived from Statistics Canada building permit data (2012 to year-to-date August 2022) for the City of Cornwall, by Watson & Associates Economists Ltd.



Provided below is a summary of the key assumptions and findings regarding the City of Cornwall D.C. growth forecast:

1. Unit Mix (Appendix A – Schedules 1 and 6)

- The housing unit mix for the City was derived from a detailed review of historical development activity (as per Schedule 6), as well as active residential development applications and discussions with City staff regarding anticipated development trends for the City of Cornwall.
- Based on the above indicators, the 2023 to 2036 household growth forecast for the City is comprised of a unit mix of 59% low density units (single detached and semi-detached), 8% medium density (multiples except apartments) and 33% high density (bachelor, 1-bedroom and 2-bedroom apartments).

2. Geographic Location of Residential Development (Appendix A – Schedule 2)

- Schedule 2 summarizes the anticipated amount, type, and location of development by area for the City of Cornwall
- In accordance with forecast demand and available land supply, the amount and percentage of forecast housing growth between 2023 and 2036 by development location is summarized below.

Table 3-2  
City of Cornwall  
Geographic Location of Residential Development

Development Location	Amount of Housing Growth, 2023 to 2036	Percentage of Housing Growth, 2023 to 2036
Urban	2,248	99%
Rural	20	1%
<b>City of Cornwall Total</b>	<b>2,268</b>	<b>100%</b>

Note: Figures may not sum precisely due to rounding.



### 3. Planning Period

- Short- and longer-term time horizons are required for the D.C. process. The D.C.A. limits the planning horizon for transit services to a 10-year planning horizon. All other services can utilize a longer planning period if the municipality has identified the growth-related capital infrastructure needs associated with the longer-term growth planning period.

### 4. Population in New Units (Appendix A – Schedules 3, 4 and 5)

- The number of housing units to be constructed by 2036 in the City of Cornwall over the forecast period is presented in Figure 3-2. Over the 2023 to 2036 forecast period, the City is anticipated to average approximately 174 new housing units per year.
- Institutional population <sup>[1]</sup> is anticipated to increase by approximately 148 people between 2023 to 2036.
- Population in new units is derived from Schedules 3, 4 and 5, which incorporate historical development activity, anticipated units (see unit mix discussion) and average persons per unit (P.P.U.) by dwelling type for new units.
- Schedule 7 summarizes the average P.P.U. assumed for new housing units by age and type of dwelling based on Statistics Canada 2021 custom Census data for the City of Cornwall. The total calculated P.P.U. for all density types has been adjusted accordingly to account for the P.P.U. trends which has been recently experienced in both new and older units. Forecasted 15-year average P.P.U.s by dwelling type are as follows:
  - Low density: 2.412
  - Medium density: 2.291
  - High density: 1.504

---

[1] Institutional population largely includes special care facilities such as nursing home or residences for senior citizens. A P.P.U. of 1.100 depicts 1-bedroom and 2-or-more-bedroom units in collective households.





## 5. Existing Units and Population Change (Appendix A – Schedules 3, 4, and 5)

- Existing households for mid-2023 are based on the 2021 Census households, plus estimated residential units constructed between mid-2021 to the beginning of the growth period, assuming a six-month lag between construction and occupancy (see Schedule 3).
- The change in average occupancy levels for existing housing units is calculated in Schedules 3 through 5.<sup>[1]</sup> The forecast population change in existing households over the 2023 to 2036 forecast period is forecast to decline by approximately 40.

## 6. Employment (Appendix A – Schedules 9a, 9b and 9c)

- The employment projections provided herein are largely based on the activity rate method, which is defined as the number of jobs in the City divided by the number of residents. Key employment sectors include primary, industrial, commercial/population-related, institutional, and work at home, which are considered individually below.
- 2016 employment data <sup>[2]</sup> (place of work) for the City of Cornwall is outlined in Schedule 9a. The 2016 employment base is comprised of the following sectors:
  - 20 primary (<1%);
  - 770 work at home employment (4%);
  - 4,808 industrial (23%);
  - 8,468 commercial/population-related (41%); and
  - 6,545 institutional (32%).

---

<sup>[1]</sup> Change in occupancy levels for existing households occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

<sup>[2]</sup> 2016 employment is based on Statistics Canada 2016 Place of Work Employment dataset by Watson & Associates Economists Ltd.



- The 2016 employment by usual place of work, including work at home, is 20,610. An additional 1,700 employees have been identified for the City of Cornwall in 2016 that have no fixed place of work (N.F.P.O.W.).<sup>[1]</sup>
- Total employment, including work at home and N.F.P.O.W. for the City of Cornwall is anticipated to reach approximately 26,800 by mid-2033 and 27,700 by mid-2036. This represents an employment increase of approximately 3,090 for the 10-year forecast period and 3,990 for the 2023 to 2036 forecast period.
- Schedule 9b, Appendix A, summarizes the employment forecast, excluding work at home employment and N.F.P.O.W. employment, which is the basis for the D.C. employment forecast. The impact on municipal services from work at home employees has already been included in the population forecast. The need for municipal services related to N.F.P.O.W. employees has largely been included in the employment forecast by usual place of work (i.e., employment and gross floor area generated from N.F.P.O.W. construction employment). Furthermore, since these employees have no fixed work address, they cannot be captured in the non-residential G.F.A. calculation. Accordingly, work at home and N.F.P.O.W. employees have been removed from the D.C.A. employment forecast and calculation.
- Total employment for the City of Cornwall (excluding work at home and N.F.P.O.W. employment) is anticipated to reach approximately 23,730 by mid-2033 and 24,530 by mid-2036. This represents an employment increase of approximately 2,780 for the 10-year forecast period and 3,590 for the 2023 to 2036 forecast period.

#### 7. Non-Residential Sq.ft. Estimates (G.F.A.), Appendix A – Schedule 9b)

- Square footage estimates were calculated in Schedule 9b based on the following employee density assumptions:

---

<sup>[2]</sup> No fixed place of work is defined by Statistics Canada as "persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."

---



- 2,300 sq.ft. per employee for industrial;
- 550 sq.ft. per employee for commercial/population-related; and
- 700 sq.ft. per employee for institutional employment.
- The City-wide incremental G.F.A. is anticipated to increase by 3.6 million sq.ft. over the 10-year forecast period and 4.7 million sq.ft. over the 2023 to 2036 forecast period.
- In terms of percentage growth, the 2023 to 2036 incremental G.F.A. forecast by sector is broken down as follows:
  - industrial – 73%;
  - commercial/population-related – 16%; and
  - institutional – 11%.

8. Geographic Location of Non-Residential Development (Appendix A, Schedule 9c)

- Schedule 9c summarizes the anticipated amount, type and location of non-residential development by servicing area for the City of Cornwall by area.
- The amount and percentage of forecast total non-residential growth between 2023 and 2036 by development location is summarized below.

Table 3-3  
City of Cornwall  
Geographic Location of Non-Residential Development

Development Location	Amount of Non-Residential G.F.A. (sq.ft.), 2023 to 2036	Percentage of Non-Residential G.F.A., 2023 to 2036
Urban	4.7 million	100%
Rural	0.0 million	0%
<b>City of Cornwall Total</b>	<b>4.7 million</b>	<b>100%</b>

Note: Figures may not sum precisely due to rounding



# Chapter 4

## The Approach to the Calculation of the Charge



## 4. The Approach to the Calculation of the Charge

### 4.1 Introduction

---

This chapter addresses the requirements of subsection 5 (1) of the D.C.A. with respect to the establishment of the need for service which underpins the D.C. calculation. These requirements are illustrated schematically in Figure 4-1.

### 4.2 Services Potentially Involved

---

Table 4-2 lists the full range of municipal services that are provided by the City.

A number of these services are not listed as eligible services for inclusion in a D.C. by-law as per subsection 2 (4) of the D.C.A. These are shown as “ineligible” on Table 4-2. Two ineligible costs defined in subsection 5 (3) of the D.C.A. are “computer equipment” and “rolling stock with an estimated useful life of (less than) seven years.” Furthermore, studies are also no longer an eligible capital cost. In addition, local roads and water and sewer mains are covered separately under subdivision agreements and related means (as are other local services). Services which are potentially eligible for inclusion in the City’s D.C. are indicated with a “Yes.”

### 4.3 Increase in the Need for Service

---

The D.C. calculation commences with an estimate of “the increase in the need for service attributable to the anticipated development,” for each service to be covered by the by-law. There must be some form of link or attribution between the anticipated development and the estimated increase in the need for service. While the need could conceivably be expressed generally in terms of units of capacity, subsection 5 (1) 3, which requires that Council indicate that it intends to ensure that such an increase in need will be met, suggests that a project-specific expression of need would be most appropriate.



Figure 4-1  
The Process of Calculating a Development Charge under the Act that must be followed

The Process of Calculating a Development Charge under the Act that must be followed

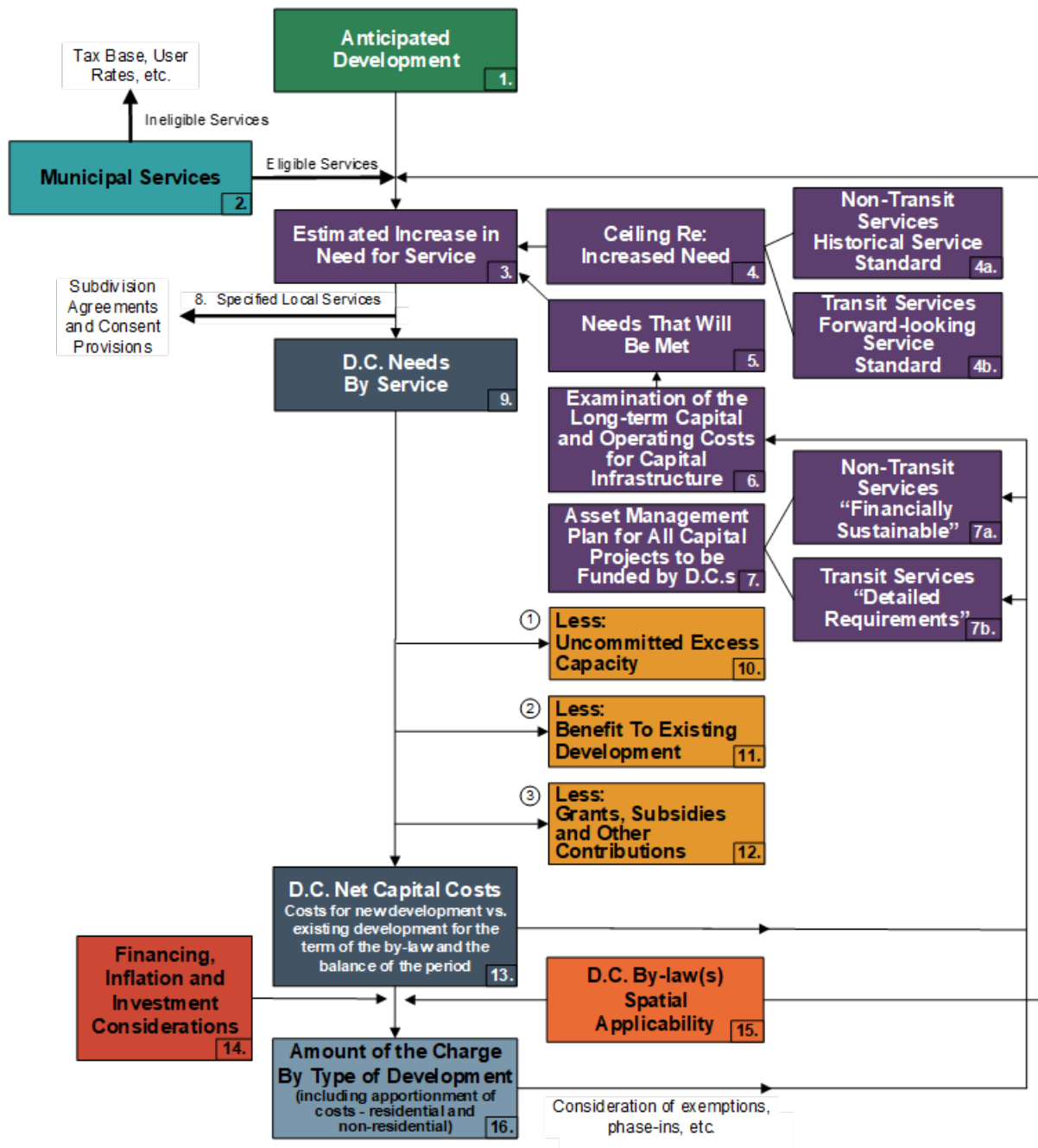




Table 4-1  
Categories of Municipal Services to be Addressed  
as Part of the Calculation – Eligibility Legend

Eligibility for Inclusion in the D.C. Calculation	Description
Yes	Municipality provides the service – service has been included in the D.C. calculation.
No	Municipality provides the service – service has not been included in the D.C. calculation.
n/a	Municipality does not provide the service.
Ineligible	Service is ineligible for inclusion in the D.C. calculation.

Table 4-2  
Categories of Municipal Services to be Addressed as Part of the Calculation

Categories of Municipal Services	Inclusion in the D.C. Calculation	Service Components
1. Water supply services, including distribution and treatment services	Yes	1.1 Treatment plants
	Yes	1.2 Distribution systems
	No	1.3 Local systems
	Yes	1.4 Vehicles and equipment <sup>1</sup>
2. Wastewater services, including sewers and treatment services	Yes	2.1 Treatment plants
	Yes	2.2 Sewage trunks
	No	2.3 Local systems
	Yes	2.4 Vehicles and equipment <sup>1</sup>
3. Stormwater Drainage and Control Services	No	3.1 Main channels and drainage trunks
	No	3.2 Channel connections
	No	3.3 Retention/detention ponds

---

<sup>1</sup> with a 7+ year useful life



Categories of Municipal Services	Inclusion in the D.C. Calculation	Service Components
4. Services Related to a Highway	Yes	4.1 Arterial roads
	Yes	4.2 Collector roads
	Yes	4.3 Bridges, Culverts and Roundabouts
	No	4.4 Local municipal roads
	Yes	4.5 Traffic signals
	Yes	4.6 Sidewalks and streetlights
	Yes	4.7 Active Transportation
	Yes	4.8 Works Yard
	Yes	4.9 Rolling stock <sup>1</sup>
5. Electrical Power Services	n/a	5.1 Electrical substations
	n/a	5.2 Electrical distribution system
	n/a	5.3 Electrical system rolling stock <sup>1</sup>
6. Transit Services	Yes	6.1 Transit vehicles <sup>1</sup> & facilities
	Yes	6.2 Other transit infrastructure
7. Waste Diversion Services	Yes	7.1 Waste diversion facilities
	Yes	7.2 Waste diversion vehicles and equipment <sup>1</sup>
8. Policing Services	No	8.1 Police detachments
	No	8.2 Police rolling stock <sup>1</sup>
	No	8.3 Small equipment and gear
9. Fire Protection Services	Yes	9.1 Fire stations
	Yes	9.2 Fire Vehicles <sup>1</sup>
	Yes	9.3 Fire Equipment and gear
10. Ambulance Services	Yes	10.1 Ambulance station space
	Yes	10.2 Vehicles <sup>1</sup>
11. Services provided by a board within the meaning of the <i>Public Libraries Act</i>	Yes	11.1 Public library space (incl. furniture and equipment)
	n/a	11.2 Library vehicles <sup>1</sup>
	Yes	11.3 Library materials
12. Services Related to Long-Term Care	No	12.1 Long-Term Care space
	No	12.2 Vehicles <sup>1</sup>

---

<sup>1</sup> with a 7+ year useful life





Categories of Municipal Services	Inclusion in the D.C. Calculation	Service Components
13. Parks and Recreation Services	Ineligible	13.1 Acquisition of land for parks, woodlots and E.S.A.s
	Yes	13.2 Development of municipal parks
	Yes	13.3 Parks rolling stock <sup>1</sup> and yards
	Yes	13.4 Facilities, such as arenas, indoor pools, fitness facilities, community centres, etc.
	Yes	13.5 Recreation vehicles and equipment <sup>1</sup>
14. Services Related to Public Health	n/a	14.1 Public Health department space
	n/a	14.2 Public Health department vehicles <sup>1</sup>
15. Child Care and Early Years Programs and Services within the meaning of Part VI of the <i>Child Care and Early Years Act, 2014</i> and any related services.	No	15.1 Childcare space
	No	15.2 Vehicles <sup>1</sup>
16. Services related to proceedings under the <i>Provincial Offences Act</i> , including by-law enforcement services and municipally administered court services	No	16.1 P.O.A. space, including by-law enforcement and municipally administered court services
	No	16.2 Vehicles <sup>1</sup>
17. Services Related to Emergency Preparedness	No	17.1 Emergency Preparedness Space
	No	17.2 Equipment
18. Services Related to Airports	n/a	18.1 Airports (in the Regional Municipality of Waterloo)
	Ineligible	18.2 Other Airports
19. Other	Yes	19.1 Interest on money borrowed to pay for growth-related capital

---

<sup>1</sup> with a 7+ year useful life



## 4.4 Local Service Policy

---

Some of the need for services generated by additional development consists of local services related to a plan of subdivision. As such, they will be required as a condition of subdivision agreements or consent conditions. The City's Local Service Policy is included in Appendix D.

## 4.5 Capital Forecast

---

Paragraph 7 of subsection 5 (1) of the D.C.A. requires that “the capital costs necessary to provide the increased services must be estimated.” The Act goes on to require potential cost reductions and the regulation sets out the way in which such costs are to be presented. These requirements are outlined below.

These estimates involve capital costing of the increased services discussed above. This entails costing actual projects or the provision of service units, depending on how each service has been addressed.

The capital costs include:

- a) costs to acquire land or an interest therein (including a leasehold interest);
- b) costs to improve land;
- c) costs to acquire, lease, construct or improve buildings and structures;
- d) costs to acquire, lease or improve facilities, including rolling stock (with a useful life of 7 or more years), furniture and equipment (other than computer equipment), materials acquired for library circulation, reference, or information purposes; and
- e) interest on money borrowed to pay for the above-referenced costs.

In order for an increase in need for service to be included in the D.C. calculation, municipal Council must indicate “that it intends to ensure that such an increase in need will be met” (subsection 5 (1) 3). This can be done if the increase in need for service forms part of a Council-approved Official Plan, capital forecast, or similar expression of the intention of Council (O. Reg. 82/98 section 3). The capital program contained herein reflects the City's approved and proposed capital budgets and master servicing/needs studies.



## 4.6 Treatment of Credits

---

Section 8, paragraph 5, of O. Reg. 82/98 indicates that a D.C. background study must set out “the estimated value of credits that are being carried forward relating to the service.” Section 17, paragraph 4, of the same regulation indicates that, “the value of the credit cannot be recovered from future D.C.s,” if the credit pertains to an ineligible service. This implies that a credit for eligible services can be recovered from future D.C.s. As a result, this provision should be made in the calculation, in order to avoid a funding shortfall with respect to future service needs.

The City has no outstanding D.C. credit obligations.

## 4.7 Eligible Debt and Committed Excess Capacity

---

Section 66 of the D.C.A. states that for the purposes of developing a D.C. by-law, a debt incurred with respect to an eligible service may be included as a capital cost, subject to any limitations or reductions in the Act. Similarly, section 18 of O. Reg. 82/98 indicates that debt with respect to an ineligible service may be included as a capital cost, subject to several restrictions.

In order for such costs to be eligible, two conditions must apply. First, they must have funded excess capacity which is able to meet service needs attributable to the anticipated development. Second, the excess capacity must be “committed,” that is, either before or at the time it was created, Council must have expressed a clear intention that it would be paid for by D.C.s or other similar charges. For example, this may have been done as part of previous D.C. processes.

## 4.8 Existing Reserve Funds

---

Section 35 of the D.C.A. states that:

“The money in a reserve fund established for a service may be spent only for capital costs determined under paragraphs 2 to 8 of subsection 5 (1).”

There is no explicit requirement under the D.C.A. calculation method set out in subsection 5 (1) to net the outstanding reserve fund balance as part of making the D.C.



calculation; however, section 35 does restrict the way in which the funds are used in future.

The City's D.C. Reserve Funds balances, by service, are presented in Table 4-3 below. 2021 year-end reserve fund balances have been adjusted to account for eligible and actual reserve fund draws and commitments occurring over the 2018 to 2021 period. Furthermore, the reserve funds have also been adjusted to account for actual 2022 D.C. revenues and estimated expenditures. With the exception of existing balances for Administration Studies, these balances have been applied against future spending requirements for all services. D.C. reserve funds for Administration Studies will be transferred to a general capital reserve and use for the purposes in which they were collected (i.e., the funding of future growth-related studies).

Table 4-3  
City of Cornwall  
Estimated D.C. Reserve Funds Balances

Service	2022 Opening Balance	2022 Collections	2022 D.C.B.S. Adjustments	Total
Transportation Services	(29,858)	544,737	879,434	1,394,312
Fire Services	(22,193)	31,712	8,668	18,186
Parks and Recreation	443,836	88,106	(6,446)	525,496
Library	21,762	8,721	(30,422)	61
Administration Studies	302,294	48,235	(131,275)	219,254
Waste Diversion	570	140	-	710
Wastewater	66,466	12,034	(3,698)	74,802
Water	(55,180)	34,529	(1,741,341)	(1,761,992)
<b>Total</b>	<b>727,697</b>	<b>768,214</b>	<b>(1,025,080)</b>	<b>470,831</b>

## 4.9 Deductions

The D.C.A. potentially requires that four deductions be made to the increase in the need for service. These relate to:

- the level of service ceiling;
- uncommitted excess capacity;
- benefit to existing development; and
- anticipated grants, subsidies, and other contributions.



The requirements behind each of these reductions are addressed in the following sections.

#### **4.9.1 Reduction Required by Level of Service Ceiling**

This is designed to ensure that the increase in need included in section 4.3 does “not include an increase that would result in the level of service (for the additional development increment) exceeding the average level of the service provided in the City over the 15-year period immediately preceding the preparation of the background study.” O. Reg. 82.98 (section 4) goes further to indicate that, “both the quantity and quality of a service shall be taken into account in determining the level of service and the average level of service.”

In many cases, this can be done by establishing a quantity measure in terms of units as floor area, land area or road length per capita, and a quality measure in terms of the average cost of providing such units based on replacement costs, engineering standards or recognized performance measurement systems, depending on circumstances. When the quantity and quality factors are multiplied together, they produce a measure of the level of service which meets the requirements of the Act, i.e., cost per unit.

The average service level calculation sheets for each service component in the D.C. calculation are set out in Appendix B.

#### **4.9.2 Reduction for Uncommitted Excess Capacity**

Paragraph 5 of subsection 5 (1) requires a deduction from the increase in the need for service attributable to the anticipated development that can be met using the City’s “excess capacity,” other than excess capacity which is “committed.”

“Excess capacity” is undefined, but in this case must be able to meet some or all of the increase in need for service, in order to potentially represent a deduction. The deduction of uncommitted excess capacity from the future increase in the need for service would normally occur as part of the conceptual planning and feasibility work associated with justifying and sizing new facilities, e.g., if a road widening to accommodate increased traffic is not required because sufficient excess capacity is already available, then widening would not be included as an increase in need, in the first instance.



### **4.9.3 Reduction for Benefit to Existing Development**

Subsection 5 (1) 6 of the D.C.A. provides that, “The increase in the need for service must be reduced by the extent to which an increase in service to meet the increased need would benefit existing development.” The general guidelines used to consider benefit to existing development included:

- the repair or unexpanded replacement of existing assets that are in need of repair;
- an increase in average service level of quantity or quality;
- the elimination of a chronic servicing problem not created by growth; and
- providing services where none previously existed (generally considered for water or wastewater services).

This step involves a further reduction in the need by the extent to which such an increase in service would benefit existing development. The level of service cap in subsection 4.9.1 is related but is not the identical requirement. Sanitary, storm, and water trunks are highly localized to growth areas and can be more readily allocated in this regard than other services such as services related to a highway, which do not have a fixed service area.

Where existing development has an adequate service level which will not be tangibly increased by an increase in service, no benefit would appear to be involved. For example, where expanding existing library facilities simply replicates what existing residents are receiving, they receive very limited (or no) benefit as a result. On the other hand, where a clear existing service problem is to be remedied, a deduction should be made accordingly.

In the case of services such as recreation facilities, community parks, libraries, etc., the service is typically provided on a municipal-wide system basis. For example, facilities of the same type may provide different services (i.e., leisure pool vs. competitive pool), different programs (i.e., hockey vs. figure skating), and different time availability for the same service (i.e., leisure skating available on Wednesdays in one arena and Thursdays in another). As a result, residents will travel to different facilities to access the services they want at the times they wish to use them, and facility location generally does not correlate directly with residence location. Even where it does, displacing users from an existing facility to a new facility frees up capacity for use by others and



generally results in only a very limited benefit to existing development. Furthermore, where an increase in demand is not met for a number of years, a negative service impact to existing development is involved for a portion of the planning period.

#### **4.9.4 Reduction for Anticipated Grants, Subsidies and Other Contributions**

This step involves reducing the capital costs necessary to provide the increased services by capital grants, subsidies, and other contributions (including direct developer contributions required due to the local service policy) made or anticipated by Council and in accordance with various rules such as the attribution between the share related to new vs. existing development. That is, some grants and contributions may not specifically be applicable to growth or where Council targets fundraising as a measure to offset impacts on taxes (O. Reg. 82/98, section 6).

### **4.10 Municipal-Wide vs. Area Rating**

---

This step involves determining whether all the subject costs are to be recovered on a uniform municipal-wide basis or whether some or all are to be recovered on an area-specific basis. Under the D.C.A., it is now mandatory to “consider” area-rating of services (providing charges for specific areas and services), however, it is not mandatory to implement area-rating. Further discussion is provided in subsection 7.3.8.

### **4.11 Allocation of Development**

---

This step involves relating the costs involved to anticipated development for each period under consideration and using allocations between residential and non-residential development and between one type of development and another, to arrive at a schedule of charges.



# Chapter 5

## Development Charge Eligible Cost Analysis by Service





## 5. D.C.-Eligible Cost Analysis by Service

### 5.1 Introduction

---

This chapter outlines the basis for calculating eligible costs for the D.C.s to be applied on a uniform basis. In each case, the required calculation process set out in subsection 5 (1) paragraphs 2 to 7 in the D.C.A. and described in Chapter 4 was followed in determining D.C.-eligible costs.

The nature of the capital projects and timing identified in this chapter reflects Council's current intention. Over time, however, City projects and Council priorities change; and accordingly, Council's intentions may alter, and different capital projects (and timing) may be necessary to meet the need for services required by new growth.

### 5.2 13-Year Capital Costs for Urban Service Area D.C. Calculation

---

This section evaluates the development-related capital requirements for Water and Wastewater Services imposed in the urban serviced areas of the City over the 13-year planning period (2023 to 2036).

#### 5.2.1 *Water Services*

Gross capital costs of approximately \$6.4 million have been identified for growth-related water infrastructure needs in the City over the period to 2036. The needs have been identified by the City within their 10-year capital budget and include \$1.8 million for the funding of prior completed D.C. eligible projects (i.e., reserve fund adjustment). A deduction of \$635,000 has been applied to account for the benefits to existing development, resulting in D.C. eligible costs of \$7.5 million being included in the calculation of the charge. Costs have been apportioned as 54% residential and 46% non-residential on the basis of incremental water demand over the forecast period by residential and non-residential development. The growth-related capital needs are further detailed in Table 5-1.



## **5.2.2 Wastewater Services**

Capital needs of \$10.4 million for Wastewater Services include the continued combined sewer separation program. \$9.3 million has been deducted as benefit to existing development and a further \$75,000 has been deducted to account for the existing reserve balance. The net growth-related costs of \$1.1 million (as detailed in Table 5-2) have been allocated to residential and non-residential development on the basis of incremental wastewater flows over the forecast period (i.e., 54% residential and 46% non-residential).



**Table 5-1  
Infrastructure Costs Covered in the D.C. Calculation – Water Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	Urban 13 Year								54%	46%
1	Watermain System Growth Projects	2023-2036	6,350,000	-	6,350,000	635,000		5,715,000	3,086,100	2,628,900
			-	-	-	-		-	-	-
	Reserve Fund Adjustmnet		-	-	-	-		1,761,992	951,476	810,516
			-	-	-	-		-	-	-
			-	-	-	-		-	-	-
	<b>Total</b>		<b>6,350,000</b>	<b>-</b>	<b>6,350,000</b>	<b>635,000</b>	<b>-</b>	<b>7,476,992</b>	<b>4,037,576</b>	<b>3,439,416</b>

**Table 5-2  
Infrastructure Costs Covered in the D.C. Calculation – Wastewater Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	Urban 13 Year								54%	46%
1	Combined Sewer Separation	2023-2036	10,400,000	-	10,400,000	9,267,200		1,132,800	611,712	521,088
			-	-	-	-		-	-	-
	Reserve Fund Adjustmnet		-	-	-	-		(74,802)	(40,393)	(34,409)
			-	-	-	-		-	-	-
			-	-	-	-		-	-	-
			-	-	-	-		-	-	-
			-	-	-	-		-	-	-
	<b>Total</b>		<b>10,400,000</b>	<b>-</b>	<b>10,400,000</b>	<b>9,267,200</b>	<b>-</b>	<b>1,057,998</b>	<b>571,319</b>	<b>486,679</b>



## 5.3 Service Levels and 13-Year Capital Costs for Municipal-Wide D.C. Calculation

---

This section evaluates the development-related capital requirements for select services over the 13-year planning period (2023 to 2036). Each service is evaluated on two format sheets: the average historical 15-year level of service calculation (see Appendix B), which “caps” the D.C. amounts; and the infrastructure cost calculation, which determines the potential D.C. recoverable cost.

### 5.3.1 Services Related to a Highway

The City currently provides services related to a highway utilizing an inventory of 275 km of roads, 201 km of sidewalks, 327 bridges and culverts, 197 vehicles, 54,493 sq.ft. of facility space, and other traffic signal and streetlight infrastructure. This investment in infrastructure results in an average per capita and employee level of service over the past 15-years (i.e., 2008 to 2022) of \$8,610. When applied against the 13-year anticipated growth (i.e., 4,876 persons), this results in a maximum D.C.-eligible amount of \$72.9 million.

To service this additional growth, an anticipated \$106.6 million in capital projects relating to active transportation, roads, and facilities, must be undertaken. Moreover, this costs also includes \$1.8 million of unfunded growth-related costs from prior completed projects. Of this total gross capital cost estimate, \$48.3 million is related to the benefits to existing development and have been deducted. A further \$6.3 million has been deducted to account for funding from Transport Canada and CN towards the Boundary Rd. Structure. A further \$23.2 million for the growth-related share of grants and other contributions that are anticipated across the capital program has also been deducted from the growth-related costs. After deducting the existing reserve fund balance of \$1.4 million from the net D.C.-eligible capital costs, \$27.8 million is included in the calculation of the charge.

These costs are then attributed 58% to residential development and 42% to non-residential development based on the share of population to employment growth anticipated over the 13-year period (i.e., 4,876 population and 3,589 employment). The infrastructure costs included in the calculation of the charge are detailed in Table 5-3.



### **5.3.2 Fire Protection Services**

Fire Protection Services in the City are provided through two fire halls totalling 19,213 sq.ft. of facility space and the utilization of 17 vehicles and 240 equipment items. Based on the average per capita and employee level of investment of \$397 over the 2008 to 2022 period, and the forecast growth of 8,465 persons and employees over the 13-year forecast period, the resulting maximum D.C.-eligible amount that could be included in the calculation is \$3.4 million.

Capital needs to service this future growth a new 20,000 sq.ft. facility that would replace the existing Fire Hall No. 1. The gross capital costs of this need is estimated at \$14 million of which \$8.9 million has been deducted as benefit to existing development for the replacement of the existing fire hall. A further \$1.7 million has been deducted to account for the benefit to development beyond the forecast period and \$18,200 has been deducted to account for the existing reserve fund balance. After accounting for these deductions, a total of \$3.4 million is included in the calculation of the charge as summarized in Table 5-4.

These costs are then attributed 36% to residential development and 64% to non-residential development based on anticipated net developable residential and non-residential land area associated with the residential and non-residential growth forecast over the period to 2036.

### **5.3.3 Parks and Recreation Services**

The City currently operates their Parks and Recreation Services utilizing 277 acres of active parkland, 132 park amenities (e.g., play structures), 53,740 linear metres of bike pathways and nature trails, 21 vehicles, and 526,033 sq.ft. of facility space. Over the past 15-year years, the investment in these assets equates to an average per capita level of service of \$5,723. Based on this level of investment and the anticipated growth over the 13-year forecast period (i.e., net population growth of 4,876 persons), the maximum D.C.-eligible amount that could be included in the calculation of the charge is \$27.9 million.

The 13-year capital needs required to meet the needs of the anticipated development are summarized in Table 5-5. These needs have a total gross capital cost estimate \$39.2 million, consisting of \$22.2 million for parkland development and \$17.0 million related to recreation facility needs. Of the gross capital costs, \$24.6 million has been



deducted to account for benefits that existing development will receive from the various capital projects. Furthermore, \$8.6 million has also been deducted to recognize the share of facility needs attributable to non-D.C. eligible services. Once the existing reserve fund balance (i.e., \$525,500) is accounted for and deducted from the future needs, a total of \$5.4 million is included in the calculation of the charge.

These costs are then allocated 95% to residential development and 5% to non-residential development as the residential population tends to be the predominant users of Parks and Recreation Services.

### **5.3.4 Library Services**

The City currently provides library services through the use of Cornwall Public Library (40,494 sq.ft. of G.F.A). Library Services also provide collection materials through available books, databases, and e-resources. These investment in these assets provide an average per capita level of service of \$1,339 over the 15-year historical period. When applied against the 13-year forecast population growth of 4,876, the maximum D.C.-eligible cost that could be included in the charge is \$6.5 million.

Future capital needs identified by the City to service the growth include additional collection materials and additional material pick-up locations. The gross capital costs for these capital needs are \$898,400. Deductions are then made for the benefits these items will have for existing development of \$62,000. After accounting for the existing reserve fund balance of less than \$100, a total of \$836,400 is included in the calculation of the charge.

These costs are then allocated 95% to residential development and 5% to non-residential development as the residential population tends to be the predominant users of Library Services.

### **5.3.5 Ambulance Services**

Cornwall SDG Paramedic Services provides emergency coverage to residents across the City and the United Counties of Stormont, Dundas, and Glengarry (UCSDG). Services are designed to provide coverage across the entire service area with funding received from both the City and UCSDG. Ambulance Services currently operate out of six facilities across the service area utilizing 24 vehicles and 546 equipment items. The average historical level of service for the City has been calculated based on the City's



annual funding share of the services provided (40% on average). This equates to a \$176 per capita and employee level of investment on average over the past 15-years. When applied against the anticipated growth over the 13-year forecast period, the maximum D.C. eligible costs that could be included in the calculation of the charge is \$1.5 million.

To service the anticipated growth, 2 additional ambulances, 16 equipped paramedics and a new West End Base is required. The gross capital costs for these projects totals \$5.3 million. Of these costs, \$3.2 million had been deducted to reflect the share of the costs that would be funded by the UCSDG (i.e., 60.7%). A further \$1.6 million has been deducted as a benefit to existing development. This results in a total of \$463,200 of growth-related capital needs being included in the calculation of the charge.

These costs are then allocated 58% to residential development and 42% to non-residential development based on the relationship of forecast population and employment growth (i.e., 4,876 population and 3,589 employment).

### **5.3.6 Waste Diversion Services**

Waste Diversion Services are provided through facility space comprising 10,200 sq.ft. of G.F.A. The facilities have been apportioned to waste diversion based on the percentage of annual tonnes of diverted material vs. solid waste. Over the past 15-years the average level of service equates to \$57 per capita. Applying this level of service to the anticipated 13-year population growth, the maximum cost that could be included in the calculation of the charge is \$276,600.

Capital needs related to Waste Diversion Services include a new organics processing transfer station as well as the incremental costs for new housing associated with the implementation organics curbside collection program. Total gross capital costs for these needs are \$3.1 million. \$1.1 million of these costs have been deducted as a post period benefit as these costs benefit growth beyond the forecast period. Furthermore, \$1.7 million is deducted to account for the benefits that existing development will receive from the organics processing transfer station. Once the existing reserve fund balance of \$710 has been deducted from the future needs, a total of \$276,600 has been included in the calculation of the charge.



These costs are then allocated 95% to residential development and 5% to non-residential development as Waste Diversion Services are being provided predominantly for residential development.





**Table 5-3  
Infrastructure Costs Covered in the D.C. Calculation – Services Related to a Highway**

Prj .No	Increased Service Needs Attributable to Anticipated Development  2023-2036	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable	Total	Residential Share 58%	Non- Residential Share 42%
	<b>Active Transportation</b>		-	-		-	-	-	-	-	-
1	Bicycle Infrastructure (on-road)	2023-2036	6,214,000	-		6,214,000	5,537,200	17,700	659,100	382,278	276,822
2	Sidewalks	2023-2036	5,044,000	-		5,044,000	4,494,600		549,400	318,652	230,748
			-	-		-	-		-	-	-
	<b>Roads</b>		-	-		-	-		-	-	-
3	Boundary Rd/CNR Structure	2023	7,875,000	-	6,300,000	1,575,000	1,463,200		111,800	64,844	46,956
4	Marleau Ave/Ninth St. Upgrade Stage 2	2024	5,000,000	-		5,000,000	1,033,700		3,966,300	2,300,454	1,665,846
5	Marleau Ave/Ninth St. Upgrade Stage 3	2027	5,000,000	-		5,000,000	1,394,700		3,605,300	2,091,074	1,514,226
6	Brookdale Ave/CN Connect Link	2024-2031	30,200,000	-		30,200,000	4,459,800	23,166,180	2,574,020	1,492,932	1,081,088
7	Pitt St. Widening	2027	5,000,000	-		5,000,000	1,405,900		3,594,100	2,084,578	1,509,522
8	Brookdale Ave - 7th St. to 14th St. - Bike Lanes	2023-2025	1,125,000	-		1,125,000	1,002,500		122,500	71,050	51,450
9	Nick Kaneb Dr. Extension - Oversizing Costs (Montreal Rd to to Walton St)	2023-2025	111,000	-		111,000	-		111,000	64,380	46,620
10	Nick Kaneb Dr. Extension (Walton St. to Second St.)	2023-2025	1,476,000	-		1,476,000	-		1,476,000	856,080	619,920
11	Ninth Line Extension - Oversizing Costs (Powerdam to East of Residential Lands)	2023-2025	207,000	-		207,000	-		207,000	120,060	86,940
12	Ninth Line Extension (East of Residential Lands to Brookdale)	2023-2025	7,276,000	-		7,276,000	-		7,276,000	4,220,080	3,055,920
			-	-		-	-		-	-	-
	<b>Facilities</b>		-	-		-	-		-	-	-
13	Municipal Works Yard Redevelopment (Including Lemay St. Ph 4)	2023-2028	30,242,200	-		30,242,200	27,523,800		2,718,400	1,576,672	1,141,728
14	Unfunded Post Period Benefit Costs		1,832,111	-		1,832,111	-		1,832,111	1,062,624	769,487
	Reserve Fund Adjustment		-	-		-	-		(1,394,312)	(808,701)	(585,611)
	<b>Total</b>		<b>106,602,311</b>	<b>-</b>	<b>6,300,000</b>	<b>100,302,311</b>	<b>48,315,400</b>	<b>23,183,880</b>	<b>27,408,719</b>	<b>15,897,057</b>	<b>11,511,662</b>



**Table 5-4  
Infrastructure Costs Covered in the D.C. Calculation – Fire Protection Services**

Prj .No	Increased Service Needs Attributable to Anticipated Development  2023-2036	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share  36%	Non-Residential Share  64%
	<b>Fire Stations</b>									
1	New Fire Station	2023-2042	14,000,000	1,710,247	12,289,753	8,910,200		3,379,553	1,216,639	2,162,914
	Reserve Fund Adjustment							(18,186)	(6,547)	(11,639)
	<b>Total</b>		<b>14,000,000</b>	<b>1,710,247</b>	<b>12,289,753</b>	<b>8,910,200</b>	<b>-</b>	<b>3,361,367</b>	<b>1,210,092</b>	<b>2,151,275</b>



Table 5-5  
Infrastructure Costs Covered in the D.C. Calculation – Parks and Recreation Services

Prj.No	Increased Service Needs Attributable to Anticipated Development  2023-2036	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 95%	Non-Residential Share 5%
	<b>Parks</b>										
1	Off-Leash Dog Park	2025	136,600	-		136,600	124,100		12,500	11,875	625
2	Menard Park Splash Pad	2023	750,000	-		750,000	37,500		712,500	676,875	35,625
3	Skateboard Park / BMX Upgrade	2027	1,000,000	-		1,000,000	908,600		91,400	86,830	4,570
4	Artificial Turf Field	2024	3,000,000	-		3,000,000	1,500,000		1,500,000	1,425,000	75,000
5	Implementation of the Waterfront Plan	2023-2036	15,702,700	-		15,702,700	14,267,300		1,435,400	1,363,630	71,770
6	Mattice Basketball Court	2023	200,000	-		200,000	181,700		18,300	17,385	915
7	Subdivision Park Development	2023-2025	1,434,000	-		1,434,000	-		1,434,000	1,362,300	71,700
			-	-		-	-		-	-	-
	<b>Facilities</b>										
8	Benson Centre - Gymnasium	2025	5,000,000	-		5,000,000	4,542,900		457,100	434,245	22,855
9	Arts and Culture Centre (Community Use Spaces)		12,000,000	-	8,618,683	3,381,317	3,072,200		309,117	293,661	15,456
			-	-		-	-		-	-	-
	Reserve Fund Adjustment		-	-		-	-		(525,496)	(499,221)	(26,275)
	<b>Total</b>		<b>39,223,300</b>	<b>-</b>	<b>8,618,683</b>	<b>30,604,617</b>	<b>24,634,300</b>	<b>-</b>	<b>5,444,821</b>	<b>5,172,580</b>	<b>272,241</b>



**Table 5-6  
Infrastructure Costs Covered in the D.C. Calculation – Library Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
2023-2036								95%	5%	
	<b>Library Facilities</b>		-	-	-	-		-	-	-
1	TekLender - Holds x3	2023-2036	80,640	-	80,640	20,200		60,440	57,418	3,022
2	NovelBranch x3 (including books)	2023-2036	167,391	-	167,391	41,800		125,591	119,311	6,280
	<b>Library Materials</b>		-	-	-	-		-	-	-
3	Provision for Additional Collection Items	2023-2036	618,884	-	618,884	-		618,884	587,940	30,944
4	Licensing and Database Costs (Growth-Related)	2023-2036	31,500	-	31,500	-		31,500	29,925	1,575
			-	-	-	-		-	-	-
	Reserve Fund Adjustment		-	-	-	-		(61)	(58)	(3)
			-	-	-	-		-	-	-
	<b>Total</b>		<b>898,415</b>	<b>-</b>	<b>898,415</b>	<b>62,000</b>	<b>-</b>	<b>836,354</b>	<b>794,536</b>	<b>41,818</b>



**Table 5-7  
Infrastructure Costs Covered in the D.C. Calculation – Ambulance Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development  2023-2036	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 58%	Non-Residential Share 42%
1	West End Base	2023-2030	4,368,000		2,651,400	1,716,600	1,610,990		105,610	61,254	44,356
2	Ambulance	2025	439,000	-	266,500	172,500	-		172,500	100,050	72,450
3	Ambulance	2027	439,000	-	266,500	172,500	-		172,500	100,050	72,450
4	Equiped Paramedics (8)	2025	16,000	-	9,700	6,300	-		6,300	3,654	2,646
5	Equiped Paramedics (8)	2027	16,000	-	9,700	6,300	-		6,300	3,654	2,646
	<b>Total</b>		<b>5,278,000</b>	<b>-</b>	<b>3,203,800</b>	<b>2,074,200</b>	<b>1,610,990</b>	<b>-</b>	<b>463,210</b>	<b>268,662</b>	<b>194,548</b>



**Table 5-8  
Infrastructure Costs Covered in the D.C. Calculation – Waste Diversion Services**

Prj .No	Increased Service Needs Attributable to Anticipated Development  2023-2036	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 95%	Non-Residential Share 5%
1	Organics Processing Transfer Station	2025-2036	3,000,000	1,093,175	1,906,825	1,732,500		174,325	165,609	8,716
2	Curbside Collection Contract (Organics)	2025-2036	39,000	-	39,000	-		39,000	37,050	1,950
3	Organics Collection Bins	2025-2036	64,000	-	64,000	-		64,000	60,800	3,200
			-	-	-	-		-	-	-
			-	-	-	-		-	-	-
			-	-	-	-		-	-	-
	Reserve Fund Adjustment							(710)	(674)	(35)
	<b>Total</b>		<b>3,103,000</b>	<b>1,093,175</b>	<b>2,009,825</b>	<b>1,732,500</b>	<b>-</b>	<b>276,615</b>	<b>262,785</b>	<b>13,831</b>



## 5.4 Service Levels and 10-Year Capital Costs for Municipal-Wide D.C. Calculation

---

### 5.4.1 Transit Services

Ontario Regulation 82/98 sets forth the requirements for Transit Services and the available capacity of capital costs to provide for the increase in need. Subsection 8 (2) of the regulation states that for transit services the background study shall set out:

1. “The calculations that were used to prepare the estimate for the planned level of service for the transit services, as mentioned in subsection 5.2 (3) of the Act.
2. An identification of the portion of the total estimated capital cost relating to the transit services that would benefit,
  - i. the anticipated development over the 10-year period immediately following the preparation of the background study, or
  - ii. the anticipated development after the 10-year period immediately following the preparation of the background study.
3. An identification of the anticipated excess capacity that would exist at the end of the 10-year period immediately following the preparation of the background study.
4. An assessment of ridership forecasts for all modes of transit services proposed to be funded by the D.C. over the 10-year period immediately following the preparation of the background study, categorized by development types, and whether the forecasted ridership will be from existing or planned development.
5. An assessment of the ridership capacity for all modes of transit services proposed to be funded by the D.C. over the 10-year period immediately following the preparation of the background study.”

The City’s Transit Master Plan identifies a number of strategies to reach a planned level of service and ridership, including the expansion of services to new development areas, increasing service frequencies within existing routes, and expanding to Sunday service. These service level improvements will require additional transit fleet over the long-term period identified in the master plan (i.e., 2036).

Based on this planned level of service it is anticipated that there will be an 82% increase in annual ridership (i.e., an increase of 886,300) over the period to 2036. Table 5-9 summarizes the estimated current and forecast transit ridership. Furthermore, based on



the planned level of service and forecast infrastructure requirements, Table 5-9 also summarizes the excess capacity that would remain at the end of the 10-year forecast period.

Table 5-9  
Transit Ridership and System Capacity

Description	Ridership
Current	1,075,192
Incremental (10-Year Period)	633,091
Incremental (13-Year Period)	886,328
Excess Capacity Remaining at 2032	29%

Anticipated needs of the system include 12 additional buses over the period to 2036 in addition to an expansion of the Transit Garage, as summarized in Table 5-10. The gross capital cost for these projects is \$12.1 million. Deductions of \$496,800 have been made for the benefit to growth outside the 10-year forecast period and a further \$11.0 million has been deducted for the benefit to existing development. In addition, \$440,500 has also been deducted for the share of the growth-related costs that would be funded through provincial and federal grants. After these deductions, \$460,207 in D.C.-eligible capital costs have been included in the calculation of the charge. These costs have been apportioned to future residential and non-residential development based on the relationship of forecast population and employment growth.





Table 5-11  
Infrastructure Costs Covered in the D.C. Calculation – Transit Services

Prj.No	Increased Service Needs Attributable to Anticipated Development  2023-2032	Timing (year)	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share  58%	Non- Residential Share  42%
	<b>Vehicles</b>		-	-	-	-		-	-	-
1	Hybrid Buses (5)	2023-2032	6,000,000	-	6,000,000	5,346,500	479,212	174,288	101,087	73,201
2	Electric Buses (3)	2033-2036	3,600,000	-	3,600,000	3,207,900	196,050	196,050	113,709	82,341
3	Handi-Transit Buses (4)	2029	1,200,000	-	1,200,000	1,069,300	95,842	34,858	20,217	14,640
	<b>Facilities</b>		-	-	-	-		-	-	-
4	Maintenance Garage Addition	2023	1,260,000	-	1,260,000	1,122,800	100,609	36,591	21,223	15,368
			-	-	-	-		-	-	-
	<b>Total</b>		<b>12,060,000</b>	<b>-</b>	<b>12,060,000</b>	<b>10,746,500</b>	<b>871,713</b>	<b>441,787</b>	<b>256,237</b>	<b>185,551</b>



# Chapter 6

## D.C. Calculation



## 6. D.C. Calculation

The D.C. calculation for the urban area services (i.e., Wastewater Services and Water Services) over the 13-year forecast period is presented in Table 6-1. Table 6-2 shows the D.C. calculation for the municipal-wide services over the 13-year forecast period and Table and Table 6-3 shows the D.C. calculation for Transit Services over the legislated 10-year forecast period.

The calculation for residential development is generated on a per capita basis and is based upon five forms of housing types (single and semi-detached, apartments 2+ bedrooms, apartments bachelor and 1-bedroom, other multiples, and special care/special dwelling units). The non-residential D.C. for has been calculated on a per sq.ft. of G.F.A. basis.

Table 6-4 summarizes the calculated schedule of charges, reflecting the maximum D.C.s by residential dwelling unit type and non-residential G.F.A. for municipal-wide and area-specific services.

Table 6-5 and 6-6 compare the existing charges to the charges proposed herein (Table 6-4), for a single detached residential dwelling unit and per square foot of G.F.A. for non-residential development.

In total, the calculated charge for a single detached dwelling unit in the Urban Serviced Area would increase by 83% (+ \$6,323). During the first year of the by-law, when only 80% of the charge can be imposed, the charge per single detached dwelling would be \$11,145 or a 45% increase over the current charge. For non-residential development the fully calculated D.C. would decrease by 1% (- \$0.05 per sq.ft. of G.F.A.) vs. the current charge. During the first year of the by-law the charge imposed at 80% of the fully calculated charge would be \$3.12 per sq.ft. of G.F.A. (21% decrease vs. the current charges).



Table 6-1  
Urban Serviced Area  
2023 to 2036

SERVICE/CLASS	2023\$ D.C.-Eligible Cost		2023\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
1. Wastewater Services	\$ 571,319	\$ 486,679	\$ 283	\$ 0.10
2. Water Services	4,037,576	3,439,416	2,002	0.74
<b>TOTAL</b>	<b>\$4,608,894</b>	<b>\$3,926,095</b>	<b>\$2,285</b>	<b>\$0.84</b>
D.C.-Eligible Capital Cost	\$4,608,894	\$3,926,095		
13-year Gross Population/GFA Growth (sq.ft.)	4,866	4,668,300		
<b>Cost Per Capita/Non-Residential GFA (sq.ft.)</b>	<b>\$947.16</b>	<b>\$0.84</b>		
<b>By Residential Unit Type</b>	<b>P.P.U.</b>			
Single and Semi-Detached Dwelling	2.412	\$2,285		
Apartments - 2 Bedrooms +	1.625	\$1,539		
Apartments - Bachelor and 1 Bedroom	1.229	\$1,164		
Other Multiples	2.291	\$2,170		
Special Care/Special Dwelling Units	1.100	\$1,042		

Table 6-2  
Municipal-wide Services  
2023 to 2036

SERVICE/CLASS	2023\$ D.C.-Eligible Cost		2023\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
3. Services Related to a Highway	\$ 15,897,057	\$ 11,511,662	\$ 7,803	\$ 2.47
4. Fire Protection Services	1,210,092	2,151,275	594	0.46
5. Parks and Recreation Services	5,172,580	272,241	2,539	0.06
6. Library Services	794,536	41,818	390	0.01
7. Ambulance Services	268,662	194,548	132	0.04
8. Waste Diversion Services	262,785	13,831	129	0.00
<b>TOTAL</b>	<b>\$23,605,711</b>	<b>\$14,185,374</b>	<b>\$11,587</b>	<b>\$3.04</b>
D.C.-Eligible Capital Cost	\$23,605,711	\$14,185,374		
20-Year Gross Population/GFA Growth (sq.ft.)	4,914	4,668,300		
<b>Cost Per Capita/Non-Residential GFA (sq.ft.)</b>	<b>\$4,803.77</b>	<b>\$3.04</b>		
<b>By Residential Unit Type</b>	<b>P.P.U.</b>			
Single and Semi-Detached Dwelling	2.412	\$11,587		
Apartments - 2 Bedrooms +	1.625	\$7,806		
Apartments - Bachelor and 1 Bedroom	1.229	\$5,904		
Other Multiples	2.291	\$11,005		
Special Care/Special Dwelling Units	1.100	\$5,284		



**Table 6-3  
Municipal-wide Services  
2023 to 2032**

SERVICE/CLASS	2023\$ D.C.-Eligible Cost		2023\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
9. Transit Services	\$ 92,920	\$ 67,287	\$ 59	\$ 0.02
<b>TOTAL</b>	<b>\$92,920</b>	<b>\$67,287</b>	<b>\$59</b>	<b>\$0.02</b>
D.C.-Eligible Capital Cost	\$92,920	\$67,287		
10-Year Gross Population/GFA Growth (sq.ft.)	3,805	3,634,800		
<b>Cost Per Capita/Non-Residential GFA (sq.ft.)</b>	<b>\$24.42</b>	<b>\$0.02</b>		
<b>By Residential Unit Type</b>	<b>P.P.U.</b>			
Single and Semi-Detached Dwelling	2.412	\$59		
Apartments - 2 Bedrooms +	1.625	\$40		
Apartments - Bachelor and 1 Bedroom	1.229	\$30		
Other Multiples	2.291	\$56		
Special Care/Special Dwelling Units	1.100	\$27		

**Table 6-4  
City of Cornwall  
Proposed Schedule of D.C. Charges**

Service/Class of Service	RESIDENTIAL					Non-Residential
	Single and Semi-Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)
<b>Municipal Wide Services</b>						
Services Related to a Highway	7,803	5,257	3,976	7,412	3,559	2.47
Fire Protection Services	594	400	303	564	271	0.46
Parks and Recreation Services	2,539	1,711	1,294	2,412	1,158	0.06
Library Services	390	263	199	370	178	0.01
Ambulance Services	132	89	67	125	60	0.04
Waste Diversion Services	129	87	66	123	59	0.00
Transit Services	59	40	30	56	27	0.02
<b>Total Municipal Wide Services</b>	<b>11,646</b>	<b>7,847</b>	<b>5,935</b>	<b>11,062</b>	<b>5,312</b>	<b>3.06</b>
<b>Urban Services</b>						
Wastewater Services	283	191	144	269	129	0.10
Water Services	2,002	1,349	1,020	1,902	913	0.74
<b>Total Urban Services</b>	<b>2,285</b>	<b>1,540</b>	<b>1,164</b>	<b>2,171</b>	<b>1,042</b>	<b>0.84</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>11,646</b>	<b>7,847</b>	<b>5,935</b>	<b>11,062</b>	<b>5,312</b>	<b>3.06</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>13,931</b>	<b>9,387</b>	<b>7,099</b>	<b>13,233</b>	<b>6,354</b>	<b>3.90</b>



**Table 6-5**  
**Comparison of Current and Calculated Residential (Single Detached) D.C.s**

<b>Service/Class of Service</b>	<b>Current</b>	<b>Calculated</b>	<b>% Increase</b>	<b>Year 1 (20% Discount)</b>	<b>% Increase</b>
<b>Municipal Wide Services/Classes:</b>					
Services Related to a Highway	5,149	7,803	52%	6,243	21%
Fire Protection Services	299	594	99%	475	59%
Parks and Recreation Services	1,093	2,539	132%	2,031	86%
Library Services	109	390	257%	312	186%
Ambulance Services	-	132	n/a	105	n/a
Waste Diversion Services	3	129	4391%	103	3493%
Transit Services	-	59	n/a	47	n/a
Administration Studies	458		n/a		n/a
<b>Total Municipal Wide Services/Classes</b>	<b>7,110</b>	<b>11,646</b>	<b>64%</b>	<b>9,317</b>	<b>31%</b>
<b>Urban Services</b>					
Wastewater Services	129	283	119%	226	75%
Water Services	368	2,002	444%	1,602	335%
<b>Total Urban Services</b>	<b>498</b>	<b>2,285</b>	<b>359%</b>	<b>1,828</b>	<b>267%</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>7,110</b>	<b>11,646</b>	<b>64%</b>	<b>9,317</b>	<b>31%</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>7,608</b>	<b>13,931</b>	<b>83%</b>	<b>11,145</b>	<b>46%</b>



Table 6-6  
Comparison of Current and Calculated Non-Residential D.C.s  
(per sq.ft. of G.F.A.)

Service/Class of Service	Current	Calculated	% Increase	Year 1 (20% Discount)	% Increase
<b>Municipal Wide Services/Classes:</b>					
Services Related to a Highway	3.25	2.47	-24%	1.97	-39%
Fire Protection Services	0.19	0.46	143%	0.37	94%
Parks and Recreation Services	0.03	0.06	94%	0.05	56%
Library Services	-	0.01	n/a	0.01	n/a
Ambulance Services	-	0.04	n/a	0.03	n/a
Waste Diversion Services	-	0.00	n/a	0.00	n/a
Transit Services	-	0.02	n/a	0.02	n/a
Administration Studies	0.29		n/a		n/a
<b>Total Municipal Wide Services/Classes</b>	<b>3.76</b>	<b>3.06</b>	<b>-19%</b>	<b>2.45</b>	<b>-35%</b>
<b>Urban Services</b>					
Wastewater Services	0.05	0.10	100%	0.08	60%
Water Services	0.14	0.74	429%	0.59	323%
<b>Total Urban Services</b>	<b>0.19</b>	<b>0.84</b>	<b>342%</b>	<b>0.67</b>	<b>254%</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>3.76</b>	<b>3.06</b>	<b>-19%</b>	<b>2.45</b>	<b>-35%</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>3.95</b>	<b>3.90</b>	<b>-1%</b>	<b>3.12</b>	<b>-21%</b>



## 7. D.C. Policy Recommendations and D.C. By-law Rules

### 7.1 Introduction

---

This chapter outlines the D.C. policy recommendations and by-law rules.

Subsection 5 (1) 9 of the D.C.A. states that rules must be developed:

“to determine if a development charge is payable in any particular case and to determine the amount of the charge, subject to the limitations set out in subsection 6.”

Paragraph 10 of the section goes on to state that the rules may provide for exemptions, phasing in and/or indexing of D.C.s.

Subsection 5 (6) establishes the following restrictions on the rules:

- the total of all D.C.s that would be imposed on anticipated development must not exceed the capital costs determined under subsection 5 (1) 2-7 for all services involved;
- if the rules expressly identify a type of development, they must not provide for it to pay D.C.s that exceed the capital costs that arise from the increase in the need for service for that type of development; however, this requirement does not relate to any particular development; and
- if the rules provide for a type of development to have a lower D.C. than is allowed, the rules for determining D.C.s may not provide for any resulting shortfall to be made up via other development.

With respect to “the rules,” section 6 states that a D.C. by-law must expressly address the matters referred to above re subsection 5 (1) paragraphs 9 and 10, as well as how the rules apply to the redevelopment of land.

The rules provided give consideration for the recent changes to the D.C.A. resulting from Bills 108, 213, 197, 109, and 23. These policies, however, are provided for Council’s consideration and may be refined prior to adoption of the by-law.





## 7.2 D.C. By-law Structure

---

**It is recommended that:**

- The City uses a uniform municipal-wide D.C. calculation for all municipal-wide services and an area-specific calculation for the Urban Serviced Area; and
- One municipal D.C. by-law encompass all municipal-wide and area-specific services.

## 7.3 D.C. By-law Rules

---

The following sets out the recommended rules governing the calculation, payment and collection of D.C.s in accordance with subsection 6 of the D.C.A.

**It is recommended that the following provides the basis for the D.C.s:**

### ***7.3.1 Payment in any Particular Case***

In accordance with the D.C.A., subsection 2 (2), a D.C. be calculated, payable and collected where the development requires one or more of the following:

- (a) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
  - (b) the approval of a minor variance under section 45 of the *Planning Act*;
  - (c) a conveyance of land to which a by-law passed under subsection 50 (7) of the *Planning Act* applies;
  - (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
  - (e) a consent under section 53 of the *Planning Act*;
  - (f) the approval of a description under section 9 of the *Condominium Act, 1998*;
- or
- (g) the issuing of a permit under the *Building Code Act, 1992* in relation to a building or structure.



### **7.3.2 Determination of the Amount of the Charge**

The following conventions be adopted:

- 1) Costs allocated to residential uses will be assigned to different types of residential units based on the average occupancy for each housing type constructed during the previous 15-year period. Costs allocated to non-residential uses will be assigned based on the amount of square feet of G.F.A. constructed for eligible uses (i.e., primary, industrial, commercial, and institutional).
- 2) Costs allocated to residential and non-residential uses are based upon a number of conventions, as may be suited to each municipal circumstance and are summarized in Chapter 5.

### **7.3.3 Application to Redevelopment of Land (Demolition and Conversion)**

Where, as a result of the redevelopment of land, a building or structure existing on the same land within five years prior to the date of payment of D.C.s in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the D.C.s otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- 1) the number of dwelling units demolished/converted multiplied by the applicable residential D.C. in place at the time the development charge is payable;
- 2) the G.F.A. of the building demolished/converted multiplied by the current non-residential D.C. in place at the time the D.C. is payable.

The demolition/conversion credit is allowed only if the land was improved by occupied structures, and if the demolition permit related to the site was issued less than 60 months (5 years) prior to the issuance of a building permit.

The credit can, in no case, exceed the amount of D.C.s that would otherwise be payable, and no credits shall be granted if the prior use was listed on the City's vacant building registry.



### **7.3.4 Exemptions (full or partial)**

a) Statutory exemptions include the following:

- Partial exemption for industrial building additions of up to and including 50% of the existing G.F.A. (defined in O. Reg. 82/98, section 1) of the building; for industrial building additions that exceed 50% of the existing G.F.A., only the portion of the addition in excess of 50% is subject to D.C.s (subsection 4 (3) of the D.C.A.);
- Full exemption for buildings or structures owned by and used for the purposes of any municipality, local board, or Board of Education;
- Full exemption for additional residential development within or ancillary to existing buildings: development that results only in the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (based on limits set out in subsection 2 (3.2) of the Act);
- Full exemption for additional residential development within or ancillary to new dwellings: development that includes the creation of up to two additional dwelling units (based on limits set out in subsection 2 (3.3) of the Act);
- Full exemption for the creation of the greater of one residential unit or 1% of the existing residential units in an existing rental residential building;
- Full exemption for a university in Ontario that receives direct, regular, and ongoing operating funding from the Government of Ontario;
- Full exemption for affordable units and attainable units, (in effect on a day to be named by proclamation of the Lieutenant Governor);
- Full exemption for affordable inclusionary zoning units;
- Full exemption for non-profit housing developments; and
- Partial exemption through a discount for rental housing units based on bedroom size (i.e., three or more bedrooms - 25% discount, two bedrooms - 20% discount, and all others - 15% discount).

b) Non-statutory exemptions included for consideration in the draft by-laws include:

- Bona fide farm uses;
- Places of worship;
- Hospitals; and



- Infill development within a priority area of the Heart of the City Community Improvement Policy Area.

### **7.3.5 Transition**

As required by subsection 5 (8) of the D.C.A., the maximum charge shall be reduced over the first five years of the by-law as follows:

- Year 1 - 80% of the maximum charge;
- Year 2 - 85% of the maximum charge;
- Year 3 - 90% of the maximum charge;
- Year 4 - 95% of the maximum charge; and
- Year 5 to expiry - 100% of the maximum charge.

### **7.3.6 Timing of Collection**

The D.C.s for all services and classes are payable upon issuance of a building permit for each dwelling unit, building, or structure, subject to early or late payment agreements entered into by the City and an owner under section 27 of the D.C.A.

Rental housing and institutional developments will pay D.C.s in six equal annual payments commencing at occupancy. Moreover, the D.C. amount for all developments occurring within two (2) years of a Site Plan or Zoning By-law Amendment planning approval (for applications submitted after January 1, 2020), shall be determined based on the D.C. in effect on the day of the applicable Site Plan or Zoning By-law Amendment application.

Installment payments and payments determined at the time of Site Plan or Zoning By-law Amendment application are subject to annual interest charges. The maximum interest rate the City can impose is the average prime rate plus 1% as defined in subsection 26.3 (1) of the Act.

### **7.3.7 Indexing**

Indexing of the D.C.s shall be implemented on a mandatory basis annually on the anniversary date of the by-law coming into force in accordance with the Statistics



Canada Quarterly, Non-Residential Building Construction Price Index (Table 18-10-0135-01)<sup>1</sup> for the most recent year-over-year period.

### **7.3.8 D.C Spatial Applicability**

The D.C.A. historically has provided the opportunity for a municipality to impose municipal-wide charges or area specific charges. Subsections 2 (7) and 2 (8) of the D.C.A. provide that a D.C. by-law may apply to the entire municipality or only part of it and more than one D.C. by-law may apply to the same area. The D.C.A. now requires municipalities to consider the application of municipal-wide and area-specific D.C.s. subsection 10 (2) (c.1) requires Council to consider the use of more than one D.C. by-law to reflect different needs from services in different areas. Most municipalities in Ontario have established uniform, municipal-wide D.C.s. When area-specific charges are used, it is generally to underpin master servicing and front-end financing arrangements for more localized capital costs.

Based on the foregoing and historical practice in the City, it is proposed that area-specific D.C.s continue to be imposed for Water and Wastewater services for the Urban Serviced and more localized needs (i.e., Brookdale Avenue North Corridor D.C. by-law). The recommendations are:

- to apply municipal-wide D.C.s for Services Related to a Highway, Fire Protection Services, Parks and Recreation Services, Library Services, Transit Services, Ambulance Services, and Waste Diversion Services; and
- to apply an area-specific D.C. for Water and Wastewater services, within the Urban Serviced area.

---

<sup>1</sup> O. Reg. 82/98 referenced “The Statistics Canada Quarterly, Construction Price Statistics, catalogue number 62-007” as the index source. Since implementation, Statistics Canada has modified this index twice and the above-noted index is the most current. The draft by-laws provided herein refers to O. Reg. 82/98 to ensure traceability should this index continue to be modified over time.



## 7.4 Other D.C. By-law Provisions

---

It is recommended that:

### **7.4.1 Categories of Services for Reserve Fund and Credit Purposes**

It is recommended that the City's D.C. collections be contributed into nine (9) separate reserve funds, including:

- Services Related to a Highway;
- Fire Protection Services;
- Parks and Recreation Services;
- Transit Services;
- Library Services;
- Ambulance Services;
- Waste Diversion Services;
- Wastewater Services; and
- Water Services.

### **7.4.2 By-law In-force Date**

It is proposed that the new D.C. by-law will come into force on April 10, 2023 (i.e., expiry date of the City's current D.C. by-law).

### **7.4.3 Minimum Interest Rate Paid on Refunds and Charged for Inter-Reserve Fund Borrowing**

The minimum interest rate is the Bank of Canada rate on the day on which the by-laws come into force (as per section 11 of O. Reg. 82/98).



# Chapter 8

## Asset Management Plan



## 8. Asset Management Plan

### 8.1 Introduction

---

The D.C.A. (new subsection 10 (c.2)) requires that the background study must include an asset management plan (A.M.P.) related to new infrastructure. Subsection 10 (3) of the D.C.A. provides:

**The A.M.P. shall,**

- a) deal with all assets whose capital costs are proposed to be funded under the development charge by-law;**
- b) demonstrate that all the assets mentioned in clause (a) are financially sustainable over their full life cycle;**
- c) contain any other information that is prescribed; and**
- d) be prepared in the prescribed manner.**

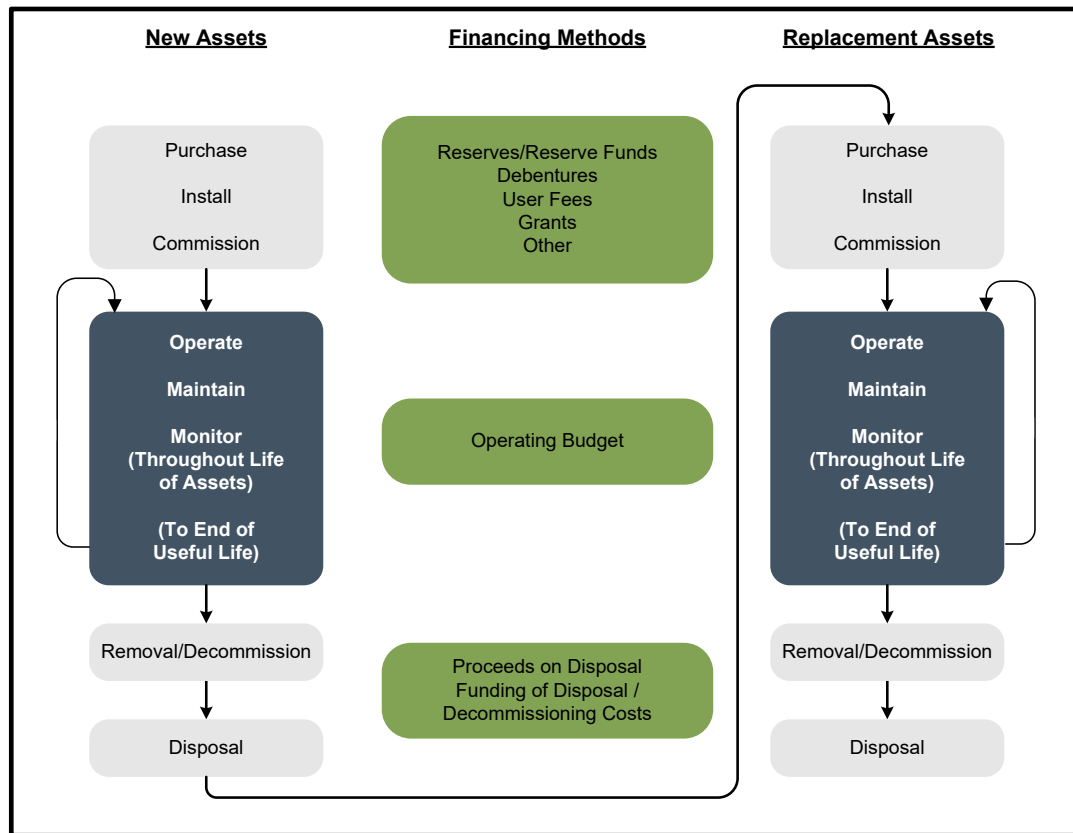
At a broad level, the A.M.P. provides for the long-term investment in an asset over its entire useful life along with the funding. The schematic below identifies the costs for an asset through its entire lifecycle. For growth-related works, the majority of capital costs will be funded by the D.C. Non-growth-related expenditures will then be funded from non-D.C. revenues as noted below. During the useful life of the asset, there will be minor maintenance costs to extend the life of the asset along with additional program related expenditures to provide the full services to the residents. At the end of the life of the asset, it will be replaced by non-D.C. financing sources.

In 2012, the Province developed Building Together: Guide for Municipal Asset Management Plans which outlines the key elements for an A.M.P., as follows:

**State of local infrastructure:** asset types, quantities, age, condition, financial accounting valuation and replacement cost valuation.

**Desired levels of service:** defines levels of service through performance measures and discusses any external trends or issues that may affect expected levels of service or the municipality's ability to meet them (for example, new accessibility standards, climate change impacts).





**Asset management strategy:** the asset management strategy is the set of planned actions that will seek to generate the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

**Financing strategy:** having a financial plan is critical for putting an A.M.P. into action. By having a strong financial plan, municipalities can also demonstrate that they have made a concerted effort to integrate the A.M.P. with financial planning and municipal budgeting and are making full use of all available infrastructure financing tools.

The above provides for the general approach to be considered by Ontario municipalities. At this time, there is not a mandated approach for municipalities hence leaving discretion to individual municipalities as to how they plan for the long-term replacement of their assets. The City's most recent A.M.P. does not include all the assets identified in this background study. As a result, the asset management requirement for this D.C. background study has been undertaken independently of the City's A.M.P.



## 8.2 Non-Transit Municipal Services

---

In recognition to the schematic in section 8.1, the following table (presented in 2023\$) has been developed to provide the annualized expenditures and revenues associated with new growth. Note that the D.C.A. does not require an analysis of the non-D.C. capital needs or their associated operating costs so these are omitted from the table below. Furthermore, as only the present infrastructure gap has been considered at this time within the A.M.P., the following does not represent a fiscal impact assessment (including future tax/rate increases) but provides insight into the potential affordability of the new assets:

1. The non-D.C. recoverable portion of the projects which will require financing from City financial resources (i.e., taxation, rates, fees, etc.). This amount has been presented on an annual debt charge amount based on 20-year financing.
2. Lifecycle costs for the 2023 D.C. capital works have been presented based on a sinking fund basis. The assets have been considered over their estimated useful lives.
3. Incremental operating costs for the D.C. services (only) have been included.
4. The resultant total annualized expenditures are 23.2 million.
5. Consideration was given to the potential new taxation and user fee revenues which will be generated as a result of new growth. These revenues will be available to finance the expenditures above. The new operating revenues are \$14.3 million. This amount, totalled with the existing operating revenues of \$225.8 million, provides annual revenues of \$240.1 million by the end of the period.
6. In consideration of the above, the capital plan is deemed to be financially sustainable.



Table 8-1  
Asset Management – Future Expenditures and Associated Revenues (2023\$)

	2036 (Total)
<b>Expenditures (Annualized)</b>	
Annual Debt Payment on Non-Growth Related Capital <sup>1</sup>	8,947,627
Annual Debt Payment on Post Period Capital <sup>2</sup>	242,836
<b>Lifecycle:</b>	
Annual Lifecycle - Municipal-wide Services	2,201,497
Annual Lifecycle - Area-specific Services	208,710
<b>Sub-Total - Annual Lifecycle</b>	<b>\$2,410,208</b>
<b>Incremental Operating Costs (for D.C. Services)</b>	<b>\$11,648,111</b>
<b>Total Expenditures</b>	<b>23,248,782</b>
<b>Revenue (Annualized)</b>	
Total Existing Revenue <sup>3</sup>	\$225,800,040
Incremental Tax and Non-Tax Revenue (User Fees, Fines, Licences, etc.)	\$14,332,828
<b>Total Revenues</b>	<b>\$240,132,868</b>
<b>Net</b>	<b>\$216,884,085</b>

<sup>1</sup> Non-Growth Related component of Projects

<sup>2</sup> Interim Debt Financing for Post Period Benefit

<sup>3</sup> As per Sch. 10 of FIR

## 8.3 Transit Services

In regard to the D.C.A. requirements for asset management for transit services, O. Reg. 82/98 (as amended) provides the following:

“8 (3) If a council of a municipality proposes to impose a development charge in respect of transit services, the asset management plan referred to in subsection 10 (2) (c.2) of the Act shall include the following in respect of those services.”

Provided in Table 8-2 are the individual items prescribed by subsection 8 (3) of the Regulation (as amended), which are addressed in the following sections.



**Table 8-2  
Transit Services D.C. Background Study A.M.P. Requirements**

<b>Ontario Regulation 82/98, as amended subsection 8(3) Requirements</b>
<p>1. A section that sets out the state of local infrastructure and that sets out,</p> <ul style="list-style-type: none"> <li>i. the types of assets and their quantity or extent,</li> <li>ii. the financial accounting valuation and replacement cost valuation for all assets,</li> <li>iii. the asset age distribution and asset age as a proportion of expected useful life for all assets, and</li> <li>iv. the asset condition based on standard engineering practices for all assets.</li> </ul>
<p>2. A section that sets out the proposed level of service and that,</p> <ul style="list-style-type: none"> <li>i. defines the proposed level of service through timeframes and performance measures,</li> <li>ii. discusses any external trends or issues that may affect the proposed level of service or the municipality’s ability to meet it, and</li> <li>iii. shows current performance relative to the targets set out.</li> </ul>
<p>3. An asset management strategy that,</p> <ul style="list-style-type: none"> <li>i. sets out planned actions that will enable the assets to provide the proposed level of service in a sustainable way, while managing risk, at the lowest life cycle cost,</li> <li>ii. is based on an assessment of potential options to achieve the proposed level of service, which assessment compares, <ul style="list-style-type: none"> <li>A. life cycle costs,</li> <li>B. all other relevant direct and indirect costs and benefits, and</li> <li>C. the risks associated with the potential options,</li> </ul> </li> <li>iii. contains a summary of, in relation to achieving the proposed level of service, (not defined clearly) <ul style="list-style-type: none"> <li>A. non-infrastructure solutions,</li> <li>B. maintenance activities,</li> <li>C. renewal and rehabilitation activities,</li> <li>D. replacement activities,</li> <li>E. disposal activities, and</li> <li>F. expansion activities,</li> </ul> </li> <li>iv. discusses the procurement measures that are intended to achieve the proposed level of service, and</li> <li>v. includes an overview of the risks associated with the strategy and any actions that will be taken in response to those risks.</li> </ul>
<p>4. A financial strategy that,</p> <ul style="list-style-type: none"> <li>i. shows the yearly expenditure forecasts that are proposed to achieve the proposed level of service, categorized by, <ul style="list-style-type: none"> <li>A. non-infrastructure solutions,</li> <li>B. maintenance activities,</li> <li>C. renewal and rehabilitation activities,</li> <li>D. replacement activities,</li> <li>E. disposal activities, and</li> <li>F. expansion activities,</li> </ul> </li> <li>ii. provides actual expenditures in respect of the categories set out in sub-subparagraphs i A to F from the previous two years, if available, for comparison purposes,</li> <li>iii. gives a breakdown of yearly revenues by source,</li> <li>iv. discusses key assumptions and alternative scenarios where appropriate, (see associated text) and</li> <li>v. identifies any funding shortfall relative to financial requirements that cannot be eliminated by revising service levels, asset management or financing strategies, and discusses the impact of the shortfall and how the impact will be managed.</li> </ul>

### **8.3.1 State of Local Infrastructure**

To present an overall state of the infrastructure for transit assets, asset inventory, asset valuation, age and general condition have been summarized from information provided by City staff.

The transit assets included in this A.M.P. include vehicles, a transit facility and other transit route infrastructure. Provided in Table 8-3 is a high-level summary of the transit



assets, useful life estimates, age, and replacement costs. In total, transit assets within the City have a replacement value of \$21.9 million.

Table 8-3  
Asset Inventory and Valuation

Description	Inventory	Useful Life (Years)	Asset Age (Years)	Remaining Useful Life (Years)	Total Replacement Cost (2021\$)
NOVA LFS - Diesel	12	15	4	11	8,351,793
NOVA LFS - Hybrid	2	15	1	14	1,875,204
Chevrolet 4500 - Diesel	7	8	8	-	927,500
Chevrolet 4500 - Gasoline	4	8	3	6	913,337
Ford F450 Cube Van	1	8	18	(10)	75,000
Chevrolet Silverado	1	8	8	-	45,000
Dodge Caravan	2	8	7	1	40,000
Bus Shelters		30	Various	Various	260,321
Cornwall Transit Building	1	60	47	13	9,473,266
<b>Total</b>	<b>30</b>	<b>13</b>	<b>7</b>	<b>6</b>	<b>21,961,422</b>

Asset age and useful life has also been compiled from data received from the City. Transit vehicles have an 8 and 15 year useful life and the transit building has a 60-year useful life. Summarized in Table 8-4 is the distribution of total asset replacement value by the percentage of estimated useful life consumed. Based on the distribution of replacement value and including the transit facility, approximately half of the assets (by asset value) have consumed less than 50% of their useful life. When excluding the transit facility, this percentage increases to 90% indicating that the transit vehicles are in a good state of repair with respect to their remaining useful life.

Table 8-4  
Distribution of Asset Value by Percentage of Useful Life Consumed

Description	Percentage of Useful Life Consumed			
	0% - 25%	25% - 50%	50% - 75%	75% - 100%
Total Asset Replacement Value	6,736,103	4,195,897	758,334	10,010,766
% of Asset Replacement Value	31%	19%	3%	46%

### 8.3.2 Expected Levels of Service

A level of service (L.O.S.) analysis gives the City an opportunity to document the L.O.S. that is currently being provided and compare it to the L.O.S. that is expected. This can be done through a review of current practices and procedures, an examination of trends



or issues facing the City, or through an analysis of performance measures and targets that staff can use to measure performance.

Expected L.O.S. can be impacted by a number of factors, including:

- Legislative requirements;
- Strategic planning goals and objectives;
- Resident expectations;
- Council or City staff expectations; and
- Financial or resource constraints.

The previous task of determining the state of the City's asset infrastructure establishes the asset inventory and condition, to guide the refinement and upkeep of asset infrastructure. It is important to document an expected L.O.S. that is realistic to the City. It is common to strive for the highest L.O.S., however these service levels usually come at a cost. It is also helpful to consider the risk associated with a certain L.O.S. Therefore, the expected L.O.S. should be determined in a way that balances both level of investment and associated risk to the City.

The City maintains a 10-year capital budget forecast that includes the regular replacement of transit vehicles on a condition basis or to meet with changes in regulations.

Expected levels of service have been identified in the City's 2017 Transit Master Plan. Over the period to 2036, the City anticipates reaching total annual ridership of 1,864,800 or 37 trips per capita.

### **8.3.3 Asset Management Strategy**

The asset management strategy provides the recommended course of actions required to deliver the expected L.O.S. discussed in the previous section in a sustainable fashion. The course of actions, when combined together, form a long-term operating and capital forecast that includes:

- a) Non-infrastructure solutions: reduce costs and/or extend expected useful life estimates;



- b) Maintenance activities: regularly scheduled activities to maintain existing useful life levels, or repairs needed due to unplanned events;
- c) Renewal/Rehabilitation: significant repairs or maintenance planned to increase the useful life of assets;
- d) Replacement/Disposal: complete disposal and replacement of assets, when renewal or rehabilitation is no longer an option; and
- e) Expansion: given planned growth as outlined in Chapter 3.

The Transit Master Plan identifies a number of strategies to reach the desired levels of service and ridership identified in the previous section. These strategies include:

- Non-infrastructure solutions
  - Assessing route cycle time to improve adherence to schedules and on-time performance
  - Introduction of 60-minute transfer system
  - Modification of existing routes in short-term
  - Restructuring Saturday service and frequencies and introduction of Sunday service
  - Increasing route frequencies
  - Technology improvements such as GTFs to provide real time user information and mobile fare collection solutions
- Maintenance and renewal/replacement
  - Continued replacement of existing vehicles on a condition and need basis
  - Improving connectivity with the active transportation network by including fully accessible vehicles equipped with bike racks
- Expansion activities
  - Additional routes to service new subdivision
  - Additional vehicles to provide services in new routes and for increased frequencies
  - Facility expansion related to increased demand for fleet.

As identified in section 5.4.1, the City is anticipating the need for 12 additional buses over the period to 2036 to provide the desired service frequencies within the forecast route network. Furthermore an addition to the maintenance garage is also required.



In addition to the additional assets that will be required, the City will also be replacing additional assets as required. Table 8-5 presents the annual lifecycle costs for the transit assets. A fundamental approach to calculating the cost of using a capital asset and for the provision of the revenue required when the time comes to retire and replace it is the “sinking fund method.” This method first estimates the future value of the asset at the time of replacement, by inflating the current value of the asset at an assumed annual capital inflation rate. A calculation is then performed to determine annual contributions which, when invested in a reserve fund, will grow with interest to a balance equal to the future replacement cost. The contributions are calculated such that they also increase annually with inflation.

Table 8-5  
Annual Lifecycle Cost

Description	Annual Lifecycle Costs
NOVA LFS - Diesel	677,962
NOVA LFS - Hybrid	152,221
Chevrolet 4500 - Diesel	128,156
Chevrolet 4500 - Gasoline	126,199
Ford F450 Cube Van	10,363
Chevrolet Silverado	6,218
Dodge Caravan	5,527
Bus Shelters	12,849
Cornwall Transit Building	330,311
<b>Total</b>	<b>1,449,805</b>

### 8.3.4 Financing Strategy

The financing strategy outlines the suggested financial approach to fund the recommended asset management strategy outlined in section 8.3.3. This forecast has been designed based on the expenditures and revenues for Transit Services within the City’s 2022 operating budget, the forecast costs in the Transit Strategy, and the needs identified in the subsection 8.3.3. This section of the A.M.P. includes:





- 1) Annual expenditure forecasts broken down by:
  - a) Maintenance/non-infrastructure solutions;
  - b) Replacement/disposal activities; and
  - c) Expansion activities.
  
- 2) A breakdown of annual funding/revenue by source.

The financing strategy forecast, presented in Table 8-6, assumes that the annual operating costs (net of inflation) will decrease on a per trip basis by 10% over the period to 2036, consistent with the assumptions within the Transit Master Plan. Furthermore, it is assumed that the annual capital replacement costs and share of expansionary capital costs not funded through grants or D.C.s will be funded through the issuance of debt. The anticipated capital needs, timing and costs is presented in Table 8-7. The annual debt re-payment costs are included in the annual expenditure forecasts. Revenues have been forecast such that provincial and federal grants for operating remain unchanged and fees, service charges, and miscellaneous revenue would increase with ridership. D.C.s and provincial and federal grants are also included as a capital funding source. The operating and capital costs not funded through the above-mentioned funding sources are assumed to be funded by taxes.

Tax based support is forecast to increase by 49% over the period or an increase of \$1.9 million. A significant portion of this increase (i.e., \$958,000) is related to the annual debt financing costs for replacement and expansionary infrastructure.



Table 8-6  
Financing Strategy

Expenditure Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Maintenance / Non-Infrastructure Solutions</b>										
<b>Operating</b>										
Base Operating Budget (Excluding Transfers to Reserves)	6,583,150	6,780,645	6,984,064	7,193,586	7,409,394	7,631,675	7,860,626	8,096,444	8,339,338	8,589,518
<b>Replacement/Disposal</b>										
<b>Capital</b>										
Capital Replacement (Debt Servicing Costs)		141,792	164,137	191,276	211,969	233,489	428,471	540,196	656,390	815,499
<b>Expansion Activities</b>										
<b>Capital</b>										
Expansion D.C Share	140,580	53,165	55,291	57,503	59,803	62,195	64,683	67,270	69,961	72,760
Expansion Non-D.C. Share (Debt Servicing Costs)	28,512	39,295	50,509	62,171	74,300	86,914	100,033	113,677	127,866	142,623
Expansion Grant Funded Share	1,451,934	549,095	571,059	593,901	617,657	642,364	668,058	694,780	722,572	751,474
<b>Total</b>	<b>8,204,176</b>	<b>7,563,991</b>	<b>7,825,060</b>	<b>8,098,438</b>	<b>8,373,123</b>	<b>8,656,637</b>	<b>9,121,871</b>	<b>9,512,368</b>	<b>9,916,127</b>	<b>10,371,874</b>

Revenue Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Operating</b>										
Provincial and Federal Grants	683,917	683,917	683,917	683,917	683,917	683,917	683,917	683,917	683,917	683,917
Fees, Service Charges, & Misc Revenue	2,127,611	2,245,922	2,364,233	2,482,544	2,600,855	2,719,166	2,837,477	2,955,788	3,074,099	3,192,410
<b>Capital</b>										
Development Charges Reserve Fund	140,580	53,165	55,291	57,503	59,803	62,195	64,683	67,270	69,961	72,760
Provincial and Federal Grants	1,451,934	549,095	571,059	593,901	617,657	642,364	668,058	694,780	722,572	751,474
Taxation	3,800,134	4,031,892	4,150,560	4,280,572	4,410,890	4,548,996	4,867,736	5,110,612	5,365,578	5,671,313
<b>Total</b>	<b>8,204,176</b>	<b>7,563,991</b>	<b>7,825,060</b>	<b>8,098,438</b>	<b>8,373,123</b>	<b>8,656,637</b>	<b>9,121,871</b>	<b>9,512,368</b>	<b>9,916,127</b>	<b>10,371,874</b>



Table 8-7  
Forecast Capital Needs

Capital Expenditure Forecast										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Replacement/Disposal</b>										
Conventional Hybrid Buses	993,000	-	-	-	-	2,649,870	-	1,579,118	1,779,140	1,850,305
Metal Siding and Garage Doors	466,000	-	-	-	-	-	-	-	-	-
Bus Shelters and Accessibility at Bus Stops	51,000	251,680	260,666	-	-	-	-	-	-	-
Bus Hoist Replacement	160,000	-	-	-	-	-	-	-	-	-
Handi-Transit Software	145,000	-	-	-	-	-	-	-	-	-
Micro-Transit	112,000	-	-	-	-	-	-	-	-	-
Handi-Transit Buses	-	-	-	-	-	-	1,518,383	-	383,199	398,527
Electric Service and Panels	-	-	-	281,216	292,465	-	-	-	-	-
Sewer System	-	-	108,160	-	-	-	-	-	-	-
Transit Building Heating/ Cooling System	-	52,000	-	-	-	-	-	-	-	-
<b>Expansion Activities</b>										
<b>Capital</b>										
<b>Vehicles</b>										
Hybrid Buses (5)	600,000	624,000	648,960	674,918	701,915	729,992	759,191	789,559	821,141	853,987
Electric Buses (3)										
Handi-Transit Buses (4)	120,000	124,800	129,792	134,984	140,383	145,998	151,838	157,912	164,228	170,797
<b>Facilities</b>										
Maintenance Garage Addition	1,260,000									
<b>Total</b>	<b>3,907,000</b>	<b>1,052,480</b>	<b>1,147,578</b>	<b>1,091,118</b>	<b>1,134,763</b>	<b>3,525,860</b>	<b>2,429,413</b>	<b>2,526,589</b>	<b>3,147,709</b>	<b>3,273,617</b>



# Chapter 9

## By-law Implementation



## 9. By-law Implementation

### 9.1 Public Consultation Process

---

#### 9.1.1 Introduction

This chapter addresses the mandatory, formal public consultation process (subsection 9.1.2), as well as the optional, informal consultation process (subsection 9.1.3). The latter is designed to seek the co-operation and participation of those involved, in order to produce the most suitable policy. Section 9.2 addresses the anticipated impact of the D.C. on development from a generic viewpoint.

#### 9.1.2 Public Meeting of Council

Section 12 of the D.C.A. indicates that before passing a D.C. by-law, Council must hold at least one public meeting, giving at least 20 clear days' notice thereof, in accordance with the Regulation. Council must also ensure that the proposed by-law and background report are made available to the public at least two weeks prior to the (first) meeting.

Any person who attends such a meeting may make representations related to the proposed by-law.

If a proposed by-law is changed following such a meeting, Council must determine whether a further meeting (under this section) is necessary (i.e., if the proposed by-law which is proposed for adoption has been changed in any respect, Council should formally consider whether an additional public meeting is required, incorporating this determination as part of the final by-law or associated resolution. It is noted that Council's decision, once made, is final and not subject to review by a Court or the Ontario Land Tribunal (OLT) (formerly the Local Planning Appeal Tribunal (LPAT)).

#### 9.1.3 Other Consultation Activity

There are three broad groupings of the public who are generally the most concerned with municipal D.C. policy:

1. The first grouping is the residential development community, consisting of land developers and builders, who are typically responsible for generating the majority



of the D.C. revenues. Others, such as realtors, are directly impacted by D.C. policy. They are, therefore, potentially interested in all aspects of the charge, particularly the quantum by unit type, projects to be funded by the D.C. and the timing thereof, and municipal policy with respect to development agreements, D.C. credits and front-ending requirements.

2. The second public grouping embraces the public at large and includes taxpayer coalition groups and others interested in public policy.
3. The third grouping is the industrial/commercial/institutional/primary development sector, consisting of land developers and major owners or organizations with significant construction plans, such as hotels, entertainment complexes, shopping centres, offices, industrial buildings, institutional buildings, and buildings on agricultural lands. Also involved are organizations such as Industry Associations, the Chamber of Commerce, the Board of Trade and the Economic Development Agencies, who are all potentially interested in municipal D.C. policy. Their primary concern is frequently with the quantum of the charge, G.F.A. exclusions such as basements, mechanical or indoor parking areas, or exemptions and phase-in or capping provisions in order to moderate the impact.

## **9.2 Anticipated Impact of the Charge on Development**

---

The establishment of sound D.C. policy often requires the achievement of an acceptable balance between two competing realities. The first is that high non-residential D.C.s can, to some degree, represent a barrier to increased economic activity and sustained industrial/commercial growth, particularly for capital intensive uses. Also, in many cases, increased residential D.C.s can ultimately be expected to be recovered via housing prices and can impact project feasibility in some cases (e.g., rental apartments).

On the other hand, D.C.s or other municipal capital funding sources need to be obtained in order to help ensure that the necessary infrastructure and amenities are installed. The timely installation of such works is a key initiative in providing adequate service levels and in facilitating strong economic growth, investment, and wealth generation.



## 9.3 Implementation Requirements

---

### 9.3.1 Introduction

Once the City has calculated the charge, prepared the complete background study, carried out the public process and passed a new by-law, the emphasis shifts to implementation matters. These include notices, potential appeals and complaints, credits, front-ending agreements, subdivision agreement conditions and finally the collection of revenues and funding of projects.

The sections that follow present an overview of the requirements in each case.

### 9.3.2 Notice of Passage

In accordance with section 13 of the D.C.A., when a D.C. by-law is passed, the City Clerk shall give written notice of the passing and of the last day for appealing the by-law (the day that is 40 days after the day it was passed). Such notice must be given no later than 20 days after the day the by-law is passed (i.e., as of the day of newspaper publication or the mailing of the notice).

Section 10 of O. Reg. 82/98 further defines the notice requirements which are summarized as follows:

- notice may be given by publication in a newspaper which is (in the Clerk's opinion) of sufficient circulation to give the public reasonable notice, or by personal service, fax, or mail to every owner of land in the area to which the by-law relates;
- subsection 10 (4) lists the persons/organizations who must be given notice; and
- subsection 10 (5) lists the eight items that the notice must cover.

### 9.3.3 By-law Pamphlet

In addition to the “notice” information, the City must prepare a “pamphlet” explaining each D.C. by-law in force, setting out:

- a description of the general purpose of the D.C.s;
- the "rules" for determining if a charge is payable in a particular case and for determining the amount of the charge;



- the services to which the D.C.s relate; and
- a description of the general purpose of the Treasurer's statement and where it may be received by the public.

Where a by-law is not appealed to the OLT, the pamphlet must be readied within 60 days after the by-law comes into force. Later dates apply to appealed by-laws.

The City must give one copy of the most recent pamphlet, without charge, to any person who requests one.

### **9.3.4 Appeals**

Sections 13 to 19 of the D.C.A. set out the requirements relative to making and processing a D.C. by-law appeal and OLT hearing in response to an appeal. Any person or organization may appeal a D.C. by-law to the OLT by filing a notice of appeal with the City Clerk, setting out the objection to the by-law and the reasons supporting the objection. This must be done by the last day for appealing the by-law, which is 40 days after the by-law is passed.

The City is conducting a public consultation process in order to address the issues that come forward as part of that process, thereby avoiding or reducing the need for an appeal to be made.

### **9.3.5 Complaints**

A person required to pay a D.C., or his agent, may complain to the City Council imposing the charge that:

- the amount of the charge was incorrectly determined;
- the reduction to be used against the D.C. was incorrectly determined; or
- there was an error in the application of the D.C.

Sections 20 to 25 of the D.C.A. set out the requirements that exist, including the fact that a complaint may not be made later than 90 days after a D.C. (or any part of it) is payable. A complainant may appeal the decision of City Council to the OLT.





### **9.3.6 Credits**

Sections 38 to 41 of the D.C.A. set out a number of credit requirements, which apply where a municipality agrees to allow a person to perform work in the future that relates to a service in the D.C. by-law.

These credits would be used to reduce the amount of D.C.s to be paid. The value of the credit is limited to the reasonable cost of the work which does not exceed the average level of service. The credit applies only to the service to which the work relates unless the municipality agrees to expand the credit to other services for which a D.C. is payable.

### **9.3.7 Front Ending Agreements**

The City and one or more landowners may enter into a front-ending agreement that provides for the costs of a project that will benefit an area in the City to which the D.C. by-law applies. Such an agreement can provide for the costs to be borne by one or more parties to the agreement who are, in turn, reimbursed in future by persons who develop land defined in the agreement.

Part III of the D.C.A. (sections 44 to 58) addresses front-ending agreements and removes some of the obstacles to their use which were contained in the *Development Charges Act, 1989*. Accordingly, the City assesses whether this mechanism is appropriate for its use, as part of funding projects prior to City funds being available.

### **9.3.8 Severance and Subdivision Agreement Conditions**

Section 59 of the D.C.A. prevents a municipality from imposing directly or indirectly, a charge related to development or a requirement to construct a service related to development, by way of a condition or agreement under section 51 or section 53 of the *Planning Act*, except for:

- "local services, related to a plan of subdivision or within the area to which the plan relates, to be installed or paid for by the owner as a condition of approval under section 51 of the *Planning Act*;" and
- "local services to be installed or paid for by the owner as a condition of approval under section 53 of the *Planning Act*."



It is also noted that subsection 59 (4) of the D.C.A. requires that the municipal approval authority for a draft plan of subdivision under subsection 51 (31) of the *Planning Act*, use its power to impose conditions to ensure that the first purchaser of newly subdivided land is informed of all the D.C.s related to the development, at the time the land is transferred.

In this regard, if the municipality in question is a commenting agency, in order to comply with subsection 59 (4) of the D.C.A. it would need to provide to the approval authority information regarding the applicable municipal D.C.s related to the site.

If the City is an approval authority for the purposes of section 51 of the *Planning Act*, it would be responsible to ensure that it collects information from all entities that can impose a D.C.

The most effective way to ensure that purchasers are aware of this condition would be to require it as a provision in a registered subdivision agreement, so that any purchaser of the property would be aware of the charges at the time the title was searched prior to closing a transaction conveying the lands.



# Appendix A

## Anticipated Development in the City of Cornwall



## Schedule 1 City of Cornwall Residential Growth Forecast Summary

	Year	Population (Including Census undercount) <sup>[1]</sup>	Excluding Census Undercount			Housing Units				Person Per Unit (P.P.U.): Total Population/ Total Households	
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings <sup>[2]</sup>	Apartments <sup>[3]</sup>	Other		Total Households
Historical	Mid-2011	48,205	46,340	1,350	44,990	12,010	2,965	5,260	205	20,440	2.267
	Mid-2016	47,871	46,590	1,414	45,176	12,220	2,975	5,580	155	20,930	2.226
	Mid-2021	49,161	47,845	1,452	46,393	12,670	2,955	5,590	160	21,375	2.238
Forecast	Mid-2023	50,002	48,664	1,477	47,187	12,902	2,960	5,745	160	21,767	2.236
	Mid-2033	53,890	52,448	1,592	50,856	13,959	3,081	6,319	160	23,519	2.230
	Mid-2036	55,012	53,540	1,625	51,915	14,238	3,140	6,497	160	24,035	2.228
Incremental	Mid-2011 to Mid-2016	-334	250	64	186	210	10	320	-50	490	
	Mid-2016 to Mid-2021	1,289	1,255	38	1,217	450	-20	10	5	445	
	Mid-2021 to Mid-2023	841	819	25	794	232	5	155	0	392	
	Mid-2023 to Mid-2033	3,888	3,784	115	3,669	1,057	121	574	0	1,752	
	Mid-2023 to Mid-2036	5,010	4,876	148	4,728	1,336	180	752	0	2,268	

<sup>[1]</sup> Population includes the Census undercount estimated at approximately 2.8% and has been rounded. The net Census undercount is the number of Canadian residents not recorded in the Statistics Canada Census. The population reported in the Statistics Canada Census is adjusted to account for the net number of persons who are missed (i.e. over-coverage less under-coverage) during enumeration.

<sup>[2]</sup> Includes townhouses and apartments in duplexes.

<sup>[3]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

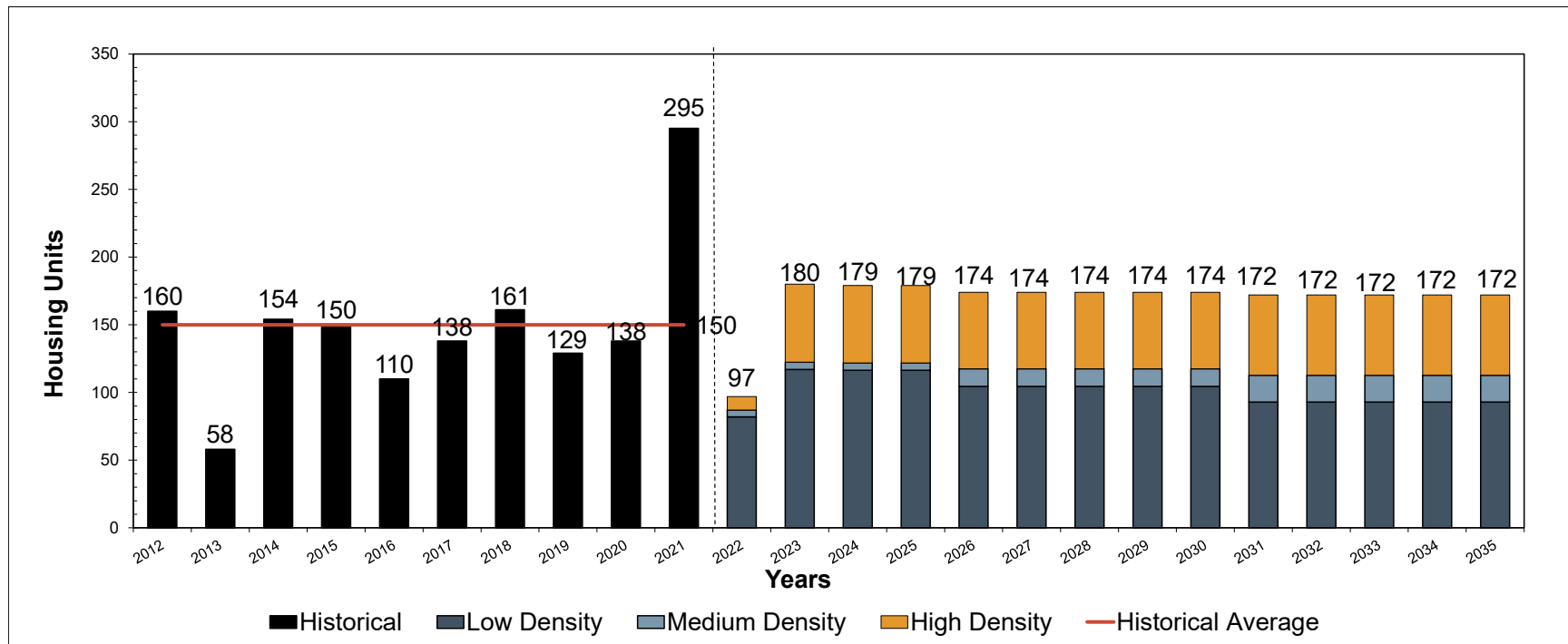
**Notes:**

Numbers may not add due to rounding.

Source: Watson & Associates Economists Ltd.



Figure A-1  
City of Cornwall  
Annual Housing Forecast [1]



[1] Growth forecast represents calendar year.

Source: Historical housing activity derived from Statistics Canada building permit data (2012 to year-to-date August 2022) for the City of Cornwall, by Watson & Associates Economists Ltd.



**Schedule 2**  
**City of Cornwall**  
**Estimate of the Anticipated Amount, Type and Location of**  
**Residential Development for Which Development Charges can be Imposed**

Development Location	Timing	Single & Semi-Detached	Multiples <sup>[1]</sup>	Apartments <sup>[2]</sup>	Total Residential Units	Gross Population In New Units	Existing Unit Population Change	Net Population Increase, Excluding Institutional	Institutional Population	Net Population Including Institutional
Urban	2023 - 2033	1,047	121	574	1,742	3,665	(21)	3,645	115	3,760
	2023 - 2036	1,316	180	752	2,248	4,718	(37)	4,681	148	4,829
Rural	2023 - 2033	10	0	0	10	25	(1)	25	0	25
	2023 - 2036	20	0	0	20	48	(1)	47	0	47
City of Cornwall	2023 - 2033	1,057	121	574	1,752	3,690	-21	3,670	115	3,785
	2023 - 2036	1,336	180	752	2,268	4,766	-38	4,728	148	4,876

<sup>[1]</sup> Includes townhouses and apartments in duplexes.

<sup>[2]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Source: Watson & Associates Economists Ltd.



Schedule 3  
City of Cornwall  
Current Year Growth Forecast  
Mid-2021 to Mid-2023

		Population
Mid-2021 Population		47,845
Occupants of New Housing Units, Mid-2021 to Mid-2023	<i>Units (2)</i>	392
	<i>multiplied by P.P.U. (3)</i>	2,421
	<i>gross population increase</i>	949
Occupants of New Equivalent Institutional Units, Mid-2021 to Mid-2023	<i>Units</i>	23
	<i>multiplied by P.P.U. (3)</i>	1,100
	<i>gross population increase</i>	25
Change in Housing Unit Occupancy, Mid-2021 to Mid-2023	<i>Units (4)</i>	21,375
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.007
	<i>total decline in population</i>	-155
Population Estimate to Mid-2023		48,664
<i>Net Population Increase, Mid-2021 to Mid-2023</i>		<i>819</i>

- (1) 2021 population based on Statistics Canada Census unadjusted for Census undercount.  
 (2) Estimated residential units constructed, Mid-2021 to the beginning of the growth period assuming a six-month lag between construction and occupancy.  
 (3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup> (P.P.U.)	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.78	59%	1.643
<i>Multiples (6)</i>	2.29	1%	0.029
<i>Apartments (7)</i>	1.89	40%	0.749
Total		100%	2.421

<sup>1</sup> Based on 2021 Census custom database

<sup>2</sup> Based on building permit/completion activity

- (4) 2021 households taken from Statistics Canada Census.  
 (5) Change occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.  
 (6) Includes townhouses and apartments in duplexes.  
 (7) Includes bachelor, 1 bedroom and 2 bedroom+ apartments.



Schedule 4  
City of Cornwall  
10-Year Growth Forecast  
Mid-2023 to Mid-2033

		Population
<b>Mid-2023 Population</b>		<b>48,664</b>
Occupants of New Housing Units, Mid-2023 to Mid-2033	<i>Units (2)</i>	1,752
	<i>multiplied by P.P.U. (3)</i>	2,106
	<i>gross population increase</i>	3,690
Occupants of New Equivalent Institutional Units, Mid-2023 to Mid-2033	<i>Units</i>	104
	<i>multiplied by P.P.U. (3)</i>	1,100
	<i>gross population increase</i>	115
Decline in Housing Unit Occupancy, Mid-2023 to Mid-2033	<i>Units (4)</i>	21,767
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.001
	<i>total decline in population</i>	-21
<b>Population Estimate to Mid-2033</b>		<b>52,448</b>
<b>Net Population Increase, Mid-2023 to Mid-2033</b>		<b>3,784</b>

(1) Mid-2023 Population based on:

2021 Population (47,845) + Mid-2021 to Mid-2023 estimated housing units to beginning of forecast period (392 x 2.421 = 949) + (23 x 1.1 = 25) + (21,375 x -.007 = -155) = 47,377

(2) Based upon forecast building permits/completions assuming a lag between construction and occupancy.

(3) Average number of persons per unit (p.p.u.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup>	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.412	60%	1.456
<i>Multiples (6)</i>	2.291	7%	0.158
<i>Apartments (7)</i>	1.504	33%	0.492
<i>one bedroom or less</i>	1.229		
<i>two bedrooms or more</i>	1.625		
<b>Total</b>		<b>100%</b>	<b>2.106</b>

<sup>1</sup> Persons per unit based on adjusted Statistics Canada Custom 2021 Census database.

<sup>2</sup> Forecast unit mix based upon historical trends and housing units in the development process.

(4) Mid-2023 households based upon 21,375 (2021 Census) + 392 (Mid-2021 to Mid-2023 unit estimate) = 21,767

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1 bedroom and 2 bedroom+ apartments.





Schedule 5  
City of Cornwall  
Long-Term Growth Forecast  
Mid-2023 to Mid-2036

		Population
Mid-2023 Population		48,664
Occupants of New Housing Units, Mid-2023 to Mid-2036	<i>Units (2)</i>	2,268
	<i>multiplied by P.P.U. (3)</i>	2,101
	<i>gross population increase</i>	4,766
Occupants of New Equivalent Institutional Units, Mid-2023 to Mid-2036	<i>Units</i>	134
	<i>multiplied by P.P.U. (3)</i>	1,100
	<i>gross population increase</i>	148
Decline in Housing Unit Occupancy, Mid-2023 to Mid-2036	<i>Units (4)</i>	21,767
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.002
	<i>total decline in population</i>	-38
Population Estimate to Mid-2036		53,540
<i>Net Population Increase, Mid-2023 to Mid-2036</i>		<i>4,876</i>

(1) Mid-2023 Population based on:

2021 Population (47,845) + Mid-2021 to Mid-2023 estimated housing units to beginning of forecast period (392 x 2.421 = 949) + (23 x 1.1 = 25) + (21,375 x -.007 = -155) = 47,377

(2) Based upon forecast building permits/completions assuming a lag between construction and occupancy.

(3) Average number of persons per unit (p.p.u.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup>	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.412	59%	1.421
<i>Multiples</i>	2.291	8%	0.182
<i>Apartments</i>	1.504	33%	0.499
<i>one bedroom or less</i>	1.229		
<i>two bedrooms or more</i>	1.625		
Total		100%	2.101

<sup>1</sup> Persons per unit based on adjusted Statistics Canada Custom 2021 Census database.

<sup>2</sup> Forecast unit mix based upon historical trends and housing units in the development process.

(4) Mid-2023 households based upon 21,375 (2021 Census) + 392 (Mid-2021 to Mid-2023 unit estimate) = 21,767

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1 bedroom and 2 bedroom+ apartments.



Schedule 6  
City of Cornwall  
Historical Residential Building Permits  
Years 2012 to 2021

Year	Residential Building Permits			
	Singles & Semi Detached	Multiples <sup>[1]</sup>	Apartments <sup>[2]</sup>	Total
2012	79	6	75	160
2013	55	0	3	58
2014	54	0	100	154
2015	84	8	58	150
2016	86	7	17	110
Sub-total	358	21	253	632
<b>Average (2012 - 2016)</b>	<b>72</b>	<b>4</b>	<b>51</b>	<b>126</b>
% Breakdown	56.6%	3.3%	40.0%	100.0%
2017	97	5	36	138
2018	106	0	55	161
2019	113	4	12	129
2020	78	4	56	138
2021	150	0	145	295
Sub-total	544	13	304	861
<b>Average (2017 - 2021)</b>	<b>109</b>	<b>3</b>	<b>61</b>	<b>172</b>
% Breakdown	63.2%	1.5%	35.3%	100.0%
2012 - 2021				
Total	902	34	557	1,493
<b>Average</b>	<b>90</b>	<b>3</b>	<b>56</b>	<b>149</b>
% Breakdown	60.4%	2.3%	37.3%	100.0%

<sup>[1]</sup> Includes townhouses and apartments in duplexes.

<sup>[2]</sup> Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Source: Historical housing activity derived from Statistics Canada building permit data (2012 to 2021) for the City of Cornwall, by Watson & Associates Economists Ltd.



Schedule 7  
City of Cornwall  
Person Per Unit by Age and Type of Dwelling  
(2021 Census)

Age of Dwelling	Singles and Semi-Detached						15 Year Average Adjusted <sup>[3]</sup>
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total	
1-5	-	-	1.833	2.955	-	2.776	
6-10	-	-	1.773	2.638	-	2.431	
11-15	-	-	1.652	2.553	-	2.246	2.412
16-20	-	-	1.682	2.358	-	2.237	
20-25	-	-	-	2.473	-	2.789	
25-35	-	-	1.250	2.838	-	2.745	
35+	-	1.597	1.832	2.500	3.759	2.378	
<b>Total</b>	<b>1.053</b>	<b>1.811</b>	<b>1.798</b>	<b>2.531</b>	<b>4.137</b>	<b>2.413</b>	

Age of Dwelling	Multiples <sup>[1]</sup>						15 Year Average Adjusted <sup>[3]</sup>
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total	
1-5	-	-	-	-	-	-	
6-10	-	-	-	-	-	-	
11-15	-	-	-	-	-	-	2.291
16-20	-	-	-	-	-	2.091	
20-25	-	-	-	-	-	2.706	
25-35	-	-	1.789	3.611	-	2.500	
35+	-	1.274	1.959	2.909	-	2.283	
<b>Total</b>	<b>1.000</b>	<b>1.313</b>	<b>1.942</b>	<b>3.004</b>	<b>-</b>	<b>2.302</b>	

Age of Dwelling	Apartments <sup>[2]</sup>						15 Year Average Adjusted <sup>[3]</sup>
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total	
1-5	-	-	2.000	-	-	1.895	
6-10	-	1.143	1.480	-	-	1.368	
11-15	-	-	1.389	-	-	1.296	1.504
16-20	-	-	1.909	-	-	1.722	
20-25	-	-	1.579	-	-	1.724	
25-35	-	1.091	1.625	-	-	1.487	
35+	0.533	1.143	1.703	2.816	-	1.544	
<b>Total</b>	<b>0.647</b>	<b>1.147</b>	<b>1.685</b>	<b>2.758</b>	<b>-</b>	<b>1.543</b>	

Age of Dwelling	All Density Types					
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total
1-5	-	-	1.773	2.877	-	2.555
6-10	-	1.429	1.681	2.694	-	2.106
11-15	-	-	1.578	2.415	-	1.969
16-20	-	-	1.763	2.500	-	2.132
20-25	-	2.250	1.667	2.734	-	2.492
25-35	-	1.118	1.625	2.990	-	2.429
35+	1.400	1.213	1.788	2.569	3.638	2.136
<b>Total</b>	<b>1.069</b>	<b>1.236</b>	<b>1.766</b>	<b>2.602</b>	<b>3.876</b>	<b>2.166</b>

[1] Includes townhomes and apartments in duplexes.

[2] Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

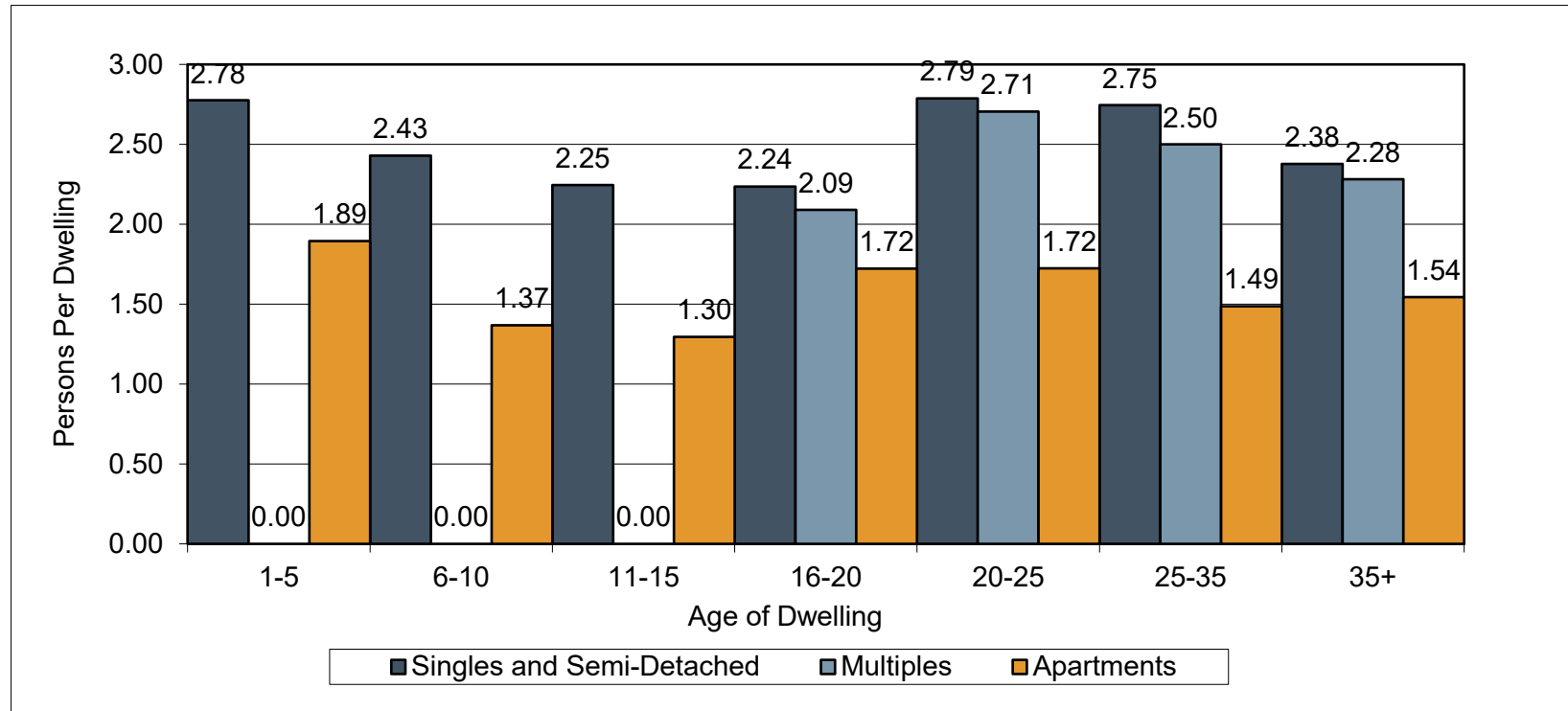
[3] Adjusted based on historical trends.

Note: Does not include Statistics Canada data classified as "Other."

P.P.U. Not calculated for samples less than or equal to 50 dwelling units and does not include institutional population



Schedule 8  
City of Cornwall  
Person Per Unit Structural Type and Age of Dwelling  
(2021 Census)





## Schedule 9a City of Cornwall Employment Forecast, 2023 to 2036

Period	Population Excluding Undercount	Activity Rate								Employment								Employment Total (Excluding Work at Home)
		Primary	Work at Home	Industrial	Commercial / Population Related	nstitutiona	Total	N.F.P.O.W. <sup>[1]</sup>	Total Including N.F.P.O.W.	Primary	Work at Home	Industrial	Commercial/ Population Related	nstitutiona	Total	N.F.P.O.W. <sup>[1]</sup>	Total Employment (Including N.F.P.O.W.)	
Mid-2011	46,340	0.002	0.013	0.129	0.189	0.135	0.468	0.033	0.501	75	585	5,973	8,763	6,275	21,670	1,530	23,200	21,085
Mid-2016	46,590	0.000	0.017	0.103	0.182	0.140	0.442	0.036	0.479	20	770	4,808	8,468	6,545	20,610	1,700	22,310	19,840
Mid-2023	48,664	0.000	0.020	0.105	0.173	0.152	0.450	0.037	0.487	17	962	5,095	8,416	7,416	21,905	1,806	23,711	20,943
Mid-2033	52,448	0.000	0.021	0.119	0.180	0.153	0.473	0.038	0.511	17	1,103	6,246	9,459	8,005	24,830	1,971	26,801	23,727
Mid-2036	53,540	0.000	0.021	0.123	0.182	0.153	0.480	0.038	0.517	17	1,147	6,569	9,771	8,175	25,679	2,021	27,700	24,532
<b>Incremental Change</b>																		
Mid-2011 - Mid-2016	250	-0.001	0.004	-0.026	-0.007	0.005	-0.025	0.003	-0.022	-55	185	-1,165	-295	270	-1,060	170	-890	-1,245
Mid-2016 - Mid-2023	2,074	0.000	0.003	0.002	-0.009	0.012	0.008	0.001	0.008	-3	192	287	-52	871	1,295	106	1,401	1,103
Mid-2023 - Mid-2033	3,784	0.000	0.001	0.014	0.007	0.000	0.023	0.000	0.024	0	141	1,151	1,043	589	2,925	165	3,090	2,784
Mid-2023 - Mid-2036	4,876	0.000	0.002	0.018	0.010	0.000	0.029	0.001	0.030	0	185	1,474	1,355	759	3,774	215	3,989	3,589
<b>Annual Average</b>																		
Mid-2011 - Mid-2016	50	0.000	0.001	-0.005	-0.001	0.001	-0.005	0.001	-0.004	-11	37	-233	-59	54	-212	34	-178	-249
Mid-2016 - Mid-2023	122	0.000	0.000	-0.005	0.000	0.003	-0.002	0.001	-0.002	13	-10	-209	6	135	-65	27	-38	-55
Mid-2023 - Mid-2033	378	0.000	0.000	0.001	0.001	0.000	0.002	0.000	0.002	0	14	115	104	59	293	17	309	278
Mid-2023 - Mid-2036	375	0.000	0.000	0.001	0.001	0.000	0.002	0.000	0.002	0	14	113	104	58	290	17	307	276

[1] Statistics Canada defines no fixed place of work (N.F.P.O.W.) employees as "persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."

Note: Statistics Canada 2021 Census place of work employment data has been reviewed. The 2021 Census employment results have not been utilized due to a significant increase in work at home employment captured due to Census enumeration occurring during the provincial COVID-19 lockdown from April 1, 2021 to June 14, 2021.

Source: Watson & Associates Economists Ltd.



Schedule 9b  
City of Cornwall  
Employment and Gross Floor Area (G.F.A.) Forecast, 2023 to 2036

Period	Population	Employment				Gross Floor Area in Square Feet (Estimated) <sup>[1]</sup>				
		Primary	Industrial	Commercial/ Population Related	Institutional	Total	Industrial	Commercial/ Population Related	Institutional	Total
Mid-2011	46,340	75	5,973	8,763	6,275	21,085				
Mid-2016	46,590	20	4,808	8,468	6,545	19,840				
Mid-2023	48,664	17	5,095	8,416	7,416	20,943				
Mid-2033	52,448	17	6,246	9,459	8,005	23,727				
Mid-2036	53,540	17	6,569	9,771	8,175	24,532				
<b>Incremental Change</b>										
Mid-2011 - Mid-2016	250	-55	-1,165	-295	270	-1,245				
Mid-2016 - Mid-2023	2,074	-3	287	-52	871	1,103				
Mid-2023 - Mid-2033	3,784	0	1,151	1,043	589	2,784	2,648,400	573,900	412,500	3,634,800
Mid-2023 - Mid-2036	4,876	0	1,474	1,355	759	3,589	3,391,300	745,500	531,500	4,668,300
<b>Annual Average</b>										
Mid-2011 - Mid-2016	50	-11	-233	-59	54	-249				
Mid-2016 - Mid-2023	259	0	36	-6	109	138				
Mid-2023 - Mid-2033	378	0	115	104	59	278	264,840	57,390	41,250	363,480
Mid-2023 - Mid-2036	375	0	113	104	58	276	260,869	57,346	40,885	359,100

[1] Square Foot Per Employee Assumptions

Industrial	2,300
Commercial/Population-Related	550
Institutional	700

\*Reflects Mid-2023 to Mid-2036 forecast period.

Note: Numbers may not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.



Schedule 9c  
City of Cornwall  
Estimate of the Anticipated Amount, Type and Location of  
Non-Residential Development for Which Development Charges Can Be Imposed

Development Location	Timing	Industrial G.F.A. sq.ft. <sup>[1]</sup>	Commercial G.F.A. sq.ft. <sup>[1]</sup>	Institutional G.F.A. sq.ft. <sup>[1]</sup>	Total Non-Residential G.F.A. sq.ft. <sup>[2]</sup>	Employment Increase <sup>[2]</sup>
Urban	2023 - 2033	2,648,400	573,900	412,500	3,634,800	2,784
	2023 - 2036	3,391,300	745,500	531,500	4,668,300	3,589
Rural	2023 - 2033	-	-	-	-	-
	2023 - 2036	-	-	-	-	-
City of Cornwall	2023 - 2033	2,648,400	573,900	412,500	3,634,800	2,784
	2023 - 2036	3,391,300	745,500	531,500	4,668,300	3,589

<sup>[1]</sup> Employment Increase does not include No Fixed Place of Work.

<sup>[2]</sup> Square Foot Per Employee Assumptions

Industrial	2,300
Commercial/Population-Related	550
Institutional	700

\*Reflects Mid-2023 to Mid-2036 forecast period.

Note: Numbers may not add up precisely due to rounding.

Source: Watson & Associates Economists Ltd.



# Appendix B

## Historical Level of Service Calculations





**Table B-1**  
**Historical Level of Service Calculation**  
**Services Related to a Highway – Roads**  
**km of Roadways and Sidewalks**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/km)
Paved Roads	275	275	275	275	275	275	275	275	275	275	275	275	275	275	275	\$1,489,800
Sidewalks	181	181	181	181	181	181	181	185	189	191	193	195	197	199	201	\$215,300
<b>Total</b>	<b>457</b>	<b>457</b>	<b>457</b>	<b>457</b>	<b>457</b>	<b>457</b>	<b>457</b>	<b>460</b>	<b>464</b>	<b>466</b>	<b>468</b>	<b>470</b>	<b>472</b>	<b>474</b>	<b>476</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0068	0.0068	0.0068	0.0068	0.0068	0.0068	0.0068	0.0069	0.0070	0.0070	0.0070	0.0069	0.0069	0.0069	0.0069

15 Year Average	2008-2022
Quantity Standard	0.0069
Quality Standard	\$881,517
Service Standard	\$6,082

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$6,082
Eligible Amount	\$51,488,109



**Table B-2**  
**Historical Level of Service Calculation**  
**Services Related to a Highway – Bridges, Culverts & Structures**  
**No. of Bridges, Culverts & Structures**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/item)
Bridges	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	\$4,443,300
Large Culverts	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	\$1,407,000
Small Culverts	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	\$63,600
<b>Total</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	<b>327</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0048	0.0048	0.0048	0.0048	0.0049	0.0049	0.0049	0.0049	0.0049	0.0049	0.0049	0.0048	0.0048	0.0048	0.0047

15 Year Average	2008-2022
Quantity Standard	0.0048
Quality Standard	\$280,610
Service Standard	\$1,347

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$1,347
Eligible Amount	\$11,401,762



**Table B-3**  
**Historical Level of Service Calculation**  
**Services Related to a Highway – Public Works – Facilities**  
**sq.ft. of Building Area**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Tire Storage Building	798	798	798	798	798	798	798	798	798	798	798	798	798	798	798	\$208	\$233
Salt Shed	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	\$96	\$109
Traffic And Parking Shop	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	3,432	\$118	\$134
Municipal Works Garage	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	14,792	\$327	\$364
Purchasing And Stores Building	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	6,206	\$247	\$276
Sand Shed	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	2,394	\$114	\$129
Equipment Storage (Roads)	413	413	413	413	413	413	413	413	413	413	413	413	413	413	413	\$1,694	\$1,871
Flasher Storage Building	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	6,244	\$9	\$14
Carpenter Shop	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	2,922	\$474	\$526
Municipal Works Administrative Building	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	9,687	\$467	\$518
New Salt Storage Facility													10,000	10,000	10,000	\$96	\$109
<b>Total</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>49,282</b>	<b>44,493</b>	<b>44,493</b>	<b>54,493</b>	<b>54,493</b>	<b>54,493</b>		

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.7307	0.7309	0.7305	0.7309	0.7333	0.7348	0.7382	0.7403	0.7419	0.7371	0.6613	0.6573	0.8003	0.7958	0.7869

15 Year Average	2008-2022
Quantity Standard	0.7367
Quality Standard	\$317
Service Standard	\$234

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$234
Eligible Amount	\$1,977,932



**Table B-4**  
**Historical Level of Service Calculation**  
**Services Related to a Highway – Traffic Signals and Streetlights**  
**No. of Traffic Signals**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/item)
Traffic Signals	46	48	54	56	58	61	64	68	68	68	68	68	68	68	68	\$203,700
Street Lighting	5,081	5,094	5,097	5,100	5,105	5,109	5,117	5,129	5,133	5,185	5,238	5,290	5,342	5,395	5,447	\$7,700
Pedestrian Crossings	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	\$80,500
<b>Total</b>	<b>5,130</b>	<b>5,145</b>	<b>5,154</b>	<b>5,159</b>	<b>5,166</b>	<b>5,173</b>	<b>5,184</b>	<b>5,200</b>	<b>5,204</b>	<b>5,256</b>	<b>5,309</b>	<b>5,361</b>	<b>5,413</b>	<b>5,466</b>	<b>5,518</b>	
Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465	
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785	
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250	
Per Capita & Employee Standard	0.0761	0.0763	0.0764	0.0765	0.0769	0.0771	0.0777	0.0781	0.0783	0.0786	0.0789	0.0792	0.0795	0.0798	0.0797	
<b>15 Year Average</b>	<b>2008-2022</b>															
Quantity Standard	0.0779															
Quality Standard	\$10,060															
Service Standard	\$784															
<b>D.C. Amount (before deductions)</b>	<b>13 Year</b>															
Forecast Population & Employment	8,465															
\$ per Capita & Employee	\$784															
Eligible Amount	\$6,633,767															



**Table B-5**  
**Historical Level of Service Calculation**  
**Services Related to a Highway – Public Works – Vehicles & Equipment**  
**No. of Vehicles and Equipment**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Vehicle)
1-Snow Blower for Loader	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$140,000
2-Snow blower Trackless/Holder	1	1	1	1	1	1	16	15	15	15	14	11	11	11	11	\$15,000
3-Snow attachments	23	24	28	31	34	36	28	28	28	28	26	20	20	20	20	\$6,000
4-Snow Plow Loaders	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	\$25,000
5-Double Wing and Plow Attachment	-	-	-	-	-	-	-	1	1	1	1	1	-	-	-	\$64,400
6-Sanders 2- 3 Yards	2	2	2	3	3	3	2	2	2	2	2	2	2	2	3	\$16,800
7-Dump box/Salter Body	1	1	1	1	1	1	9	9	9	9	9	9	7	7	7	\$50,400
8-Tail Gates	-	-	-	-	-	-	9	9	9	9	9	9	7	7	7	\$10,000
9-Tractors Diesel	1	1	1	1	1	1	2	2	2	3	4	4	4	4	4	\$165,000
10-Cars	10	11	12	14	15	16	17	17	17	16	14	13	13	13	13	\$30,000
11-Vans CVOR Units	4	4	5	5	6	6	6	6	6	5	5	5	5	5	4	\$200,000
12-Vans	1	1	1	1	1	1	1	1	1	8	8	8	20	20	23	\$55,000
13-Ford F450	1	1	1	1	1	1	1	1	1	1	1	1	3	3	3	\$100,000
14-Articulated Tractor	5	5	6	7	8	8	12	11	11	11	10	9	9	9	9	\$165,000
15-Tandem Dump/Plow Trucks	5	5	5	6	7	7	8	8	8	7	7	7	7	7	7	\$320,000
16-Single Axle Dump Trucks	3	3	4	4	5	5	6	6	6	6	6	6	6	6	6	\$75,000
17-Single Axle Plow Trucks	1	1	2	2	2	2	2	2	2	2	2	2	1	1	1	\$117,000
18-Tractors	1	1	2	2	2	2	2	2	2	2	2	2	1	1	1	\$46,000
19-Fork Lift	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$52,000
20-Front End Loaders	1	1	2	2	2	2	3	3	3	3	3	3	3	3	3	\$360,000
21-Pickup Trucks	2	2	2	3	3	3	3	4	4	6	6	6	42	43	43	\$45,000
22-Leased Pickup Trucks	7	7	8	10	10	11	11	30	30	30	30	30	-	-	-	\$45,000
23-Leased Vans	1	1	2	2	2	2	12	12	12	12	11	11	-	-	-	\$46,000
24-Turf Sweeper	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$55,100
25-Trailers	6	6	7	8	8	9	10	10	15	15	15	16	17	17	18	\$12,000
26-Street Flusher & Street Sweeper	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	\$86,000
26-Street Flusher & Street Sweeper	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	\$230,000
27-Sewer Rodder/Flusher	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$380,000
27-Sewer Rodder/Flusher	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$650,000
28-Hydraulic Salter Slide-in unit	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	\$12,000
29-Tenco Giletta Spreader	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	\$100,000
<b>Total</b>	<b>84</b>	<b>86</b>	<b>102</b>	<b>114</b>	<b>122</b>	<b>127</b>	<b>170</b>	<b>190</b>	<b>195</b>	<b>202</b>	<b>197</b>	<b>187</b>	<b>191</b>	<b>192</b>	<b>197</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0012	0.0013	0.0015	0.0017	0.0018	0.0019	0.0025	0.0029	0.0029	0.0030	0.0029	0.0028	0.0028	0.0028	0.0028

15 Year Average	
Quantity Standard	0.0023
Quality Standard	\$71,013
Service Standard	\$163

D.C. Amount (before deductions) 13 Year	
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$163
Eligible Amount	\$1,382,588



Table B-6  
 Historical Level of Service Calculation  
 Fire Protection Services – Facilities  
 sq.ft. of Building Area

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
FIRE HALL NO. 1	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	12,729	\$700	\$812
FIRE HALL NO. 2	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	\$700	\$812
<b>Total</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>	<b>19,213</b>		

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.2849	0.2849	0.2848	0.2850	0.2859	0.2865	0.2878	0.2886	0.2892	0.2874	0.2856	0.2838	0.2822	0.2806	0.2774

15 Year Average	2008-2022
Quantity Standard	0.2850
Quality Standard	\$858
Service Standard	\$245

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$245
Eligible Amount	\$2,071,047



**Table B-7**  
**Historical Level of Service Calculation**  
**Fire Protection Services – Vehicles & Equipment**  
**No. of Vehicles**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Vehicle)
Aerial Platform	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	\$2,000,000
Haz Mat Trailer 2003	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$25,000
Pumper truck - 2017 P4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$850,000
Pumper truck - 2008 P5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$850,000
Pumper truck - 2012 P6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$900,000
Pumper Truck - 2022 P3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$1,000,000
Stanley Rescue Boat	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$80,000
Rescue Boat Trailer	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$15,000
Jet Ski (SeaDoo)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$45,000
Rescue truck R7	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	\$700,000
Service vehicle - pickup Truck 8 / 9	-	-	-	-	-	-	2	2	2	2	2	2	2	2	2	\$75,000
Spill Response Trailer 2009	-	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$20,000
Ford Explorer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	\$50,000
Leased Vans	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$40,000
<b>Total</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>17</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0001	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002

15 Year Average		2008-2022
Quantity Standard		0.0002
Quality Standard		\$582,250
Service Standard		\$116

D.C. Amount (before deductions)		13 Year
Forecast Population & Employment		8,465
\$ per Capita & Employee		\$116
Eligible Amount		\$985,749



**Table B-8**  
**Historical Level of Service Calculation**  
**Fire Protection Services – Small Equipment and Gear**  
**No. of Equipment and Gear**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/item)
2-way mobile radios	5	5	5	5	5	5	5	5	5	5	6	6	7	8	9	\$5,000
2-way portable radios	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$1,700
Bunker gear (coat & trouser)	49	53	54	58	59	60	60	60	60	60	60	60	60	60	60	\$6,000
SCBA PPE	33	35	36	39	39	40	40	40	40	40	40	40	40	40	40	\$5,000
SCBA Air Cylinders	90	97	99	106	108	110	110	110	110	110	110	110	110	110	110	\$1,500
Extrication Equipment	10	10	10	10	12	12	12	12	12	12	12	12	12	12	12	\$100,000
Miscellaneous Equipment (per apparatus)	5	5	5	5	6	7	7	7	7	7	7	7	7	7	7	\$85,000
<b>Total</b>	<b>194</b>	<b>208</b>	<b>211</b>	<b>225</b>	<b>232</b>	<b>236</b>	<b>236</b>	<b>236</b>	<b>236</b>	<b>236</b>	<b>237</b>	<b>237</b>	<b>238</b>	<b>239</b>	<b>240</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0029	0.0031	0.0031	0.0033	0.0034	0.0035	0.0035	0.0035	0.0036	0.0035	0.0035	0.0035	0.0035	0.0035	0.0035

15 Year Average		2008-2022
Quantity Standard		0.0034
Quality Standard		\$10,582
Service Standard		\$36

D.C. Amount (before deductions)		13 Year
Forecast Population & Employment		8,465
\$ per Capita & Employee		\$36
Eligible Amount		\$304,571





**Table B-9**  
**Historical Level of Service Calculation**  
**Parks and Recreation Services – Parkland Development**  
**Acres of Parkland**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Acre)
Adams Park	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	\$73,000
Aimee Leblanc Park	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	0.31	\$73,000
Alexander Park	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	\$73,000
Alguire Park	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	4.29	\$73,000
Ashwood Greens Park	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	1.38	\$73,000
Bell Centennial Park	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	7.82	\$73,000
Ray Lalonde Memorial Park	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	\$73,000
Boals Drain Linear Park	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	10.78	\$73,000
Broadview Park	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	2.95	\$73,000
Carthier Park	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	\$73,000
Chevrier Park	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	\$73,000
Daprat Park	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	\$73,000
Dover Heights Park	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58	\$73,000
Gallinger Park	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	\$73,000
Grant Park	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	0.49	\$73,000
Guindon Park	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	\$73,000
Heritage Park	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37	\$73,000
Horovitz Park	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	\$73,000
Joe St. Denis Park	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	6.28	\$73,000
King George Park	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	2.62	\$73,000
Kinsmen Park	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	3.38	\$73,000
Kinsmen Soccer Fields	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	\$73,000
Lafave Park	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	\$73,000
Lafromboise Park	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	\$73,000
Lamoureux Park	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	63.50	\$73,000
Larin Park	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	\$73,000
Mattice Park	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	\$73,000
Meadowdale Park	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	\$73,000
Memorial Park	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	\$73,000



**Table B-9 Cont'd**  
**Historical Level of Service Calculation**  
**Parks and Recreation Services – Parkland Development**  
**Acres of Parkland**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Acre)
Menard Park	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	7.17	\$73,000
Francis Guindon Park	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	1.92	\$73,000
Optimist Park	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	16.44	\$73,000
Parkette on Pitt Street	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	\$73,000
Reg Campbell Park	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	11.33	\$73,000
Riverdale Park	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	\$73,000
Sara Park	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	\$73,000
Sathya Sai Park	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	\$73,000
Silver Cross Park	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	\$73,000
Snetsingers Park	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	6.22	\$73,000
St. Francis De Sales Park	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	1.09	\$73,000
St. Joseph Park	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	1.79	\$73,000
Ste. Therese Park	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	1.58	\$73,000
Terry Fox Park	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	1.69	\$73,000
<b>Total</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	<b>277.25</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Per Capita Standard	0.0060	0.0060	0.0060	0.0060	0.0060	0.0060	0.0060	0.0060	0.0060	0.0059	0.0059	0.0059	0.0058	0.0058	0.0057

10 Year Average	2008-2022
Quantity Standard	0.0059
Quality Standard	\$73,256
Service Standard	\$432

D.C. Amount (before deductions)	13 Year
Forecast Population	4,876
\$ per Capita	\$432
Eligible Amount	\$2,107,456



**Table B-10**  
**Historical Level of Service Calculation**  
**Parks and Recreation Services – Parkland Amenities**  
**No. of Parkland Amenities**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/item)
<b>Play Equipment</b>																
Large Play Structure	7	7	7	7	7	7	7	7	7	7	7	7	7	8	8	\$150,000
Small Play Structure	13	14	16	18	20	21	21	21	21	21	21	21	21	21	21	\$75,000
Swing Set	29	29	29	29	29	29	30	30	30	32	32	32	32	33	33	\$4,400
Wading Pools	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$254,000
Outdoor Pools	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$634,900
Basketball Courts	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	\$95,200
<b>Baseball Diamonds</b>																
Adams Park	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$63,500
Broadview Park	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$127,000
Optimist Park	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$634,900
King George Park	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$317,400
Kinsmen Park	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$317,400
Reg Campbell Park	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$634,900
Bergeron Drive - Baseball and T-Ball fields	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	\$1,904,600
Tennis Courts	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$254,000
Ball Hockey Court					1	1	1	1	1	1	1	1	1	1	1	\$101,600
Optimist Parks Soccer Fields	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$634,900
Kinsmen Soccer Fields	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	\$952,300
Joe St. Denis Park Football Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$634,900
Outdoor Skating Rinks	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	\$19,000
Optimist Park - Skateboard Park	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$507,900
Lamereux Park - Splash Pad				1	1	1	1	1	1	1	1	1	1	1	1	\$634,900
Lamereux Park - Gazebo	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$63,500
Lamereux Park - Bandshell	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$634,900



Table B-10 Cont'd  
 Historical Level of Service Calculation  
 Parks and Recreation Services – Parkland Amenities  
 No. of Parkland Amenities

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/item)
Lamoureux Park - Docks	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$95,200
Memorial Park - Bocce Courts	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$6,300
Marina 200 - 160 Slip Marina	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$6,348,800
Mattice Park - Croquet	1	1	1	1	1	1	1	1	1	-	-	-	-	-	-	\$63,500
Guidon Park - Boat Launch	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$95,200
Broadview Park - Horseshoe Pit	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$6,300
Lamoureux Park Outdoor Fitness Equipment									1	1	1	1	1	1	1	\$380,900
Lamoureux Park Boat Launch						1	1	1	1	1	1	1	1	1	1	\$127,000
St. Theresa Park Splash Pad	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$444,400
Riverdale Park Splash Pad									1	1	1	1	1	1	1	\$444,400
Trails (linear metres)																
Recreational Bike Pathway	30,300	30,300	30,300	30,300	30,300	30,300	30,300	33,280	36,260	37,173	38,087	39,000	39,913	40,827	41,740	\$150
Nature Trails - Guindon Park	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	\$135
<b>Total</b>	<b>42,415</b>	<b>42,416</b>	<b>42,418</b>	<b>42,421</b>	<b>42,424</b>	<b>42,426</b>	<b>42,427</b>	<b>45,407</b>	<b>48,389</b>	<b>49,303</b>	<b>50,216</b>	<b>51,130</b>	<b>52,043</b>	<b>52,958</b>	<b>53,872</b>	
Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465	
Per Capita Standard	0.9193	0.9185	0.9168	0.9154	0.9150	0.9128	0.9140	0.9769	1.0386	1.0520	1.0655	1.0791	1.0929	1.1069	1.1116	
<b>15 Year Average</b>	<b>2008-2022</b>															
Quantity Standard	0.9957															
Quality Standard	\$1,023															
Service Standard	\$1,019															
<b>D.C. Amount (before deductions)</b>	<b>13 Year</b>															
Forecast Population	4,876															
\$ per Capita	\$1,019															
Eligible Amount	\$4,967,961															



**Table B-11**  
**Historical Level of Service Calculation**  
**Parks and Recreation Services – Recreation Facilities**  
**sq.ft. of Building Area**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Bandshell	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	2,946	\$416	\$462
Civic Complex Arena & Admin	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	189,541	\$442	\$491
Cornwall Curling Club Centre	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	24,181	\$366	\$491
Kinsmen Minor Soccer Facility	828	828	828	828	828	828	828	828	828	828	828	828	828	828	828	\$367	\$407
Big Ben	968	968	968	968	968	968	968	968	968	968	968	968	968	968	968	\$39	\$47
Marina 200	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	1,984	\$432	\$480
Playground Programming (Eastside Boxing)	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	\$244	\$273
Equipment Storage	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	3,921	\$325	\$362
Playground Programming BLD	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,905	\$314	\$350
Optimist Park Clubhouse	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	\$337	\$375
Optimist Park Office/Maintenance	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	6,962	\$206	\$231
Legion Ball Park Building	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	\$300	\$334
Portable Classrooms	-	-	-	-	-	-	2,298	2,298	2,298	2,298	2,298	2,298	2,298	2,298	2,298	\$124	\$140
Aquatic Center	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	26,753	\$885	\$979
Optimist Park Storage Building For Chlorine	144	144	144	144	144	144	144	144	144	144	144	144	144	144	144	\$215	\$241
Guindon Park Workshop	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	\$266	\$297
Centennial Park Fountain Memorial Park	431	431	431	431	431	431	431	431	431	431	431	431	431	431	431	\$1,932	\$2,134
Optimist Park Washrooms	850	850	850	850	850	850	850	850	850	850	850	850	850	850	850	\$259	\$289
Guindon Park Forest Washroom	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	\$293	\$327
Clock Tower	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	\$1,903	\$2,102
Guindon Park Middle Washroom	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	\$385	\$428
Lamoureux Park Splash Pad Changeroom		1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	1,121	\$1,130	\$1,249
Guindon Park West Washroom	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	\$598	\$663



**Table B-11 Cont'd**  
**Historical Level of Service Calculation**  
**Parks and Recreation Services – Recreation Facilities**  
**sq.ft. of Building Area**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bid'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Guindon Park Storage Building	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	\$32	\$39
Guindon Park Tool/Machine Shed	965	965	965	965	965	965	965	965	965	965	965	965	965	965	965	\$171	\$192
Rotary Gazebo - Structure Only	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	\$1,132	\$1,252
Reg Campbell Park (Glenview Heights) Change Room	922	922	922	922	922	922	922	922	922	922	922	922	922	922	922	\$420	\$467
Kinsmen Park Change Room	231	231	231	231	231	231	231	231	231	231	231	231	231	231	231	\$786	\$870
St. Joseph Park Change Room	795	795	795	795	795	795	795	795	795	795	795	795	795	795	795	\$592	\$656
Terry Fox Park Change Room	809	809	809	809	809	809	809	809	809	809	809	809	809	809	809	\$493	\$547
St. Francis Change Room	792	792	792	792	792	792	792	792	792	792	792	792	792	792	792	\$504	\$559
Mattice Park Change Room	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	1,209	\$390	\$434
St. Theresa Change Room	217	217	217	217	217	217	217	217	217	217	217	217	217	217	217	\$845	\$935
Benson Centre	-	-	-	241,415	241,415	241,415	241,415	241,415	241,415	241,415	241,415	241,415	241,415	241,415	241,415	\$234	\$262
<b>Total</b>	<b>281,198</b>	<b>282,320</b>	<b>282,320</b>	<b>523,734</b>	<b>523,734</b>	<b>523,734</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>	<b>526,033</b>		
Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465		
Per Capita Standard	6.0950	6.1137	6.1018	11.3020	11.2959	11.2684	11.3325	11.3174	11.2907	11.2247	11.1618	11.1024	11.0465	10.9945	10.8539		
<b>15 Year Average</b>	<b>2008-2022</b>																
Quantity Standard	10.1667																
Quality Standard	\$417																
Service Standard	\$4,244																
<b>D.C. Amount (before deductions)</b>	<b>13 Year</b>																
Forecast Population	4,876																
\$ per Capita	\$4,244																
Eligible Amount	\$20,692,818																



**Table B-12**  
**Historical Level of Service Calculation**  
**Parks and Recreation Services – Vehicles and Equipment**  
**No. of Vehicles and Equipment**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Vehicle)
Snowmobile	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$19,000
Brush Chipper			1	1	1	1	1	1	1	1	1	1	1	1	1	\$75,900
Fork Lift	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$70,300
Ice Resurfacer	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$95,000
Ford E-350		1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$49,800
Leased Pickup Trucks	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	\$68,400
Scissor Lift													1	1	1	\$40,000
Boom Lift													1	1	1	\$160,000
Kubota Side by Side ATV										1	1	1	1	1	1	\$45,000
<b>Total</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Per Capita Standard	0.0003	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004

15 Year Average	2008-2022
Quantity Standard	0.0004
Quality Standard	\$71,425
Service Standard	\$29

D.C. Amount (before deductions)	13 Year
Forecast Population	4,876
\$ per Capita	\$29
Eligible Amount	\$139,307



Table B-13  
 Historical Level of Service Calculation  
 Library Services – Facilities  
 sq.ft. of Building Area

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Cornwall Public Library	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	40,494	\$1,140	\$1,380
<b>Total</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>	<b>40,494</b>		

Population	46136	46178	46268	46340	46365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465		
Per Capita Standard	0.8777	0.8769	0.8752	0.8738	0.8734	0.8712	0.8724	0.8712	0.8692	0.8641	0.8592	0.8547	0.8504	0.8464	0.8355		

15 Year Average	2008-2022
Quantity Standard	0.8648
Quality Standard	\$1,380
Service Standard	\$1,193

D.C. Amount (before deductions)	13 Year
Forecast Population	4,876
\$ per Capita	\$1,193
Eligible Amount	\$5,818,775





**Table B-14**  
**Historical Level of Service Calculation**  
**Library Services – Collection Materials**  
**No. of Library Collection Items**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/item)
Books	209,528	207,661	210,053	221,744	191,111	198,535	195,663	198,742	213,394	195,932	180,942	174,761	162,608	211,348	135,662	\$35
Annual Licensing and Database Costs (\$)	13,265	13,277	13,303	13,323	13,331	13,363	47,759	4,710	16,673	113,542	36,153	5,530	45,816	25,759	69,505	\$1
<b>Total</b>	<b>222,793</b>	<b>220,938</b>	<b>223,355</b>	<b>235,068</b>	<b>204,442</b>	<b>211,898</b>	<b>243,422</b>	<b>203,452</b>	<b>230,067</b>	<b>309,474</b>	<b>217,095</b>	<b>180,291</b>	<b>208,424</b>	<b>237,107</b>	<b>205,167</b>	
Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465	
Per Capita Standard	4.8290	4.7845	4.8274	5.0727	4.4094	4.5591	5.2441	4.3772	4.9381	6.6037	4.6065	3.8052	4.3768	4.9557	4.2333	
<b>15 Year Average</b>	<b>2008-2022</b>															
Quantity Standard	4.7748															
Quality Standard	\$31															
Service Standard	\$146															
<b>D.C. Amount (before deductions)</b>	<b>13 Year</b>															
Forecast Population	4,876															
\$ per Capita	\$146															
Eligible Amount	\$710,384															



**Table B-15  
Historical Level of Service Calculation  
Ambulance Services – Facilities  
sq.ft. of Building Area**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bid'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Alexandria	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	\$563	\$624
Avonmore	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	\$563	\$624
Cornwall HQ	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	\$563	\$624
Lancaster	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	\$563	\$624
Long Sault									2,360	2,360	2,360	2,360	2,360	2,360	2,360	\$563	\$624
Morrisburg	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	\$563	\$624
Winchester	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	1,564	\$563	\$624
<b>Total</b>	<b>34,129</b>	<b>34,129</b>	<b>34,129</b>	<b>34,129</b>	<b>34,129</b>	<b>34,129</b>	<b>34,129</b>	<b>34,129</b>	<b>36,489</b>	<b>36,489</b>	<b>36,489</b>	<b>36,489</b>	<b>36,489</b>	<b>36,489</b>	<b>36,489</b>		
<b>City Share</b>	<b>39.1%</b>	<b>38.6%</b>	<b>41.2%</b>	<b>41.2%</b>	<b>41.2%</b>	<b>39.9%</b>	<b>40.0%</b>	<b>41.0%</b>	<b>40.7%</b>	<b>40.2%</b>	<b>39.7%</b>	<b>39.8%</b>	<b>39.4%</b>	<b>39.3%</b>	<b>39.3%</b>		
<b>Adjusted Total</b>	<b>13,344</b>	<b>13,174</b>	<b>14,061</b>	<b>14,061</b>	<b>14,061</b>	<b>13,617</b>	<b>13,652</b>	<b>13,993</b>	<b>14,851</b>	<b>14,669</b>	<b>14,486</b>	<b>14,523</b>	<b>14,377</b>	<b>14,340</b>	<b>14,340</b>		

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.1979	0.1954	0.2084	0.2085	0.2092	0.2030	0.2045	0.2102	0.2236	0.2194	0.2153	0.2145	0.2111	0.2094	0.2071

15 Year Average	2008-2022
Quantity Standard	0.2092
Quality Standard	\$624
Service Standard	\$131

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$131
Eligible Amount	\$1,104,936



**Table B-16**  
**Historical Level of Service Calculation**  
**Ambulance Services – Vehicles**  
**No. of Vehicles**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Vehicle)
ESU Van	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$140,000
Paramedic Response Units	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$140,000
Ambulance	14	14	14	14	14	14	14	14	14	14	14	14	14	15	15	\$245,000
GMC Chassis	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	\$140,000
Leased Vans	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	\$40,000
<b>Total</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>	
<b>City Share</b>	39.1%	38.6%	41.2%	41.2%	41.2%	39.9%	40.0%	41.0%	40.7%	40.2%	39.7%	39.8%	39.4%	39.3%	39.3%	
<b>Adjusted Total</b>	<b>8.99</b>	<b>8.88</b>	<b>9.48</b>	<b>9.48</b>	<b>9.48</b>	<b>9.18</b>	<b>9.20</b>	<b>9.43</b>	<b>9.36</b>	<b>9.25</b>	<b>9.13</b>	<b>9.15</b>	<b>9.06</b>	<b>9.43</b>	<b>9.43</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001

15 Year Average	2008-2022
Quantity Standard	0.0001
Quality Standard	\$268,500
Service Standard	\$27

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$27
Eligible Amount	\$227,285



**Table B-17**  
**Historical Level of Service Calculation**  
**Ambulance Services – Equipment**  
**No. of Equipment**

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Value (\$/Vehicle)
Power Cots									2	4	6	8	9	11	12	\$30,000
Manual Cot	14	14	14	14	14	14	14	14	12	10	8	6	5	4	3	\$13,000
Automatic CPR Devices												10	11	11	11	\$60,000
Defibrillators	14	14	14	14	14	14	14	14	14	14	14	14	14	15	15	\$100,000
Defibrillator Retention Brackets	14	14	14	14	14	14	14	14	14	14	14	14	14	15	15	\$4,000
Public Access Defibrillators	350	350	350	350	350	350	350	350	350	350	350	350	350	350	350	\$3,000
Equipped Paramedics	120	120	120	120	120	120	120	120	120	120	120	120	120	130	140	\$2,000
<b>Total</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>512</b>	<b>522</b>	<b>522</b>	<b>523</b>	<b>536</b>	<b>546</b>	
<b>City Share</b>	39.1%	38.6%	41.2%	41.2%	41.2%	39.9%	40.0%	41.0%	40.7%	40.2%	39.7%	39.8%	39.4%	39.3%	39.3%	
<b>Adjusted Total</b>	<b>200.19</b>	<b>197.63</b>	<b>210.94</b>	<b>210.94</b>	<b>210.94</b>	<b>204.29</b>	<b>204.80</b>	<b>209.92</b>	<b>208.38</b>	<b>205.82</b>	<b>207.23</b>	<b>207.76</b>	<b>206.06</b>	<b>210.65</b>	<b>214.58</b>	

Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465
Employment	21,305	21,250	21,195	21,085	20,836	20,587	20,338	20,089	19,840	19,998	20,155	20,313	20,470	20,628	20,785
Population and Employment	67,441	67,428	67,463	67,425	67,201	67,065	66,756	66,569	66,430	66,862	67,283	67,693	68,090	68,473	69,250
Per Capita & Employee Standard	0.0030	0.0029	0.0031	0.0031	0.0031	0.0030	0.0031	0.0032	0.0031	0.0031	0.0031	0.0031	0.0030	0.0031	0.0031

15 Year Average	2008-2022
Quantity Standard	0.0031
Quality Standard	\$6,152
Service Standard	\$19

D.C. Amount (before deductions)	13 Year
Forecast Population & Employment	8,465
\$ per Capita & Employee	\$19
Eligible Amount	\$161,428



Table B-18  
 Historical Level of Service Calculation  
 Waste Diversion Services – Facilities – Stations/Depots  
 sq.ft. of Building Area

Description	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Waste Recycling Facility	8,640	8,640	8,640	9,896	9,896	9,896	9,896	9,896	9,896	9,896	9,896	9,896	9,896	9,896	9,896	\$356	\$396
Weigh Scales, Control Building and Canopy	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	\$2,076	\$2,183
<b>Total</b>	<b>8,964</b>	<b>8,964</b>	<b>8,964</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>	<b>10,220</b>		
Percentage attributable to Eligible Portion	40%	32%	50%	50%	48%	54%	47%	58%	61%	73%	73%	73%	73%	73%	73%		
<b>Total Eligible Portion of Facilities</b>	<b>3,600</b>	<b>2,894</b>	<b>4,488</b>	<b>5,092</b>	<b>4,883</b>	<b>5,545</b>	<b>4,852</b>	<b>5,977</b>	<b>6,238</b>	<b>7,422</b>	<b>7,422</b>	<b>7,422</b>	<b>7,422</b>	<b>7,422</b>	<b>7,422</b>		
Population	46,136	46,178	46,268	46,340	46,365	46,478	46,418	46,480	46,590	46,864	47,128	47,380	47,620	47,845	48,465		
Per Capita Standard	0.0780	0.0627	0.0970	0.1099	0.1053	0.1193	0.1045	0.1286	0.1339	0.1584	0.1575	0.1566	0.1559	0.1551	0.1531		
<b>15 Year Average</b>		<b>2008-2022</b>															
Quantity Standard	0.1251																
Quality Standard	\$453																
Service Standard	\$57																
<b>D.C. Amount (before deductions)</b>		<b>13 Year</b>															
Forecast Population	4,876																
\$ per Capita	\$57																
Eligible Amount	\$276,615																



# Appendix C

## Long Term Capital and Operating Cost Examination



## Appendix C: Long-Term Capital and Operating Cost Examination

As a requirement of the D.C.A. under subsection 10 (2) (c), an analysis must be undertaken to assess the long-term capital and operating cost impacts for the capital infrastructure projects identified within the D.C. As part of this analysis, it was deemed necessary to isolate the incremental operating expenditures directly associated with these capital projects, factor in cost savings attributable to economies of scale or cost sharing where applicable and prorate the cost on a per unit basis (i.e., sq.ft. of building space, per vehicle, etc.). This was undertaken through a review of the City's 2021 Financial Information Return.

In addition to the operational impacts, over time the initial capital projects will require replacement. This replacement of capital is often referred to as lifecycle cost. By definition, lifecycle costs are all the costs which are incurred during the life of a physical asset, from the time its acquisition is first considered, to the time it is taken out of service for disposal or redeployment. The method selected for lifecycle costing is the sinking fund method which provides that money will be contributed annually and invested, so that those funds will grow over time to equal the amount required for future replacement.

Table C-1 depicts the annual operating impact resulting from the proposed gross capital projects at the time they are all in place. It is important to note that, while municipal program expenditures will increase with growth in population, the costs associated with the new infrastructure (i.e., facilities) would be delayed until the time these works are in place.



Table C-1  
Operating and Capital Expenditure Impacts for Future Capital Expenditures

	SERVICE/CLASS	2021 OPERATING EXPENDITURE	ANNUAL LIFECYCLE EXPENDITURES	ANNUAL OPERATING EXPENDITURES	TOTAL ANNUAL EXPENDITURES
1.	Services Related to a Highway	12,067,826	1,583,022	1,198,273	2,781,295
2.	Fire Protection Services	12,015,332	141,309	2,270,532	2,411,841
3.	Parks and Recreation Services	12,457,446	288,899	641,708	930,607
4.	Library Services	2,270,201	87,156	31,283	118,439
5.	Ambulance Services	15,886,380	34,383	4,712,816	4,747,199
6.	Waste Diversion Services	3,400,549	17,254	1,387,252	1,404,506
7.	Wastewater Services	8,135,859	34,526	810,648	845,174
8.	Water Services	5,977,575	174,184	595,599	769,783
<b>Total</b>		<b>72,211,168</b>	<b>2,360,734</b>	<b>11,648,111</b>	<b>14,008,845</b>





# Appendix D

## Local Service Policy



## Appendix D: Local Service Policy

This Appendix sets out the City's General Policy Guidelines on Development Charges (D.C.) and local service funding for Services Related to a Highway, Parkland Development, and Underground Linear Services. The guidelines outline, in general terms, the size and nature of engineered infrastructure that is included in the study as a D.C. project, versus infrastructure that is considered as a local service, to be emplaced separately by landowners, pursuant to a development agreement.

The following policy guidelines are general principles by which staff will be guided in considering development applications. Each application, however, will be considered in the context of these policy guidelines as subsection 59 (2) of the *Development Charges Act* (D.C.A.), on its own merits having regard to, among other factors, the nature, type and location of the development and any existing and proposed development in the surrounding area, as well as the location and type of services required and their relationship to the proposed development and to existing and proposed development in the area.

### A. Services Related to a Highway

A highway and services related to a highway are intended for the transportation of people and goods via many different modes including, but not limited to passenger automobiles, commercial vehicles, transit vehicles, bicycles and pedestrians. The highway shall consist of all land and associated infrastructure built to support (or service) this movement of people and goods regardless of the mode of transportation employed, thereby achieving a complete street. A complete street is the concept whereby a highway is planned, designed, operated and maintained to enable pedestrians, cyclists, public transit users and motorists to safely and comfortably be moved, thereby allowing for the efficient movement of persons and goods.

The associated infrastructure to achieve this concept shall include, but is not limited to: road pavement structure and curbs; grade separation/bridge structures (for any vehicles, railways and/or pedestrians); grading, drainage and retaining wall features; culvert structures; storm water drainage systems; utilities; traffic control systems; signage; gateway features; street furniture; active transportation facilities (e.g., sidewalks, bike lanes, multi-use trails which interconnect the transportation network,



etc.); transit lanes & lay-bys; roadway illumination systems; boulevard and median surfaces (e.g., sod & topsoil, paving, etc.); street trees and landscaping; parking lanes & lay-bys; (excluding on-street parking in the downtown) and driveway entrances; noise attenuation systems; railings and safety barriers.

Development will be required to provide local services including roadworks, sidewalks, walkways, local storm sewers, streetlights, structures, utilities, traffic signals, transit bus stops and amenities, and other items identified in a subdivision or development agreement, for all roads and/or lanes a) within the plan of subdivision, or b) within the area that the plan relates.

## B. Parkland Development

With respect to parkland dedications, it is assumed that the parkland development costs included herein are supplementary to works undertaken as part of their subdivision agreements.

## C. Underground Services (Stormwater, Water and Sanitary Sewers)

Underground services (linear infrastructure for stormwater, water, and sanitary services) within the road allowance are not included in the cost of road infrastructure and are treated separately. The responsibility for such services as well as stormwater management ponds and pumping stations, which are undertaken as part of new developments or redevelopments, will be determined by the following principles:

- 1) The costs of the following items shall be direct developer responsibilities as a local service:
  - a) providing all underground services internal to the development, including storm, water and sanitary services;
  - b) providing service connections from existing underground services to the development;
  - c) providing new underground services or upgrading existing underground services external to the development if the services are required to service



- the development, and if the pipe sizes do not exceed City standards for local services;
- d) providing stormwater management ponds and other facilities required by the development including all associated features such as landscaping and fencing;
  - e) water booster pumping stations, reservoir pumping stations and/or sanitary pumping stations serving individual developments;
  - f) Water treatment, storage facilities, transmission mains, re-chlorination/sampling stations and Wells associated with municipal service areas to be included within the D.C.; and
  - g) Wastewater treatment plants and transmission mains associated with municipal service areas shall be included in the D.C.
- 2) The costs of the following items shall be paid through D.C.s:
- a) external underground services involving trunk infrastructure and pipe sizes exceeding City local service standards; and
  - b) water, reservoir and/or sanitary pumping stations not required for the individual development.



# Appendix E

## Draft D.C. By-law



**The Corporation of the CITY OF CORNWALL  
By-Law Number 2023-XXXX  
A BY-LAW FOR THE IMPOSITION OF CITY-WIDE DEVELOPMENT CHARGES**

**WHEREAS** the City of Cornwall will experience growth through development and re-development;

**AND WHEREAS** development and re-development requires the provision of physical and social services by the City of Cornwall;

**AND WHEREAS** Council desires to ensure that the capital cost of meeting growth-related demands for or burden on municipal services does not place an excessive financial burden on the City of Cornwall or its existing ratepayers while at the same time ensuring new ratepayers contribute no more than the net capital cost attributable to providing the current level of municipal services;

**AND WHEREAS** the *Development Charges Act, 1997* (the “Act”) provides that the council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services;

**AND WHEREAS** a development charge background study has been completed in accordance with the Act;

**AND WHEREAS** the Council of The Corporation of the City of Cornwall has given notice of and held a public meeting on the 27th day of February, 2023 in accordance with the Act and the regulations thereto;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF CORNWALL ENACTS AS FOLLOWS:**

**1. INTERPRETATION**

1.1 In this By-law the following items shall have the corresponding meanings:

“Act” means the *Development Charges Act*, as amended, or any successor thereof;



"agricultural use" means a bona fide farming operation, including sod farm, the breeding and boarding of horses, and greenhouses;

"apartment unit" means a building containing 4 or more dwelling units which have a common entrance from the street level, and the occupants of which have the right to use common elements, including units defined as Assisted Care Dwelling Units, Despite the foregoing, an apartment dwelling includes stacked townhouse dwellings;

"assisted care dwelling unit" means a unit in a residential building not otherwise defined in this bylaw containing self-contained dwelling units which may include culinary facilities that are designed to accommodate persons with specific needs and where meals are provided within a common eating area;

"bedroom" means a room which can be used as a sleeping quarters but does not include a kitchen, bathroom, living room or dining room, but does include a den or study;

"board of education" has the same meaning as set out in the *Education Act*, R.S.O. 1990, Chap. E.2, as amended, or any successor thereof;

"Building Code Act" means the *Building Code Act*, S.O. 1992, as amended, or any successor thereof;

"capital cost" means costs incurred or proposed to be incurred by the City or a local board thereof directly or by others on behalf of and as authorized by the City or local board,

- (a) to acquire land or an interest in land, including a leasehold interest,
- (b) to improve land,
- (c) to acquire, lease, construct or improve buildings and structures,
- (d) to acquire, construct or improve facilities including,
  - (i) furniture and equipment other than computer equipment, and



- (ii) material acquired for circulation, reference or information purposes by a library board within the meaning of the *Public Libraries Act*;
- (iii) rolling stock with an estimated useful life of seven years or more; and
- (iv) including interest on borrowing for those expenditures under clauses (a) to (d) above that are growth-related;

“commercial” means any use of land, structures or buildings for the purposes of buying or selling commodities and services, but does not include industrial or agricultural uses, but does include hotels, motels, motor inns and boarding, lodging and rooming houses;

“Council” means the Council of the City of Cornwall;

“City” means the area within the geographic limits of the City of Cornwall;

“development” means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that the effect of increasing the size of usability thereof, and includes redevelopment;

“development charge” means a charge imposed with respect to this By-law;

“dwelling unit” means one or more rooms used, designed or intended to be used as a residence and which has access to culinary and or sanitary facilities;

“existing” means the number, use and size that existed as of the date this by-law was passed;

“farm building” means that part of a bona fide farming operation encompassing barns, silos and other ancillary development to an agricultural use, but excluding a residential use;

“gross floor area” means:

- (a) in the case of a residential building or structure, the total area of all floors above grade of a dwelling unit measured between the outside surfaces of





exterior walls or between the outside surfaces of exterior walls and the centre line of party walls dividing the dwelling unit from any other dwelling unit or other portion of a building; and

- (b) in the case of a non-residential building or structure, or in the case of a mixed-use building or structure in respect of the non-residential portion thereof, the total area of all building floors above or below grade measured between the outside surfaces of the exterior walls, or between the outside surfaces of exterior walls and the centre line of party walls dividing a non-residential use and a residential use, except for:
  - (i) a room or enclosed area within the building or structure above or below that is used exclusively for the accommodation of heating, cooling, ventilating, electrical, mechanical or telecommunications equipment that service the building;
  - (ii) loading facilities above or below grade; and
  - (iii) a part of the building or structure below grade that is used for the parking of motor vehicles or for storage or other accessory use;

“industrial” means lands, buildings or structures used or designed or intended for use for manufacturing, processing, fabricating or assembly of raw goods, warehousing or bulk storage of goods, distribution centres, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use but does not include the sale of commodities to the general public through a warehouse club;

“institutional development” means development of a building or structure intended for use,

- (a) as a long-term care home within the meaning of subsection 2 (1) of the *Long-Term Care Homes Act, 2007*;
- (b) as a retirement home within the meaning of subsection 2 (2) of the *Retirement Homes Act, 2010*;
- (c) by any of the following post-secondary institutions for the objects of the institutions:



- (i) a university in Ontario that receives direct, regular and ongoing operating funding from the Government of Ontario;
  - (ii) A college or university federated or affiliated with a university described in subclause 1.19.3.2; or
  - (iii) An Indigenous Institute prescribed for the purposes of section 6 of the *Indigenous Institutes Act, 2017*;
- (d) as a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion; or
- (e) as a hospice to provide end of life care.

“Local Board” means a school board, public utility, commission, transportation commission, public library board, board of park management, local board of health, board of commissioners of police, planning board, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act with respect to any of the affairs or purposes, including school purposes, of the City of Cornwall or any part or parts thereof;

“local services” means those services, facilities or things which are under the jurisdiction of the City of Cornwall and are related to a plan of subdivision or within the area to which the plan relates in respect of the lands under sections 41, 51 or 53 of the *Planning Act*, R.S.O. 19990, Chap. P.13, as amended, or any successor thereof;

“multiple dwellings” means all dwellings other than single-detached, semi-detached and apartment unit dwellings;

“City” means the Corporation of the City of Cornwall;

"Non-profit housing development" means development of a building or structure intended for use as residential premises by,

- (a) a corporation without share capital to which the *Corporations Act*, 2010 applies, that is in good standing under that Act and whose primary objective is to provide housing;



- (b) a corporation without share capital to which the *Canada Not-for-profit Corporations Act* applies, that is in good standing under that Act and whose primary objective is to provide housing; or
- (c) a non-profit housing co-operative that is in good standing under the *Co-operative Corporations Act*.

“non-residential use” means a building or structure of any kind whatsoever used, designed or intended to be used for other than a residential use;

“Official Plan” means the Official Plan adopted for the City, as amended and approved;

“Owner” means the owner of land or a person who has made application for an approval for the development of land upon which a development charge is imposed’

“place of worship” means that part of a building or structure that is exempt from taxation as a place of worship under the *Assessment Act*, R.S.O. 1990, Chap. A.31, as amended, or any successor thereof;

“Rate” means the interest rate established weekly by the Bank of Canada based on Treasury Bills having a term of 91 days;

“regulation” means any regulation made pursuant to the Act;

“rental housing” means development of a building or structure with four or more dwelling units all of which are intended for use as rented residential premises;

“residential use” means the use of a building or structure or portion thereof for one or more dwelling units. This also includes a dwelling unit on land that is used for an agricultural use;

“row dwelling” means a building containing three or more attached dwelling units in a single row, each of which dwelling units has an independent entrance from the outside and is vertically separated from any abutting dwelling unit;



“semi-detached dwelling” means a dwelling unit in a residential building consisting of two dwelling units having one vertical wall or one horizontal wall, but not other parts, attached or another dwelling unit where the residential unit are not connected by an interior corridor;

“service” means a service designated in section 2.1 of this By-law, and “services” shall have a corresponding meaning;

“servicing agreement” means an agreement between a landowner and the City relative to the provision of municipal services to specified land within the City;

“single detached dwelling unit” means a residential building consisting of one dwelling unit and not attached to another structure;

“stacked townhouse” means a building, other than a duplex, row dwelling, or back-to-back townhouse, containing at least 3 dwelling units; each dwelling unit separated from the other vertically and/or horizontally and each dwelling unit having a separate entrance to grade;

“special care dwelling unit” means a building not otherwise defined herein containing more than four dwelling units: where the occupants have the right to use in common, halls, stairs, yards, common room and accessory buildings; which dwelling units may or may not have exclusive sanitary and/or culinary facilities; that is designed to accommodate individuals with specific needs, where meals are provided within the development on a regular basis and includes a bedroom, student residence, retirement home and lodge, nursing home, granny flat, accessory dwelling and group home.

## **2. DESIGNATION OF SERVICES**

2.1 The categories of services for which development charges are imposed under this By-law are as follows:

- (a) Services Related to a Highway;
- (b) Fire Protection Services;
- (c) Parks and Recreation Services;



- (d) Library Services;
- (e) Ambulance Services;
- (f) Waste Diversion Services;
- (g) Water Services;
- (h) Wastewater Services; and
- (i) Transit Services.

### **3. APPLICATION OF BY-LAW RULES**

3.1 Development charges shall be payable in the amounts set out in this By-law where:

- (a) the development of the lands requires any of the approvals set out in subsection 3.4 (a).

#### Area to Which By-law Applies

3.2 Subject to section 3.3, this by-law applies to all lands in the City of Cornwall whether or not the land or use thereof is exempt from taxation under section 13 or the *Assessment Act*.

3.3. Notwithstanding section 3.2 above, this by-law shall not apply to lands that are owned by and/or used for the purposes of:

- (a) the City or a local board thereof;
- (b) a board of education;
- (c) the Corporation of the County of Stormont, Dundas and Glengarry or a local board thereof; or
- (d) Landed vested in or leased to a university that receives regular and ongoing operating funds from the government for the purposes of post-secondary education if the development is intended to be occupied and used by the university.



### 3.4 Approvals for Development

- (a) Development charges shall be imposed on all lands, buildings or structures that are developed for residential or non-residential uses if the development requires:
- (i) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
  - (ii) the approval of a minor variance under section 45 of the *Planning Act*;
  - (iii) a conveyance of land to which a by-law passed under subsection 50 (7) of the *Planning Act* applies;
  - (iv) the approval of a plan of subdivision under section 51 of the *Planning Act*;
  - (v) a consent under section 53 of the *Planning Act*;
  - (vi) the approval of a description under section 50 of the *Condominium Act*, R.S.O. 1990, Chap. C.26, as amended, or any successor thereof; or
  - (vii) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
- (b) No more than one development charge for services designated in section 2.1 shall be imposed upon any lands, buildings or structures to which this By-law applies even though two or more of the actions described in subsection 3.4 (a) are required before the lands, buildings or structures can be developed.
- (c) Despite subsection 3.4 (b), if two or more of the actions described in subsection 3.4 (a) occur at different times, additional development charges shall be imposed if the subsequent action has the effect or increasing the need for services.



## Exemptions

### Exemptions for Residential Units

3.5 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to:

- (a) an enlargement to an existing dwelling unit;
- (b) a second residential unit in an existing detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if all buildings and structures ancillary to the existing detached house, semi-detached house or rowhouse cumulatively contain no more than one residential unit;
- (c) a third residential unit in an existing detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if no building or structure ancillary to the existing detached house, semi-detached house or rowhouse contains any residential units;
- (d) one residential unit in a building or structure ancillary to an existing detached house, semi-detached house or rowhouse on a parcel of urban residential land, if the existing detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the existing detached house, semi-detached house or rowhouse contains any residential units; or
- (e) in an existing rental residential building, which contains four or more residential units, the creation of the greater of one residential unit or one per cent of the existing residential units.

3.6 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to the creation of additional dwelling units in proposed new residential buildings, including structures ancillary to dwellings, subject to the following restrictions:

- (a) A second residential unit in a new detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than



ancillary residential use, is permitted, if all buildings and structures ancillary to the new detached house, semi-detached house or rowhouse cumulatively will contain no more than one residential unit;

- (b) A third residential unit in a new detached house, semi-detached house or rowhouse on a parcel of land on which residential use, other than ancillary residential use, is permitted, if no building or structure ancillary to the new detached house, semi-detached house or rowhouse contains any residential units; or
- (c) One residential unit in a building or structure ancillary to a new detached house, semi-detached house or rowhouse on a parcel of urban residential land, if the new detached house, semi-detached house or rowhouse contains no more than two residential units and no other building or structure ancillary to the new detached house, semi-detached house or rowhouse contains any residential units.

#### Exemption for Industrial Development:

- 3.7 Notwithstanding any other provision of this by-law, no development charge is payable with respect to an enlargement of the gross floor area of an existing industrial building where the gross floor area is enlarged by 50 percent or less.
- 3.8 If the gross floor area of an existing industrial building is enlarged by greater than 50 percent, the amount of the development charge payable in respect of the enlargement is the amount of the development charge that would otherwise be payable multiplied by the fraction determined as follows:
  - (a) determine the amount by which the enlargement exceeds 50 percent of the gross floor area before the enlargement;
  - (b) divide the amount determined under subsection (a) by the amount of the enlargement.
- 3.9 For the purpose of section 3.9 herein, “existing industrial building” is used as defined in the Regulation made pursuant to the Act.
- 3.10 The exemption for an existing industrial building provided by this section shall be applied to a maximum of fifty percent (50%) of the gross floor area before the first





enlargement for which an exemption from the payment of development charges was granted pursuant to this by-law or predecessor.

### Other Exemptions

- 3.11 Notwithstanding any other provision of this by-law, development charges shall not be imposed with respect to:
- (a) Bona fide farm uses;
  - (b) Places of worship;
  - (c) Hospitals; and
  - (d) Infill development within a priority area of the Heart of the City Community Improvement Policy Area.
- 3.12 Brownfield Community Improvement Policy Area:
- (a) For the development or redevelopment of land located within the Brownfields Community Improvement Policy Area as per Schedule C the reimbursement of the development charge may be requested in whole or in part under a City approved Brownfields Application through the Brownfields Rehabilitation Grant Program (tax increment grant) as an eligible cost. Under section 28 of the *Planning Act*, grants are limited to a maximum of the cost of the environmental remediation.

### Other Reductions

- 3.13 Notwithstanding any other provision of this by-law, development charges for rental housing development shall be reduced in accordance with the following:
- (a) A development charge for a residential unit intended for use as a rented residential premises with three or more bedrooms shall be reduced by 25 per cent;
  - (b) A development charge for a residential unit intended for use as a rented residential premises with two bedrooms shall be reduced by 20 per cent; and



- (c) A development charge for a residential unit intended for use as a rented residential premises not referred to in paragraph 1 or 2 shall be reduced by 15 per cent.

3.14 Notwithstanding any other provision of this by-law, development charges shall be reduced in accordance with the following:

- (a) development charges imposed during the first year the by-law is in force shall be reduced to 80 per cent of the maximum development charge that could otherwise be imposed by the by-law.
- (b) development charges imposed during the second year the by-law is in force shall be reduced to 85 per cent of the maximum development charge that could otherwise be imposed by the by-law.
- (c) development charges imposed during the third year the by-law is in force shall be reduced to 90 per cent of the maximum development charge that could otherwise be imposed by the by-law.
- (d) development charges imposed during the fourth year the by-law is in force shall be reduced to 95 per cent of the development charge that would otherwise be imposed by the by-law.

### Amount of Charges

#### Residential

3.15 The development charges set out in Schedule “A” shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed-use building or structure, on the residential uses in the mixed-use building or structure, according to the type of residential unit, and calculated with respect to each of the services according to the type of residential use.

#### Non-Residential

3.16 The development charges described in Schedule “A” to this by-law shall be imposed on non-residential uses of lands, buildings or structures, and, in the case of a mixed-use building or structure, on the non-residential uses in the



mixed-use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.

### Reduction of Development Charges for Redevelopment

3.17 Despite any other provisions of this by-law, where, as a result of the redevelopment of land, a building or structure existing on the same land within 60 months prior to the date of payment of development charges in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the development charges otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- (a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable development charge under subsection 3.5 by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and
- (b) in the case of a non-residential building or structure or, in the case of mixed-use building or structure, the non-residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable development charges under subsection 3.16, by the gross floor area that has been or will be demolished or converted to another principal use;

provided that such amounts shall not exceed, in total, the amount of the development charges otherwise payable with respect to the redevelopment.

3.18 Notwithstanding subsection 3.17, development charges shall not be reduced in accordance with subsection 3.17 where the redevelopment involves the demolition or conversion of a development is listed on the City's Vacant Building Registry.

### Time of Payment of Development Charges

3.19 Development charges imposed under this By-law are calculated, payable, and collected upon issuance of a building permit for the development.



- 3.20 Despite subsection 3.19, Council from time to time, and at any time, may enter into agreements providing for all or any part of a development charge to be paid before or after it would otherwise be payable, in accordance with section 27 of the Act.
- 3.21 Notwithstanding subsections 3.19 and 3.20, development charges for rental housing and institutional developments are due and payable in 6 installments commencing with the first installment payable on the date of occupancy, and each subsequent installment, including interest, payable on the anniversary date each year thereafter.
- 3.22 Where the development of land results from the approval of a Site Plan or Zoning By-law Amendment received on or after January 1, 2020, and the approval of the application occurred within 2 years of building permit issuance, the Development Charges under subsections 3.15 and 3.16 shall be calculated on the rates set out in Schedule "A" on the date of the planning application, including interest. Where both planning applications apply, Development Charges under subsections 3.15 and 3.16 shall be calculated on the rates, including interest, set out in Schedule "A" on the date of the later planning application.
- 3.23 Interest for the purposes of subsections 3.21 and 3.22 shall be determined as the base rate plus 1%
- (a) The base rate shall be equal to the average prime rate on:
    - (i) October 15 of the previous year, if the adjustment date is January 1,
    - (ii) January 15 of the same year, if the adjustment date is April 1,
    - (iii) April 15 of the same year, if the adjustment date is July 1, and
    - (iv) July 15 of the same year, if the adjustment date is October 1.
  - (b) The average prime rate, on a particular date means, the mean, rounded to the nearest hundredth of a percentage point, of the annual rates of interest announced by each of the Royal Bank of Canada, The Bank of Nova Scotia, the Canadian Imperial Bank of Commerce, the Bank of Montreal and The Toronto-Dominion Bank to be its prime or reference rate of



interest in effect on that date for determining interest rates on Canadian dollar commercial loans by that bank in Canada.

#### **4. PAYMENT BY SERVICES**

- 4.1 Despite the payment required under subsections 3.15 and 3.16, Council may, by agreement, give a credit towards a development charge in exchange for work that relates to a service to which a development charge relates under this By-law.

#### **5. INDEXING**

- 5.1 Development charges imposed pursuant to this By-law shall be adjusted annually, without amendment to this By-law, on April 10<sup>th</sup>, in accordance with the prescribed index in the Act.

#### **6. SCHEDULES**

- 6.1 The following schedules shall form part of this By-law:
- (a) Schedule “A” – Residential and Non-Residential Development Charges
  - (b) Schedule “B” – Map of Priority Areas within the Heart of the City Community Improvement Policy Area
  - (c) Schedule “C” – Map of Brownfield Community Improvement Policy Area

#### **7. CONFLICTS**

- 7.1 Where the City and an owner or former owner have entered into an agreement with respect to land within the area to which this By-law applies, and a conflict exists between the provisions of this By-law and such agreement, the provisions of the agreement shall prevail to the extent that there is a conflict.
- 7.2 Notwithstanding subsection 7.1, where a development which is the subject of an agreement to which subsection 7.1 applies, is subsequently the subject of one or more of the actions described in subsection 3.4 (a), an additional development charge in respect of the development permitted by the action shall be calculated, payable and collected in accordance with the provisions of this By-law if the



development has the effect of increasing the need for services, unless such agreement provides otherwise.

**8. SEVERABILITY**

8.1 If, for any reason, any provision of this By-law is held to be invalid, it is hereby declared to be the intention of Council that all the remainder of this By-law shall continue in full force and effect until repealed, re-enacted, amended or modified.

**9. DATE BY-LAW IN FORCE**

9.1 This By-law shall come into effect at 12:01 AM on April 10, 2023.

**10. DATE BY-LAW EXPIRES**

10.1 This By-law will expire at 12:01 AM on April 10, 2032 unless it is repealed by Council at an earlier date.

PASSED THIS 27<sup>th</sup> day of March, 2023.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

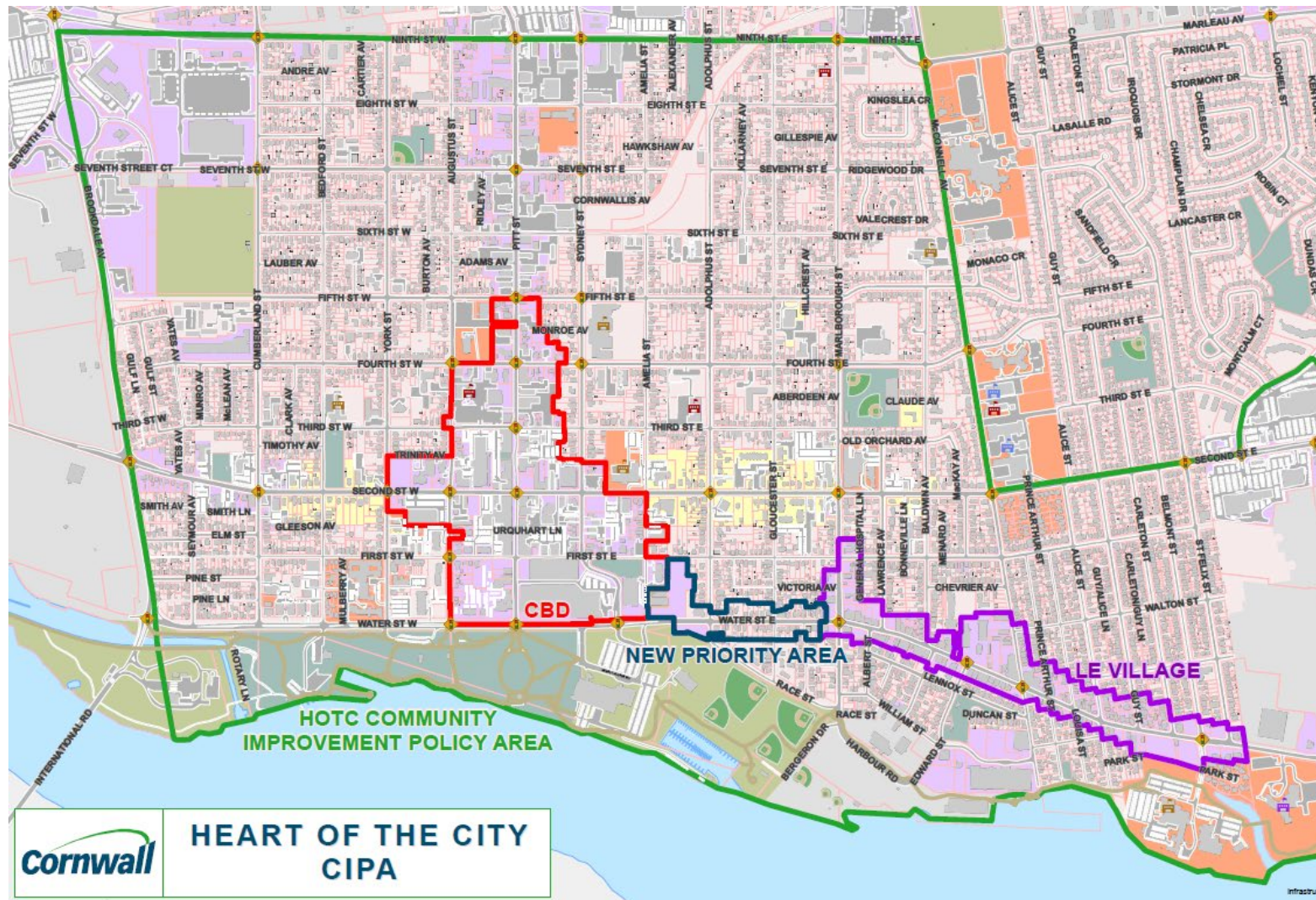


**SCHEDULE A  
SCHEDULE OF DEVELOPMENT CHARGES**

Service/Class of Service	RESIDENTIAL					Non-Residential (per sq.ft. of Gross Floor Area)
	Single and Semi- Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	Special Care/Special Dwelling Units	
<b>Municipal Wide Services</b>						
Services Related to a Highway	7,803	5,257	3,976	7,412	3,559	2.47
Fire Protection Services	594	400	303	564	271	0.46
Parks and Recreation Services	2,539	1,711	1,294	2,412	1,158	0.06
Library Services	390	263	199	370	178	0.01
Ambulance Services	132	89	67	125	60	0.04
Waste Diversion Services	129	87	66	123	59	0.00
Transit Services	59	40	30	56	27	0.02
<b>Total Municipal Wide Services</b>	<b>11,646</b>	<b>7,847</b>	<b>5,935</b>	<b>11,062</b>	<b>5,312</b>	<b>3.06</b>
<b>Urban Services</b>						
Wastewater Services	283	191	144	269	129	0.10
Water Services	2,002	1,349	1,020	1,902	913	0.74
<b>Total Urban Services</b>	<b>2,285</b>	<b>1,540</b>	<b>1,164</b>	<b>2,171</b>	<b>1,042</b>	<b>0.84</b>
<b>GRAND TOTAL RURAL AREA</b>	<b>11,646</b>	<b>7,847</b>	<b>5,935</b>	<b>11,062</b>	<b>5,312</b>	<b>3.06</b>
<b>GRAND TOTAL URBAN AREA</b>	<b>13,931</b>	<b>9,387</b>	<b>7,099</b>	<b>13,233</b>	<b>6,354</b>	<b>3.90</b>



SCHEDULE B  
MAP OF PRIORITY AREAS WITHIN THE HEART OF THE CITY COMMUNITY IMPROVEMENT POLICY AREA







## SCHEDULE C BROWNFIELD COMMUNITY IMPROVEMENT POLICY AREA

