

# City of Cornwall 2017 Development Charges Background Study

For Public Circulation and Comment

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 Planning for growth

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## List of Acronyms and Abbreviations

|            |                            |
|------------|----------------------------|
| A.M.P.     | Asset Management Plan      |
| D.C.       | Development Charge         |
| D.C.A.     | Development Charges Act    |
| E.S.A.     | Environmentally Safe Area  |
| G.F.A.     | Gross floor area           |
| mm         | Millimeters                |
| N.F.P.O.W. | No fixed place of work     |
| O.M.B.     | Ontario Municipal Board    |
| O.Reg.     | Ontario Regulation         |
| para.      | Paragraph                  |
| P.P.U.     | Persons per unit           |
| R.S.O.     | Revised Statute of Ontario |
| sq.ft.     | Square foot                |
| s.s.       | Subsection                 |

# 1. Introduction

## 1.1 Purpose of this Document

This Background Study has been prepared pursuant to the requirements of the Development Charges Act (D.C.A.), 1997 (s.10), and accordingly, recommends development charges (D.C.) and policies for the City of Cornwall.

The City retained Watson & Associates Economists Ltd. (Watson) to undertake the D.C. Background Study process in 2016. Watson worked with City staff, the development industry, and City Council in preparing this D.C. analysis and the policy recommendations.

This D.C. Background Study, containing the proposed D.C. By-laws, 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 3. It also addresses the forecast amount, type and location of growth (Chapter 2), the requirement for "rules" governing the imposition of the charges (Chapter 6), Asset Management Plan requirements under the D.C.A. (Chapter 7), and the proposed by-laws to be made available as part of the approval process (Appendix D and 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 8) 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 is required under Section 12 of the D.C.A., 1997. Its purpose is to present the study to the public and to solicit public input on the proposed D.C. by-law. The meeting is also being held to answer any questions regarding the study's purpose and methodology. Figure 1-1 outlines the proposed schedule to be followed with respect to the D.C. by-law adoption process.

In accordance with the legislation, the D.C. Background Study and proposed D.C. By-Laws will be available for public review at least two weeks prior to the public meeting.

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 study and Council consideration of the by-laws.

**Figure 1-1  
Schedule of Key D.C. Process Dates**

| Process Steps   | Dates  |
|---|--|
| 1. Project initiation meetings with City staff  | February, 2016   |
| 2. Data collection, staff interviews, methodology review, preparation of D.C. calculations  | March 2016 – December, 2016  |
| 3. Review of draft D.C. findings with City staff  | May 11, 2017   |
| 4. Preparation of draft D.C. Background Study   | July – August 2017   |
| 5. Presentation of draft D.C. findings and policies to Development Industry   | July 26, 2017  |
| 6. Report on final D.C. recommendations to Council  | August 16, 2017  |
| 7. Presentation of final D.C. recommendations to Council  | August 22, 2017  |
| 8. Presentation of draft area-specific D.C. findings re: Wastewater Servicing to the Brookdale Avenue North Corridor to the Planning Advisory Committee | November 20, 2017  |
| 9. Council approval of Brookdale North Servicing  | December 11, 2017  |
| 10. D.C. background study and proposed D.C. by-law available to public (60 days prior to by-law passage)  | December, 2017   |
| 11. Statutory notice of Public Meeting advertisement placed in newspaper(s)   | 20 clear days prior to public meeting  |
| 12. Public Meeting of Council   | At least 2 weeks after D.C. background study and proposed D.C. by-law made available to public |
| 13. Council considers adoption of D.C. background study and passage of by-law   | 60 days after D.C. background study and proposed D.C. by-law made available to public          |

| <b>Process Steps</b>                         | <b>Dates</b>                   |
|--|--------------------------------|
| 14. Newspaper notice given of by-law passage | By 20 days after passage       |
| 15. Last day for by-law appeal               | 40 days after passage          |
| 16. City makes available D.C. pamphlet       | by 60 days after in force date |



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## 2. Anticipated Development in the City of Cornwall

### 2.1 Requirements of the Act

Chapter 3 provides the methodology for calculating a D.C. as per the D.C.A. Figure 3-1 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 Section 5 (1) of the D.C.A. that “the anticipated amount, type and location of development, for which D.C.s can be imposed, must be estimated.”

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 and 20-year time horizon.

The growth forecast, which reflects growth within the City as a whole, is supplemented by information presented in Section 2.4 regarding growth in the Brookdale Avenue North Corridor.

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

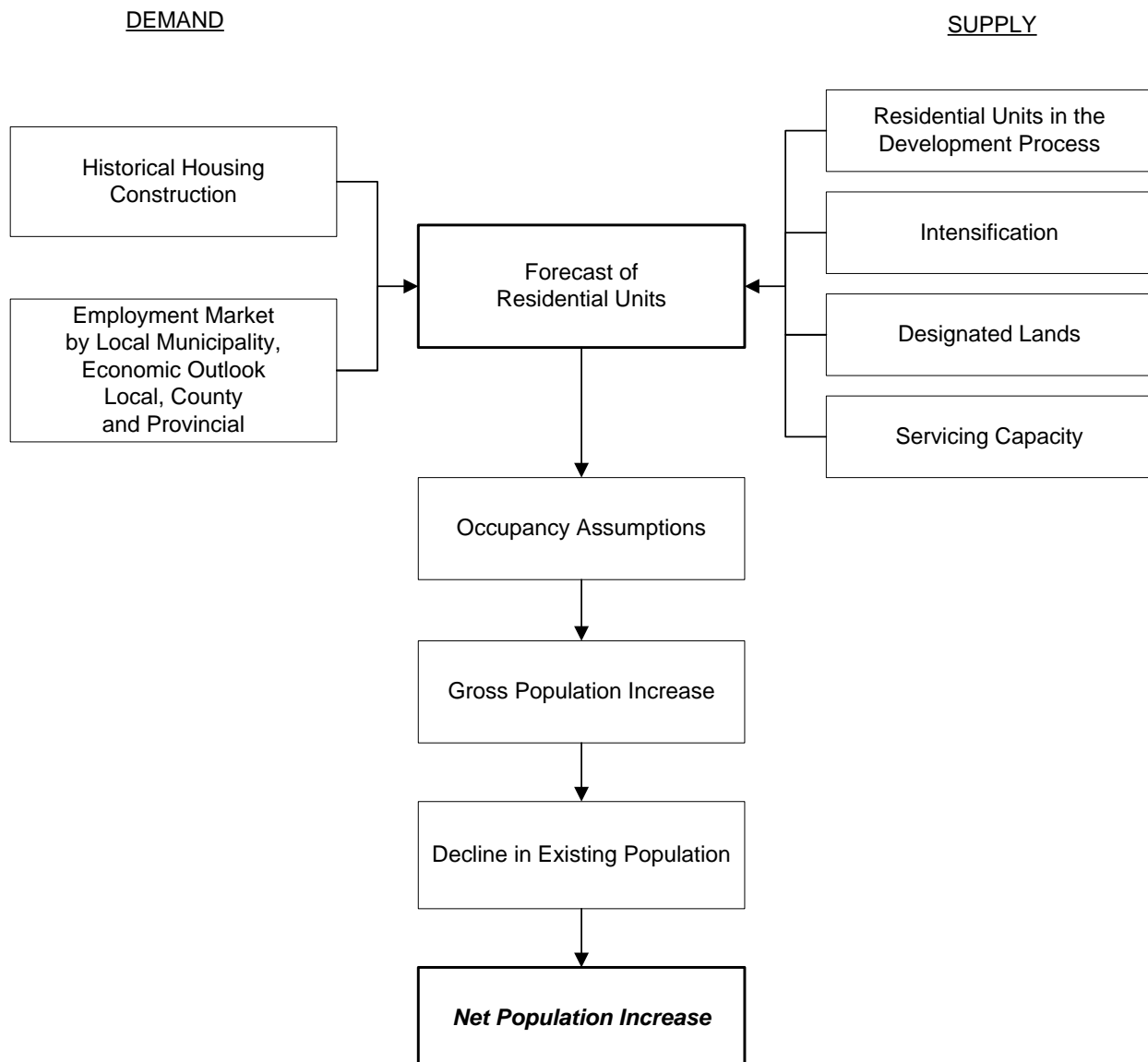
The D.C. growth forecast has been derived based on urban extensive discussions with City staff regarding historical development trends, phasing, land availability and market demand. In compiling the growth forecast, the following information sources were also relied upon to assess residential and non-residential development potential for the City over the forecast period; including:

- City of Cornwall Municipal Comprehensive Review, Growth Forecast and Urban Land Needs Analysis. May 12, 2014;
- 2001, 2006, and 2011 Census Data;
- A review of historical residential and non-residential activity;
- A review of residential and non-residential land supply; and
- Discussions with City staff regarding the anticipated residential and non-residential development trends.

## 2.3 Summary of Growth Forecast

A detailed analysis of the residential and non-residential growth forecasts is provided in Appendix A. 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 Figure 2-1 below, and Schedule 1 in Appendix A.

**Figure 2-1  
Household Formation-Based Population and Household Forecast Model**



As identified in Table 3-1 and Schedule 1, the City's population is anticipated to reach approximately 48,140 by 2027 and 49,400 by 2037. This represents an increase of 2,270 persons and 2,760 persons, respectively, over the 10-year and 20-year forecast periods. The population forecast summarized herein from Schedule 1 excludes the net Census undercount, which is estimated at approximately 3.2%. The Census undercount represents the net number of persons missed during Census enumeration. In calculating the D.C. for the City, the net Census undercount has been excluded from the growth forecast. Accordingly, all references provided herein to the population forecast exclude the net Census undercount. Provided below is a summary of the key assumptions and findings regarding the City's D.C. growth forecast.

1. Unit Mix (Appendix A – Schedules 1 through 7)

- The unit mix for the City was derived from historical development activity, designated urban land supply, (as per Schedule 6 & 7) and discussions with planning staff regarding anticipated development trends for the City.
- Based on the above, the long-term (2017-2037) household growth forecast is comprised of a housing unit mix of approximately 68% low density (single detached and semi-detached), 7% medium density (multiples except apartments) and 25% high density (bachelor, 1 bedroom and 2+ bedroom apartments).

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

- *Schedule 2* summarizes the anticipated amount, type and location of development for the City of Cornwall by development location. The percentage of forecast housing growth between 2017 and 2037 by settlement area and remaining rural area is summarized below.

|       | Housing Growth (Units) | %    |
|-------|------------------------|------|
| Urban | 2,019                  | 99%  |
| Rural | 20                     | 1%   |
| Total | 2,039                  | 100% |

**Table 2-1**  
**City of Cornwall**  
**Residential Growth Forecast Summary**

| Year        |                            | Population<br>(Excluding<br>Census<br>Undercount) | Population<br>(Including<br>Census<br>Undercount) <sup>1</sup> | Housing Units               |                                    |                         |            |                     | Person Per<br>Unit (PPU) |
|-------------|----------------------------|---|--|-----------------------------|------------------------------------|-------------------------|------------|---------------------|--------------------------|
|             |                            |   |  | Singles & Semi-<br>Detached | Multiple<br>Dwellings <sup>2</sup> | Apartments <sup>3</sup> | Other      | Total<br>Households |                          |
| Historical  | <i>Mid 2001</i>            | 45,640  | 47,120   | 11,760                      | 2,870                              | 4,215                   | 180        | 19,025              | 2.40                     |
|             | <i>Mid 2006</i>            | 45,965  | 47,450   | 11,535                      | 2,990                              | 4,915                   | 265        | 19,705              | 2.33                     |
|             | <i>Mid 2011</i>            | 46,340  | 47,840   | 12,010                      | 2,965                              | 5,260                   | 210        | 20,445              | 2.27                     |
|             | <i>Mid 2016</i>            | 46,589  | 48,098   | 12,325                      | 2,977                              | 5,501                   | 127        | 20,930              | 2.23                     |
| Forecast    | <i>Mid 2017</i>            | 46,641  | 48,150   | 12,412                      | 2,984                              | 5,518                   | 127        | 21,041              | 2.22                     |
|             | <i>Mid 2022</i>            | 47,383  | 48,920   | 12,970                      | 3,029                              | 5,675                   | 127        | 21,801              | 2.17                     |
|             | <i>Mid 2027</i>            | 48,139  | 49,700   | 13,361                      | 3,075                              | 5,832                   | 127        | 22,394              | 2.15                     |
|             | <i>Mid 2032</i>            | 48,907  | 50,490   | 13,597                      | 3,105                              | 5,936                   | 127        | 22,765              | 2.15                     |
|             | <i>Mid 2037</i>            | 49,400  | 51,000   | 13,789                      | 3,136                              | 6,027                   | 127        | 23,080              | 2.14                     |
| Incremental | <b>Mid 2001 - Mid 2006</b> | <b>325</b>  | <b>330</b>   | <b>-225</b>                 | <b>120</b>                         | <b>700</b>              | <b>85</b>  | <b>680</b>          |                          |
|             | <b>Mid 2006 - Mid 2011</b> | <b>375</b>  | <b>390</b>   | <b>475</b>                  | <b>-25</b>                         | <b>345</b>              | <b>-55</b> | <b>740</b>          |                          |
|             | <b>Mid 2011 - Mid 2016</b> | <b>249</b>  | <b>258</b>   | <b>315</b>                  | <b>12</b>                          | <b>241</b>              | <b>-83</b> | <b>485</b>          |                          |
|             | <b>Mid 2016 - Mid 2017</b> | <b>52</b>   | <b>52</b>  | <b>87</b>                   | <b>7</b>                           | <b>17</b>               | <b>0</b>   | <b>111</b>          |                          |
|             | <b>Mid 2017 - Mid 2022</b> | <b>742</b>  | <b>770</b>   | <b>558</b>                  | <b>46</b>                          | <b>156</b>              | <b>0</b>   | <b>760</b>          |                          |
|             | <b>Mid 2017 - Mid 2027</b> | <b>1,499</b>                                      | <b>1,550</b>   | <b>949</b>                  | <b>91</b>                          | <b>313</b>              | <b>0</b>   | <b>1,353</b>        |                          |
|             | <b>Mid 2017 - Mid 2032</b> | <b>2,266</b>                                      | <b>2,340</b>   | <b>1,185</b>                | <b>121</b>                         | <b>418</b>              | <b>0</b>   | <b>1,724</b>        |                          |
|             | <b>Mid 2017 - Mid 2037</b> | <b>2,759</b>                                      | <b>2,850</b>   | <b>1,377</b>                | <b>153</b>                         | <b>509</b>              | <b>0</b>   | <b>2,039</b>        |                          |

Source: Watson & Associates Economists Ltd., 2017. Derived from City of Cornwall Municipal Comprehensive Review Phase 1 Population, Housing and Employment Forecast, 2011-2036

1. Census Undercount estimated at approximately 3.2%. Note: Population Including the Undercount has been rounded.
2. Includes townhomes and apartments in duplexes.
3. Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

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### 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 certain services, such as parks, recreation and libraries, to a 10-year planning horizon. Services such as Roads and Fire may utilize a longer forecast period.

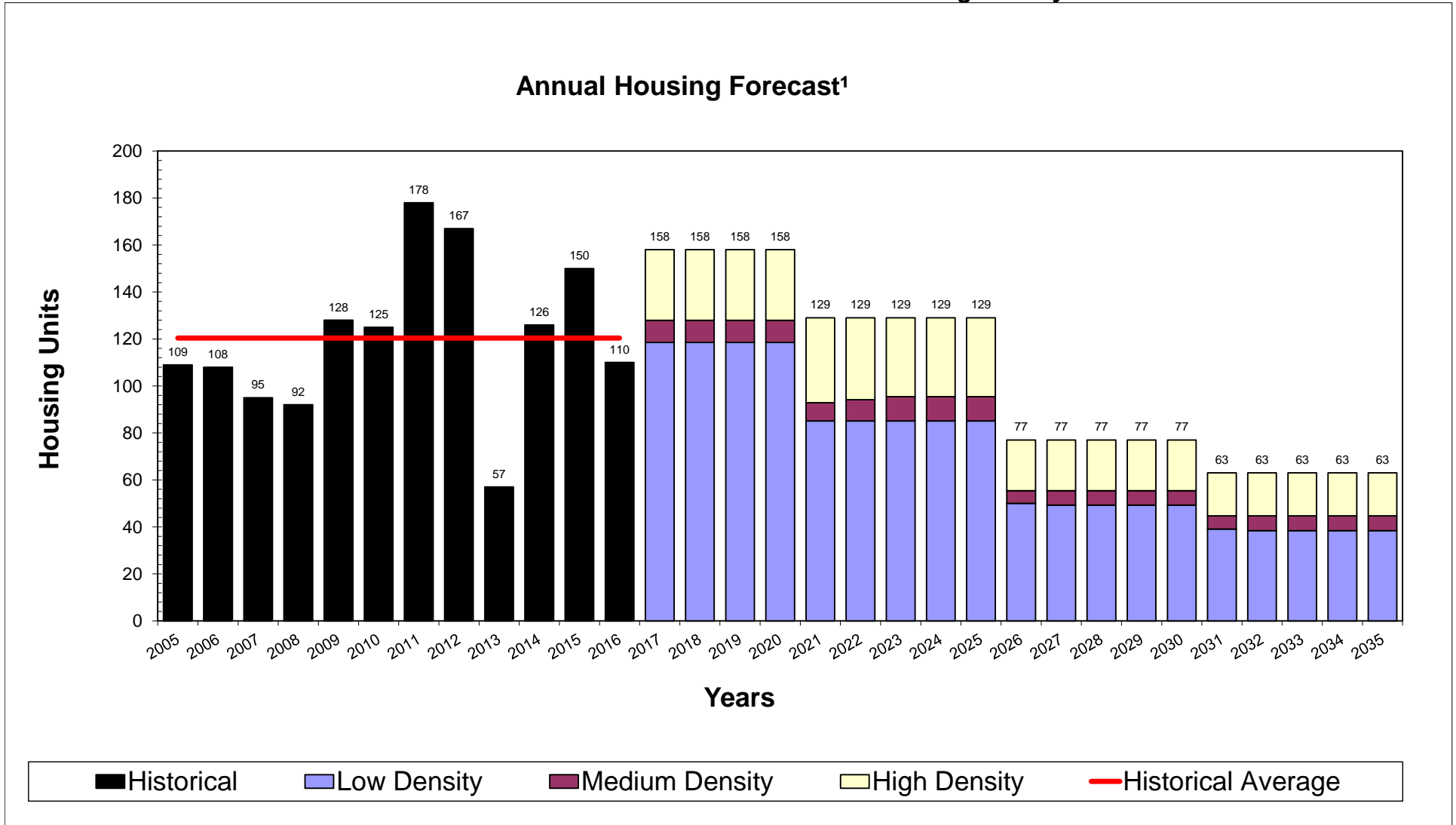
### 4. Population in New Units (Appendix A - Schedules 2 through 9)

- The number of housing units to be constructed in the City of Cornwall during the short-term, long-term and buildout periods is presented on Figure 3-2. Over the long term (2017-2037) forecast period, the City is anticipated to average 102 new housing units per year.
- 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 by dwelling type for new units.
- Schedule 8a summarizes the average number of persons per unit (P.P.U.) for the new housing units by age and type of dwelling, based on 2011 custom Census data for the City of Cornwall. The 20-year average P.P.U.'s by dwelling type are as follows:
  - Low density: 2.59
  - Medium density: 2.46
  - High density: 1.53

### 5. Existing Units and Population Change (Appendix A - Schedules 2, 3, 4, and 5)

- Existing households as of 2017 are based on the 2011 Census households, plus estimated residential units constructed between 2011 and mid 2016, assuming a 6-month lag between construction and occupancy (see Schedule 2).
- The decline in average occupancy levels for existing housing units is calculated in Schedules 3 through 5, by aging the existing population over the forecast period. The forecast population decline in existing households over the 2017 to 2037 forecast period is estimated at approximately 1,965.

**Figure 2-2  
City of Cornwall  
2005-2035 Historical and Forecast Annual Housing Activity**



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## 6. Employment (Appendix A, Schedules 10 through 12)

- The employment projection is 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.
- The City's 2011<sup>1</sup> employment base by place of work is outlined in Schedule 10. The 2011 employment base is comprised of the following sectors:
  - 11 primary (approx. <1%);
  - 635 work at home employment (approx. 2%);
  - 7,041 industrial (approx. 30%);
  - 9,876 commercial/population-related (approx. 41%); and
  - 6,627 institutional (approx. 27%).
- The 2011 employment base by usual place of work, including work at home, is approximately 24,190 jobs employment base. The City's 2017 employment base is estimated at 24,790 based on a review of non-residential development trends between 2011 and 2016. The City's anticipated to reach approximately 26,320 by 2027 and 27,550 by 2037.
- Schedule 10a, Appendix A, summarizes the employment forecast, excluding work at home employment, which is the basis for the D.C.A. employment forecast. The impact on city services from work at home employees has already been included in the population forecast. Accordingly, work at home employees have been removed from the D.C.A. employment forecast and calculation.
- Total employment for the City (excluding work at home employment) is anticipated to reach approximately 25,640 by 2027 and 26,800 by 2037. This represents an employment increase of 1,490 and 2,650 additional jobs over the 10-year and 20-year periods, respectively.

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<sup>1</sup> 2011 Employment is based on Statistics Canada 2011 Places of Work Employment dataset.

7. Non-Residential Sq.ft. Estimates (Gross Floor Area (G.F.A.)), Appendix A, Schedule 9b)

- Square footage estimates were calculated in Schedule 9b based on the following employee density assumptions:<sup>1</sup>
  - 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 non-residential G.F.A. increase is anticipated to be approximately 1,934,300 sq.ft over the 10-year forecast period and 3,491,800 sq.ft. over the 20-year forecast period.
- In terms of percentage growth, the 20-year incremental G.F.A. forecast by sector is broken down as follows:
  - industrial – approx. 73%;
  - commercial/population-related – approx. 15%; and
  - institutional – approx. 12%.

## 2.4 Brookdale Avenue North Corridor

City staff provided Watson with the defined Brookdale Avenue North Corridor Area, the number and size of properties and the current development status (developed and vacant) of the properties.

The Brookdale Avenue North Corridor is defined as the immediate lands fronting on Brookdale Avenue from Tollgate Road North to Cornwall Centre Road, and is identified as the 'New Catchment Area' on the Brookdale Avenue North Sanitary Servicing Map included as Figure 2-3. The developable area totals approximately 166 acres, contained within 16 land parcels.

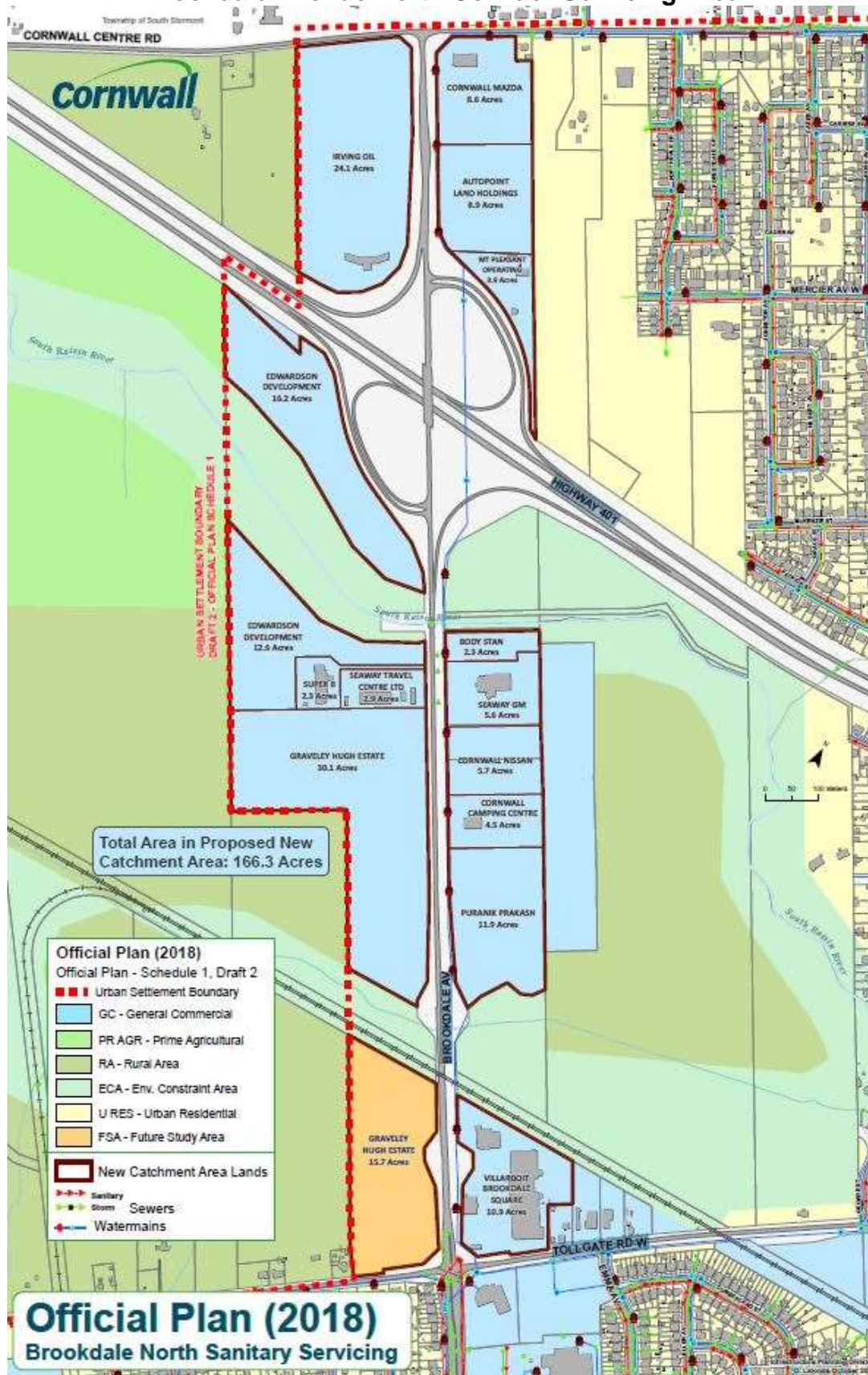
The servicing area excludes properties that are deemed undevelopable for a number of reasons, including environmental constraints, zoning and insufficient access. Properties excluded from the servicing area comprise environmentally sensitive lands around the South Raisin River (south of Highway 401) and along the CN Rail Corridor, which are designated Environmental Constraint Area in the new Official Plan, as well lands designated as Prime Agricultural and Rural Area.

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<sup>1</sup> Based on Watson & Associates Economists Ltd. employment surveys.



**Figure 2-3  
Brookdale Avenue North Corridor Servicing Area**



Detailed in Table 2-2 are the properties within the Brookdale Avenue North Corridor servicing area. The table also includes the current land use, net developable land area, current development status, and potential G.F.A. of future development for each parcel. The potential G.F.A. forecast was calculated assuming 15% land density for new development, based on input and expectations of City staff.

**Table 2-2  
Brookdale Avenue North Corridor  
New Catchment Area Properties**

| Property Name               | Land Use           | Net Land Area (ac) | Development Status (Vacant vs. Developed) | Future Development (sq.ft. of GFA) |
|-----------------------------|--------------------|--------------------|---|------------------------------------|
| Cornwall Mazda              | General Commercial | 8.60               | Developed                                 |                                    |
| Irving Oil                  | General Commercial | 24.10              | Developed                                 |                                    |
| Autopoint Land Holdings     | General Commercial | 8.90               | Vacant                                    | 58,153                             |
| Mt Pleasant Operating       | General Commercial | 3.90               | Vacant                                    | 25,483                             |
| Edwardson Development       | General Commercial | 28.80              | Vacant                                    | 188,179                            |
| Stan Body                   | General Commercial | 2.30               | Vacant                                    | 15,028                             |
| Seaway Travel Centre Ltd    | General Commercial | 2.90               | Developed                                 |                                    |
| Super 8 <sup>5</sup>        | General Commercial | 2.30               | Developed                                 |                                    |
| Cornwall GM                 | General Commercial | 5.60               | Developed                                 |                                    |
| Cornwall Nissan             | General Commercial | 5.70               | Vacant                                    | 37,244                             |
| Hugh Graveley Estate        | General Commercial | 30.10              | Vacant                                    | 196,673                            |
| Cornwall Camping Centre     | General Commercial | 4.50               | Developed                                 |                                    |
| Prakash Pruanik             | General Commercial | 11.90              | Vacant                                    | 77,755                             |
| Hugh Graveley Estate        | Future Study Area  | 15.70              | Vacant                                    | 102,584                            |
| Villarboit Brookdale Square | General Commercial | 10.90              | Developed                                 |                                    |
| <b>Total</b>                |                    | <b>166.20</b>      |   | <b>701,098</b>                     |

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

This chapter addresses the requirements of s.s.5(1) of the D.C.A., 1997 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.

### 3.1 Services Potentially Involved

Table 3-1 lists the full range of municipal service categories which are provided within the City.

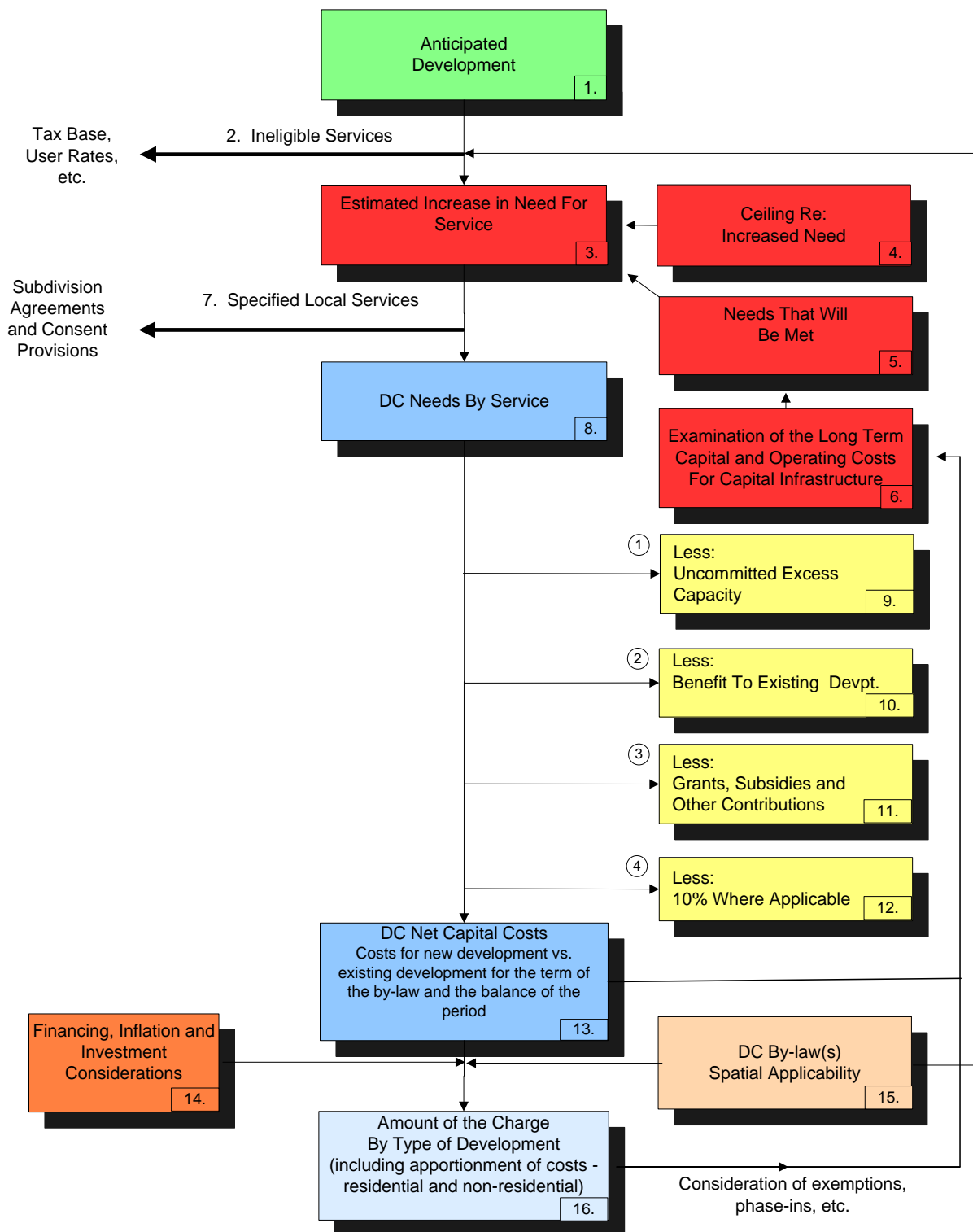
A number of these services are defined in s.s.2(4) of the D.C.A., 1997 as being ineligible for inclusion in D.C.s. These are shown as “ineligible” on Table 3-1. In addition, two ineligible costs defined in s.s.5(3) of the D.C.A. are “computer equipment” and “rolling stock with an estimated useful life of [less than] seven years...” In addition, local roads 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.”

### 3.2 Local Service Policy

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, s.s.5(1)3, which requires that municipal 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.

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. General policy guidelines on D.C. and local service funding is detailed in Appendix G to this report.

**Figure 3-1**  
**The Process of Calculating a D.C. under the Act**



**Table 3-1**  
**Categories of Municipal Services**  
**To Be Addressed as Part of the Calculation**

| Categories of Municipal Services                           | Eligibility for Inclusion in the D.C. Calculation | Service Components                                      | Maximum Potential D.C. Recovery % |
|--|---|---|-----------------------------------|
| 1. Services Related to a Highway                           | Yes   | 1.1 Arterial roads                                      | 100                               |
|  | Yes   | 1.2 Collector roads                                     | 100                               |
|  | Local Service                                     | 1.3 Local roads   | 100                               |
|  | Yes   | 1.4 Intersections and Traffic signals                   | 100                               |
|  | Yes   | 1.5 Sidewalks and streetlights                          | 100                               |
| 2. Other Transportation Services                           | No  | 2.1 Transit vehicles                                    | 100                               |
|  | No  | 2.2 Other transit infrastructure                        | 100                               |
|  | n/a   | 2.3 Municipal parking spaces - indoor                   | 90                                |
|  | No  | 2.4 Municipal parking spaces - outdoor                  | 90                                |
|  | Yes   | 2.5 Works Yards   | 100                               |
|  | Yes   | 2.6 Rolling stock <sup>1</sup>                          | 100                               |
|  | n/a   | 2.7 Ferries   | 90                                |
|  | No  | 2.8 Airport facilities                                  | 90                                |
| 3. Storm Water Drainage and Control Services               | Yes   | 3.1 Main channels and drainage trunks                   | 100                               |
|  | Local Service                                     | 3.2 Channel connections                                 | 100                               |
|  | Local Service                                     | 3.3 Retention/detention ponds                           | 100                               |
| 4. Fire Protection Services                                | Yes   | 4.1 Fire stations                                       | 100                               |
|  | Yes   | 4.2 Fire pumpers, aerials and rescue vehicles           | 100                               |
|  | Yes   | 4.3 Small equipment and gear                            | 100                               |
| 5. Outdoor Recreation Services (i.e. Parks and Open Space) | Ineligible  | 5.1 Acquisition of land for parks, woodlots and E.S.A.s | 0                                 |
|  | Yes   | 5.2 Development of area municipal parks                 | 90                                |
|  | Yes   | 5.3 Development of district parks                       | 90                                |
|  | Yes   | 5.5 Development of special purpose parks                | 90                                |
|  | Yes   | 5.6 Parks rolling stock <sup>1</sup> and yards          | 90                                |

<sup>1</sup>with 7+ year life time

<sup>2</sup>same percentage as service component to which it pertains  
computer equipment excluded throughout

| Categories of Municipal Services  | Eligibility for Inclusion in the D.C. Calculation | Service Components   | Maximum Potential D.C. Recovery % |
|---|---|--|-----------------------------------|
| 6. Indoor Recreation Services   | Yes   | 6.1 Arenas, indoor pools, fitness facilities, community centres, etc. (including land) | 90                                |
|   | Yes   | 6.2 Recreation vehicles and equipment <sup>1</sup>                                     | 90                                |
| 7. Library Services   | Yes   | 7.1 Public library space (incl. furniture and equipment)                               | 90                                |
|   | Yes   | 7.2 Library materials  | 90                                |
| 8. Electrical Power Services  | Ineligible  | 8.1 Electrical substations   | 0                                 |
|   | Ineligible  | 8.2 Electrical distribution system   | 0                                 |
|   | Ineligible  | 8.3 Electrical system rolling stock <sup>1</sup>                                       | 0                                 |
| 9. Provision of Cultural, Entertainment and Tourism Facilities and Convention Centres | Ineligible  | 9.1 Cultural space (e.g. art galleries, museums and theatres)                          | 0                                 |
|   | Ineligible  | 9.2 Tourism facilities and convention centres  | 0                                 |
| 10. Waste Water Services  | Yes   | 10.1 Treatment plants  | 100                               |
|   | Yes   | 10.2 Collection systems  | 100                               |
|   | Yes   | 10.3 Local systems   | 100                               |
| 11. Water Supply Services   | Yes   | 11.1 Treatment plants  | 100                               |
|   | Yes   | 11.2 Distribution systems  | 100                               |
|   | Yes   | 11.3 Local systems   | 100                               |
| 12. Waste Management Services   | Yes   | 12.1 Collection, transfer vehicles and equipment                                       | 90                                |
|   | Ineligible  | 12.3 Landfills and other disposal facilities   | 0                                 |
|   | Yes   | 12.3 Other waste diversion facilities  | 90                                |
| 13. Police Services   | No  | 13.1 Police detachments  | 100                               |
|   | No  | 13.2 Police rolling stock <sup>1</sup>   | 100                               |
|   | No  | 13.3 Small equipment and gear  | 100                               |
| 14. Homes for the Aged  | No  | 14.1 Homes for the aged space  | 90                                |
| 15. Day Care  | Yes   | 15.1 Day care space  | 90                                |
| 16. Health  | No  | 16.1 Health department space   | 90                                |

| Categories of Municipal Services   | Eligibility for Inclusion in the D.C. Calculation | Service Components  | Maximum Potential D.C. Recovery % |
|--|---|---|-----------------------------------|
| 17. Social Services  | No  | 17.1 Social service space   | 90                                |
| 18. Ambulance  | No  | 18.1 Ambulance station space  | 90                                |
|  | No  | 18.2 Vehicles <sup>1</sup>  | 90                                |
| 19. Hospital Provision   | Ineligible  | 19.1 Hospital capital contributions   | 0                                 |
| 20. Provision of Headquarters for the General Administration of Municipalities and Area Municipal Boards | Ineligible<br>Ineligible<br>Ineligible            | 20.1 Office space (all services)  | 0                                 |
|  |   | 20.2 Office furniture   | 0                                 |
|  |   | 20.3 Computer equipment   | 0                                 |
| 21. Other Services   | Yes   | 21.1 Studies in connection with acquiring buildings, rolling stock, materials and equipment, and improving land <sup>2</sup> and facilities, including the D.C. background study cost | 0-100                             |
|  | Yes   | 21.2 Interest on money borrowed to pay for growth-related capital   | 0-100                             |

| Eligibility for Inclusion in the DC Calculation | Description   |
|---|---|
| Yes   | Municipality provides the service - service has been included in the DC Calculation     |
| No  | Municipality provides the service - service has not been included in the DC Calculation |
| n/a   | Municipality does not provide the service   |
| Ineligible                                      | Service is ineligible for inclusion in the DC calculation                               |

<sup>1</sup>with 7+ year life time

<sup>2</sup>same percentage as service component to which it pertains  
computer equipment excluded throughout

### 3.3 Capital Forecast

Paragraph 7 of s.s.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 two 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;
- e) interest on money borrowed to pay for the above-referenced costs;
- f) costs to undertake studies in connection with the above-referenced matters; and
- g) costs of the D.C. background study.

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” (s.s.5(1)3). This can be done if the increase in service forms part of a Council-approved Official Plan, capital forecast or similar expression of the intention of Council (O.Reg. 82/98 s.3). The capital program contained herein reflects the City’s approved and proposed capital budgets and master servicing/needs assessments.

### 3.4 Treatment of Credits

Section 8 para. 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.” s.s.17 para. 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.



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The City currently has no outstanding credit obligations.

### **3.5 Eligible Debt and Committed Excess Capacity**

Section 66 of the D.C.A., 1997 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, s.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.

The City has not incurred any costs for which there was Council intent that they would be paid from D.C.s or similar charges.

### **3.6 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 s.s.5(1) to net the outstanding reserve fund balance as part of making the D.C. calculation; however, s.35 does restrict the way in which the funds are used in future.

The City does not have D.C. reserve funds to be considered.

### **3.7 Deductions**

The D.C.A., 1997 potentially requires that five 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;
- anticipated grants, subsidies and other contributions; and

- a 10% reduction for certain services.

The requirements behind each of these reductions are addressed as follows:

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

This is designed to ensure that the increase in need for services 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 10-year period immediately preceding the preparation of the background study..." O.Reg. 82.98 (s.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."

Moreover, the D.C.A., 1997 does not require this historical level of service calculation for transit services. As per subsection 5.2(3) of the D.C.A., "...the estimate for the increase in the need for a prescribed service (i.e. transit services) shall not exceed the planned level of service over the 10-year period immediately following the preparation of the background study...". In many cases, for non-transit services, 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 factor are multiplied together, they produce a measure of the level of service, which meets the requirements of the Act, i.e. cost per unit. For transit services, the municipality has the ability to determine how it estimates the planned level of service.

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

### ***3.7.2 Reduction for Uncommitted Excess Capacity***

Paragraph 5 of s.s.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" (discussed above in 3.6).

"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

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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.

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

This step involves a further reduction to the need, by the extent to which such an increase in service would benefit existing development. The level of services cap in section 3.4 is related, but is not the identical requirement. Wastewater (sanitary), stormwater and water trunks are highly localized to growth areas and can be more readily allocated in this regard than other services such as roads 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 Wednesday in one arena and Thursday 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. Further, 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.

### ***3.7.4 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 made or anticipated by Council and in accordance with various rules such as the attribution between the share related to new vs. existing development O.Reg. 82.98, s.6. Where grant programs do not allow funds to be applied to growth-related capital needs, the proceeds can be

applied to the non-growth share of the project exclusively. Moreover, Gas Tax revenues are typically used to fund non-growth-related works or the non-growth share of D.C. projects, given that the contribution is not being made in respect of particular growth-related capital projects.

### **3.7.5 The 10% Reduction**

Paragraph 8 of s.s.(1) of the D.C.A. requires that, “the capital costs must be reduced by 10 percent.” This paragraph does not apply to water supply services, wastewater services, stormwater drainage and control services, services related to a highway, police, fire protection services, and transit services. The primary services that the 10% reduction does apply to include services such as parks and recreation, libraries, childcare/social services, ambulance, homes for the aged and health. The 10% is to be netted from the capital costs necessary to provide the increased services, once the other deductions have been made, as per the infrastructure cost sheets in Chapter 4.

## **3.8 D.C. By-Law Spatial Applicability**

There are four basic choices to be addressed when considering the geographic application of a D.C.:

1. the entire municipality for all services (which is the most commonly-used approach);
2. part of the municipality for all services; balance of the municipality is exempt (because it is outside the service’s coverage area or can be served at little or no incremental cost);
3. different by-laws and charges in different municipal service areas (in order to recognize distinctly different servicing cost situations); and
4. a uniform municipal-wide charge with separate charge covering additional area-specific services (e.g. the coverage area for specific works).

Subsection 2(9) of the D.C.A. may prescribe services for which a D.C. by-law must apply on an area-specific basis. For prescribed services, Council shall pass different D.C. by-laws for different parts of the municipality, in accordance with the prescribed criteria. Currently the Province has not prescribed services under this subsection of the D.C.A.

For services that are not prescribed under subsection 2(9) of the D.C.A., the background study must give consideration of the use of more than one D.C. by-law to reflect different needs for services in different areas. Upon review of this matter with City staff and Council, it has been recommended that the City impose D.C.s for Water

and Wastewater Services on development only within the urban service areas of the City. For more localized water and wastewater needs (i.e. extending wastewater servicing to the Brookdale Avenue North Corridor) area-specific D.C.s will be imposed. D.C.s for all other services (i.e. excluding water and wastewater) will be imposed on a uniform City-wide basis.

It is also proposed that the City will pass two separate D.C. By-laws: one for localized wastewater services within the Brookdale Avenue North Corridor; and a second for all other services throughout the City.

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## 4. D.C. Eligible Cost Analysis by Service

This chapter outlines the basis for calculating D.C. eligible costs to be applied on a municipal-wide uniform basis. The required calculation process set out in s.5(1) paragraphs 2 to 8 in the D.C.A., 1997, and described in Chapter 3, 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. However, over time, municipal projects and Council priorities change and, accordingly, Council's intentions may alter and different capital projects (and timing) may be required to meet the need for services required by new growth.

### 4.1 Service Levels and 10-Year Capital Costs for Municipal-wide D.C. Calculation

This section evaluates the development-related capital requirements for select services over the 10-year planning period (2017-2026). For these services, each service component is evaluated on two format sheets: the average historical 10-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.

#### 4.1.1 *Transportation Services*

The City currently provides Transportation Services through the provision of 272 kms of roads as well as related infrastructure (sidewalks, bridges and culverts, and traffic signals and streetlights). The average level of service over the 10-year historic period produced by this inventory is \$5,970 per capita and employee. When applied to the 10-year future growth, potential D.C. eligible costs of \$17.8 million are produced.

In addition to roads and related infrastructure, the City's operations department utilizes 49,282 sq.ft. of facility space and 144 vehicle and equipment items. On a per capita and employee basis, the 10-year historical average level of service produced is \$234, producing a maximum D.C. eligible cost of \$0.7 million.

The gross capital costs of the Transportation Services infrastructure required to service growth over the 10-year period is \$82.7 million. These needs are inclusive of active transportation, road expansions/upgrades and operations facility projects. Of the total cost estimate, \$19.5 million has been deducted to reflect a benefit to development outside the 10-year forecast period and could potentially be included for cost recovery in future D.C. By-laws. \$50.3 million has been deducted for the benefit to existing

development and a further \$4.5 million has been removed for the growth-related component of grants, subsidies, and other contributions anticipated to be received. The resultant net growth-related capital costs to be included in the calculation of charge total \$8.5 million. The growth-related net capital costs have been apportioned between residential and non-residential development based on the increment of growth in population to employment over the forecast period (i.e. 50% residential 50% non-residential).

#### **4.1.2 Fire Services**

The City currently has two fire stations which provide a total of 15,200 sq.ft. of floor space. The fire department also has a current inventory of 18 vehicles and 73 items of fire outfitting and specialty equipment. In total, the inventory of Fire Services assets provides a historical average level of service of approximately \$165 per capita and employee. The historical level of investment for Fire Services provides for a D.C.-eligible amount over the forecast period of 0.5 million.

The City will require funds for a new Fire Station and Training Facility and associated equipment to replace the current Fire Hall No. 1. The gross capital costs estimate for the increase in service, totals \$5.1 million. \$3.8 million has been deducted to reflect the benefit to existing development, while 0.8 million benefitting development beyond 2026 has been deferred for possible inclusion in subsequent D.C. By-laws. In total, the growth-related capital costs for Fire Services totals \$0.5 million.

The allocation of net growth-related costs for Fire Services between residential and non-residential development in 50% residential and 50% non-residential based on incremental growth in population and employment over the forecast period.

#### **4.1.3 Parks and Recreation Services**

The City currently maintains 202 acres of developed parkland, 36,300 metres of trails and 123 parkland amenities within its jurisdiction. Furthermore, the City utilizes 523,000 sq.ft. of recreation facility space in providing recreation services. To assist in the provision of services through the aforementioned parks and recreation facilities, the City utilizes 18 vehicle and equipment items. The City's level of service over the historical 10-year period averaged \$3,299 per capita. In total, the maximum D.C.-eligible amount for Parks and Recreation Services that over the 10-year forecast period is \$44.8 million based on the established level of service standards.

The 10-year capital needs for Parks and Recreation Services to accommodate growth have a total gross capital cost of approximately \$10.3 million. These capital needs are

comprised of future parkland and development. \$6.1 has been deducted for the benefit to existing development, as well as a further \$3.1 million for grants and subsidies related to the development of the Benson Centre Soccer Fields. The statutory 10% deduction related to Parks and Recreation Services totals \$105,000, resulting in net growth-related capital costs for inclusion in the calculation of approximately \$1.0 million.

As the predominant users of parks and recreation services tend to be residents of the City, the forecast growth-related costs have been allocated 95% to residential and 5% to non-residential development.,

#### **4.1.4 Library Services**

Library services are provided by the City through the provision of approximately 40,500 sq.ft. of facility space and 146,000 library collection material items. The average level of service provided over the historical 10-year period based on this inventory is \$797 per capita. When applied to anticipated growth over the 2017-2026 period, the per capita level of service produces a maximum D.C. eligible amount for library services of \$1.2 million.

The gross capital cost included in the D.C. calculation for the 10-year forecast period is approximately \$230,000 million. The capital cost estimates include additional collection materials and facility related equipment. Deductions for the benefit to existing development total \$126,000. Furthermore, deductions of approximately \$11,000 for the required 10% statutory deduction have been applied. The resulting net growth-related capital cost of \$95,000 million has been included in the D.C. calculation.

As the predominant users of library services tend to be residents of the City, the forecast growth-related costs have been allocated 95% to residential development and 5% to non-residential development.

#### **4.1.5 Administration Studies**

The D.C.A. permits the inclusion of studies undertaken to facilitate the completion of the City's capital works program. The City has made provision for the inclusion of new studies undertaken to facilitate future D.C. processes, as well as other studies which benefit growth, including a Fire Master Plan, Active Transportation Plan, Recreation Master Plan, and Zoning By-law Update.

The capital cost estimates for these studies total \$1.7 million over the 10-year forecast period. Approximately \$0.9 million has been deducted in recognition of the benefits to the existing population in addition to \$46,000 after applying the 10% statutory



deduction. The resulting net growth-related capital costs included in the charge totals approximately \$750,000.

These costs have been allocated 50% to residential development, and 50% to non-residential development based on the incremental growth in population to employment for the 10-year forecast period.

#### **4.1.6 Child Care Services**

Child Care Services are provided by the City through the provision of 609 child care spaces and two vehicles. The average level of service produced by the historical investment in assets over the past 10-years is \$1,081 per capita. The maximum D.C.-eligible costs that could be included in the calculation of the charge is \$1.6 million based on the anticipated growth over the 2017-2026 forecast period.

A provision for additional child care spaces has been included in the anticipated growth-related capital needs, however, the City currently anticipates receiving grant funding for the entire costs. As such, there are no growth-related capital costs included in the calculation of the charge of Child Care Services.

#### **4.1.7 Waste Diversion Services**

Waste Diversion Services are provided by the City through the Waste Recycling Facility and Weigh Scales building. In addition to providing waste diversion functions, these facilities also provide a relatively small amount of usage (1%) towards landfill activities. As such the total floor area of the facilities (10,220 sq.ft.) has been reduced by 1% to accurately reflect the historical investment in waste diversion only. The historical average per capita and employee level of service of \$42 produces maximum D.C.-eligible costs over the forecast period of \$125,000.

Gross capital costs of \$153,000 have been identified by the City for the remaining implementation of the Solid Waste/Recycling Review. A deduction of approximately 147,000 has been applied for the benefit to existing development as well as \$310 for the increase in need related to landfill services. After applying the 10% statutory deduction, net growth-related capital costs of approximately \$5,300 have been included in the calculation of the charge.

These costs have been allocated 50% to residential development, and 50% to non-residential development based on the incremental growth in population to employment for the 10-year forecast period.

### Infrastructure Costs Covered in the D.C. Calculation – Transportation Services

| Prj .No                      | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Other Deductions | Net Capital Cost | Less:                           |   | Potential DC Recoverable Cost |                          |                              |
|------------------------------|--|---------------|--------------------------------------|---------------------|------------------|------------------|---------------------------------|---|-------------------------------|--------------------------|------------------------------|
|                              |  |               |                                      |                     |                  |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
| <b>Active Transportation</b> |  |               |                                      |                     |                  |                  |                                 |   |                               |                          |                              |
| 1                            | Bicycle Infrastructure (on-road)   | 2017-2026     | 3,870,500                            | 122,971             |                  | 3,747,529        | 3,595,657                       | 6,376   | 145,496                       | 72,748                   | 72,748                       |
| 2                            | Sidewalks  | 2017-2026     | 2,227,000                            | 70,755              |                  | 2,156,245        | 2,068,862                       |   | 87,384                        | 43,692                   | 43,692                       |
| <b>Roads</b>                 |  |               |                                      |                     |                  |                  |                                 |   |                               |                          |                              |
| 3                            | Nick Kaneb Dr. Extension   | 2018          | 1,800,000                            | 765,091             |                  | 1,034,909        | 90,000                          |   | 944,909                       | 472,454                  | 472,454                      |
| 4                            | Business Park Rd   | 2027+         | 9,000,000                            | 9,000,000           |                  | -                | -                               |   | -                             | -                        | -                            |
|                              |  |               |                                      |                     |                  |                  |                                 |   |                               |                          |                              |
| 5                            | Boundary Rd/CNR EA   | 2018-2021     | 7,200,000                            | 228,753             |                  | 6,971,247        | 6,688,731                       | 141,258   | 141,258                       | 70,629                   | 70,629                       |
| 6                            | Marleau Ave/Ninth St. Upgrade Stage 2  | 2019-2022     | 1,700,000                            | 603,362             |                  | 1,096,638        | 351,470                         |   | 745,168                       | 372,584                  | 372,584                      |
| 7                            | Marleau Ave/Ninth St. Upgrade Stage 3  | 2025          | 5,400,000                            | 1,742,127           |                  | 3,657,873        | 1,506,300                       |   | 2,151,573                     | 1,075,787                | 1,075,787                    |
| 8                            | Brookdale Ave/CN Connect Link EA   | 2020-2024     | 10,200,000                           | 3,889,752           |                  | 6,310,248        | 1,506,300                       | 4,323,553   | 480,395                       | 240,197                  | 240,197                      |
| 9                            | Pitt St. Widening & Env. Assessment  | 2026          | 5,000,000                            | 1,608,088           |                  | 3,391,912        | 1,405,880                       |   | 1,986,032                     | 993,016                  | 993,016                      |
| <b>Facilities</b>            |  |               |                                      |                     |                  |                  |                                 |   |                               |                          |                              |
| 10                           | Municipal Works Yard Redevelopment   | 2017-2026     | 36,329,627                           | 1,461,074           |                  | 34,868,553       | 33,064,088                      |   | 1,804,465                     | 902,233                  | 902,233                      |
| <b>Total</b>                 |  |               |                                      |                     |                  |                  |                                 |   |                               |                          |                              |
|                              |  |               | 82,727,127                           | 19,491,972          | -                | 63,235,155       | 50,277,288                      | 4,471,187   | 8,486,680                     | 4,243,340                | 4,243,340                    |

**Infrastructure Costs Covered in the D.C. Calculation – Fire Services**

| Prj .No | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Potential DC Recoverable Cost |                          |                              |
|---------|--|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|-------------------------------|--------------------------|------------------------------|
|         |  |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
|         | <b>Facilities</b>  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
| 1       | New Fire Station and Training Facility   | 2018          | 5,000,000                            | 799,642             | 4,200,358        | 3,720,592                       |   | 479,766                       | 239,883                  | 239,883                      |
|         | <b>Equipment</b>   |               |                                      |                     |                  |                                 |   |                               | -                        | -                            |
| 2       | Training Centre Equipment  | 2018-2019     | 145,000                              | 23,190              | 121,810          | 107,897                         |   | 13,913                        | 6,957                    | 6,957                        |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         | <b>Total</b>   |               | <b>5,145,000</b>                     | <b>822,832</b>      | <b>4,322,168</b> | <b>3,828,489</b>                | <b>-</b>  | <b>493,679</b>                | <b>246,839</b>           | <b>246,839</b>               |



**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 (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Subtotal       | Less:                                | Potential DC Recoverable Cost |                   |                       |
|--------|---|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|----------------|--------------------------------------|-------------------------------|-------------------|-----------------------|
|        |   |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development |                | Other (e.g. 10% Statutory Deduction) | Total                         | Residential Share | Non-Residential Share |
|        | 2017-2026   |               |                                      |                     |                  |                                 |   |                |                                      |                               | 95%               | 5%                    |
| 1      | Collection Materials  | 2017-2026     | 101,871                              | -                   | 101,871          | -                               |   | 101,871        | 10,187                               | 91,684                        | 87,100            | 4,584                 |
| 2      | RFID Phase 1  | 2017          | 130,000                              | -                   | 130,000          | 125,952                         |   | 4,048          | 405                                  | 3,643                         | 3,461             | 182                   |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |                |                                      |                               |                   |                       |
|        | <b>Total</b>  |               | <b>231,871</b>                       | <b>-</b>            | <b>231,871</b>   | <b>125,952</b>                  | <b>-</b>  | <b>105,919</b> | <b>10,592</b>                        | <b>95,327</b>                 | <b>90,561</b>     | <b>4,766</b>          |



**Infrastructure Costs Covered in the D.C. Calculation – Child Care Services**

| Prj.No | Increased Service Needs<br>Attributable to Anticipated<br>Development | Timing (year) | Gross<br>Capital Cost<br>Estimate<br>(2017\$) | Post<br>Period<br>Benefit | Net Capital<br>Cost | Less:                                 |   | Subtotal | Less:   | Potential DC Recoverable Cost |                      |                              |
|--------|---|---------------|---|---------------------------|---------------------|---------------------------------------|---|----------|---|-------------------------------|----------------------|------------------------------|
|        |   |               |   |                           |                     | Benefit to<br>Existing<br>Development | Grants,<br>Subsidies and<br>Other<br>Contributions<br>Attributable to<br>New<br>Development |          | Other (e.g.<br>10%<br>Statutory<br>Deduction) | Total                         | Residential<br>Share | Non-<br>Residential<br>Share |
|        | 2017-2026   |               |   |                           |                     |                                       |   |          |   |                               | 100%                 | 0%                           |
| 1      | Additional Child Care Spaces  | 2017-2026     | 1,611,202                                     | -                         | 1,611,202           | -                                     | 1,611,202   | -        | -   | -                             | -                    | -                            |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        |   |               |   |                           |                     |                                       |   |          |   |                               |                      |                              |
|        | <b>Total</b>  |               | <b>1,611,202</b>                              | <b>-</b>                  | <b>1,611,202</b>    | <b>-</b>                              | <b>1,611,202</b>  | <b>-</b> | <b>-</b>                                      | <b>-</b>                      | <b>-</b>             | <b>-</b>                     |

**Infrastructure Costs Covered in the D.C. Calculation – Waste Diversion Services**

| Prj .No | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Other Deductions | Net Capital Cost | Less:                           |   | Subtotal     | Less: Other (e.g. 10% Statutory Deduction) | Potential DC Recoverable Cost |                       |                           |
|---------|--|---------------|--------------------------------------|---------------------|------------------|------------------|---------------------------------|---|--------------|--|-------------------------------|-----------------------|---------------------------|
|         |  |               |                                      |                     |                  |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development |              |  | Total                         | Residential Share 50% | Non-Residential Share 50% |
| 1       | Solid Waste / Recycling Review Implementation                                    | 2018-2025     | 153,000                              | -                   | 310              | 152,690          | 146,800                         |   | 5,890        | 589  | 5,301                         | 2,651                 | 2,651                     |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -  | -                             | -                     | -                         |
|         | <b>Total</b>   |               | <b>153,000</b>                       | <b>-</b>            | <b>310</b>       | <b>152,690</b>   | <b>146,800</b>                  | <b>-</b>  | <b>5,890</b> | <b>589</b>                                 | <b>5,301</b>                  | <b>2,651</b>          | <b>2,651</b>              |



## **4.2 10-Year Capital Costs for the Urban Service Area D.C. Calculation**

### ***4.2.1 Wastewater Services***

The capital program for Wastewater Services includes separation of combined sewers over the 10-year forecast period to create capacity to service growth in the wastewater collection system.

In total, the gross capital cost estimate amounts to \$5.2 million. \$5.0 million has been deducted for the gross capital costs of the program benefitting existing development. A further \$157,000 has also been deducted for the benefit to growth occurring beyond the 10-year forecast period. The net capita costs identified for inclusion in the calculation of the charge total \$211,000.

These costs have been allocated 50% residential and 20% non-residential on the basis of incremental population growth to employment growth over the forecast period.

### ***4.2.2 Water Services***

The 10-year capital program in includes \$1.9 million for new watermains to service growth within the City.

It is anticipated that the Business Park Watermains will be a direct developer responsibility and therefore \$1.3 million has been deducted, resulting in \$0.6 million to be recovered from growth over the 10-year period.

The allocation of net growth-related costs for Water Services between residential and non-residential development is 50% residential and 50% non-residential, reflective of the incremental growth in population and employment over the forecast period.

**Infrastructure Costs Covered in the D.C. Calculation – Wastewater Services**

| Prj.No | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Potential DC Recoverable Cost |                          |                              |
|--------|--|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|-------------------------------|--------------------------|------------------------------|
|        |  |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
| 1      | Combined Sewer Separation  | 2017-2026     | 5,183,000                            | 156,788             | 5,026,212        | 4,815,021                       |   | 211,191                       | 105,596                  | 105,596                      |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        | <b>Total</b>   |               | <b>5,183,000</b>                     | <b>156,788</b>      | <b>5,026,212</b> | <b>4,815,021</b>                | <b>-</b>  | <b>211,191</b>                | <b>105,596</b>           | <b>105,596</b>               |



## 4.3 Build-Out Capital Costs for the Brookdale Avenue North Corridor D.C. Calculation

### 4.3.1 Wastewater Services

The capital program for extending Wastewater Services to the Brookdale Avenue North Corridor includes two pumping stations and a dual 250 mm diameter forcemain, built to convey the sanitary flows from the Brookdale Avenue North Corridor to the 1,950 mm diameter combined trunk sewer located at the intersection of Brookdale Avenue and Ninth Street West.

In total, the gross capital cost estimate to provide wastewater services to this area amounts to \$8.1 million. This amount includes approximately \$1.5 million (2017\$ values) for works already completed by the City, and considered the City's share towards the completion of this project. After adding the non-rebateable share of HST, the remaining costs to be recovered from land owners and future development in the Brookdale Avenue North Corridor totals \$6.8 million, as summarized in Table 4-1.

**Table 4-1  
Brookdale Avenue North Corridor Wastewater Servicing  
Gross Capital Cost Estimate**

| Cost Component  | Gross Capital Cost Estimate (2017\$) |
|---|--------------------------------------|
| Construction  | 7,258,048                            |
| Design  | 405,866                              |
| Administration  | 474,488                              |
| less: City of Cornwall Contribution (Existing Infrastructure) | (1,491,026)                          |
| Sub Total   | 6,647,376                            |
| Non-Rebateable HST (1.76%)                                    | 116,994                              |
| <b>Total</b>  | <b>6,764,370</b>                     |

The total servicing costs of \$6.8 million identified above have been allocated to properties based on the share of anticipated peak sanitary sewer flows. As shown in Table 4-2 below, \$4.5 million or 67% of the total costs are to be recovered through D.C.s, with the remaining \$2.2 million to be recovered through the imposition of a Municipal Act Capital Charge on currently developed properties.

After deducting \$1.3 million from the D.C. recoverable cost share for servicing capacity benefitting lands outside of the service area, and adding \$1.0 million reflective of additional financing costs, \$4.2 million has been included in the calculation of the D.C.

These costs have been allocated 100% to non-residential development as the benefitting areas is not zoned for residential development

**Table 4-2**  
**Gross Capital Cost Estimate by Property and Cost Recovery Mechanism**

| Property Name                 | Land Use           | Total Peak Flows<br>(L/s) | Total Peak Flows<br>% of Total | Gross Capital Cost Estimate |                   |                    |
|-------------------------------|--------------------|---------------------------|--------------------------------|-----------------------------|-------------------|--------------------|
|                               |                    |                           |                                | Total                       | MA Capital Charge | Area Specific D.C. |
| Cornwall Mazda                | General Commercial | 4.00                      | 4%                             | 258,000                     | 258,000           | -                  |
| Irving Oil                    | General Commercial | 11.22                     | 11%                            | 724,000                     | 724,000           | -                  |
| Autopoint Land Holdings       | General Commercial | 4.14                      | 4%                             | 267,000                     | -                 | 267,000            |
| Mt Pleasant Operating         | General Commercial | 1.82                      | 2%                             | 117,000                     | -                 | 117,000            |
| Edwards Development           | General Commercial | 13.40                     | 13%                            | 866,000                     | -                 | 866,000            |
| Stan Body                     | General Commercial | 1.07                      | 1%                             | 69,000                      | -                 | 69,000             |
| Seaway Travel Centre Ltd      | General Commercial | 1.35                      | 1%                             | 87,000                      | 87,000            | -                  |
| Super 8                       | General Commercial | 8.40                      | 8%                             | 543,000                     | 543,000           | -                  |
| Cornwall GM                   | General Commercial | 2.61                      | 2%                             | 168,000                     | 168,000           | -                  |
| Cornwall Nissan               | General Commercial | 2.65                      | 3%                             | 171,000                     | -                 | 171,000            |
| Hugh Graveley Estate          | General Commercial | 14.01                     | 13%                            | 905,000                     | -                 | 905,000            |
| Cornwall Camping Centre       | General Commercial | 2.09                      | 2%                             | 135,000                     | 135,000           | -                  |
| Prakash Pruanik               | General Commercial | 5.54                      | 5%                             | 358,000                     | -                 | 358,000            |
| Hugh Graveley Estate          | Future Study Area  | 7.31                      | 7%                             | 472,000                     | -                 | 472,000            |
| Villarboit Brookdale Square   | General Commercial | 5.07                      | 5%                             | 328,000                     | 328,000           | -                  |
| Servicing of Additional Lands |                    | 20.07                     | 19%                            | 1,296,000                   |                   | 1,296,000          |
| <b>Total</b>                  |                    | <b>104.75</b>             |                                | <b>6,764,000</b>            | <b>2,243,000</b>  | <b>4,521,000</b>   |

### Infrastructure Costs Covered in the D.C. Calculation – Brookdale Avenue North Corridor Wastewater Services

| Prj.No       | Increased Service Needs Attributable to Anticipated Development<br><br>2017-Build Out | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Other Deductions <sup>1,2</sup> | Net Capital Cost | Less:                           |   | Potential DC Recoverable Cost |                      |
|--------------|---|---------------|--------------------------------------|---------------------|---------------------------------|------------------|---------------------------------|---|-------------------------------|----------------------|
|              |   |               |                                      |                     |                                 |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Non-Residential 100% |
| 1            | Brookdale Avenue North Sanitary Sewer Extension                                       | 2018          | 6,764,000                            |                     | 3,539,000                       | 3,225,000        | -                               |   | 3,225,000                     | 3,225,000            |
| 2            | Net Present Value of Financing  |               | 2,116,382                            |                     | 1,107,315                       | 1,009,067        | -                               |   | 1,009,067                     | 1,009,067            |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
|              |   |               |                                      |                     |                                 |                  |                                 |   |                               |                      |
| <b>Total</b> |   |               | <b>8,880,382</b>                     | -                   | <b>4,646,315</b>                | <b>4,234,067</b> | -                               | -   | <b>4,234,067</b>              | <b>4,234,067</b>     |

1. Servicing of Additional Lands (\$1.3 million)  
2. Municipal Act Capital Charge Share (\$2.2 million)

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## 5. D.C. Calculation

Tables 5-1 to 5-3 present the D.C. calculation for the growth-related capital costs identified in Chapter 4. Table 5-1 presents the D.C. calculation for City-wide services over the 10-year period. Table 5-2 calculates the proposed area-specific D.C. to be imposed for anticipated development in the urban service area over the 10-year planning period. Table 5-3 presents the D.C. calculation for Wastewater Services in Brookdale Avenue North Corridor servicing area. For the residential calculations, charges are calculated on a single detached unit equivalent basis and is converted to five forms of housing types (single and semi-detached, apartments 2+ bedrooms, bachelor and 1 bedroom apartments, multiples, and special care/special dwelling units). The non-residential D.C. has been calculated on a per sq.ft. of G.F.A. basis for commercial, industrial and institutional development.

For the residential calculations, the total cost is divided by the “gross” (new resident) population to determine the per capita amount. The eligible D.C. cost calculations are based on the net anticipated population increase (the forecast new unit population less the anticipated decline in existing units). The cost per capita is multiplied by the average occupancy of the new units (Appendix A) to calculate the charge.

With respect to non-residential development, the total costs (based on need for service) have been divided by the anticipated development over the planning period to calculate a cost per sq.ft. of G.F.A.

Table 5-4 summarizes the calculated maximum D.C.s that could be imposed by Council by residential dwelling type and non-residential G.F.A. for City-wide services and uniformly across the entire urban serviced area. Summarized in Table 5-5 are the calculated maximum D.C.s that could be imposed by Council by non-residential GFA for the Brookdale Avenue North Corridor.

**Table 5-1  
D.C. Calculation  
Municipal-Wide Services  
2017 – 2026**

| SERVICE   | 2017 \$ DC Eligible Cost |                    | 2017 \$ DC Eligible Cost |                     |
|---|--------------------------|--------------------|--------------------------|---------------------|
|   | Residential              | Non-Residential    | SDU                      | per ft <sup>2</sup> |
|   | \$                       | \$                 | \$                       | \$                  |
| 3. Transportation Services                                | 4,243,340                | 4,243,340          | 3,477                    | 2.19                |
| 4. Fire Services  | 246,839                  | 246,839            | 202                      | 0.13                |
| 5. Parks and Recreation Services                          | 900,113                  | 47,374             | 738                      | 0.02                |
| 6. Library Services                                       | 90,561                   | 4,766              | 74                       | 0.00                |
| 7. Administration Studies                                 | 376,941                  | 376,941            | 309                      | 0.19                |
| 8. Child Care Services                                    | -                        | -                  | -                        | -                   |
| 9. Waste Diversion Services                               | 2,651                    | 2,651              | 2                        | 0.00                |
| <b>TOTAL</b>  | <b>\$5,860,445</b>       | <b>\$4,921,912</b> | <b>\$4,802</b>           | <b>\$2.53</b>       |
| <b>DC ELIGIBLE CAPITAL COST</b>                           | <b>\$5,860,445</b>       | <b>\$4,921,912</b> |                          |                     |
| 10 Year Gross Population / GFA Growth (ft <sup>2</sup> .) | 3,161                    | 1,934,300          |                          |                     |
| Cost Per Capita / Non-Residential GFA (ft <sup>2</sup> .) | \$1,853.98               | \$2.54             |                          |                     |
| <u>By Residential Unit Type</u>                           | <u>p.p.u</u>             |                    |                          |                     |
| Single and Semi-Detached Dwelling                         | 2.59                     | \$4,802            |                          |                     |
| Apartments - 2 Bedrooms +                                 | 1.85                     | \$3,430            |                          |                     |
| Apartments - Bachelor and 1 Bedroom                       | 1.00                     | \$1,854            |                          |                     |
| Other Multiples   | 2.46                     | \$4,561            |                          |                     |
| Special Care/Special Dwelling Units                       | 1.00                     | \$1,854            |                          |                     |

**Table 5-2  
D.C. Calculation  
Urban Serviced Area  
2017 – 2026**

| SERVICE   | 2017 \$ DC Eligible Cost |                  | 2017 \$ DC Eligible Cost |                     |
|---|--------------------------|------------------|--------------------------|---------------------|
|   | Residential              | Non-Residential  | SDU                      | per ft <sup>2</sup> |
|   | \$                       | \$               | \$                       | \$                  |
| 1. Wastewater Services                                    | 105,596                  | 105,596          | 87                       | 0.03                |
| 2. Water Services   | 300,000                  | 300,000          | 248                      | 0.09                |
| <b>TOTAL</b>  | <b>405,596</b>           | <b>405,596</b>   | <b>335</b>               | <b>0.12</b>         |
| <b>DC ELIGIBLE CAPITAL COST</b>                           | <b>\$405,596</b>         | <b>\$405,596</b> |                          |                     |
| 10-Year Gross Population / GFA Growth (ft <sup>2</sup> .) | 3,135                    | 3,491,800        |                          |                     |
| Cost Per Capita / Non-Residential GFA (ft <sup>2</sup> .) | \$129.38                 | \$0.12           |                          |                     |
| <u>By Residential Unit Type</u>                           | <u>p.p.u</u>             |                  |                          |                     |
| Single and Semi-Detached Dwelling                         | 2.59                     | \$335            |                          |                     |
| Apartments - 2 Bedrooms +                                 | 1.85                     | \$239            |                          |                     |
| Apartments - Bachelor and 1 Bedroom                       | 1.00                     | \$129            |                          |                     |
| Other Multiples   | 2.46                     | \$318            |                          |                     |
| Special Care/Special Dwelling Units                       | 1.00                     | \$129            |                          |                     |



**Table 5-3  
D.C. Calculation  
Brookdale Avenue North Corridor Servicing Area  
2017 – Buildout**

| SERVICE  | 2017 \$ DC Eligible Cost |                     |
|--|--------------------------|---------------------|
|  | Non-Residential          | per ft <sup>2</sup> |
| 1. Brookdale Avenue North Corridor Wastewater    | 4,234,067                | 6.04                |
| DC ELIGIBLE CAPITAL COST                         | \$4,234,067              |                     |
| Build out GFA Growth (ft <sup>2</sup> .)         | 701,098                  |                     |
| Cost Per Non-Residential GFA (ft <sup>2</sup> .) | \$6.04                   |                     |

**Table 5-4  
Calculated Schedule of Charges  
City-Wide**

| Service                              | RESIDENTIAL                       |                           |                                     |                 |                                     | NON-RESIDENTIAL<br>(per ft <sup>2</sup> 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>      |                                   |                           |                                     |                 |                                     |  |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19   |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13   |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02   |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00   |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19   |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -  |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00   |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>  |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |  |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03   |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09   |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>  |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53   |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65   |

**Table 5-5  
Calculated Schedule of Charges  
Brookdale Avenue North Corridor**

| Service                                | NON-RESIDENTIAL                           |
|--|---|
|  | (per ft <sup>2</sup> of Gross Floor Area) |
| <b>Brookdale Avenue North Corridor</b> |   |
| Wastewater Services                    | 6.04                                      |

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

This chapter outlines the D.C. policy recommendations and by-law rules. The rules provided are based on industry best practices and the “2017 Development Charges Background Study – Final Recommendations” report to Council, dated August 16, 2017 (Appendix F).

s.s.5(1)9 states that rules must be developed:

“...to determine if a D.C. 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 subsection 5(1) goes on to state that the rules may provide for exemptions, phasing in and/or indexing of D.C.s.

s.s.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 5(1) 2-8 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;
- 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; and
- with respect to “the rules,” subsection 6 states that a D.C. by-law must expressly address the matters referred to above re s.s.5(1) para. 9 and 10, as well as how the rules apply to the redevelopment of land.

### 6.1 D.C. By-law Structure

**It is recommended that:**

- the City impose a uniform municipal-wide D.C. calculation for all municipal-wide services, one area-specific charge for wastewater and water services within the broader City urban serviced area; and one area-specific charge for wastewater services within the Brookdale Avenue North Corridor;

- one municipal D.C. by-law be used for all municipal-wide services and services benefitting the entire urban serviced areas; and
- one D.C. by-law be used for wastewater services within the Brookdale Avenue North Corridor.

## **6.2 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., 1997.

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

### ***6.2.1 Payment in any Particular Case***

In accordance with the D.C.A., 1997, s.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 Section 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 50 of the Condominium Act; or
- g) the issuing of a building permit under the Building Code Act in relation to a building or structure.

### ***6.2.2 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 decade. Costs allocated to non-residential uses will be assigned to commercial, industrial and institutional uses based on the G.F.A. constructed.

- 2) Costs allocated to residential and non-residential uses are based upon a number of conventions, as may be suited to each municipal circumstance. These are summarized in Chapter 4 herein.

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

If a development involves the demolition and replacement of a building or structure on the same site, or the conversion from one principal use to another, the developer shall be allowed a credit equivalent to:

- 1) the number of dwelling units demolished/converted multiplied by the applicable residential D.C. in place at the time the D.C. is payable; and/or
- 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 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.

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

#### a) Statutory exemptions

- Industrial building additions of up to and including 50% of the existing G.F.A. (defined in O.Reg. 82/98, s.1) of the building; for industrial building 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 (s.4(3));
- Buildings or structures owned by and used for the purposes of any City, local board or Board of Education (s.3); and
- 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 (based on prescribed limits set out in s.2 of O.Reg. 82/98).

#### b) Non-statutory exemptions

- Bona fide farm uses;
- Places of Worship;
- Hospitals;
- College or University Buildings;

- Manufacturing uses;
- Priority areas within the Heart of the City Community Improvement Policy Area; and
- Properties within the Brookdale Avenue North Corridor having already been charged a Municipal Act Capital Charge, will be exempt from the D.C.s payable for Brookdale Avenue North Corridor Wastewater Services.

To ensure that there is no over recovery of costs, currently developed properties within the Brookdale Avenue North Corridor, which pay an area-specific D.C. for Brookdale Avenue North Corridor wastewater services prior to the imposition of the Municipal Act Capital Charge, will have the amount of D.C.s paid credited against their Capital Charge payable.

The redevelopment of brownfield lands has not been considered for exemption directly in the draft D.C. by-law. Alternatively, refunds will be considered through a separate application process.

A survey of the non-statutory exemption policies for Municipalities in the surrounding area has been included as appendix H to this report.

#### ***6.2.5 Phase in Provision(s)***

It is recommended that the City phase-in the proposed residential D.C.s in equal installments over the 5-year term to gauge the impact of D.C.s on the amount and pace of development. No phase-in provisions are being recommended for non-residential development in the City-Wide or Brookdale Avenue North Corridor D.C. by-laws. The recommended schedules of charges for the five-year term of the City-Wide D.C. By-Law is presented below.

### City-Wide D.C. By-Law Schedule of Charges (Year 1)

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 695                               | 497                       | 268                                 | 660             | 268                                 | 2.19                                      |
| Fire Services                        | 40                                | 29                        | 16                                  | 38              | 16                                  | 0.13                                      |
| Parks and Recreation Services        | 148                               | 105                       | 57                                  | 140             | 57                                  | 0.02                                      |
| Library Services                     | 15                                | 11                        | 6                                   | 14              | 6                                   | 0.00                                      |
| Administration Studies               | 62                                | 44                        | 24                                  | 59              | 24                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 0                                 | 0                         | 0                                   | 0               | 0                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>960</b>                        | <b>686</b>                | <b>371</b>                          | <b>912</b>      | <b>371</b>                          | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 17                                | 12                        | 7                                   | 17              | 7                                   | 0.03                                      |
| Water Services                       | 50                                | 35                        | 19                                  | 47              | 19                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>67</b>                         | <b>48</b>                 | <b>26</b>                           | <b>64</b>       | <b>26</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 960                               | 686                       | 371                                 | 912             | 371                                 | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 1,027                             | 734                       | 397                                 | 976             | 397                                 | 2.65                                      |

### City-Wide D.C. By-Law Schedule of Charges (Year 2)

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 1,391                             | 994                       | 537                                 | 1,321           | 537                                 | 2.19                                      |
| Fire Services                        | 81                                | 58                        | 31                                  | 77              | 31                                  | 0.13                                      |
| Parks and Recreation Services        | 295                               | 211                       | 114                                 | 280             | 114                                 | 0.02                                      |
| Library Services                     | 30                                | 21                        | 12                                  | 28              | 12                                  | 0.00                                      |
| Administration Studies               | 124                               | 88                        | 48                                  | 117             | 48                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 1                                 | 0                         | 0                                   | 1               | 0                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>1,921</b>                      | <b>1,372</b>              | <b>742</b>                          | <b>1,824</b>    | <b>742</b>                          | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 35                                | 25                        | 14                                  | 33              | 14                                  | 0.03                                      |
| Water Services                       | 99                                | 71                        | 38                                  | 94              | 38                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>134</b>                        | <b>96</b>                 | <b>52</b>                           | <b>128</b>      | <b>52</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 1,921                             | 1,372                     | 742                                 | 1,824           | 742                                 | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 2,055                             | 1,468                     | 794                                 | 1,952           | 794                                 | 2.65                                      |

### City-Wide D.C. By-Law Schedule of Charges (Year 3)

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 2,086                             | 1,490                     | 805                                 | 1,981           | 805                                 | 2.19                                      |
| Fire Services                        | 121                               | 86                        | 47                                  | 115             | 47                                  | 0.13                                      |
| Parks and Recreation Services        | 443                               | 316                       | 171                                 | 421             | 171                                 | 0.02                                      |
| Library Services                     | 44                                | 32                        | 17                                  | 42              | 17                                  | 0.00                                      |
| Administration Studies               | 185                               | 133                       | 71                                  | 176             | 71                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 1                                 | 1                         | 1                                   | 1               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>2,881</b>                      | <b>2,058</b>              | <b>1,112</b>                        | <b>2,736</b>    | <b>1,112</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 52                                | 37                        | 20                                  | 50              | 20                                  | 0.03                                      |
| Water Services                       | 149                               | 106                       | 58                                  | 142             | 58                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>201</b>                        | <b>143</b>                | <b>78</b>                           | <b>191</b>      | <b>78</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 2,881                             | 2,058                     | 1,112                               | 2,736           | 1,112                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 3,082                             | 2,201                     | 1,190                               | 2,927           | 1,190                               | 2.65                                      |

### City-Wide D.C. By-Law Schedule of Charges (Year 4)

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 2,782                             | 1,987                     | 1,074                               | 2,642           | 1,074                               | 2.19                                      |
| Fire Services                        | 162                               | 115                       | 62                                  | 154             | 62                                  | 0.13                                      |
| Parks and Recreation Services        | 590                               | 422                       | 228                                 | 561             | 228                                 | 0.02                                      |
| Library Services                     | 59                                | 42                        | 23                                  | 56              | 23                                  | 0.00                                      |
| Administration Studies               | 247                               | 177                       | 95                                  | 234             | 95                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>3,842</b>                      | <b>2,744</b>              | <b>1,483</b>                        | <b>3,648</b>    | <b>1,483</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 70                                | 50                        | 27                                  | 66              | 27                                  | 0.03                                      |
| Water Services                       | 198                               | 142                       | 77                                  | 189             | 77                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>268</b>                        | <b>191</b>                | <b>104</b>                          | <b>255</b>      | <b>104</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 3,842                             | 2,744                     | 1,483                               | 3,648           | 1,483                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 4,110                             | 2,935                     | 1,587                               | 3,903           | 1,587                               | 2.65                                      |

### City-Wide D.C. By-Law Schedule of Charges (Year 5)

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19                                      |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13                                      |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02                                      |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00                                      |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03                                      |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65                                      |

#### 6.2.6 Timing of Collection

The D.C.s for all services 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 s.27 of the D.C.A., 1997.

#### 6.2.7 Indexing

All D.C.s will be subject to mandatory indexing annually on January 1st, in accordance with provisions under the D.C.A.

#### 6.2.8 D.C. Spatial Applicability

In accordance with the D.C.A., the City gave consideration to the imposition of D.C.s on an area-specific basis. As noted in Section 3.8, it has been recommended that the City impose D.C.s for urban services on an area-specific bases and impose D.C.s for all other City-wide services on a uniform City-wide basis. Moreover, the charges for wastewater servicing in the Brookdale Avenue North Corridor are to be imposed through a separate area-specific by-law on non-residential development within the defined servicing area.



## **6.3 Other D.C. By-law Provisions**

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

It is recommended that the City's D.C. collections be contributed into ten (10) separate reserve funds, including: Transportation Services, Fire Services, Parks and Recreation Services, Library Services, Administration Studies, Child Care Services, Waste Diversion Services, Wastewater Services (City-wide), Water Services, and Wastewater Services (Brookdale Avenue North Corridor).

It is further recommended that all D.C. exemptions granted over the life of the by-law be contributed into the applicable D.C. reserve funds from non-D.C. sources.

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

The proposed by-laws under D.C.A., 1997 will come into force on the day the by-laws are passed.

### ***6.3.3 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 s.11 of O.Reg. 82/98).

## **6.4 Other Recommendations**

**It is recommended that Council:**

“Approve the capital project listing set out in Chapter 4 of the D.C.s Background Study dated December 22, 2017, subject to further annual review during the capital budget process;”

“Approve the D.C. Background Study dated December 22,2017”

“Determine that no further public meeting is required;” and

“Approve the D.C. By-laws as set out in Appendix D and E.”

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## 7. Asset Management Plan

### 7.1 Introduction

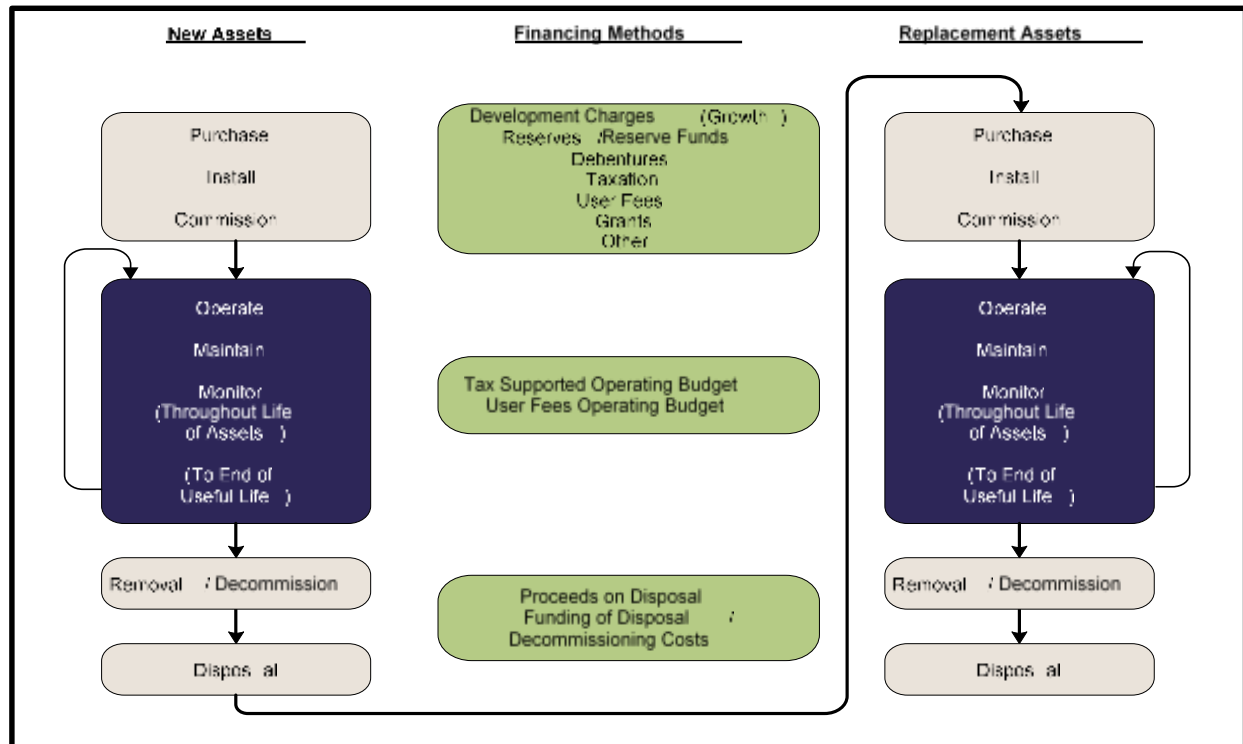
The changes to the D.C.A. (section 10(c.2)) require that the background study must include an Asset Management Plan (A.M.P) related to new infrastructure. Section 10 (3) of the D.C.A. provides:

**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.**

In regard to the above, subsection 8(3) of the Regulations was amended to include specific detailed requirements for transit services A.M.P.s. As contained in this subsection there are specific requirements to the content of the A.M.P., particularly the state of local infrastructure, proposed level of service, asset management strategy and financial strategy. For all services except transit, there are no prescribed requirements at this time, thus requiring the municipality to define the approach to include within the background study.

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 of Cornwall has undertaken an A.M.P dated November, 2016. Although the plan addresses Buildings, Roads & Sidewalks, Recreational Paths, Bridges, Large Culverts & Small Culverts, Traffic Signals & Street Lights, Sewer, and Water Assets, it does not include all assets categories that are included in the capital forecast needs of the D.C. background study. For the assets included in the A.M.P., the plan includes some expansionary works, but does not address growth related needs for all the assets included. As a result, the asset management requirement for this D.C. Background Study must be undertaken in the absence of this information.

In recognition to the schematic in Section 7.1, the following table (presented in 2017\$) 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 all existing assets for the categories of assets included in the D.C. eligible capital costs are not included in the City's A.M.P. (waste diversion, library, etc. not included), the present infrastructure gap and associated funding plan has not been considered at this time. Hence 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 2017 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 \$9.1 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 \$3.8 million. This amount, totalled with the existing operating revenues of \$181.8 million, provide annual revenues of \$185.6 million by the end of the period.
6. In consideration of the above, the capital plan is deemed to be financially sustainable.

**Table 7-1**  
**City of Cornwall**  
**Asset Management – Future Expenditures and Associated Revenues (2017\$)**

|  | Sub-Total          | 2026 (Total)         |
|--|--------------------|----------------------|
| <b>Expenditures (Annualized)</b>                                       |                    |                      |
| Annual Debt Payment on Non-Growth Related Capital <sup>1</sup>         |                    | 4,816,985            |
| Annual Debt Payment on Post Period Capital <sup>2</sup>                |                    | 1,506,336            |
| <b>Lifecycle:</b>  |                    |                      |
| Annual Lifecycle - Town Wide Services                                  | \$2,151,609        |                      |
| Annual Lifecycle - Area Specific Services <sup>3</sup>                 | \$372,596          |                      |
| <b>Sub-Total - Annual Lifecycle</b>                                    | <b>\$2,524,205</b> | <b>\$2,524,205</b>   |
| <b>Incremental Operating Costs (for D.C. Services)</b>                 |                    |                      |
|  |                    | \$1,762,655          |
| <b>Total Expenditures</b>  |                    | <b>\$9,103,845</b>   |
| <b>Revenue (Annualized)</b>  |                    |                      |
| Total Existing Revenue <sup>4</sup>                                    |                    | \$181,798,428        |
| Incremental Tax and Non-Tax Revenue (User Fees, Fines, Licences, etc.) |                    | \$3,794,125          |
| <b>Total Revenues</b>  |                    | <b>\$185,592,553</b> |

<sup>1</sup> Non-Growth Related component of Projects including 10% mandatory deduction on soft services

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

<sup>3</sup> All infrastructure costs included in Urban Serviced Areas

<sup>4</sup> As per Sch. 10 of FIR

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## 8. By-law Implementation

### 8.1 Public Consultation

This chapter addresses the mandatory, formal public consultation process (subsection 8.1.1), as well as the optional, informal consultation process (subsection 8.1.2). The latter is designed to seek the co-operation and involvement of those involved, in order to produce the most suitable policy. Section 8.2 addresses the anticipated impact of the D.C. on development, from a generic viewpoint.

#### *8.1.1 Public Meeting of Council*

Section 12 of the D.C.A., 1997 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, the Council must determine whether a further meeting (under this section) is necessary. For example, if the by-law which is proposed for adoption has been changed in any respect, the 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 O.M.B.

#### *8.1.2 Other Consultation Activity*

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

1. 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,

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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 (e.g. in encouraging a higher non-automobile modal split).
3. The third grouping is the industrial/commercial/institutional 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 and institutions. 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 basement, mechanical or indoor parking areas, or exemptions and phase-in or capping provisions in order to moderate the impact.

## **8.2 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 higher 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.

## **8.3 Implementation Requirements**

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 following provides an overview of the requirements in each case.

### ***8.3.1 Notice of Passage***

In accordance with s.13 of the D.C.A., when a D.C. by-law is passed, the municipal 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 not 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;
- s.s.10 (4) lists the persons/organizations who must be given notice; and
- s.s.10 (5) lists the eight items which the notice must cover.

### ***8.3.2 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 general 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 O.M.B., 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.

### ***8.3.3 Appeals***

Sections 13 to 19 of the D.C.A., 1997 set out requirements relative to making and processing a D.C. by-law appeal and an O.M.B. Hearing in response to an appeal. Any



person or organization may appeal a D.C. by-law to the O.M.B. by filing a notice of appeal with the municipal 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.

### ***8.3.4 Complaints***

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

- the amount of the charge was incorrectly determined;
- the credit 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., 1997 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 Municipal Council to the O.M.B.

### ***8.3.5 Credits***

Sections 38 to 41 of the D.C.A., 1997 set out a number of credit requirements, which apply where a City 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 City agrees to expand the credit to other services for which a D.C. is payable.

### ***8.3.6 Front-Ending Agreements***

The City and one or more landowners may enter into a front-ending agreement which provides for the costs of a project which 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., 1997 (Sections 44 to 58) addresses front-ending agreements and removes some of the obstacles to their use which were contained in the D.C.A., 1989. Accordingly, the City assesses whether this mechanism is appropriate for its use, as part of funding projects prior to municipal funds being available.

### ***8.3.7 Severance and Subdivision Agreement Conditions***

Section 59 of the D.C.A., 1997 prevents a City 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 s.51 or s.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;”
- “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 s.s.59(4) of the D.C.A., 1997 requires that the municipal approval authority for a draft plan of subdivision under s.s.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 City in question is a commenting agency, in order to comply with subsection 59(4) of the D.C.A., 1997 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 which 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 – Background Information on Residential and Non-residential Growth Forecast**

**Schedule 1  
City Of Cornwall  
Residential Growth Forecast Summary**

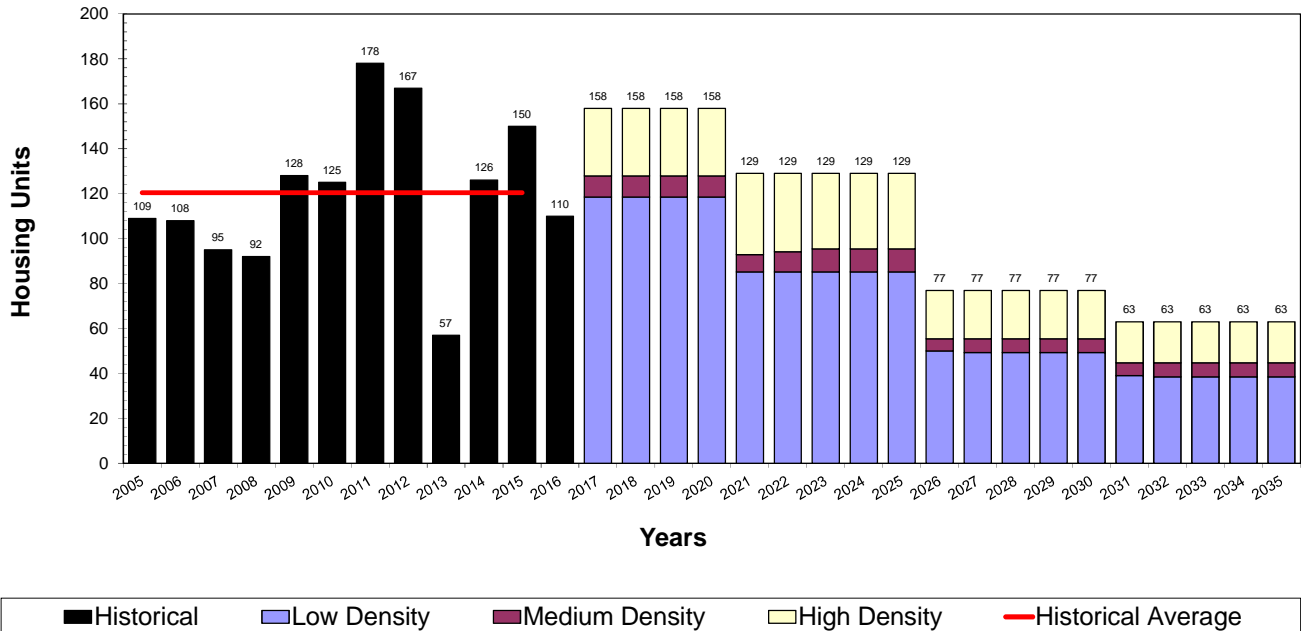
| Year        | Population (Excluding Census Undercount) | Population (Including Census Undercount) <sup>1</sup> | Housing Units           |                                 |                         |       |     | Total Households | Person Per Unit (PPU) |
|-------------|--|---|-------------------------|---------------------------------|-------------------------|-------|-----|------------------|-----------------------|
|             |  |   | Singles & Semi-Detached | Multiple Dwellings <sup>2</sup> | Apartments <sup>3</sup> | Other |     |                  |                       |
| Historical  | Mid 2001                                 | 45,640  | 47,120                  | 11,760                          | 2,870                   | 4,215 | 180 | 19,025           | 2.40                  |
|             | Mid 2006                                 | 45,965  | 47,450                  | 11,535                          | 2,990                   | 4,915 | 265 | 19,705           | 2.33                  |
|             | Mid 2011                                 | 46,340  | 47,840                  | 12,010                          | 2,965                   | 5,260 | 210 | 20,445           | 2.27                  |
| Forecast    | Mid 2017                                 | 46,641  | 48,150                  | 12,329                          | 2,984                   | 5,518 | 210 | 21,041           | 2.22                  |
|             | Mid 2022                                 | 47,383  | 48,920                  | 12,970                          | 3,029                   | 5,675 | 210 | 21,884           | 2.17                  |
|             | Mid 2027                                 | 48,139  | 49,700                  | 13,361                          | 3,075                   | 5,832 | 210 | 22,477           | 2.14                  |
|             | Mid 2032                                 | 48,907  | 50,490                  | 13,597                          | 3,105                   | 5,936 | 210 | 22,848           | 2.14                  |
|             | Mid 2037                                 | 49,400  | 51,000                  | 13,789                          | 3,136                   | 6,027 | 210 | 23,163           | 2.13                  |
| Incremental | Mid 2001 - Mid 2006                      | 325   | 330                     | -225                            | 120                     | 700   | 85  | 680              |                       |
|             | Mid 2006 - Mid 2011                      | 375   | 390                     | 475                             | -25                     | 345   | -55 | 740              |                       |
|             | Mid 2011 - Mid 2017                      | 301   | 310                     | 319                             | 19                      | 258   | 0   | 596              |                       |
|             | Mid 2017 - Mid 2022                      | 742   | 770                     | 641                             | 46                      | 156   | 0   | 843              |                       |
|             | Mid 2017 - Mid 2027                      | 1,499   | 1,550                   | 1,032                           | 91                      | 313   | 0   | 1,436            |                       |
|             | Mid 2017 - Mid 2032                      | 2,266   | 2,340                   | 1,268                           | 121                     | 418   | 0   | 1,807            |                       |
|             | Mid 2017 - Mid 2037                      | 2,759   | 2,850                   | 1,460                           | 153                     | 509   | 0   | 2,122            |                       |

Source: Watson & Associates Economists Ltd., 2017.

1. Census Undercount estimated at approximately 3%. Note: Population Including the Undercount has been rounded.
2. Includes townhomes and apartments in duplexes.
3. Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

**Figure A-1**

**Annual Housing Forecast<sup>1</sup>**



Source: Historical housing activity (2006-2008, 2016) based on Statistics Canada building permits, Catalogue 64-001-XIB, 2009-2015 based on City of Cornwall residential building permit data from DATA BOOK 2015

1. Growth Forecast represents calendar year.

**Schedule 2**  
**City Of Cornwall**  
**Estimate Of The Anticipated Amount, Type And Location Of**  
**Residential Development For Which Development Charges Can Be Imposed**

| Development<br>Location | Timing      | Single & Semi-Detached | Multiples <sup>1</sup> | Apartments <sup>2</sup> | Total<br>Residential Units | Gross Population<br>In New Units | Existing Unit<br>Population Change | Net<br>Population Increase |
|-------------------------|-------------|------------------------|------------------------|-------------------------|----------------------------|----------------------------------|------------------------------------|----------------------------|
| Urban                   | 2017 - 2027 | 1,022                  | 91                     | 313                     | 1,426                      | 3,350                            | (1,828)                            | 1,522                      |
|                         | 2017 - 2037 | 1,440                  | 153                    | 509                     | 2,102                      | 4,886                            | (2,121)                            | 2,764                      |
| Rural                   | 2017 - 2027 | 10                     | -                      | -                       | 10                         | 26                               | (49)                               | (23)                       |
|                         | 2017 - 2037 | 20                     | -                      | -                       | 20                         | 52                               | (57)                               | (5)                        |
| City of Cornwall        | 2017 - 2027 | 1,032                  | 91                     | 313                     | 1,436                      | 3,376                            | (1,877)                            | 1,499                      |
|                         | 2017 - 2037 | 1,460                  | 153                    | 509                     | 2,122                      | 4,937                            | (2,178)                            | 2,759                      |

Source: Watson & Associates Economists Ltd., 2017

Residential distribution based on a combination of historical permit activity, available housing supply and discussions with City staff regarding future development prospects.

1. Includes townhomes and apartments in duplexes.

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

**Schedule 3  
City Of Cornwall  
Current Year Growth Forecast  
Mid 2011 To Mid 2017**

|   |   | POPULATION    |
|---|---|---------------|
| <b>Mid 2011 Population</b>                                    |   | <b>46,340</b> |
| Occupants of<br>New Housing Units,<br>Mid 2011 to Mid 2017    | <i>Units (2)</i>                          | 596           |
|   | <i>multiplied by persons per unit (3)</i> | 2.20          |
|   | <i>gross population increase</i>          | 1,313         |
|   |   | 1,313         |
| Decline in Housing<br>Unit Occupancy,<br>Mid 2011 to Mid 2017 | <i>Units (4)</i>                          | 20,445        |
|   | <i>multiplied by ppu decline rate (5)</i> | -0.0495       |
|   | <i>total decline in population</i>        | -1,012        |
|   |   | -1,012        |
| <b>Mid 2016 Population</b>                                    |   | <b>46,641</b> |
| <i>Net Population Increase, Mid 2011 to Mid 2017</i>          |   | <b>301</b>    |

(1) 2011 population based on StatsCan Census unadjusted for Census Undercount.

(2) Estimated residential units constructed, Mid 2011 to the beginning of the growth period, assuming a six month lag between construction and occupancy.

(3) Average number of persons per unit (ppu) is assumed to be:

| Structural Type                    | Persons<br>Per Unit <sup>1</sup> | % Distribution<br>of Estimated Units <sup>2</sup> | Weighted Persons<br>Per Unit Average |
|------------------------------------|----------------------------------|---|--------------------------------------|
| <i>Singles &amp; Semi Detached</i> | 2.76                             | 54%   | 1.48                                 |
| <i>Multiples (6)</i>               | 2.04                             | 3%  | 0.06                                 |
| <i>Apartments (7)</i>              | 1.53                             | 43%   | 0.66                                 |
| <b>Total</b>                       |                                  | 100%  | 2.20                                 |

<sup>1</sup> Based on 2011 Census custom database

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

(4) 2011 households taken from StatsCan Census.

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

(6) Includes townhomes and apartments in duplexes.

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

**Schedule 4  
City Of Cornwall  
Ten Year Growth Forecast  
Mid 2017 To Mid 2027**

|   |   | POPULATION    |
|---|---|---------------|
| <b>Mid 2017 Population</b>                                    |   | <b>46,641</b> |
| Occupants of<br>New Housing Units,<br>Mid 2017 to Mid 2027    | <i>Units (2)</i>                          | 1,436         |
|   | <i>multiplied by persons per unit (3)</i> | 2.35          |
|   | <i>gross population increase</i>          | 3,376         |
|   |   | 3,376         |
| Decline in Housing<br>Unit Occupancy,<br>Mid 2017 to Mid 2027 | <i>Units (4)</i>                          | 21,041        |
|   | <i>multiplied by ppu decline rate (5)</i> | -0.0892       |
|   | <i>total decline in population</i>        | -1,877        |
|   |   | -1,877        |
| <b>Population Estimate to Mid 2027</b>                        |   | <b>48,139</b> |
| <i>Net Population Increase, Mid 2017 to Mid 2027</i>          |   | <i>1,498</i>  |

(1) Mid 2017 Population based on:

2011 Population (46,340) + Mid 2011 to Mid 2017 estimated housing units to beginning of forecast period (596 x 2.2 = 1,313) + (20,445 x -0.0495 = -1,012) = 46,641

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

(3) Average number of persons per unit (ppu) is assumed to be:

| Structural Type                    | Persons<br>Per Unit <sup>1</sup> | % Distribution<br>of Estimated Units <sup>2</sup> | Weighted Persons<br>Per Unit Average |
|------------------------------------|----------------------------------|---|--------------------------------------|
| <i>Singles &amp; Semi Detached</i> | 2.59                             | 72%   | 1.86                                 |
| <i>Multiples (6)</i>               | 2.46                             | 6%  | 0.16                                 |
| <i>Apartments (7)</i>              | 1.53                             | 22%   | 0.33                                 |
| <i>one bedroom or less</i>         | 1.00                             |   |                                      |
| <i>two bedrooms or more</i>        | 1.85                             |   |                                      |
| <b>Total</b>                       |                                  | 100%  | 2.35                                 |

<sup>1</sup> Persons per unit based on adjusted Statistics Canada Custom 2011 Census database.

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

(4) Mid 2017 households based upon 20,445 (2011 Census) + 596 (Mid 2011 to Mid 2017 unit estimate) = 21,041

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

(6) Includes townhomes and apartments in duplexes.

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

**Schedule 5  
City Of Cornwall  
Twenty Year Growth Forecast  
Mid 2017 To Mid 2037**

|   |   | POPULATION    |
|---|---|---------------|
| <b>Mid 2017 Population</b>                                    |   | <b>46,641</b> |
| Occupants of<br>New Housing Units,<br>Mid 2017 to Mid 2037    | <i>Units (2)</i>                          | 2,122         |
|   | <i>multiplied by persons per unit (3)</i> | 2.33          |
|   | <i>gross population increase</i>          | 4,937         |
|   |   | 4,937         |
| Decline in Housing<br>Unit Occupancy,<br>Mid 2017 to Mid 2037 | <i>Units (4)</i>                          | 21,041        |
|   | <i>multiplied by ppu decline rate (5)</i> | -0.1035       |
|   | <i>total decline in population</i>        | -2,178        |
|   |   | -2,178        |
| <b>Population Estimate to Mid 2037</b>                        |   | <b>49,400</b> |
| <i>Net Population Increase, Mid 2017 to Mid 2037</i>          |   | <i>2,759</i>  |

(1) Mid 2017 Population based on:

2011 Population (46,340) + Mid 2011 to Mid 2017 estimated housing units to beginning of forecast period (596 x 2.2 = 1,313) + (20,445 x -0.0495 = -1,012) = 46,641

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

(3) Average number of persons per unit (ppu) is assumed to be:

| Structural Type                    | Persons<br>Per Unit <sup>1</sup> | % Distribution<br>of Estimated Units <sup>2</sup> | Weighted Persons<br>Per Unit Average |
|------------------------------------|----------------------------------|---|--------------------------------------|
| <i>Singles &amp; Semi Detached</i> | 2.59                             | 69%   | 1.78                                 |
| <i>Multiples (6)</i>               | 2.46                             | 7%  | 0.18                                 |
| <i>Apartments (7)</i>              | 1.53                             | 24%   | 0.37                                 |
| <i>one bedroom or less</i>         | 1.00                             |   |                                      |
| <i>two bedrooms or more</i>        | 1.85                             |   |                                      |
| <b>Total</b>                       |                                  | 100%  | 2.33                                 |

<sup>1</sup> Persons per unit based on adjusted Statistics Canada Custom 2011 Census database.

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

(4) Mid 2017 households based upon 20,445 (2011 Census) + 596 (Mid 2011 to Mid 2017 unit estimate) = 21,041

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

(6) Includes townhomes and apartments in duplexes.

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



**Schedule 6**  
**City Of Cornwall**  
**Summary Of Units In The Development Process**

| Stage of Development                    | Density Type            |                        |                         | Total        |
|---|-------------------------|------------------------|-------------------------|--------------|
|   | Singles & Semi-Detached | Multiples <sup>1</sup> | Apartments <sup>2</sup> |              |
| Units in Development Process            | 207                     | 0                      | 0                       | <b>207</b>   |
| <i>% Breakdown</i>                      | <i>100%</i>             | <i>0%</i>              | <i>0%</i>               | <i>100%</i>  |
| Intensification Units                   | 270                     | 386                    | 1,203                   | <b>1,859</b> |
| <i>% Breakdown</i>                      | <i>15%</i>              | <i>21%</i>             | <i>65%</i>              | <i>100%</i>  |
| Vacant lands designated for Residential | 3,055                   | 161                    | 237                     | <b>3,453</b> |
| <i>% Breakdown</i>                      | <i>88%</i>              | <i>5%</i>              | <i>7%</i>               | <i>100%</i>  |
| <b>Total</b>                            | <b>3,532</b>            | <b>547</b>             | <b>1,440</b>            | <b>5,519</b> |
| <i>% Breakdown</i>                      | <i>64%</i>              | <i>10%</i>             | <i>26%</i>              | <i>100%</i>  |

Source: Derived from City of Cornwall Municipal Comprehensive Review, 2014 updated for recent development activity.

1. Includes townhomes and apartments in duplexes.
2. Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

Schedule 7

City Of Cornwall  
 Historical Residential Building Permits  
 Years 2007 - 2016

| Year                         | Residential Building Permits |                        |                         |            |
|------------------------------|------------------------------|------------------------|-------------------------|------------|
|                              | Singles & Semi Detached      | Multiples <sup>1</sup> | Apartments <sup>2</sup> | Total      |
| 2007                         | 74                           | 18                     | 3                       | 95         |
| 2008                         | 59                           | 10                     | 23                      | 92         |
| 2009                         | 72                           | 0                      | 56                      | 128        |
| 2010                         | 55                           | 3                      | 67                      | 125        |
| 2011                         | 67                           | 0                      | 111                     | 178        |
| Sub-total                    | 327                          | 31                     | 149                     | 618        |
| <b>Average (2007 - 2011)</b> | <b>65</b>                    | <b>6</b>               | <b>37</b>               | <b>124</b> |
| % Breakdown                  | 52.9%                        | 5.0%                   | 24.1%                   | 82.0%      |
| 2012                         | 85                           | 9                      | 73                      | 167        |
| 2013                         | 54                           | 3                      | 0                       | 57         |
| 2014                         | 59                           | 0                      | 67                      | 126        |
| 2015                         | 84                           | 8                      | 58                      | 150        |
| 2016                         | 86                           | 7                      | 17                      | 110        |
| Sub-total                    | 282                          | 27                     | 215                     | 610        |
| <b>Average (2012 - 2016)</b> | <b>71</b>                    | <b>5</b>               | <b>43</b>               | <b>122</b> |
| % Breakdown                  | 46.2%                        | 4.4%                   | 35.2%                   | 85.9%      |
| 2007 - 2016                  |                              |                        |                         |            |
| Total                        | 609                          | 58                     | 364                     | 1,228      |
| <b>Average</b>               | <b>68</b>                    | <b>6</b>               | <b>40</b>               | <b>123</b> |
| % Breakdown                  | 49.6%                        | 4.7%                   | 29.6%                   | 84.0%      |

Source: Historical housing activity (2006-2008, 2016) based on Statistics Canada building permits, 2009-2015 based on City of Cornwall residential building permit data from DATABOOK 2015

1. Includes townhomes and apartments in duplexes.
2. Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

**Schedule 8a**

**City Of Cornwall  
Persons Per Unit By Age And Type Of Dwelling  
(2011 Census)**

| Age of Dwelling | Singles and Semi-Detached |              |              |              |              | Total        | Adjusted PPU <sup>1</sup> | 20 Year Average |
|-----------------|---------------------------|--------------|--------------|--------------|--------------|--------------|---------------------------|-----------------|
|                 | < 1 BR                    | 1 BR         | 2 BR         | 3/4 BR       | 5+ BR        |              |                           |                 |
| 1-5             | -                         | -            | 1.757        | 2.696        | -            | <b>2.333</b> | 2.33                      |                 |
| 6-10            | -                         | -            | 1.905        | 3.000        | -            | <b>2.707</b> | 2.71                      |                 |
| 11-15           | -                         | -            | 1.818        | 2.732        | -            | <b>2.589</b> | 2.59                      |                 |
| 16-20           | -                         | -            | 2.188        | 2.836        | -            | <b>2.736</b> | 2.74                      | 2.59            |
| 20-25           | -                         | -            | 2.294        | 2.909        | -            | <b>2.872</b> | 2.87                      |                 |
| 25-35           | -                         | -            | 2.318        | 2.920        | -            | <b>2.719</b> | 2.72                      |                 |
| 35+             | 0.850                     | 1.609        | 1.870        | 2.493        | 3.727        | <b>2.347</b> | 2.35                      |                 |
| <b>Total</b>    | <b>0.917</b>              | <b>1.638</b> | <b>1.906</b> | <b>2.593</b> | <b>4.132</b> | <b>2.439</b> |                           |                 |

| Age of Dwelling | Multiples <sup>2</sup> |              |              |              |          | Total        | Adjusted PPU <sup>1</sup> | 20 Year Average |
|-----------------|------------------------|--------------|--------------|--------------|----------|--------------|---------------------------|-----------------|
|                 | < 1 BR                 | 1 BR         | 2 BR         | 3/4 BR       | 5+ BR    |              |                           |                 |
| 1-5             | -                      | -            | -            | -            | -        | -            | -                         |                 |
| 6-10            | -                      | -            | -            | -            | -        | -            | -                         |                 |
| 11-15           | -                      | -            | -            | -            | -        | <b>2.176</b> | 2.07                      |                 |
| 16-20           | -                      | -            | 2.313        | -            | -        | <b>2.938</b> | 2.84                      | 2.46            |
| 20-25           | 0.429                  | -            | 2.240        | 4.120        | -        | <b>2.578</b> | 2.53                      |                 |
| 25-35           | -                      | -            | -            | 2.933        | -        | <b>2.407</b> | 2.38                      |                 |
| 35+             | 0.278                  | 1.538        | 1.840        | 3.266        | -        | <b>2.362</b> | 2.35                      |                 |
| <b>Total</b>    | <b>0.417</b>           | <b>1.538</b> | <b>2.008</b> | <b>3.428</b> | <b>-</b> | <b>2.420</b> |                           |                 |

| Age of Dwelling | Apartments <sup>3</sup> |              |              |              |          | Total        | Adjusted PPU <sup>1</sup> | 20 Year Average |
|-----------------|-------------------------|--------------|--------------|--------------|----------|--------------|---------------------------|-----------------|
|                 | < 1 BR                  | 1 BR         | 2 BR         | 3/4 BR       | 5+ BR    |              |                           |                 |
| 1-5             | -                       | 1.067        | -            | -            | -        | <b>1.286</b> | 1.29                      |                 |
| 6-10            | -                       | -            | 1.462        | -            | -        | <b>1.462</b> | 1.46                      |                 |
| 11-15           | -                       | -            | 1.667        | -            | -        | <b>1.710</b> | 1.71                      |                 |
| 16-20           | -                       | 1.083        | 1.903        | -            | -        | <b>1.659</b> | 1.66                      | 1.53            |
| 20-25           | -                       | 1.037        | 1.824        | -            | -        | <b>1.444</b> | 1.44                      |                 |
| 25-35           | -                       | 1.270        | 2.280        | -            | -        | <b>1.692</b> | 1.69                      |                 |
| 35+             | 1.040                   | 1.173        | 1.776        | 2.671        | -        | <b>1.558</b> | 1.56                      |                 |
| <b>Total</b>    | <b>0.868</b>            | <b>1.167</b> | <b>1.800</b> | <b>2.854</b> | <b>-</b> | <b>1.561</b> |                           |                 |

| Age of Dwelling | All Density Types |              |              |              |              | Total        |
|-----------------|-------------------|--------------|--------------|--------------|--------------|--------------|
|                 | < 1 BR            | 1 BR         | 2 BR         | 3/4 BR       | 5+ BR        |              |
| 1-5             | -                 | 1.118        | 1.822        | 2.696        | -            | <b>2.033</b> |
| 6-10            | -                 | -            | 1.722        | 3.058        | -            | <b>2.489</b> |
| 11-15           | -                 | 1.000        | 1.826        | 2.640        | -            | <b>2.196</b> |
| 16-20           | -                 | 1.286        | 2.030        | 3.071        | -            | <b>2.485</b> |
| 20-25           | -                 | 1.031        | 2.026        | 2.938        | -            | <b>2.543</b> |
| 25-35           | -                 | 1.282        | 2.207        | 2.817        | -            | <b>2.368</b> |
| 35+             | 1.318             | 1.244        | 1.831        | 2.544        | 3.354        | <b>2.135</b> |
| <b>Total</b>    | <b>1.313</b>      | <b>1.228</b> | <b>1.867</b> | <b>2.635</b> | <b>3.536</b> | <b>2.201</b> |

1. The Census PPU has been adjusted to account for the downward PPU trend which has been recently experienced in both new and older units, largely due to the aging of the population

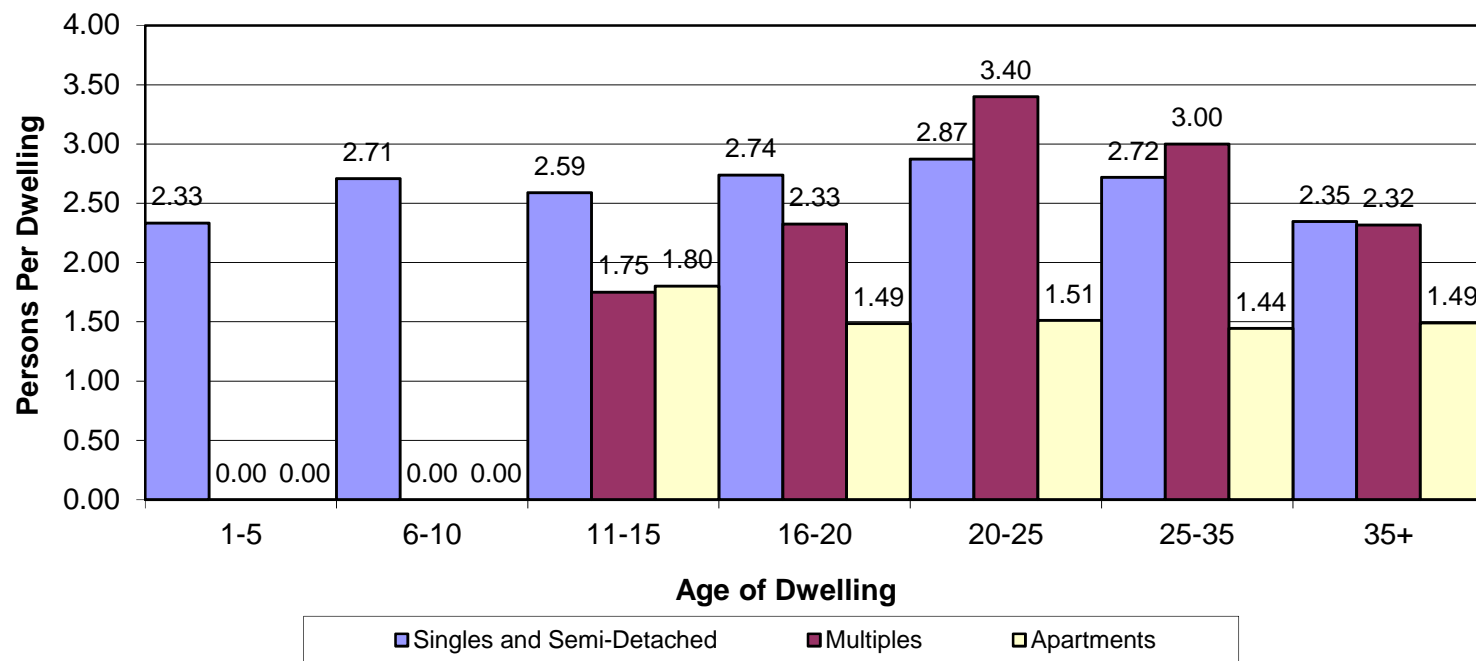
2. Includes townhomes and apartments in duplexes.

3. Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

Note: Does not include Statistics Canada data classified as 'Other'

PPU Not calculated for samples less than or equal to 50 dwelling units, and does not include institutional population

**Schedule 9  
City Of Cornwall  
Persons Per Unit By Structural Type And Age Of Dwelling  
(2011 Census)**



Multiple and Apartment PPU's are based on City Of Cornwall.

**Schedule 10a  
City Of Cornwall  
Employment Forecast, Mid 2017 to Mid 2037**

| Period                     | Population | Activity Rate |              |            |                                   |               |          | Employment |              |            |                                   |               |        |
|----------------------------|------------|---------------|--------------|------------|-----------------------------------|---------------|----------|------------|--------------|------------|-----------------------------------|---------------|--------|
|                            |            | Primary       | Work at Home | Industrial | Commercial/<br>Population Related | Institutional | Total    | Primary    | Work at Home | Industrial | Commercial/<br>Population Related | Institutional | Total  |
| <b>Mid 2001</b>            | 45,640     | 0.002         | 0.016        | 0.175      | 0.171                             | 0.119         | 0.483    | 85         | 750          | 7,978      | 7,808                             | 5,430         | 22,051 |
| <b>Mid 2006</b>            | 45,965     | 0.000         | 0.014        | 0.153      | 0.190                             | 0.122         | 0.479    | 10         | 630          | 7,023      | 8,733                             | 5,600         | 21,996 |
| <b>Mid 2011</b>            | 46,340     | 0.000         | 0.014        | 0.152      | 0.213                             | 0.143         | 0.522    | 11         | 635          | 7,041      | 9,876                             | 6,627         | 24,190 |
| <b>Mid 2017</b>            | 46,641     | 0.000         | 0.014        | 0.149      | 0.220                             | 0.149         | 0.531    | 11         | 639          | 6,938      | 10,246                            | 6,951         | 24,786 |
| <b>Mid 2022</b>            | 47,383     | 0.000         | 0.014        | 0.152      | 0.220                             | 0.151         | 0.538    | 11         | 658          | 7,224      | 10,442                            | 7,164         | 25,499 |
| <b>Mid 2027</b>            | 48,139     | 0.000         | 0.014        | 0.157      | 0.223                             | 0.152         | 0.547    | 11         | 683          | 7,543      | 10,758                            | 7,328         | 26,323 |
| <b>Mid 2032</b>            | 48,907     | 0.000         | 0.015        | 0.162      | 0.227                             | 0.153         | 0.557    | 11         | 728          | 7,928      | 11,110                            | 7,483         | 27,260 |
| <b>Mid 2037</b>            | 49,400     | 0.000         | 0.015        | 0.163      | 0.227                             | 0.152         | 0.558    | 11         | 753          | 8,052      | 11,222                            | 7,516         | 27,554 |
| <b>Incremental Change</b>  |            |               |              |            |                                   |               |          |            |              |            |                                   |               |        |
| <b>Mid 2001 - Mid 2006</b> | 325        | -0.002        | -0.003       | -0.022     | 0.019                             | 0.003         | -0.005   | -75        | -120         | -955       | 925                               | 170           | -55    |
| <b>Mid 2006 - Mid 2011</b> | 375        | 0.0000        | 0.0000       | -0.0009    | 0.0231                            | 0.0212        | 0.0435   | 1          | 5            | 18         | 1,143                             | 1,027         | 2,194  |
| <b>Mid 2011 - Mid 2017</b> | 301        | 0.0000        | 0.0000       | -0.0032    | 0.0066                            | 0.0060        | 0.0094   | 0          | 4            | -102       | 370                               | 325           | 596    |
| <b>Mid 2017 - Mid 2022</b> | 742        | 0.0000        | 0.0002       | 0.0037     | 0.0007                            | 0.0022        | 0.0067   | 0          | 19           | 286        | 196                               | 213           | 713    |
| <b>Mid 2017 - Mid 2027</b> | 1,499      | 0.0000        | 0.0005       | 0.0079     | 0.0038                            | 0.0032        | 0.0154   | 0          | 44           | 605        | 512                               | 377           | 1,537  |
| <b>Mid 2017 - Mid 2032</b> | 2,266      | 0.0000        | 0.0012       | 0.0133     | 0.0075                            | 0.0040        | 0.0260   | 0          | 89           | 990        | 864                               | 532           | 2,474  |
| <b>Mid 2017 - Mid 2037</b> | 2,759      | 0.0000        | 0.0015       | 0.0142     | 0.0075                            | 0.0031        | 0.0264   | 0          | 114          | 1,114      | 976                               | 565           | 2,768  |
| <b>Annual Average</b>      |            |               |              |            |                                   |               |          |            |              |            |                                   |               |        |
| <b>Mid 2001 - Mid 2006</b> | 65         | -0.00033      | -0.00055     | -0.00440   | 0.00378                           | 0.00057       | -0.00092 | -15        | -24          | -191       | 185                               | 34            | -11    |
| <b>Mid 2006 - Mid 2011</b> | 75         | 0.0000        | 0.0000       | -0.0002    | 0.0046                            | 0.0042        | 0.0087   | 0          | 1            | 4          | 229                               | 205           | 439    |
| <b>Mid 2011 - Mid 2017</b> | 50         | 0.0000        | 0.0000       | -0.0005    | 0.0011                            | 0.0010        | 0.0016   | 0          | 1            | -17        | 62                                | 54            | 99     |
| <b>Mid 2017 - Mid 2022</b> | 148        | 0.00000       | 0.00004      | 0.00074    | 0.00014                           | 0.00043       | 0.00135  | 0          | 4            | 57         | 39                                | 43            | 143    |
| <b>Mid 2017 - Mid 2027</b> | 150        | 0.00000       | 0.00005      | 0.00079    | 0.00038                           | 0.00032       | 0.00154  | 0          | 4            | 60         | 51                                | 38            | 154    |
| <b>Mid 2017 - Mid 2032</b> | 151        | 0.00000       | 0.00008      | 0.00089    | 0.00050                           | 0.00026       | 0.00173  | 0          | 6            | 66         | 58                                | 35            | 165    |
| <b>Mid 2017 - Mid 2037</b> | 138        | 0.00000       | 0.00008      | 0.00071    | 0.00037                           | 0.00016       | 0.00132  | 0          | 6            | 56         | 49                                | 28            | 138    |

Source: Watson & Associates Economists Ltd., 2017.

2001-2006 Employment based on statistics Canada Census employment data.

2011 derived based on 2011 EMSI data for the City of Cornwall.

**Schedule 10b**  
**City Of Cornwall**  
**Employment & Gross Floor Area (GFA) Forecast, 2017 to 2037**

| Period                     | Population | Employment |            |                                   |               |        | Gross Floor Area in Square Feet (Estimated) <sup>1</sup> |                                   |               |           |
|----------------------------|------------|------------|------------|-----------------------------------|---------------|--------|--|-----------------------------------|---------------|-----------|
|                            |            | Primary    | Industrial | Commercial/<br>Population Related | Institutional | Total  | Industrial   | Commercial/<br>Population Related | Institutional | Total     |
| <b>Mid 2001</b>            | 45,640     | 85         | 7,978      | 7,808                             | 5,430         | 21,301 |  |                                   |               |           |
| <b>Mid 2006</b>            | 45,965     | 10         | 7,023      | 8,733                             | 5,600         | 21,366 |  |                                   |               |           |
| <b>Mid 2011</b>            | 46,340     | 11         | 7,041      | 9,876                             | 6,627         | 23,555 |  |                                   |               |           |
| <b>Mid 2017</b>            | 46,641     | 11         | 6,938      | 10,246                            | 6,951         | 24,147 |  |                                   |               |           |
| <b>Mid 2022</b>            | 47,383     | 11         | 7,224      | 10,442                            | 7,164         | 24,841 |  |                                   |               |           |
| <b>Mid 2027</b>            | 48,139     | 11         | 7,543      | 10,758                            | 7,328         | 25,640 |  |                                   |               |           |
| <b>Mid 2032</b>            | 48,907     | 11         | 7,928      | 11,110                            | 7,483         | 26,532 |  |                                   |               |           |
| <b>Mid 2037</b>            | 49,400     | 11         | 8,052      | 11,222                            | 7,516         | 26,801 |  |                                   |               |           |
| <b>Incremental Change</b>  |            |            |            |                                   |               |        |  |                                   |               |           |
| <b>Mid 2001 - Mid 2006</b> | 325        | -75        | -955       | 925                               | 170           | 65     |  |                                   |               |           |
| <b>Mid 2006 - Mid 2011</b> | 375        | 1          | 18         | 1,143                             | 1,027         | 2,189  |  |                                   |               |           |
| <b>Mid 2011 - Mid 2017</b> | 301        | 0          | -102       | 370                               | 325           | 592    | -235,400   | 203,400                           | 227,400       | 195,400   |
| <b>Mid 2017 - Mid 2022</b> | 742        | 0          | 286        | 196                               | 213           | 694    | 656,800  | 107,800                           | 148,800       | 913,400   |
| <b>Mid 2017 - Mid 2027</b> | 1,499      | 0          | 605        | 512                               | 377           | 1,493  | 1,390,500  | 281,600                           | 263,600       | 1,935,700 |
| <b>Mid 2017 - Mid 2032</b> | 2,266      | 0          | 990        | 864                               | 532           | 2,385  | 2,276,000  | 475,200                           | 372,100       | 3,123,300 |
| <b>Mid 2017 - Mid 2037</b> | 2,759      | 0          | 1,114      | 976                               | 565           | 2,654  | 2,561,200  | 536,800                           | 395,200       | 3,493,200 |
| <b>Annual Average</b>      |            |            |            |                                   |               |        |  |                                   |               |           |
| <b>Mid 2001 - Mid 2006</b> | 65         | -15        | -191       | 185                               | 34            | 13     |  |                                   |               |           |
| <b>Mid 2006 - Mid 2011</b> | 75         | 0          | 4          | 229                               | 205           | 438    |  |                                   |               |           |
| <b>Mid 2011 - Mid 2017</b> | 50         | 0          | -17        | 62                                | 54            | 99     | -39,233  | 33,900                            | 37,900        | 32,567    |
| <b>Mid 2017 - Mid 2022</b> | 148        | 0          | 57         | 39                                | 43            | 139    | 131,360  | 21,560                            | 29,760        | 182,680   |
| <b>Mid 2017 - Mid 2027</b> | 150        | 0          | 60         | 51                                | 38            | 149    | 139,050  | 28,160                            | 26,360        | 193,570   |
| <b>Mid 2017 - Mid 2032</b> | 78         | 0          | 34         | 30                                | 18            | 82     | 78,483   | 16,386                            | 12,831        | 107,700   |
| <b>Mid 2017 - Mid 2037</b> | 138        | 0          | 56         | 49                                | 28            | 133    | 128,060  | 26,840                            | 19,760        | 174,660   |

Source: Watson & Associates Economists Ltd., 2017.

1. Square Foot Per Employee Assumptions

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

**Schedule 10c**

**Estimate Of The Anticipated Amount, Type And Location Of  
Non-Residential Development For Which Development Charges Can Be Imposed**

| Development Location | Timing      | Industrial | Commercial | Institutional | Total Non-Res | Employment            |
|----------------------|-------------|------------|------------|---------------|---------------|-----------------------|
|                      |             | GFA S.F    | GFA S.F.   | GFA S.F.      | GFA S.F.      | Increase <sup>1</sup> |
| Urban                | 2017 - 2027 | 1,390,500  | 281,600    | 263,600       | 1,935,700     | 1,493                 |
|                      | 2017 - 2037 | 2,561,200  | 536,800    | 395,200       | 3,493,200     | 2,654                 |
| Rural                | 2017 - 2027 | -          | -          | -             | -             | -                     |
|                      | 2017 - 2037 | -          | -          | -             | -             | -                     |
| City of Cornwall     | 2017 - 2027 | 1,390,500  | 281,600    | 263,600       | 1,935,700     | 1,493                 |
|                      | 2017 - 2037 | 2,561,200  | 536,800    | 395,200       | 3,493,200     | 2,654                 |

Source: Watson & Associates Economists Ltd., 2017

1. Employment Increase does not include No Fixed Place of Work.

2. Square feet per employee assumptions:

|               |       |
|---------------|-------|
| Industrial    | 2,300 |
| Commercial    | 550   |
| Institutional | 700   |

**Schedule 11**  
**City Of Cornwall**  
**Non-Residential Construction Value**  
**Years 2006 - 2015**  
**(000's 2016 \$)**

| Time Period                 | Industrial   |              |               |               | Commercial    |              |              |               | Institutional |               |               |               | Total         |               |               |               |
|-----------------------------|--------------|--------------|---------------|---------------|---------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                             | New          | Improve      | Additions     | Total         | New           | Improve      | Additions    | Total         | New           | Improve       | Additions     | Total         | New           | Improve       | Additions     | Total         |
| 2006-2010 Sub-total         | 11,635       | 5,755        | 61,844        | 79,235        | 22,700        | 6,763        | 4,943        | 34,406        | 22,648        | 102,310       | 213,528       | 338,486       | 56,983        | 114,827       | 280,315       | 452,126       |
| Percentage of Total         | 15%          | 7%           | 78%           | 100%          | 66%           | 20%          | 14%          | 100%          | 7%            | 30%           | 63%           | 100%          | 13%           | 25%           | 62%           | 100%          |
| <b>Average</b>              | <b>2,327</b> | <b>1,151</b> | <b>12,369</b> | <b>15,847</b> | <b>4,540</b>  | <b>1,353</b> | <b>989</b>   | <b>6,881</b>  | <b>4,530</b>  | <b>20,462</b> | <b>42,706</b> | <b>67,697</b> | <b>11,397</b> | <b>22,965</b> | <b>56,063</b> | <b>90,425</b> |
| 2011                        | 861          | 0            | 17,112        | 17,974        | 28,592        | 271          | 7,791        | 36,655        | 5,981         | 0             | 0             | 5,981         | 35,435        | 271           | 24,904        | 60,610        |
| 2012                        | 21,672       | 1,508        | 7,206         | 30,386        | 1,174         | 3,664        | 0            | 4,839         | 21            | 1,984         | 0             | 2,005         | 22,867        | 7,156         | 7,206         | 37,230        |
| 2013                        | 1,143        | 543          | 0             | 1,686         | 6,902         | 10,257       | 0            | 17,160        | 0             | 2,400         | 0             | 2,400         | 8,045         | 13,201        | 0             | 21,246        |
| 2014                        | 637          | 469          | 0             | 1,106         | 13,606        | 5,797        | 0            | 19,403        | 52            | 4,186         | 0             | 4,238         | 14,295        | 10,452        | 0             | 24,747        |
| 2015                        | 0            | 253          | 0             | 253           | 2,589         | 7,381        | 0            | 9,970         | 0             | 1,646         | 11,778        | 13,424        | #REF!         | 9,280         | 14,367        | 23,647        |
| 2011-2015 Sub-total         | 24,313       | 2,773        | 24,318        | 51,405        | 52,863        | 27,371       | 7,791        | 88,026        | 6,055         | 10,216        | 11,778        | 28,048        | #REF!         | 40,360        | 46,477        | 167,479       |
| Percentage of Total         | 47%          | 5%           | 47%           | 100%          | 60%           | 31%          | 9%           | 100%          | 22%           | 36%           | 42%           | 100%          | #REF!         | 24%           | 28%           | #REF!         |
| <b>Average</b>              | <b>4,863</b> | <b>555</b>   | <b>4,864</b>  | <b>10,281</b> | <b>10,573</b> | <b>5,474</b> | <b>1,558</b> | <b>17,605</b> | <b>1,211</b>  | <b>2,043</b>  | <b>2,356</b>  | <b>5,610</b>  | <b>#REF!</b>  | <b>8,072</b>  | <b>9,295</b>  | <b>33,496</b> |
| Subtotal 2006-2015          | 35,948       | 8,528        | 86,163        | 130,639       | 75,563        | 34,134       | 12,735       | 122,432       | 28,703        | 112,525       | 225,306       | 366,534       | #REF!         | 155,187       | 326,792       | 619,605       |
| Percent of Total            | 28%          | 7%           | 66%           | 100%          | 62%           | 28%          | 10%          | 100%          | 8%            | 31%           | 61%           | 100%          | #REF!         | 25%           | 53%           | #REF!         |
| <b>Average</b>              | <b>3,595</b> | <b>853</b>   | <b>8,616</b>  | <b>13,064</b> | <b>7,556</b>  | <b>3,413</b> | <b>1,273</b> | <b>12,243</b> | <b>2,870</b>  | <b>11,253</b> | <b>22,531</b> | <b>36,653</b> | <b>#REF!</b>  | <b>15,519</b> | <b>32,679</b> | <b>61,961</b> |
| 2006 - 2015<br>Period Total |              |              |               | 130,639       |               |              |              | 122,432       |               |               |               | 366,534       |               |               |               | 619,605       |
| <b>2006-2015 Average</b>    |              |              |               | <b>13,064</b> |               |              |              | <b>12,433</b> |               |               |               | <b>49,755</b> |               |               |               | <b>76,215</b> |
| % Breakdown                 |              |              |               | 21.1%         |               |              |              | 19.8%         |               |               |               | 59.2%         |               |               |               | 100.0%        |

Source: Statistics Canada Publication, 64-001-XIB

Note: Inflated to year-end 2015 (January, 2016) dollars using Reed Construction Cost Index



**Schedule 12**  
**City Of Cornwall**

**Employment To Population Ratio By Major Employment Sector, 2001 To 2011**

| NAICS                                  |  | Year          |               |               | Change       |              | Comments  |
|--|--|---------------|---------------|---------------|--------------|--------------|---|
|  |  | 2001          | 2006          | 2011          | 01-06        | 06-11        |   |
| <b>Employment by industry</b>          |  |               |               |               |              |              |   |
| <b>Primary Industry Employment</b>     |  |               |               |               |              |              |   |
| 11                                     | <i>Agriculture, forestry, fishing and hunting</i>      | 80            | 25            | 11            | -55          | -14          | Categories which relate to local land-based resources.                          |
| 21                                     | <i>Mining and oil and gas extraction</i>               | 15            | 0             | 0             | -15          | 0            |   |
| <b>Sub-total</b>                       |  | <b>95</b>     | <b>25</b>     | <b>11</b>     | <b>-70</b>   | <b>-14</b>   |   |
| <b>Industrial and Other Employment</b> |  |               |               |               |              |              |   |
| 22                                     | <i>Utilities</i>                                       | 225           | 155           | 167           | -70          | 12           | Categories which relate primarily to industrial land supply and demand.         |
| 23                                     | <i>Construction</i>                                    | 675           | 700           | 804           | 25           | 104          |   |
| 31-33                                  | <i>Manufacturing</i>                                   | 4,985         | 3,340         | 3,151         | -1,645       | -189         |   |
| 41                                     | <i>Wholesale trade</i>                                 | 500           | 695           | 796           | 195          | 101          |   |
| 48-49                                  | <i>Transportation and warehousing</i>                  | 1,470         | 1,245         | 1,173         | -225         | -72          |   |
| 56                                     | <i>Waste management and remediation services</i>       | 288           | 1,088         | 949           | 800          | -139         |   |
| <b>Sub-total</b>                       |  | <b>8,143</b>  | <b>7,223</b>  | <b>7,041</b>  | <b>-920</b>  | <b>-182</b>  |   |
| <b>Population Related Employment</b>   |  |               |               |               |              |              |   |
| 44-45                                  | <i>Retail trade</i>                                    | 2,995         | 3,320         | 3,373         | 325          | 53           | Categories which relate primarily to population growth within the municipality. |
| 51                                     | <i>Information and cultural industries</i>             | 255           | 345           | 404           | 90           | 59           |   |
| 52                                     | <i>Finance and insurance</i>                           | 565           | 495           | 549           | -70          | 54           |   |
| 53                                     | <i>Real estate and rental and leasing</i>              | 300           | 355           | 375           | 55           | 20           |   |
| 54                                     | <i>Professional, scientific and technical services</i> | 540           | 750           | 903           | 210          | 153          |   |
| 55                                     | <i>Management of companies and enterprises</i>         | 10            | 0             | 0             | -10          | 0            |   |
| 56                                     | <i>Administrative and support</i>                      | 288           | 1,088         | 949           | 800          | -139         |   |
| 71                                     | <i>Arts, entertainment and recreation</i>              | 220           | 245           | 284           | 25           | 39           |   |
| 72                                     | <i>Accommodation and food services</i>                 | 1,920         | 1,455         | 1,854         | -465         | 399          |   |
| 81                                     | <i>Other services (except public administration)</i>   | 1,110         | 975           | 1,185         | -135         | 210          |   |
| <b>Sub-total</b>                       |  | <b>8,203</b>  | <b>9,028</b>  | <b>9,876</b>  | <b>825</b>   | <b>848</b>   |   |
| <b>Institutional</b>                   |  |               |               |               |              |              |   |
| 61                                     | <i>Educational services</i>                            | 1,570         | 1,585         | 1,609         | 15           | 24           |   |
| 62                                     | <i>Health care and social assistance</i>               | 3,100         | 3,030         | 3,814         | -70          | 784          |   |
| 91                                     | <i>Public administration</i>                           | 940           | 1,105         | 1,204         | 165          | 99           |   |
| <b>Sub-total</b>                       |  | <b>5,610</b>  | <b>5,720</b>  | <b>6,627</b>  | <b>110</b>   | <b>907</b>   |   |
| <b>Total Employment</b>                |  | <b>22,051</b> | <b>21,996</b> | <b>23,555</b> | <b>-55</b>   | <b>1,559</b> |   |
| <b>Population</b>                      |  | <b>45,640</b> | <b>45,965</b> | <b>46,340</b> | <b>325</b>   | <b>375</b>   |   |
| <b>Employment to Population Ratio</b>  |  |               |               |               |              |              |   |
| <b>Industrial and Other Employment</b> |  | <b>0.18</b>   | <b>0.16</b>   | <b>0.15</b>   | <b>-0.02</b> | <b>-0.01</b> |   |
| <b>Population Related Employment</b>   |  | <b>0.18</b>   | <b>0.20</b>   | <b>0.21</b>   | <b>0.02</b>  | <b>0.02</b>  |   |
| <b>Institutional Employment</b>        |  | <b>0.12</b>   | <b>0.12</b>   | <b>0.14</b>   | <b>0.00</b>  | <b>0.02</b>  |   |
| <b>Primary Industry Employment</b>     |  | <b>0.00</b>   | <b>0.00</b>   | <b>0.00</b>   | <b>0.00</b>  | <b>0.00</b>  |   |
| <b>Total</b>                           |  | <b>0.48</b>   | <b>0.48</b>   | <b>0.51</b>   | <b>0.00</b>  | <b>0.03</b>  |   |

Source: 2001 & 2006 Statistics Canada Employment by Place of Work, 2011 Derived based on EMSI data by Watson & Associates Economists Ltd.  
Note: 2001-2011 employment figures are classified by North American Industry Classification System (NAICS) Code

## **Appendix B – Level of Service**

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Fire Facilities  
Unit Measure: ft² of building area

| Description     | 2007          | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | 2014          | 2015          | 2016          | 2017 Bld'g Value (\$/ft²) | Value/ft² with land, site works, etc. |
|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------------|---------------------------------------|
| FIRE HALL NO. 1 | 8,729         | 8,729         | 8,729         | 8,729         | 8,729         | 8,729         | 8,729         | 8,729         | 8,729         | 8,729         | \$439                     | \$487                                 |
| FIRE HALL NO. 2 | 6,484         | 6,484         | 6,484         | 6,484         | 6,484         | 6,484         | 6,484         | 6,484         | 6,484         | 6,484         | \$345                     | \$384                                 |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                 |               |               |               |               |               |               |               |               |               |               |                           |                                       |
| <b>Total</b>    | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> | <b>15,213</b> |                           |                                       |

|                                |        |        |        |        |        |        |        |        |        |        |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                     | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                     | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment        | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard | 0.2242 | 0.2225 | 0.2209 | 0.2193 | 0.2177 | 0.2170 | 0.2164 | 0.2163 | 0.2159 | 0.2154 |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 0.2186    |
| Quality Standard  | \$443     |
| Service Standard  | \$97      |

| DC Amount (before deductions)    | 10 Year   |
|----------------------------------|-----------|
| Forecast Population & Employment | 2,990     |
| \$ per Capita & Employee         | \$97      |
| Eligible Amount                  | \$289,552 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Fire Vehicles  
Unit Measure: No. of vehicles

| Description                           | 2007     | 2008      | 2009      | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017 Value (\$/Vehicle) |
|---------------------------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------------|
| Aerial Platform                       | 1        | 1         | 1         | 1         | 1         | 2         | 2         | 2         | 2         | 2         | \$1,023,800             |
| HAZMAT Ford E- 350 FH22               |          |           |           | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$30,500                |
| Haz Mat Trailer                       | 1        | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$15,300                |
| Pumper truck - Spartan (16,980 kg)    | 1        | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$590,800               |
| Pumper truck - Freightliner (8247 kg) | 1        | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$429,100               |
| Pumper truck - Spartan LA41H-2124     |          | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$599,400               |
| Pumper truck - Spartan (16,980 kg)    |          |           |           |           |           |           | 1         | 1         | 1         | 1         | \$503,400               |
| Rescue Boat & Motor                   | 1        | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$53,200                |
| Rescue Boat Trailer                   | 1        | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$3,500                 |
| Rescue truck                          |          |           |           |           |           |           | 1         | 1         | 1         | 1         | \$465,400               |
| Service vehicle - pickup truck        |          |           |           |           |           |           |           | 2         | 2         | 2         | \$35,700                |
| Spill Response Trailer                |          |           | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$6,900                 |
| Streamline Trailer 3500lb capacity    |          |           |           |           |           |           |           |           | 1         | 1         | \$5,000                 |
| Leased Vans                           | 3        | 3         | 3         | 3         | 3         | 3         | 3         | 3         | 3         | 3         | \$28,300                |
|                                       |          |           |           |           |           |           |           |           |           |           |                         |
|                                       |          |           |           |           |           |           |           |           |           |           |                         |
| <b>Total</b>                          | <b>9</b> | <b>10</b> | <b>11</b> | <b>12</b> | <b>12</b> | <b>13</b> | <b>15</b> | <b>17</b> | <b>18</b> | <b>18</b> |                         |

|  |        |        |        |        |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                                 | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                                 | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment                    | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard (per 1,000) | 0.13   | 0.15   | 0.16   | 0.17   | 0.17   | 0.19   | 0.21   | 0.24   | 0.26   | 0.25   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 0.19      |
| Quality Standard              | \$273,113 |
| Service Standard              | \$53      |

| DC Amount (before deductions)    | 10 Year   |
|----------------------------------|-----------|
| Forecast Population & Employment | 2,990     |
| \$ per Capita & Employee         | \$53      |
| Eligible Amount                  | \$157,932 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Fire Small Equipment and Gear  
Unit Measure: No. of equipment and gear

| Description                  | 2007      | 2008      | 2009      | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017 Value (\$/item) |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------------------|
| 2-way mobile radios          | 4         | 5         | 5         | 5         | 5         | 5         | 5         | 5         | 5         | 5         | \$2,600              |
| 2-way portable radios        | 1         | 2         | 2         | 2         | 2         | 2         | 2         | 2         | 2         | 2         | \$19,900             |
| Bunker gear (coat & trouser) | 42        | 49        | 53        | 54        | 58        | 59        | 60        | 62        | 63        | 63        | \$17,600             |
| SCBA PPE                     |           | 1         | 1         | 1         | 1         | 1         | 1         | 2         | 3         | 3         | \$25,700             |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
|                              |           |           |           |           |           |           |           |           |           |           |                      |
| <b>Total</b>                 | <b>47</b> | <b>57</b> | <b>61</b> | <b>62</b> | <b>66</b> | <b>67</b> | <b>68</b> | <b>71</b> | <b>73</b> | <b>73</b> |                      |

|  |        |        |        |        |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                                 | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                                 | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment                    | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard (per 1,000) | 0.69   | 0.83   | 0.89   | 0.89   | 0.94   | 0.96   | 0.97   | 1.01   | 1.04   | 1.03   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 0.93      |
| Quality Standard              | \$16,699  |
| Service Standard              | \$15      |

| DC Amount (before deductions)    | 10 Year  |
|----------------------------------|----------|
| Forecast Population & Employment | 2,990    |
| \$ per Capita & Employee         | \$15     |
| Eligible Amount                  | \$46,196 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Roads  
Unit Measure: km of roadways

| Description  | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 Value (\$/km) |
|--------------|------|------|------|------|------|------|------|------|------|------|--------------------|
| Paved Roads  | 272  | 272  | 272  | 272  | 272  | 272  | 272  | 272  | 272  | 272  | \$1,004,200        |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
|              |      |      |      |      |      |      |      |      |      |      |                    |
| <b>Total</b> | 272  | 272  | 272  | 272  | 272  | 272  | 272  | 272  | 272  | 272  |                    |

|  |        |        |        |        |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                                 | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                                 | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment                    | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard (per 1,000) | 4.01   | 3.98   | 3.95   | 3.92   | 3.89   | 3.88   | 3.87   | 3.87   | 3.86   | 3.85   |

| 10 Year Average               | 2007-2016   |
|-------------------------------|-------------|
| Quantity Standard (per 1,000) | 3.909       |
| Quality Standard              | \$1,004,201 |
| Service Standard              | \$3,925     |

| DC Amount (before deductions)    | 10 Year      |
|----------------------------------|--------------|
| Forecast Population & Employment | 2,990        |
| \$ per Capita & Employee         | \$3,925      |
| Eligible Amount                  | \$11,736,707 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Sidewalks  
Unit Measure: km of roadways

| Description  | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017 Value (\$/km) |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------------|
| Sidewalks    | 181        | 181        | 181        | 181        | 181        | 181        | 181        | 181        | 185        | 189        | \$181,000          |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
|              |            |            |            |            |            |            |            |            |            |            |                    |
| <b>Total</b> | <b>181</b> | <b>181</b> | <b>181</b> | <b>181</b> | <b>181</b> | <b>181</b> | <b>181</b> | <b>181</b> | <b>185</b> | <b>189</b> |                    |

|  |        |        |        |        |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                                 | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                                 | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment                    | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard (per 1,000) | 2.67   | 2.65   | 2.63   | 2.61   | 2.59   | 2.59   | 2.58   | 2.58   | 2.63   | 2.68   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 2.62      |
| Quality Standard              | \$18,100  |
| Service Standard              | \$474     |

| DC Amount (before deductions)    | 10 Year     |
|----------------------------------|-------------|
| Forecast Population & Employment | 2,990       |
| \$ per Capita & Employee         | \$474       |
| Eligible Amount                  | \$1,418,277 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Bridges, Culverts & Structures  
Unit Measure: Number of Bridges, Culverts & Structures

| Description    | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017 Value (\$/item) |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------------|
| Bridges        | 12         | 25         | 25         | 25         | 25         | 25         | 25         | 25         | 25         | 25         | \$2,761,300          |
| Large Culverts | 13         | 13         | 13         | 13         | 13         | 13         | 13         | 13         | 13         | 13         | \$600                |
| Small Culverts | 88         | 88         | 88         | 88         | 88         | 88         | 88         | 88         | 88         | 88         | \$58,300             |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
|                |            |            |            |            |            |            |            |            |            |            |                      |
| <b>Total</b>   | <b>113</b> | <b>126</b> | <b>126</b> | <b>126</b> | <b>126</b> | <b>126</b> | <b>126</b> | <b>126</b> | <b>126</b> | <b>126</b> |                      |

|  |        |        |        |        |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                                 | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                                 | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment                    | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard (per 1,000) | 1.67   | 1.84   | 1.83   | 1.82   | 1.80   | 1.80   | 1.79   | 1.79   | 1.79   | 1.78   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 1.79      |
| Quality Standard              | \$565,425 |
| Service Standard              | \$1,013   |

| DC Amount (before deductions)    | 10 Year     |
|----------------------------------|-------------|
| Forecast Population & Employment | 2,990       |
| \$ per Capita & Employee         | \$1,013     |
| Eligible Amount                  | \$3,027,734 |



**City of Cornwall  
Service Standard Calculation Sheet**

Service: Traffic Signals & Streetlights  
Unit Measure: No. of Traffic Signals

| Description             | 2007         | 2008         | 2009         | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016         | 2017 Value (\$/item) |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------------|
| Luminaire and Bracket   | 4,934        | 5,081        | 5,094        | 5,097        | 5,100        | 5,105        | 5,109        | 5,117        | 5,129        | 5,133        | \$6,400              |
| Signalized Intersection | 43           | 46           | 48           | 54           | 56           | 58           | 61           | 64           | 68           | 70           | \$110,800            |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
|                         |              |              |              |              |              |              |              |              |              |              |                      |
| <b>Total</b>            | <b>4,977</b> | <b>5,127</b> | <b>5,142</b> | <b>5,151</b> | <b>5,156</b> | <b>5,163</b> | <b>5,170</b> | <b>5,181</b> | <b>5,197</b> | <b>5,203</b> |                      |

|                                |        |        |        |        |        |        |        |        |        |        |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                     | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                     | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment        | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard | 0.0733 | 0.0750 | 0.0747 | 0.0742 | 0.0738 | 0.0737 | 0.0735 | 0.0737 | 0.0738 | 0.0737 |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 0.0739    |
| Quality Standard  | \$7,553   |
| Service Standard  | \$558     |

| DC Amount (before deductions)    | 10 Year     |
|----------------------------------|-------------|
| Forecast Population & Employment | 2,990       |
| \$ per Capita & Employee         | \$558       |
| Eligible Amount                  | \$1,668,869 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Depots and Domes  
Unit Measure: ft<sup>2</sup> of building area

| Description                             | 2007          | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | 2014          | 2015          | 2016          | 2017 Bld'g Value (\$/ft <sup>2</sup> ) | Value/ft <sup>2</sup> with land, site works, etc. |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--|---|
| Tire Storage Building                   | 798           | 798           | 798           | 798           | 798           | 798           | 798           | 798           | 798           | 798           | \$137                                  | \$155   |
| Salt Shed                               | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | \$63                                   | \$73  |
| Traffic And Parking Shop                | 3,432         | 3,432         | 3,432         | 3,432         | 3,432         | 3,432         | 3,432         | 3,432         | 3,432         | 3,432         | \$78                                   | \$89  |
| Municipal Works Garage                  | 14,792        | 14,792        | 14,792        | 14,792        | 14,792        | 14,792        | 14,792        | 14,792        | 14,792        | 14,792        | \$215                                  | \$241   |
| Purchasing And Stores Building          | 6,206         | 6,206         | 6,206         | 6,206         | 6,206         | 6,206         | 6,206         | 6,206         | 6,206         | 6,206         | \$163                                  | \$183   |
| Sand Shed                               | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | 2,394         | \$75                                   | \$86  |
| Equipment Storage (Roads)               | 413           | 413           | 413           | 413           | 413           | 413           | 413           | 413           | 413           | 413           | \$1,116                                | \$1,234   |
| Flasher Storage Building                | 6,244         | 6,244         | 6,244         | 6,244         | 6,244         | 6,244         | 6,244         | 6,244         | 6,244         | 6,244         | \$6                                    | \$10  |
| Carpenter Shop                          | 2,922         | 2,922         | 2,922         | 2,922         | 2,922         | 2,922         | 2,922         | 2,922         | 2,922         | 2,922         | \$312                                  | \$348   |
| Municipal Works Administrative Building | 9,687         | 9,687         | 9,687         | 9,687         | 9,687         | 9,687         | 9,687         | 9,687         | 9,687         | 9,687         | \$308                                  | \$343   |
|   |               |               |               |               |               |               |               |               |               |               |  |   |
|   |               |               |               |               |               |               |               |               |               |               |  |   |
|   |               |               |               |               |               |               |               |               |               |               |  |   |
|   |               |               |               |               |               |               |               |               |               |               |  |   |
| <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> |  |   |

|                                |        |        |        |        |        |        |        |        |        |        |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                     | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                     | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment        | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard | 0.7261 | 0.7207 | 0.7157 | 0.7103 | 0.7051 | 0.7031 | 0.7010 | 0.7006 | 0.6994 | 0.6977 |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 0.7080    |
| Quality Standard  | \$211     |
| Service Standard  | \$150     |

| DC Amount (before deductions)    | 10 Year   |
|----------------------------------|-----------|
| Forecast Population & Employment | 2,990     |
| \$ per Capita & Employee         | \$150     |
| Eligible Amount                  | \$447,663 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Roads and Related Vehicles  
Unit Measure: No. of vehicles and equipment

| Description                     | 2007      | 2008      | 2009      | 2010      | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017 Value (\$/Vehicle) |
|---------------------------------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|------------|------------|-------------------------|
| Snow Blower                     | -         | -         | -         | 1         | 1          | 1          | 1          | 1          | 1          | 1          | \$139,500               |
| Snow blower (trackless)         | -         | -         | -         | 1         | 1          | 1          | 1          | 1          | 1          | 1          | \$10,200                |
| Snow attachments                | 22        | 22        | 22        | 29        | 34         | 36         | 36         | 36         | 48         | 48         | \$9,200                 |
| Snow Plow                       | -         | -         | -         | -         | -          | 1          | 1          | 1          | 1          | 1          | \$12,200                |
| Double Wing and Plow Attachment | -         | -         | -         | -         | -          | -          | -          | -          | 1          | 1          | \$50,700                |
| Sanders                         | 3         | 3         | 3         | 3         | 3          | 3          | 3          | 3          | 3          | 3          | \$13,200                |
| Dump box/Salter Body            | -         | -         | -         | -         | -          | 1          | 1          | 1          | 1          | 1          | \$39,700                |
| Traffic Gates                   | -         | -         | -         | -         | -          | -          | -          | -          | 1          | 1          | \$19,400                |
| Sidewalk Tractor                | -         | -         | -         | 1         | 1          | 1          | 1          | 1          | 1          | 1          | \$105,100               |
| Cars                            | 7         | 7         | 7         | 7         | 12         | 12         | 16         | 17         | 17         | 17         | \$22,200                |
| Vans                            | 3         | 3         | 3         | 3         | 4          | 4          | 6          | 6          | 6          | 6          | \$163,300               |
| Vans                            | -         | -         | -         | -         | -          | 1          | 1          | 1          | 1          | 1          | \$80,600                |
| Ford F450                       |           |           | 1         | 1         | 1          | 1          | 1          | 1          | 1          | 1          | \$77,000                |
| Articulated Tractor             | 8         | 8         | 8         | 8         | 8          | 8          | 8          | 12         | 12         | 12         | \$77,800                |
| Tandem Dump/Plow Trucks         | 3         | 3         | 4         | 5         | 6          | 7          | 7          | 8          | 8          | 8          | \$169,300               |
| Single Axle Dump Trucks         | 2         | 2         | 2         | 4         | 4          | 4          | 5          | 6          | 6          | 6          | \$86,400                |
| Single Axle Plow Trucks         | 2         | 2         | 2         | 2         | 2          | 2          | 2          | 2          | 2          | 2          | \$205,800               |
| Tractors                        | 2         | 2         | 2         | 2         | 2          | 2          | 2          | 2          | 2          | 2          | \$30,800                |
| Fork Lift                       | 1         | 1         | 1         | 1         | 1          | 1          | 1          | 1          | 1          | 1          | \$45,000                |
| Front End Loaders               | 2         | 2         | 2         | 2         | 2          | 2          | 2          | 3          | 3          | 3          | \$199,700               |
| Pickup Trucks                   | 3         | 3         | 3         | 3         | 3          | 3          | 3          | 3          | 4          | 4          | \$45,100                |
| Leased Pickup Trucks            | 11        | 11        | 11        | 11        | 11         | 11         | 11         | 11         | 11         | 11         | \$45,100                |
| Leased Vans                     | 2         | 2         | 2         | 2         | 2          | 2          | 2          | 2          | 2          | 2          | \$28,300                |
| Turf Sweeper                    | -         | -         | -         | -         | -          | 1          | 1          | 1          | 1          | 1          | \$43,400                |
| Trailers                        | 4         | 4         | 4         | 4         | 4          | 4          | 4          | 6          | 6          | 6          | \$8,300                 |
| Street flusher/sweeper          | 1         | 1         | 1         | 1         | 1          | 1          | 1          | 1          | 2          | 2          | \$198,200               |
| Sewer Rodder/Flusher            | -         | -         | -         | -         | -          | 1          | 1          | 1          | 1          | 1          | \$346,400               |
| <b>Total</b>                    | <b>76</b> | <b>76</b> | <b>78</b> | <b>91</b> | <b>103</b> | <b>111</b> | <b>118</b> | <b>128</b> | <b>144</b> | <b>144</b> |                         |

Service: Roads and Related Vehicles  
 Unit Measure: No. of vehicles and equipment

| Description | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 Value (\$/Vehicle) |
|-------------|------|------|------|------|------|------|------|------|------|------|-------------------------|
|-------------|------|------|------|------|------|------|------|------|------|------|-------------------------|

|  |        |        |        |        |        |        |        |        |        |        |  |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--|
| Population                                 | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |  |
| Employment                                 | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |  |
| Population & Employment                    | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |  |
| Per Capita & Employee Standard (per 1,000) | 1.12   | 1.11   | 1.13   | 1.31   | 1.47   | 1.58   | 1.68   | 1.82   | 2.04   | 2.04   |  |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 1.53      |
| Quality Standard              | \$54,836  |
| Service Standard              | \$84      |

| DC Amount (before deductions)    | 10 Year   |
|----------------------------------|-----------|
| Forecast Population & Employment | 2,990     |
| \$ per Capita & Employee         | \$84      |
| Eligible Amount                  | \$251,070 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Parkland Development  
Unit Measure: Acres of Parkland

| Description               | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017 Value (\$/Acre) |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------------------|
| Adams Park                | 4.12  | 4.12  | 4.12  | 4.12  | 4.12  | 4.12  | 4.12  | 4.12  | 4.12  | 4.12  | \$25,000             |
| Aimee Leblanc Park        | 0.31  | 0.31  | 0.31  | 0.31  | 0.31  | 0.31  | 0.31  | 0.31  | 0.31  | 0.31  | \$25,000             |
| Alexander Park            | 2.06  | 2.06  | 2.06  | 2.06  | 2.06  | 2.06  | 2.06  | 2.06  | 2.06  | 2.06  | \$25,000             |
| Alguire Park              | 4.29  | 4.29  | 4.29  | 4.29  | 4.29  | 4.29  | 4.29  | 4.29  | 4.29  | 4.29  | \$25,000             |
| Ashwood Greens Park       | 1.38  | 1.38  | 1.38  | 1.38  | 1.38  | 1.38  | 1.38  | 1.38  | 1.38  | 1.38  | \$25,000             |
| Bell Centennial Park      | 7.82  | 7.82  | 7.82  | 7.82  | 7.82  | 7.82  | 7.82  | 7.82  | 7.82  | 7.82  | \$25,000             |
| Ray Lalonde Memorial Park | 1.40  | 1.40  | 1.40  | 1.40  | 1.40  | 1.40  | 1.40  | 1.40  | 1.40  | 1.40  | \$25,000             |
| Boals Drain Linear Park   | 10.78 | 10.78 | 10.78 | 10.78 | 10.78 | 10.78 | 10.78 | 10.78 | 10.78 | 10.78 | \$25,000             |
| Broadview Park            | 2.95  | 2.95  | 2.95  | 2.95  | 2.95  | 2.95  | 2.95  | 2.95  | 2.95  | 2.95  | \$25,000             |
| Carthier Park             | 0.97  | 0.97  | 0.97  | 0.97  | 0.97  | 0.97  | 0.97  | 0.97  | 0.97  | 0.97  | \$25,000             |
| Chevrier Park             | 4.10  | 4.10  | 4.10  | 4.10  | 4.10  | 4.10  | 4.10  | 4.10  | 4.10  | 4.10  | \$25,000             |
| Daprat Park               | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | \$25,000             |
| Dover Heights Park        | 0.58  | 0.58  | 0.58  | 0.58  | 0.58  | 0.58  | 0.58  | 0.58  | 0.58  | 0.58  | \$25,000             |
| Gallinger Park            | 1.03  | 1.03  | 1.03  | 1.03  | 1.03  | 1.03  | 1.03  | 1.03  | 1.03  | 1.03  | \$25,000             |
| Grant Park                | 0.49  | 0.49  | 0.49  | 0.49  | 0.49  | 0.49  | 0.49  | 0.49  | 0.49  | 0.49  | \$25,000             |
| Heritage Park             | 0.37  | 0.37  | 0.37  | 0.37  | 0.37  | 0.37  | 0.37  | 0.37  | 0.37  | 0.37  | \$25,000             |
| Horovitz Park             | 1.30  | 1.30  | 1.30  | 1.30  | 1.30  | 1.30  | 1.30  | 1.30  | 1.30  | 1.30  | \$25,000             |
| Joe St. Denis Park        | 6.28  | 6.28  | 6.28  | 6.28  | 6.28  | 6.28  | 6.28  | 6.28  | 6.28  | 6.28  | \$25,000             |
| King George Park          | 2.62  | 2.62  | 2.62  | 2.62  | 2.62  | 2.62  | 2.62  | 2.62  | 2.62  | 2.62  | \$25,000             |
| Kinsmen Park              | 3.38  | 3.38  | 3.38  | 3.38  | 3.38  | 3.38  | 3.38  | 3.38  | 3.38  | 3.38  | \$25,000             |
| Kinsmen Soccer Fields     | 9.60  | 9.60  | 9.60  | 9.60  | 9.60  | 9.60  | 9.60  | 9.60  | 9.60  | 9.60  | \$25,000             |
| Lafave Park               | 0.57  | 0.57  | 0.57  | 0.57  | 0.57  | 0.57  | 0.57  | 0.57  | 0.57  | 0.57  | \$25,000             |
| Lafontaine Park           | 2.00  | 2.00  | 2.00  | 2.00  | 2.00  | 2.00  | 2.00  | 2.00  | 2.00  | 2.00  | \$25,000             |
| Lamoureux Park            | 63.50 | 63.50 | 63.50 | 63.50 | 63.50 | 63.50 | 63.50 | 63.50 | 63.50 | 63.50 | \$25,000             |
| Larin Park                | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | \$25,000             |
| Mattice Park              | 2.18  | 2.18  | 2.18  | 2.18  | 2.18  | 2.18  | 2.18  | 2.18  | 2.18  | 2.18  | \$25,000             |
| Meadowvale Park           | 6.50  | 6.50  | 6.50  | 6.50  | 6.50  | 6.50  | 6.50  | 6.50  | 6.50  | 6.50  | \$25,000             |
| Memorial Park             | 2.13  | 2.13  | 2.13  | 2.13  | 2.13  | 2.13  | 2.13  | 2.13  | 2.13  | 2.13  | \$25,000             |
| Menard Park               | 7.17  | 7.17  | 7.17  | 7.17  | 7.17  | 7.17  | 7.17  | 7.17  | 7.17  | 7.17  | \$25,000             |
| Francis Guindon Park      | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | 1.92  | \$25,000             |

Service: Parkland Development  
 Unit Measure: Acres of Parkland

| Description               | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017 Value (\$/Acre) |
|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------------|
| Optimist Park             | 16.44      | 16.44      | 16.44      | 16.44      | 16.44      | 16.44      | 16.44      | 16.44      | 16.44      | 16.44      | \$25,000             |
| Parkette on Ptt Street    | 0.14       | 0.14       | 0.14       | 0.14       | 0.14       | 0.14       | 0.14       | 0.14       | 0.14       | 0.14       | \$25,000             |
| Reg Campbell Park         | 11.33      | 11.33      | 11.33      | 11.33      | 11.33      | 11.33      | 11.33      | 11.33      | 11.33      | 11.33      | \$25,000             |
| Riverdale Park            | 2.76       | 2.76       | 2.76       | 2.76       | 2.76       | 2.76       | 2.76       | 2.76       | 2.76       | 2.76       | \$25,000             |
| Sara Park                 | 0.25       | 0.25       | 0.25       | 0.25       | 0.25       | 0.25       | 0.25       | 0.25       | 0.25       | 0.25       | \$25,000             |
| Sathya Sai Park           | 0.29       | 0.29       | 0.29       | 0.29       | 0.29       | 0.29       | 0.29       | 0.29       | 0.29       | 0.29       | \$25,000             |
| Silver Cross Park         | 4.20       | 4.20       | 4.20       | 4.20       | 4.20       | 4.20       | 4.20       | 4.20       | 4.20       | 4.20       | \$25,000             |
| Snetsingers Park          | 6.22       | 6.22       | 6.22       | 6.22       | 6.22       | 6.22       | 6.22       | 6.22       | 6.22       | 6.22       | \$25,000             |
| 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       | \$25,000             |
| St. Joseph Park           | 1.79       | 1.79       | 1.79       | 1.79       | 1.79       | 1.79       | 1.79       | 1.79       | 1.79       | 1.79       | \$25,000             |
| Ste. Therese Park         | 1.58       | 1.58       | 1.58       | 1.58       | 1.58       | 1.58       | 1.58       | 1.58       | 1.58       | 1.58       | \$25,000             |
| Terry Fox Park            | 1.69       | 1.69       | 1.69       | 1.69       | 1.69       | 1.69       | 1.69       | 1.69       | 1.69       | 1.69       | \$25,000             |
| <b>Total</b>              | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> | <b>202</b> |                      |

|                                 |        |        |        |        |        |        |        |        |        |        |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                      | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard (per 1,000) | 4.39   | 4.38   | 4.38   | 4.37   | 4.36   | 4.36   | 4.34   | 4.35   | 4.35   | 4.34   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 4.36      |
| Quality Standard              | \$2,500   |
| Service Standard              | \$109     |

| DC Amount (before deductions) | 10 Year   |
|-------------------------------|-----------|
| Forecast Population           | 1,499     |
| \$ per Capita                 | \$109     |
| Eligible Amount               | \$163,496 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Parkland Amenities  
Unit Measure: No. of parkland amenities

| Description                                 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 Value (\$/item) |
|---|------|------|------|------|------|------|------|------|------|------|----------------------|
| <u>Play Equipment</u>                       |      |      |      |      |      |      |      |      |      |      |                      |
| Large Play Structure                        | 11   | 11   | 12   | 15   | 15   | 16   | 17   | 20   | 20   | 20   | \$48,500             |
| Accessible Play Structure                   | -    | -    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$24,000             |
| Wheelchair Accessible Large Play Structure  | 2    | 2    | 2    | 2    | 2    | 2    | 2    | 2    | 2    | 2    | \$62,200             |
| Small Play Structure                        | 7    | 7    | 7    | 7    | 7    | 7    | 8    | 8    | 8    | 8    | \$8,100              |
| Swing Set                                   | 29   | 29   | 29   | 29   | 29   | 29   | 29   | 30   | 30   | 30   | \$3,500              |
| Hot water tank                              | -    | -    | -    | -    | -    | -    | -    | 3    | 3    | 3    | \$1,300              |
| Wading Pools                                | 9    | 9    | 9    | 5    | 5    | 5    | 5    | 5    | 5    | 5    | \$200,000            |
| Outdoor Pools                               | 7    | 7    | 7    | 6    | 6    | 6    | 5    | 5    | 5    | 5    | \$500,000            |
| Basketball Courts                           | 6    | 6    | 6    | 7    | 7    | 7    | 7    | 7    | 7    | 7    | \$75,000             |
| <u>Baseball Diamonds</u>                    |      |      |      |      |      |      |      |      |      |      |                      |
| Adams Park                                  | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$50,000             |
| Broadview Park                              | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$100,000            |
| Optimist Park                               | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$500,000            |
| King George Park                            | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$250,000            |
| Kinsmen Park                                | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$250,000            |
| Reg Campbell Park                           | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$500,000            |
| Bergeron Drive - Baseball and T-Ball fields | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$1,500,000          |
| Tennis Courts                               | 7    | 7    | 7    | 7    | 7    | 5    | 5    | 5    | 5    | 5    | \$200,000            |
| Ball Hockey Court                           |      |      |      |      |      | 1    | 1    | 1    | 1    | 1    | \$80,000             |
| Optimist Parks Soccer Fields                | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$500,000            |
| Kinsmen Soccer Fields                       | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$750,000            |
| Joe St. Denis Park Football Field           |      |      |      |      |      |      |      |      |      |      | \$500,000            |
| Outdoor Skating Rinks                       | 13   | 13   | 13   | 13   | 13   | 13   | 13   | 13   | 13   | 13   | \$15,000             |
| Optimist Park - Skateboard Park             | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$400,000            |
| Lamereux Park - Splash Pad                  |      |      |      |      | 1    | 1    | 1    | 1    | 1    | 1    | \$500,000            |
| Lamereux Park - Gazebo                      | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$50,000             |
| Lamereux Park - Bandshell                   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$500,000            |
| Lamereux Park - Docks                       | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$75,000             |
| Memorial Park - Bocce Courts                | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$5,000              |
| Marina 200 - 160 Slip Marina                | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | \$5,000,000          |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Parkland Amenities  
Unit Measure: No. of parkland amenities

| Description                              | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017 Value (\$/item) |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------------|
| Mattice Park - Croquet                   | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$50,000             |
| Guidon Park - Boat Launch                | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$75,000             |
| Broadview Park - Horseshoe Pit           | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$5,000              |
| Lamoureux Park Outdoor Fitness Equipment |            |            |            |            |            |            |            |            |            | 1          | \$300,000            |
| Lamoureux Park Boat Launch               | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$100,000            |
| St. Theresa Park Splash Pad              |            |            |            | 1          | 1          | 1          | 1          | 1          | 1          | 1          | \$350,000            |
| Riverdale Park Splash Pad                |            |            |            |            |            |            |            |            |            | 1          | \$350,000            |
| <b>Total</b>                             | <b>110</b> | <b>110</b> | <b>112</b> | <b>112</b> | <b>113</b> | <b>113</b> | <b>114</b> | <b>121</b> | <b>121</b> | <b>123</b> |                      |

|                                 |        |        |        |        |        |        |        |        |        |        |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                      | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard (per 1,000) | 2.39   | 2.38   | 2.43   | 2.42   | 2.44   | 2.43   | 2.45   | 2.60   | 2.60   | 2.64   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 2.48      |
| Quality Standard              | \$160,743 |
| Service Standard              | \$398     |

| DC Amount (before deductions) | 10 Year   |
|-------------------------------|-----------|
| Forecast Population           | 1,499     |
| \$ per Capita                 | \$398     |
| Eligible Amount               | \$597,157 |



**City of Cornwall  
Service Standard Calculation Sheet**

Service: Parkland Trails  
Unit Measure: Linear Metres of Paths and Trails

| Description               | 2007          | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | 2014          | 2015          | 2016          | 2017 Value<br>(\$/ Lin.<br>Metre) |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------------------|
| Recreational Bike Pathway | 30,300        | 30,300        | 30,300        | 30,300        | 30,300        | 30,300        | 30,300        | 30,300        | 33,280        | 36,260        | \$125                             |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
|                           |               |               |               |               |               |               |               |               |               |               |                                   |
| <b>Total</b>              | <b>30,300</b> | <b>30,300</b> | <b>30,300</b> | <b>30,300</b> | <b>30,300</b> | <b>30,300</b> | <b>30,300</b> | <b>30,300</b> | <b>33,280</b> | <b>36,260</b> |                                   |

|                     |        |        |        |        |        |        |        |        |        |        |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population          | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard | 0.66   | 0.66   | 0.66   | 0.65   | 0.65   | 0.65   | 0.65   | 0.65   | 0.72   | 0.78   |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 0.67      |
| Quality Standard  | \$125     |
| Service Standard  | \$84      |

| DC Amount (before deductions) | 10 Year   |
|-------------------------------|-----------|
| Forecast Population           | 1,499     |
| \$ per Capita                 | \$84      |
| Eligible Amount               | \$126,066 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Indoor Recreation Facilities  
Unit Measure: ft² of building area

| Description                                      | 2007    | 2008    | 2009    | 2010    | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017 Bld'g Value (\$/ft²) | Value/ft² 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   | \$274                     | \$306                                 |
| Civic Complex Arena & Admin                      | 189,541 | 189,541 | 189,541 | 189,541 | 189,541 | 189,541 | 189,541 | 189,541 | 189,541 | 189,541 | \$291                     | \$324                                 |
| Cornwall Curling Club Centre                     | 24,181  | 24,181  | 24,181  | 24,181  | 24,181  | 24,181  | 24,181  | 24,181  | 24,181  | 24,181  | \$241                     | \$269                                 |
| Kinsmen Minor Soccer Facility                    | 828     | 828     | 828     | 828     | 828     | 828     | 828     | 828     | 828     | 828     | \$242                     | \$270                                 |
| Benson Centre                                    | -       | -       | -       | -       | 241,415 | 241,415 | 241,415 | 241,415 | 241,415 | 241,415 | \$154                     | \$173                                 |
| Big Ben  | 968     | 968     | 968     | 968     | 968     | 968     | 968     | 968     | 968     | 968     | \$26                      | \$32                                  |
| Marina 200                                       | 1,984   | 1,984   | 1,984   | 1,984   | 1,984   | 1,984   | 1,984   | 1,984   | 1,984   | 1,984   | \$285                     | \$318                                 |
| Playground Programming (Eastside Boxing)         | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | \$161                     | \$181                                 |
| Equipment Storage                                | 3,921   | 3,921   | 3,921   | 3,921   | 3,921   | 3,921   | 3,921   | 3,921   | 3,921   | 3,921   | \$214                     | \$240                                 |
| Playground Programming BLD                       | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | 1,905   | \$207                     | \$232                                 |
| Optimist Park Clubhouse                          | 2,649   | 2,649   | 2,649   | 2,649   | 2,649   | 2,649   | 2,649   | 2,649   | 2,649   | 2,649   | \$222                     | \$248                                 |
| Optimist Park Office/Maintenance                 | 6,962   | 6,962   | 6,962   | 6,962   | 6,962   | 6,962   | 6,962   | 6,962   | 6,962   | 6,962   | \$136                     | \$154                                 |
| Legion Ball Park Building                        | 2,328   | 2,328   | 2,328   | 2,328   | 2,328   | 2,328   | 2,328   | 2,328   | 2,328   | 2,328   | \$198                     | \$222                                 |
| Portable Classrooms                              | -       | -       | -       | -       | -       | -       | -       | 2,298   | 2,298   | 2,298   | \$82                      | \$94                                  |
| Aquatic Center                                   | 26,753  | 26,753  | 26,753  | 26,753  | 26,753  | 26,753  | 26,753  | 26,753  | 26,753  | 26,753  | \$583                     | \$646                                 |
| Optimist Park Storage Building For Chlorine      | 144     | 144     | 144     | 144     | 144     | 144     | 144     | 144     | 144     | 144     | \$142                     | \$160                                 |
| Guindon Park Workshop                            | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | \$175                     | \$197                                 |
| Centennial Park Fountain Memorial Park           | 431     | 431     | 431     | 431     | 431     | 431     | 431     | 431     | 431     | 431     | \$1,273                   | \$1,407                               |
| Optimist Park Washrooms                          | 850     | 850     | 850     | 850     | 850     | 850     | 850     | 850     | 850     | 850     | \$171                     | \$192                                 |
| Guindon Park Forest Washroom                     | 1,575   | 1,575   | 1,575   | 1,575   | 1,575   | 1,575   | 1,575   | 1,575   | 1,575   | 1,575   | \$193                     | \$216                                 |
| Clock Tower                                      | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | \$1,254                   | \$1,386                               |
| Guindon Park Middle Washroom                     | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | \$254                     | \$284                                 |
| Lamoureux Park Splash Pad Changeroom             |         |         | 1,121   | 1,121   | 1,121   | 1,121   | 1,121   | 1,121   | 1,121   | 1,121   | \$745                     | \$825                                 |
| Guindon Park West Washroom                       | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | 1,197   | \$394                     | \$438                                 |
| Guindon Park Storage Building                    | 1,446   | 1,446   | 1,446   | 1,446   | 1,446   | 1,446   | 1,446   | 1,446   | 1,446   | 1,446   | \$21                      | \$27                                  |
| Guindon Park Tool/Machine Shed                   | 965     | 965     | 965     | 965     | 965     | 965     | 965     | 965     | 965     | 965     | \$113                     | \$128                                 |
| Rotary Gazebo - Structure Only                   | 150     | 150     | 150     | 150     | 150     | 150     | 150     | 150     | 150     | 150     | \$746                     | \$826                                 |
| Reg Campbell Park (Glenview Heights) Change Room | 922     | 922     | 922     | 922     | 922     | 922     | 922     | 922     | 922     | 922     | \$277                     | \$309                                 |
| Kinsmen Park Change Room                         | 231     | 231     | 231     | 231     | 231     | 231     | 231     | 231     | 231     | 231     | \$518                     | \$575                                 |
| St. Joseph Park Change Room                      | 795     | 795     | 795     | 795     | 795     | 795     | 795     | 795     | 795     | 795     | \$390                     | \$434                                 |

Service: Indoor Recreation Facilities  
 Unit Measure: ft<sup>2</sup> of building area

| Description                | 2007           | 2008           | 2009           | 2010           | 2011           | 2012           | 2013           | 2014           | 2015           | 2016           | 2017 Bld'g Value (\$/ft <sup>2</sup> ) | Value/ft <sup>2</sup> with land, site works, etc. |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--|---|
| Terry Fox Park Change Room | 809            | 809            | 809            | 809            | 809            | 809            | 809            | 809            | 809            | 809            | \$325                                  | \$362   |
| St. Francis Change Room    | 792            | 792            | 792            | 792            | 792            | 792            | 792            | 792            | 792            | 792            | \$332                                  | \$370   |
| Mattice Park Change Room   | 1,209          | 1,209          | 1,209          | 1,209          | 1,209          | 1,209          | 1,209          | 1,209          | 1,209          | 1,209          | \$257                                  | \$287   |
| St. Theresa Change Room    | 217            | 217            | 217            | 217            | 217            | 217            | 217            | 217            | 217            | 217            | \$557                                  | \$618   |
| <b>Total</b>               | <b>281,198</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> |  |   |

|                     |        |        |        |        |        |        |        |        |        |        |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population          | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard | 6.10   | 6.10   | 6.11   | 6.10   | 11.30  | 11.28  | 11.25  | 11.32  | 11.31  | 11.29  |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 9.22      |
| Quality Standard  | \$284     |
| Service Standard  | \$2,618   |

| DC Amount (before deductions) | 10 Year     |
|-------------------------------|-------------|
| Forecast Population           | 1,499       |
| \$ per Capita                 | \$2,618     |
| Eligible Amount               | \$3,924,952 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Recreation Vehicles and Equipment  
Unit Measure: No. of vehicles and equipment

| Description          | 2007      | 2008      | 2009      | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017 Value (\$/Vehicle) |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------------|
| Snowmobile           | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$12,500                |
| Brush Chipper        | -         | -         | -         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$50,000                |
| Fork Lift            | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$46,300                |
| Ice Resurfacers      | 3         | 3         | 3         | 4         | 4         | 5         | 5         | 5         | 5         | 5         | \$82,500                |
| Ford E-350           |           |           | 1         | 1         | 1         | 1         | 1         | 1         | 1         | 1         | \$32,800                |
| Leased Pickup Trucks | 9         | 9         | 9         | 9         | 9         | 9         | 9         | 9         | 9         | 9         | \$45,100                |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
|                      |           |           |           |           |           |           |           |           |           |           |                         |
| <b>Total</b>         | <b>14</b> | <b>14</b> | <b>15</b> | <b>17</b> | <b>17</b> | <b>18</b> | <b>18</b> | <b>18</b> | <b>18</b> | <b>18</b> |                         |

|                                 |        |        |        |        |        |        |        |        |        |        |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                      | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard (per 1,000) | 0.30   | 0.30   | 0.32   | 0.36   | 0.36   | 0.38   | 0.38   | 0.38   | 0.38   | 0.38   |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 0.36      |
| Quality Standard              | \$52,333  |
| Service Standard              | \$19      |

| DC Amount (before deductions) | 10 Year  |
|-------------------------------|----------|
| Forecast Population           | 1,499    |
| \$ per Capita                 | \$19     |
| Eligible Amount               | \$27,911 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Library Facilities  
Unit Measure: ft² of building area

| Description             | 2007          | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | 2014          | 2015          | 2016          | 2017 Bld'g Value (\$/ft²) | Value/ft² 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        | \$751                     | \$832                                 |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
|                         |               |               |               |               |               |               |               |               |               |               |                           |                                       |
| <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> |                           |                                       |

|                     |        |        |        |        |        |        |        |        |        |        |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population          | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard | 0.88   | 0.88   | 0.88   | 0.88   | 0.87   | 0.87   | 0.87   | 0.87   | 0.87   | 0.87   |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 0.87      |
| Quality Standard  | \$832     |
| Service Standard  | \$727     |

| DC Amount (before deductions) | 10 Year     |
|-------------------------------|-------------|
| Forecast Population           | 1,499       |
| \$ per Capita                 | \$727       |
| Eligible Amount               | \$1,089,458 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Library Collection Materials  
Unit Measure: No. of library collection items

| Description          | 2007    | 2008    | 2009    | 2010    | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017 Value (\$/item) |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------------|
| Collection Materials | 144,718 | 146,017 | 146,840 | 146,230 | 143,770 | 134,952 | 138,356 | 135,023 | 142,679 | 145,523 | \$23                 |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
|                      |         |         |         |         |         |         |         |         |         |         |                      |
| <b>Total</b>         | 144,718 | 146,017 | 146,840 | 146,230 | 143,770 | 134,952 | 138,356 | 135,023 | 142,679 | 145,523 |                      |

|                     |        |        |        |        |        |        |        |        |        |        |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population          | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard | 3.14   | 3.16   | 3.18   | 3.16   | 3.10   | 2.91   | 2.97   | 2.90   | 3.07   | 3.12   |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 3.07      |
| Quality Standard  | \$23      |
| Service Standard  | \$71      |

| DC Amount (before deductions) | 10 Year   |
|-------------------------------|-----------|
| Forecast Population           | 1,499     |
| \$ per Capita                 | \$71      |
| Eligible Amount               | \$105,919 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Child Care Facilities  
Unit Measure: no. of childcare spaces

| Description                   | 2007       | 2008       | 2009       | 2010       | 2011       | 2012       | 2013       | 2014       | 2015       | 2016       | 2017 Bld'g Value (\$/space) | Value/space with land, site works, etc. |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------------------------|---|
| Richelieu Day Care Center     | 25         | 25         | 25         | 25         | 25         | 25         | 25         | 25         | 25         | 25         | \$74,579                    | \$82,227                                |
| City Funded Child Care Spaces | 584        | 584        | 584        | 584        | 584        | 584        | 584        | 584        | 584        | 584        | \$74,579                    | \$82,227                                |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
|                               |            |            |            |            |            |            |            |            |            |            |                             |   |
| <b>Total</b>                  | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> | <b>609</b> |                             |   |

|                                 |        |        |        |        |        |        |        |        |        |        |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                      | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard (per 1,000) | 13.22  | 13.20  | 13.19  | 13.16  | 13.14  | 13.11  | 13.08  | 13.10  | 13.09  | 13.07  |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 13.14     |
| Quality Standard              | \$82,227  |
| Service Standard              | \$1,080   |

| DC Amount (before deductions) | 10 Year     |
|-------------------------------|-------------|
| Forecast Population           | 1,499       |
| \$ per Capita                 | \$1,080     |
| Eligible Amount               | \$1,619,310 |

**City of Cornwall  
Service Standard Calculation Sheet**

Service: Child Care Vehicles  
Unit Measure: No. of vehicles and equipment

| Description          | 2007     | 2008     | 2009     | 2010     | 2011     | 2012     | 2013     | 2014     | 2015     | 2016     | 2017 Value (\$/Vehicle) |
|----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------|
| Small play structure | 2        | 2        | 2        | 2        | 2        | 2        | 2        | 2        | 2        | 2        | \$16,300                |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
|                      |          |          |          |          |          |          |          |          |          |          |                         |
| <b>Total</b>         | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> |                         |

|                                 |        |        |        |        |        |        |        |        |        |        |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                      | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Per Capita Standard (per 1,000) | 0.0434 | 0.0434 | 0.0433 | 0.0432 | 0.0432 | 0.0431 | 0.0430 | 0.0430 | 0.0430 | 0.0429 |

| 10 Year Average               | 2007-2016 |
|-------------------------------|-----------|
| Quantity Standard (per 1,000) | 0.0432    |
| Quality Standard              | \$16,204  |
| Service Standard              | \$1       |

| DC Amount (before deductions) | 10 Year |
|-------------------------------|---------|
| Forecast Population           | 1,499   |
| \$ per Capita                 | \$1     |
| Eligible Amount               | \$1,049 |



**City of Cornwall  
Service Standard Calculation Sheet**

Service: Waste Diversion - Facilities - Recycling/Reuse  
Unit Measure: ft<sup>2</sup> of building area

| Description                                 | 2007         | 2008         | 2009         | 2010         | 2011          | 2012          | 2013          | 2014          | 2015          | 2016          | 2017 Bld'g Value (\$/ft <sup>2</sup> ) | Value/ft <sup>2</sup> with land, site works, etc. |
|---|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|--|---|
| Waste Recycling Facility                    | 8,640        | 8,640        | 8,640        | 8,640        | 9,896         | 9,896         | 9,896         | 9,896         | 9,896         | 9,896         | \$234                                  | \$262   |
| Weigh Scales, Control Building and Canopy   | 324          | 324          | 324          | 324          | 324           | 324           | 324           | 324           | 324           | 324           | \$1,368                                | \$1,512   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
|   |              |              |              |              |               |               |               |               |               |               |  |   |
| <b>Total</b>                                | <b>8,964</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> |  |   |
| Percentage attributable to Eligible Portion | 98%          | 98%          | 98%          | 98%          | 98%           | 99%           | 98%           | 99%           | 99%           | 99%           |  |   |
| Total Eligible Portion of Facilities        | 8,770        | 8,745        | 8,802        | 8,801        | 10,051        | 10,072        | 10,050        | 10,085        | 10,094        | 10,131        |  |   |

|                                |        |        |        |        |        |        |        |        |        |        |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population                     | 46,065 | 46,136 | 46,178 | 46,268 | 46,340 | 46,439 | 46,553 | 46,487 | 46,511 | 46,589 |
| Employment                     | 21,804 | 22,242 | 22,679 | 23,117 | 23,555 | 23,654 | 23,753 | 23,852 | 23,951 | 24,050 |
| Population & Employment        | 67,869 | 68,378 | 68,857 | 69,385 | 69,895 | 70,093 | 70,306 | 70,339 | 70,462 | 70,639 |
| Per Capita & Employee Standard | 0.13   | 0.13   | 0.13   | 0.13   | 0.14   | 0.14   | 0.14   | 0.14   | 0.14   | 0.14   |

| 10 Year Average   | 2007-2016 |
|-------------------|-----------|
| Quantity Standard | 0.14      |
| Quality Standard  | \$304     |
| Service Standard  | \$42      |

| DC Amount (before deductions)    | 10 Year   |
|----------------------------------|-----------|
| Forecast Population & Employment | 2,990     |
| \$ per Capita & Employee         | \$42      |
| Eligible Amount                  | \$124,623 |

## **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., 1997 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. square foot of building space, per vehicle, etc.). This was undertaken through a review of the City's 2015 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. The following factors were utilized to calculate the annual replacement cost of the capital projects (annual contribution = factor x capital asset cost) and are based on an annual growth rate of 2% (net of inflation) over the average useful life of the asset:

| <b>Asset</b>                | <b>Lifecycle Cost:<br/>Average Useful Life<br/>(Years)</b> | <b>Lifecycle Cost:<br/>Factor</b> |
|-----------------------------|--|-----------------------------------|
| Facilities, Buildings       | 60   | 0.01656                           |
| Roads and Related           | 20   | 0.04116                           |
| Rolling Stock and Equipment | 10   | 0.09133                           |
| Fire Vehicles               | 15   | 0.05783                           |
| Infrastructure              | 80   | 0.00516                           |
| Parks Related               | 30   | 0.02465                           |

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                          | GROSS COST LESS<br>BENEFIT TO<br>EXISTING | ANNUAL LIFECYCLE<br>EXPENDITURES | ANNUAL<br>OPERATING<br>EXPENDITURES | TOTAL ANNUAL<br>EXPENDITURES |
|----------------------------------|---|----------------------------------|-------------------------------------|------------------------------|
| 1. Wastewater Services           | 6,184,979                                 | 20,210                           | 234,905                             | 255,115                      |
| 2. Water Services                | 600,000                                   | 32,948                           | 207,469                             | 240,417                      |
| 3. Transportation Services       | 27,978,651                                | 2,005,713                        | 498,652                             | 2,504,365                    |
| 4. Fire Services                 | 1,316,511                                 | 69,433                           | 299,957                             | 369,390                      |
| 5. Parks and Recreation Services | 1,052,764                                 | 63,002                           | 390,529                             | 453,531                      |
| 6. Library Services              | 105,919                                   | 12,997                           | 62,034                              | 75,031                       |
| 7. Administration Studies        | 799,613                                   |                                  | -                                   | -                            |
| 8. Child Care                    | -   | -                                | -                                   | -                            |
| 9. Waste Diversion Services      | 6,200                                     | 464                              | 69,108                              | 69,572                       |
| <b>Total</b>                     | <b>38,044,638</b>                         | <b>2,204,767</b>                 | <b>1,762,655</b>                    | <b>3,967,422</b>             |

# **Appendix D – Proposed City-Wide D.C. By-law**

**THE CORPORATION OF THE CITY OF CORNWALL**

**BY-LAW # \_\_\_\_ - \_\_\_\_**

**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 taxpayers while at the same time ensuring new taxpayers 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 City 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 \_\_\_\_ day of \_\_\_\_, \_\_\_\_ 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;

“accessory use” means where used to describe a use, building, or structure that the use, building or structure is naturally and normally incidental, subordinate in purpose of floor area or both, and exclusively devoted to a principal use, building or structure;

“apartment unit” means any residential unit within a building containing three or more dwelling units where access to each residential unit is obtained through a common entrance or entrances from the street level and the residential units are connected by an interior corridor;

“bedroom” means a habitable room larger than seven square metres, including a den, study or other similar area, but does not include a bathroom, living room, dining room or kitchen;

“benefiting area” means an area defined by map, plan or legal description in a front-ending agreement as an area that will receive a benefit from the construction of a service;

“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;

“bona fide farm uses” means the proposed development will qualify as a farm business operating with a valid Farm Business Registration Number issued by the Ontario Ministry of Agriculture, Food and Rural Affairs and be assessed in the Farmland Realty Tax Class by the Ontario Property Assessment Corporation;

“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,

- (1) to acquire land or an interest in land, including a leasehold interest,
- (2) to improve land,
- (3) to acquire, lease, construct or improve buildings and structures,
- (4) to acquire, construct or improve facilities including,
  - (1) furniture and equipment other than computer equipment, and
  - (2) material acquired for circulation, reference or information purposes by a library board as defined in the *Public Libraries Act*, R.S.O. 1990, Chap. P.44, as amended, or any successor thereof; and
  - (3) rolling stock with an estimated useful life of seven years or more, and
- (5) to undertake studies in connection with any matter under the Act and any of the matters in clauses (1) to (5) above, including the development charge background study

required for the provision of services designated in this by-law within or outside the City, including interest on borrowing for those expenditures under clauses (1) to (5) 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;



“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 any part of a building or structure used, designed or intended to be used as a domestic establishment in which one or more persons may sleep and are provided with culinary and sanitary facilities for their exclusive use;

“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:

- (1) 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
- (2) 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:
  - (1) 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;

- (2) loading facilities above or below grade; and
- (3) 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, 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” means land, buildings, structures or any part thereof used by any organization, group or association for promotion of charitable, educational or benevolent objectives and not for profit or gain;

“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 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. 1990, 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-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;

“residential dwelling” means a building, occupied or capable of being occupied as a home, residence or sleeping place by one or more persons, containing one or more dwelling units but not including motels, hotels, tents, truck campers, tourist trailers, mobile camper trailers or boarding, lodging or rooming houses;

“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 designed in Schedule “A” to 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;

“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.

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

## **2. DESIGNATION OF SERVICES**

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

- (1) Transportation Services;
- (2) Fire Services;
- (3) Parks and Recreation Services;
- (4) Library Services;
- (5) Administrative Services;
- (6) Child Care Services;
- (7) Waste Diversion Services;
- (8) Wastewater Services; and
- (9) Water Services

2.2 The services designated in section 2.1 are described in Schedule A.

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

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

- (1) the development of the lands requires any of the approvals set out in subsection 3.4(1).

### **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 s.13 or the *Assessment Act*.
- 3.3. Notwithstanding clause 3.2 above, this by-law shall not apply to lands that are owned by and used for the purposes of:
  - (1) the City or a local board thereof;
  - (2) a board of education; or
  - (3) the Corporation of the County of Stormont, Dundas and Glengarry or a local board thereof;

### **Approvals for Development**

- 3.4 (1) Development charges shall be imposed on all lands, buildings or structures that are developed for residential or non-residential uses if the development requires:
  - (1) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
  - (2) the approval of a minor variance under section 45 of the *Planning Act*;
  - (3) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
  - (4) the approval of a plan of subdivision under section 51 of the *Planning Act*;
  - (5) a consent under section 53 of the *Planning Act*;
  - (6) 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
  - (7) the issuing of a permit under the *Building Code Act* in relation to a building or structure.

- (2) No more than one development charge for each service designated in subsection 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(1) are required before the lands, buildings or structures can be developed.
- (3) Despite subsection 3.4(2), if two or more of the actions described in subsection 3.4(1) occur at different times, additional development charges shall be imposed if the subsequent action has the effect of increasing the need for services.

## **Exemptions**

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

- (1) an enlargement to an existing dwelling unit;
- (2) one or two additional dwelling units in an existing single detached dwelling; or
- (3) one additional dwelling unit in any other existing residential building;

3.6 Notwithstanding section 3.5(2), development charges shall be imposed if the total gross floor area of the additional one or two units exceeds the gross floor area of the existing dwelling unit.

3.7 Notwithstanding section 3.5, development charges shall be imposed if the additional unit has a gross floor area greater than

- (1) in the case of a semi-detached or row dwelling, the gross floor area of the existing dwelling unit; and
- (2) in the case of any other residential building, the gross floor area of the smallest dwelling unit contained in the residential building.

3.8 Exemption for Industrial Development:

3.8.1 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.

3.8.2 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:

- (1) determine the amount by which the enlargement exceeds 50 percent of the gross floor area before the enlargement;
- (2) divide the amount determined under subsection (1) by the amount of the enlargement

3.9 For the purpose of section 3.8 herein, “existing industrial building” is used as defined in the Regulation made pursuant to the Act.

3.10 Other Exemptions:

Notwithstanding the provision of this by-law, development charges shall not be imposed with respect to:

- (1) Bona fide farm uses;
- (2) Places of worship;
- (3) Hospitals;
- (4) College or University Buildings;
- (5) Manufacturing Uses
- (6) Infill development within a priority area of the Heart of the City Community Improvement Policy Area (as set out in scheduled C)

## **Amount of Charges**

### **Residential**

3.11 The development charges set out in Schedule B 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**

3.12 The development charges described in Schedule B 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**

3.13 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:

- (1) 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 3.11 by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and
- (2) 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 3.12, 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.

### **Time of Payment of Development Charges**

3.14 The development charge for all services be collected at the time of issuance of the second stage of a building permit.

3.15 Despite subsections 3.14, 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.

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

4.1 Despite the payment required under subsections 3.11 and 3.12, 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 the January 1<sup>st</sup> of each year, in accordance with the prescribed index in the Act.

### **6. SCHEDULES**

6.1 The following schedules shall form part of this by-law:

- Schedule A - Services Designated in section 2.1
- Schedule B - Residential and Non-Residential Development Charges
- Schedule C - Map of Priority Areas within the Heart of the City 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 section 7.1, where a development which is the subject of an agreement to which section 7.1 applies, is subsequently the subject of one or more of the actions described in subsection 3.4(1), 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 \_\_\_\_\_, \_\_\_\_\_.

**10. DATE BY-LAW EXPIRES**

10.1 This by-law will expire at 12:01 AM on \_\_\_\_\_, \_\_\_\_ unless it is repealed by Council at an earlier date.

PASSED THIS \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_  
Mayor

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

**SCHEDULE "A" TO BY-LAW**

**SERVICES DESIGNATED IN SUBSECTION 2.1**

100% Eligible Services

Transportation Services;  
Fire Services;  
Wastewater Services; and  
Water Services

90% Eligible Services

Parks and Recreation Services;  
Library Services;  
Administrative Services;  
Child Care Services; and  
Waste Diversion Services

## SCHEDULE B SCHEDULE OF DEVELOPMENT CHARGES

Year 1 - \_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 695                               | 497                       | 268                                 | 660             | 268                                 | 2.19                                      |
| Fire Services                        | 40                                | 29                        | 16                                  | 38              | 16                                  | 0.13                                      |
| Parks and Recreation Services        | 148                               | 105                       | 57                                  | 140             | 57                                  | 0.02                                      |
| Library Services                     | 15                                | 11                        | 6                                   | 14              | 6                                   | 0.00                                      |
| Administration Studies               | 62                                | 44                        | 24                                  | 59              | 24                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 0                                 | 0                         | 0                                   | 0               | 0                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>960</b>                        | <b>686</b>                | <b>371</b>                          | <b>912</b>      | <b>371</b>                          | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 17                                | 12                        | 7                                   | 17              | 7                                   | 0.03                                      |
| Water Services                       | 50                                | 35                        | 19                                  | 47              | 19                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>67</b>                         | <b>48</b>                 | <b>26</b>                           | <b>64</b>       | <b>26</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 960                               | 686                       | 371                                 | 912             | 371                                 | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 1,027                             | 734                       | 397                                 | 976             | 397                                 | 2.65                                      |

Year 2 - \_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 1,391                             | 994                       | 537                                 | 1,321           | 537                                 | 2.19                                      |
| Fire Services                        | 81                                | 58                        | 31                                  | 77              | 31                                  | 0.13                                      |
| Parks and Recreation Services        | 295                               | 211                       | 114                                 | 280             | 114                                 | 0.02                                      |
| Library Services                     | 30                                | 21                        | 12                                  | 28              | 12                                  | 0.00                                      |
| Administration Studies               | 124                               | 88                        | 48                                  | 117             | 48                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 1                                 | 0                         | 0                                   | 1               | 0                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>1,921</b>                      | <b>1,372</b>              | <b>742</b>                          | <b>1,824</b>    | <b>742</b>                          | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 35                                | 25                        | 14                                  | 33              | 14                                  | 0.03                                      |
| Water Services                       | 99                                | 71                        | 38                                  | 94              | 38                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>134</b>                        | <b>96</b>                 | <b>52</b>                           | <b>128</b>      | <b>52</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 1,921                             | 1,372                     | 742                                 | 1,824           | 742                                 | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 2,055                             | 1,468                     | 794                                 | 1,952           | 794                                 | 2.65                                      |

Year 3 - \_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 2,086                             | 1,490                     | 805                                 | 1,981           | 805                                 | 2.19                                      |
| Fire Services                        | 121                               | 86                        | 47                                  | 115             | 47                                  | 0.13                                      |
| Parks and Recreation Services        | 443                               | 316                       | 171                                 | 421             | 171                                 | 0.02                                      |
| Library Services                     | 44                                | 32                        | 17                                  | 42              | 17                                  | 0.00                                      |
| Administration Studies               | 185                               | 133                       | 71                                  | 176             | 71                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 1                                 | 1                         | 1                                   | 1               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>2,881</b>                      | <b>2,058</b>              | <b>1,112</b>                        | <b>2,736</b>    | <b>1,112</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 52                                | 37                        | 20                                  | 50              | 20                                  | 0.03                                      |
| Water Services                       | 149                               | 106                       | 58                                  | 142             | 58                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>201</b>                        | <b>143</b>                | <b>78</b>                           | <b>191</b>      | <b>78</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 2,881                             | 2,058                     | 1,112                               | 2,736           | 1,112                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 3,082                             | 2,201                     | 1,190                               | 2,927           | 1,190                               | 2.65                                      |

Year 4 - \_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_

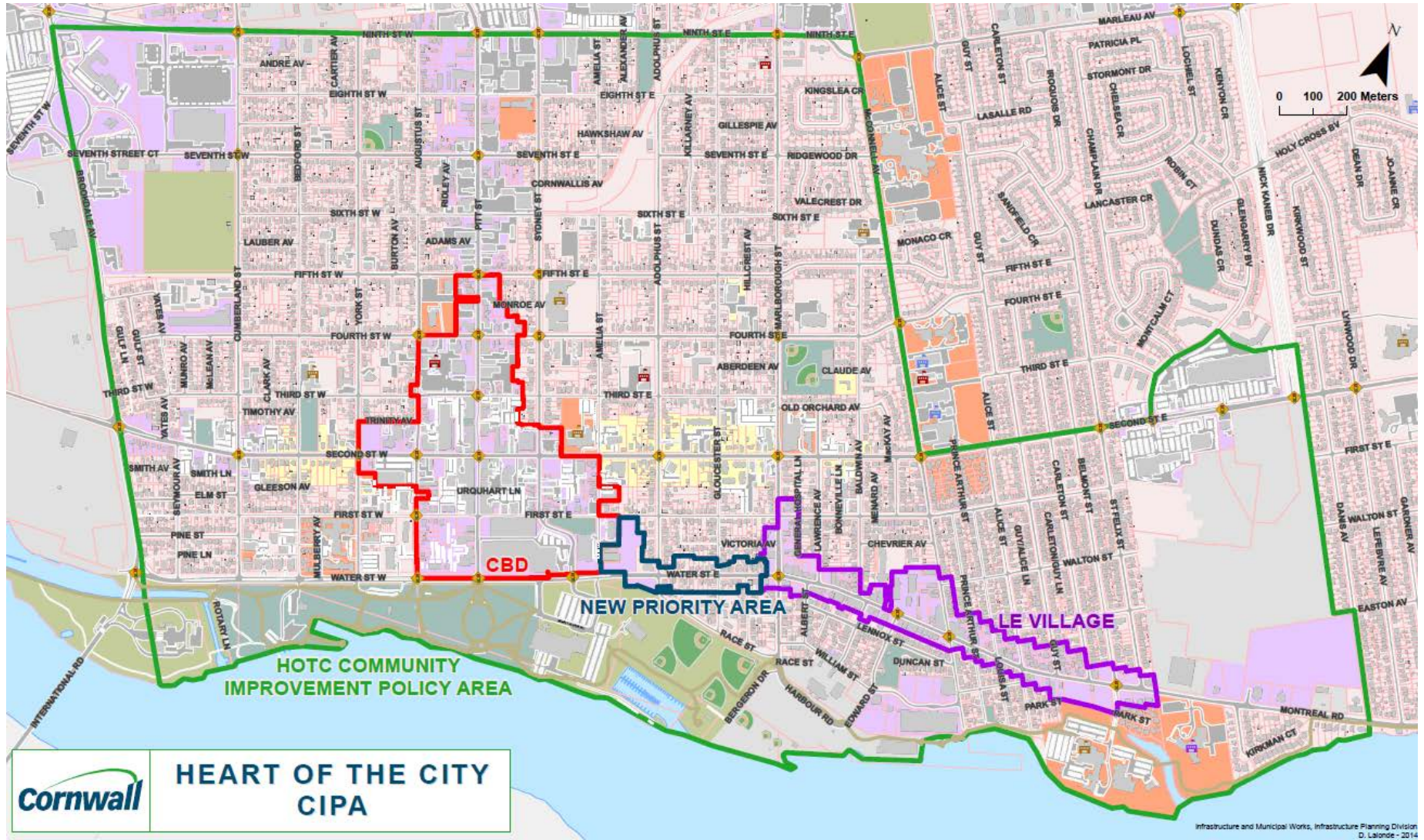
| Service                              | RESIDENTIAL                       |                           |                                     |                 |                                     | NON-RESIDENTIAL                           |
|--------------------------------------|-----------------------------------|---------------------------|-------------------------------------|-----------------|-------------------------------------|---|
|                                      | Single and Semi-Detached Dwelling | Apartments - 2 Bedrooms + | Apartments - Bachelor and 1 Bedroom | Other Multiples | Special Care/Special Dwelling Units | (per ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 2,782                             | 1,987                     | 1,074                               | 2,642           | 1,074                               | 2.19                                      |
| Fire Services                        | 162                               | 115                       | 62                                  | 154             | 62                                  | 0.13                                      |
| Parks and Recreation Services        | 590                               | 422                       | 228                                 | 561             | 228                                 | 0.02                                      |
| Library Services                     | 59                                | 42                        | 23                                  | 56              | 23                                  | 0.00                                      |
| Administration Studies               | 247                               | 177                       | 95                                  | 234             | 95                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>3,842</b>                      | <b>2,744</b>              | <b>1,483</b>                        | <b>3,648</b>    | <b>1,483</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 70                                | 50                        | 27                                  | 66              | 27                                  | 0.03                                      |
| Water Services                       | 198                               | 142                       | 77                                  | 189             | 77                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>268</b>                        | <b>191</b>                | <b>104</b>                          | <b>255</b>      | <b>104</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 3,842                             | 2,744                     | 1,483                               | 3,648           | 1,483                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 4,110                             | 2,935                     | 1,587                               | 3,903           | 1,587                               | 2.65                                      |

Year 5 - \_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19                                      |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13                                      |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02                                      |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00                                      |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03                                      |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65                                      |

# SCHEDULE C

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



# **Appendix E – Proposed Brookdale Avenue North Corridor D.C. By-Law**



**THE CORPORATION OF THE CITY OF CORNWALL**

**BY-LAW # \_\_\_\_ - \_\_\_\_**

**A BY-LAW FOR THE IMPOSITION OF AREA-SPECIFIC DEVELOPMENT CHARGES  
WITHIN THE BROOKDALE AVENUE NORTH CORRIDOR**

**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 taxpayers while at the same time ensuring new taxpayers 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 City 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 \_\_\_\_day of \_\_\_\_, \_\_\_\_ 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;

“accessory use” means where used to describe a use, building, or structure that the use, building or structure is naturally and normally incidental, subordinate in purpose of floor area or both, and exclusively devoted to a principal use, building or structure;

“benefiting area” means an area defined by map, plan or legal description in a front-ending agreement as an area that will receive a benefit from the construction of a service;

“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;

“bona fide farm uses” means the proposed development will qualify as a farm business operating with a valid Farm Business Registration Number issued by the Ontario Ministry of Agriculture, Food and Rural Affairs and be assessed in the Farmland Realty Tax Class by the Ontario Property Assessment Corporation;

“Brookdale Avenue North Corridor” means the area defined as “New Catchment Area Lands” in the map provided as Schedule ‘C’ to this by-law;

“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,

(1) to acquire land or an interest in land, including a leasehold interest,

(2) to improve land,

- (3) to acquire, lease, construct or improve buildings and structures,
- (4) to acquire, construct or improve facilities including,
  - (1) furniture and equipment other than computer equipment, and
  - (2) material acquired for circulation, reference or information purposes by a library board as defined in the *Public Libraries Act*, R.S.O. 1990, Chap. P.44, as amended, or any successor thereof; and
  - (3) rolling stock with an estimated useful life of seven years or more, and
- (5) to undertake studies in connection with any matter under the Act and any of the matters in clauses (1) to (5) above, including the development charge background study

required for the provision of services designated in this by-law within or outside the City, including interest on borrowing for those expenditures under clauses (1) to (5) 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;

“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;

“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:

- (1) 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
- (2) 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:
  - (1) a room or enclosed area within the building or structure above or below grade that is used exclusively for the accommodation of heating, cooling, ventilating, electrical, mechanical or telecommunications equipment that service the building;
  - (2) loading facilities above or below grade; and
  - (3) 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, 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” means land, buildings, structures or any part thereof used by any organization, group or association for promotion of charitable, educational or benevolent objectives and not for profit or gain;

“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 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. 1990, Chap. P.13, as amended, or any successor thereof;

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

“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;

“service” means a service designed in Schedule “A” to 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;

“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.

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

## **2. DESIGNATION OF SERVICES**

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

(1) Wastewater Services

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

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

(1) the development of the lands requires any of the approvals set out in subsection 3.4(1).

### **Area to Which By-law Applies**

3.2 Subject to section 3.3, this by-law applies to all lands identified as “New Catchment Area Lands” in the map of the Brookdale Avenue North Corridor (Schedule ‘C’) whether or not the land or use thereof is exempt from taxation under s.13 or the *Assessment Act*.

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

- (1) the City or a local board thereof;
- (2) a board of education; or
- (3) the Corporation of the County of Stormont, Dundas and Glengarry or a local board thereof;

### **Approvals for Development**

3.4 (1) Development charges shall be imposed on all lands, buildings or structures that are developed for residential or non-residential uses if the development requires:

- (1) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
  - (2) the approval of a minor variance under section 45 of the *Planning Act*;
  - (3) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
  - (4) the approval of a plan of subdivision under section 51 of the *Planning Act*;
  - (5) a consent under section 53 of the *Planning Act*;
  - (6) 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
  - (7) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
- (2) No more than one development charge for each service designated in subsection 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(1) are required before the lands, buildings or structures can be developed.
- (3) Despite subsection 3.4(2), if two or more of the actions described in subsection 3.4(1) occur at different times, additional development charges shall be imposed if the subsequent action has the effect of increasing the need for services.

## Exemptions

### 3.5 Exemption for Industrial Development:

3.5.1 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.

3.5.2 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:

- (1) determine the amount by which the enlargement exceeds 50 percent of the gross floor area before the enlargement;
- (2) divide the amount determined under subsection (1) by the amount of the enlargement

3.6 For the purpose of section 3.8 herein, “existing industrial building” is used as defined in the Regulation made pursuant to the Act.

### 3.7 Other Exemptions:

Notwithstanding the provision of this by-law, development charges shall not be imposed with respect to:

- (1) Bona fide farm uses;
- (2) Places of worship;
- (3) Hospitals;
- (4) College or University Buildings;
- (5) Manufacturing Uses; and
- (6) Properties within the Brookdale Avenue North Corridor having paid a charge imposed under the *Municipal Act* for the extension of wastewater services to the Brookdale Avenue North Corridor



## **Amount of Charges**

### **Non-Residential**

- 3.8 The development charges described in Schedule 'B' to this by-law shall be imposed on non-residential uses of lands, buildings or structures 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**

- 3.9 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:

- (1) in the case of a non-residential building or structure, an amount calculated by multiplying the applicable development charges under subsection 3.8, 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.

### **Time of Payment of Development Charges**

- 3.10 The development charge for all services be collected at the time of issuance of the second stage of a building permit.
- 3.11 Despite subsections 3.10, 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.

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

- 4.1 Despite the payment required under subsection 3.8, 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 the January 1<sup>st</sup> of each year, in accordance with the prescribed index in the Act.

#### **6. SCHEDULES**

- 6.1 The following schedules shall form part of this by-law:

|            |   |                                     |
|------------|---|-------------------------------------|
| Schedule A | - | Services Designated in section 2.1  |
| Schedule B | - | Non-Residential Development Charges |
| Schedule C |   | Map Brookdale Avenue North Corridor |

#### **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 section 7.1, where a development which is the subject of an agreement to which section 7.1 applies, is subsequently the subject of one or more of the actions described in subsection 3.4(1), 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 \_\_\_\_\_, \_\_\_\_\_.

**10. DATE BY-LAW EXPIRES**

10.1 This by-law will expire at 12:01 AM on \_\_\_\_\_, \_\_\_\_\_ unless it is repealed by Council at an earlier date.

PASSED THIS \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_  
Mayor

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

**SCHEDULE "A" TO BY-LAW**

**COMPONENTS OF SERVICES DESIGNATED IN SUBSECTION 2.1**

100% Eligible Services

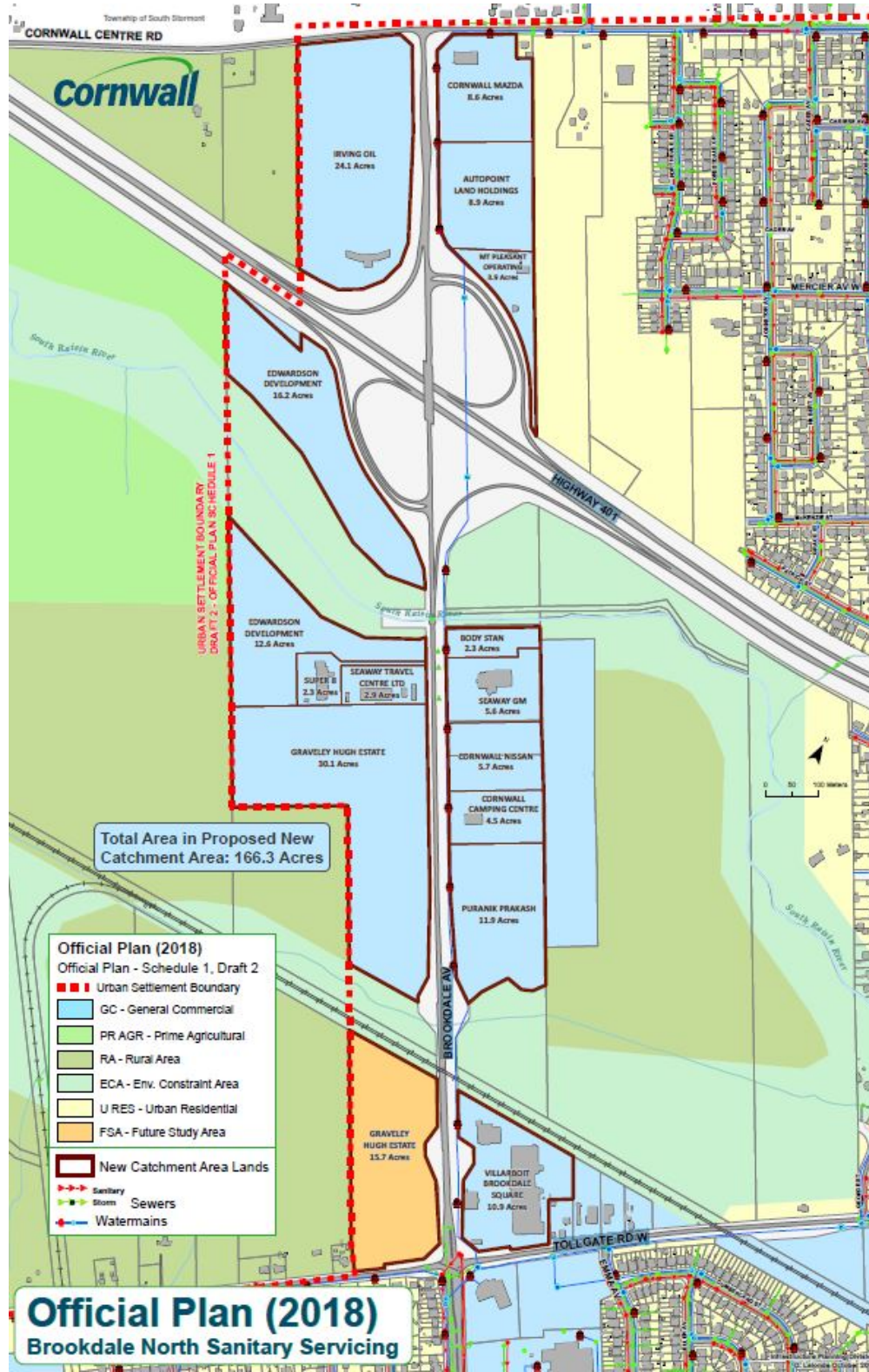
Wastewater Services

**SCHEDULE B**  
**SCHEDULE OF DEVELOPMENT CHARGES**

| Service  | NON-RESIDENTIAL                           |
|--|---|
|  | (per ft <sup>2</sup> of Gross Floor Area) |
| Brookdale Avenue North Corridor<br>Wastewater Services | 6.04                                      |

# SCHEDULE C

## MAP OF BROOKDALE AVENUE NORTH CORRIDOR



**Appendix F – 2017 Development Charges  
Background Study – Final  
Recommendations, August 16, 2017**

August 16, 2017

Tracey Bailey  
GM Financial Services and Treasurer  
City of Cornwall  
100 Water Street East, 1<sup>st</sup> Floor, P.). Box 877  
Cornwall, Ontario  
K6H 5T9

Dear Ms. Bailey:

Re: 2017 Development Charges Background Study – Final Recommendations

## 1. Introduction

The City of Cornwall (City) retained Watson & Associates Economists Ltd. (Watson) to undertake the development charges (D.C.) study process in 2016. The study process commenced with the preparation of the D.C. growth forecast and meetings with City staff to discuss the potential increase in need for service. This progressed to the presentation of draft findings and policy issue discussions with City staff. On June 12, 2017, a presentation was made to Council to inform them of the D.C. process, the methodology employed, draft calculations, and to introduce D.C. policy issues for their consideration (June 12, 2017 presentation attached as Appendix A). Subsequent to the presentation to Council, a consultation session with development industry stakeholders was held on July 26, 2017 (attached as Appendix B) to present the study process, draft findings and D.C. policy issues. The comments received and meeting minutes from the industry consultation are summarized in Section 2 of this letter and attached in detail as Appendix C.

This letter has been prepared to update Council on the process that has been undertaken and to present final D.C. Background Study recommendations for Council's consideration prior to finalizing and issuing the study publicly.

The following table outlines the process that has been undertaken to date, and that is proposed to be followed to bring the study to completion.



**Table 1**  
**D.C. Study Process and Key Dates**

|  |   |
|--|---|
| Preparation of D.C. growth forecast  |   |
| Detailed discussions with City staff regarding future needs to service growth    | December, 2016  |
| Presentation of draft findings to City staff                                     | May 11, 2017  |
| Presentation of draft findings and D.C. policy issues to Council                 | June 12, 2017   |
| Development Industry Consultation  | July 26, 2017   |
| Present final D.C. recommendations to Council                                    | August 22, 2017   |
| Release final D.C. Background Study  | To be determined  |
| Public Meeting   | 20 days notice and 2 weeks after release of background study      |
| Council to consider adoption of D.C. Background Study and passage of D.C. by-law | No earlier than 60 days after the release of the background study |

## **2. Development Industry Consultation Review**

The City held a development industry stakeholder consultation session to present the proposed D.C.s and receive questions and comments on the matter. The session, which included a presentation by Andrew Grunda from Watson, was attended by five external stakeholders as well as City staff. The questions and comments received during and subsequent to the session can be summarized into the following categories:

- D.C. Growth Forecast;
- D.C. Capital Needs;
- D.C. Policy Matters;
- Market Implications; and
- D.C. Relationship to City Tax Rates and Levy.

### **2.1 D.C. Growth Forecast**

Comments were received regarding the anticipated residential growth over the 2017-2026 forecast period and whether that pace of growth could be achieved as it is not supported by the level of historic population growth.

- a) The D.C. growth forecast is based on the City of Cornwall Municipal Comprehensive Review Phase 1 Population, Housing and Employment Forecast 2011-2036, Statistics Canada Census information, City of Cornwall Databook, EMSI, and discussions with City staff regarding anticipated residential and non-residential development. Residential development over the next 10-year period is anticipated to occur at approximately 144 residential dwelling units per year, for a total of 1,436 new residential dwelling units. This level of development represents a marginal increase over actual historic residential development in the City during the period 2005-2012 at approximately 120 units/year.

- b) D.C.s are imposed to recover the costs associated with development which is related but different than net population growth within a municipality. With the decline in the average household size (i.e. occupancy), the net population growth lags growth in new development. As a result there may be less pressure for increase in capital needs related to service capacity, as service capacity being freed up from the decline in existing units is being consumed by demands of new development. However, the location and type of development forecast may increase the needs for capital due to locational or other factors. For example, municipalities may incur costs to service new development areas (e.g. water main extensions, new roads, additional fire stations, etc.) while population is declining within other existing areas of the municipality.

## **2.2 D.C. Capital Needs**

Comment was received requesting that the capital needs underlying the maximum D.C. eligible capital costs be itemized.

- a) The detailed capital projects for each service were itemized in the June 12, 2017 presentation to Council. These capital projects will be contained in the final D.C. Background Study, to be available to the public prior to the statutory public meeting and Council's consideration of the D.C. by-law.

## **2.3 D.C. Policy Matters**

Comments in support of D.C. exemptions for infill development and for projects deemed "of special interest" or "priority" with reference to the City's Official Plan and growth strategies were received.

- a) Council may at its discretion include rules within the D.C. by-law to exempt development from the payment of D.C.s. Recommended non-statutory exemptions are presented in section 4.2.3 herein. With regard to the above comments, the recommended exemptions include infill development in CIP areas.

## **2.4 Market Implications**

Multiple comments and questions were received regarding the potential negative impacts that D.C.s will have on development within the City. These comments were primarily related to residential development. It was suggested that the imposition of D.C.s will increase the selling price of new homes, and thus will drive development outside of the City into neighboring municipalities. It was also suggested that the imposition of D.C.s will represent a competitive disadvantage for the City in addition to current challenges, such as tax rates, service provisions.

- a) It is suggested by some individuals that the imposition of D.C.s is reflected directly and automatically in house prices. However, in a strong market, house prices reflect demand pressures relative to supply, more than a simple cost recovery formula. D.C. increases are inevitably absorbed in pricing (and/or land purchase), but may not always be a significant determinant of such pricing, due to overall market dynamics. However, in poor

markets or for select development types, house prices may be unable to fully absorb D.C. increases. As a result, D.C. increases may impact profits and/or construction activity. Over a longer period of time, D.C. increases may result in compensating land price decreases, where the selling price of the final product cannot be increased sufficiently. This is particularly the case where there is a high “value-add” to the undeveloped land value.

- b) The potential impact of the imposition of D.C.s on the residential housing market is also impacted by the competitive environment and by the price and nature of the housing involved. For example, the City of Cornwall does not currently impose D.C.s, however, land costs, building forms, planning process, tax rates, municipal and commercial service levels and lifestyle vary significantly within the surrounding areas and affect demand. It is the cumulative effect of these socio-economic forces which determines whether the imposition of residential D.C.s in the City will diminish its rate of residential growth. This, in turn, raises the question of whether a small reduction in residential growth, resulting from the imposition of D.C.s which better equips the City to fund its growth-related servicing needs, is an acceptable trade-off.
- c) D.C.s at the fully calculated rate would represent a 2.1% increase in the average selling price for new single detached homes (\$250,000). If this cost could not be absorbed exclusively or in combination by: the selling price; a land price reduction; a reduction in other production costs; or a reduction in the developer/builder margins, this would require an approximate \$300 increase in annual mortgage payments (\$25/month), requiring commensurate increases in the equity and/or income of purchaser.
- d) In response to the above, it is recommended that the City consider a phase-in of the residential D.C.s in equal installments over the 5-year term of the by-law to gauge the impact of D.C.s on development. The D.C. phase-in provision is described in further detail in section 4.2.4 herein.

## **2.5 D.C. Relationship to City Tax Rates and Tax Levy**

Comments were received regarding the relationship of D.C.s to City property tax rates and net levy. These comments are summarized as follows:

- Taxes are lower in the surrounding areas, and as such the imposition of D.C.s results in a further barrier to development within the City;
- How taxes from new development are used;
- The provision of services should be re-examined by the City through the budget process; and
- D.C.s are a tax to the home buyer and decreased development resulting from the imposition of D.C.s will result in tax revenue foregone that will not be recovered in the future.

Comment was also received in support of the requirement for “the design and construction of new infrastructure to support new development and construction” and that “supporting

development and protecting residential rate payers from undesirable or unsustainable tax increases need to be carefully balanced by the City's administration".

- a) In response to these comments, City staff identified that although tax rates are typically lower in surrounding municipalities outside the City of Cornwall, residential home values also tend to be higher in those jurisdictions resulting in taxes paid being of a similar amount. Furthermore, as summarized in general terms in section 2.4 above, staff identified that the provision of services differs greatly between the City and the surrounding areas, impacting the tax rates imposed.
- b) Increases to the municipal tax levy as a result of new development in the City are used to fund the operating costs related to the increased provision of services, the non-growth share of new capital infrastructure, and to contribute to the future replacement of growth and non-growth related capital infrastructure.
- c) D.C. eligible capital needs have been considered for the future provision of services envisioned by the City. During the City's budget process the desired provision of services is examined on an ongoing basis.
- d) The province provides municipalities the opportunity to use D.C.s as an additional source of funding to recover growth-related costs from new development, as opposed to recovering these costs from existing tax payers with sufficient levels of service. As such, D.C.s are only eligible to fund the increase in capital costs to new development. Furthermore, as summarized in section 2.4 b) above, it is a question for the City as to whether a small reduction in residential growth and therefore decreased tax levy growth, resulting from the imposition of D.C.s, which better equips the City to fund its growth-related servicing needs, is an acceptable trade-off.
- e) The imposition of D.C.s decreases the requirement for tax-based capital funding, thus decreasing the upward pressure on tax rates resulting from the requirement for additional growth-related infrastructure.

### **3. D.C. Eligible Costs and D.C. Calculation**

All services, other than those defined in s.s.2(4) of the *Development Charges Act, 1997* (D.C.A.), as being ineligible for inclusion in D.C.s, could potentially be included in the calculation of D.C.s. The services for which an increase in need was assessed include:

- Transportation Services;
- Fire Services;
- Parks and Recreation Services;
- Library Services;
- Administration Studies;
- Child Care Services;
- Waste Diversion Services;
- Area Specific – Urban Area;

- Water Services;
- Wastewater Services;
- EMS;
- Transit;
- Police;
- Homes for the Aged;
- Social Housing;
- Airport; and
- Medical Centres.

Of the services considered, it was determined that for EMS, Transit, Police, Homes for the Aged, Social Housing, Airport, and Medical Centre services, there was no increase in growth-related capital costs. As such these service are not included in the proposed D.C. by-law.

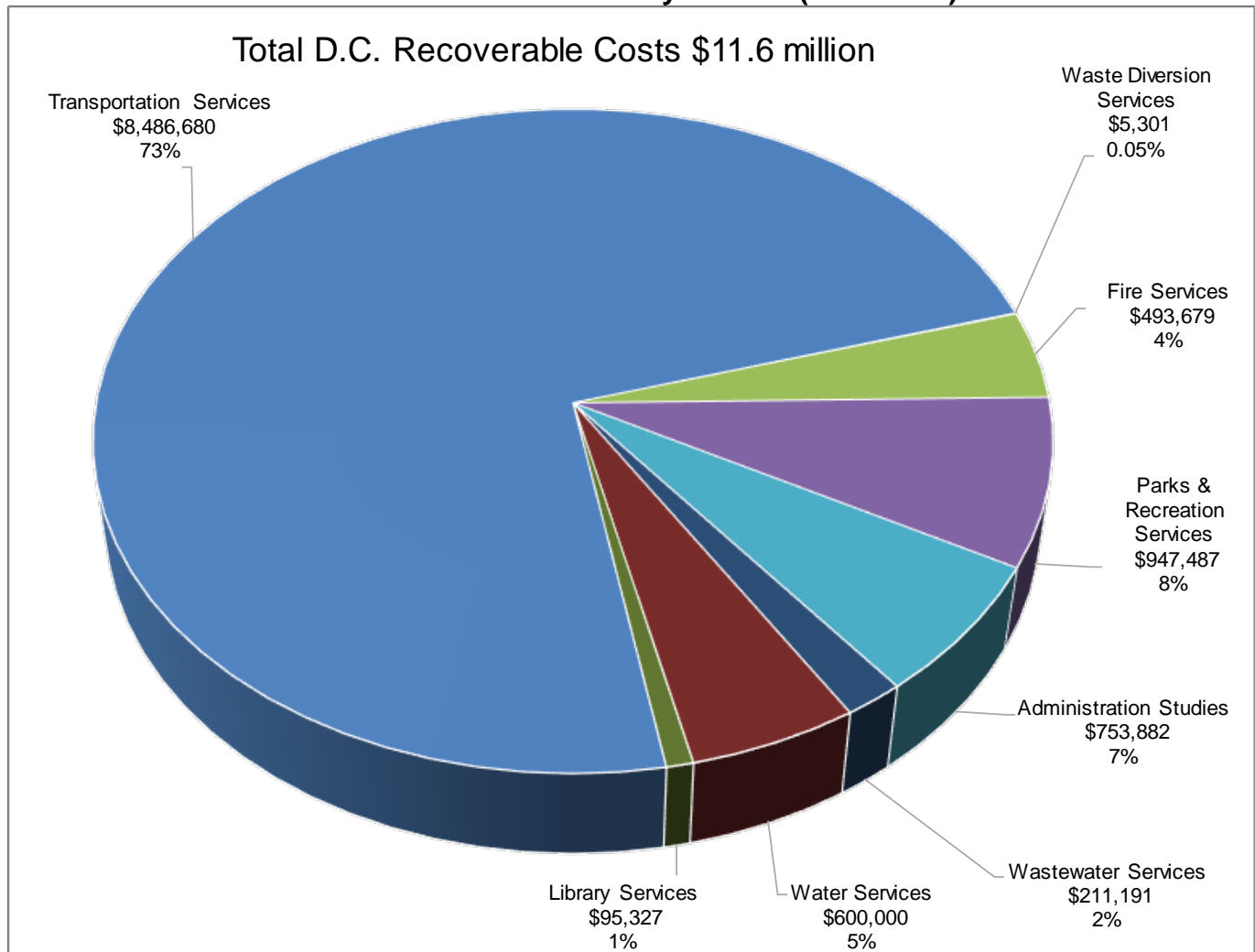
For the services included, total gross capital costs of \$108.9 million have been identified to meet the increase in need for service. However, after a series of deductions required by the D.C.A., 11% of the total costs, or \$11.6 million, have been included in the calculation of the charge to meet the increase in need for service over the 2017-2026 forecast period. \$97.3 million or 89% of the gross capital costs have been removed from the potential D.C. eligible costs to be included in the calculation of the charge. Of these costs, \$20.5 million have been identified as benefiting development beyond the 10-year period, and could potentially be included for recovery in future D.C. by-laws. Approximately \$10.4 million is anticipated to be recovered from grants and other subsidies attributable new development. The remaining \$66.4 million that is not included has been deducted from the potential D.C. eligible costs to reflect benefits conferred to existing development and for the statutory 10% deduction that must be applied for certain services. The gross capital costs, deductions, and potential D.C. eligible costs are summarized by service in Table 2 below.

With respect to the total D.C. eligible capital costs of \$11.6 million, Transportation services contributes the largest component of the costs for recovery (73%). The majority of the remainder of the D.C. recoverable costs are contributed by Parks and Recreation services (8%), Administration Studies (7%), and Water Services (5%). The D.C. recoverable costs by service are summarized in Figure 1 below.

**Table 2  
Increase Service Needs Attributable to Anticipated Development**

| Increased Service Needs Attributable to Anticipated Development | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Other Deductions | Net Capital Cost  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Sub-total         | Other (e.g. 10% Statutory Deduction) | Total             | Residential Share | Non-Residential Share |
|---|--------------------------------------|---------------------|------------------|-------------------|---------------------------------|---|-------------------|--------------------------------------|-------------------|-------------------|-----------------------|
| <b>Municipal-Wide Services</b>                                  |                                      |                     |                  |                   |                                 |   |                   |                                      |                   |                   |                       |
| Transportation Services   | 82,727,127                           | 19,491,972          | -                | 63,235,155        | 50,277,288                      | 4,471,187   | 8,486,680         |                                      | 8,486,680         | 4,243,340         | 4,243,340             |
| Fire Services   | 5,145,000                            | 822,832             | -                | 4,322,168         | 3,828,489                       | -   | 493,679           |                                      | 493,679           | 246,839           | 246,839               |
| Parks & Recreation Services                                     | 10,272,200                           | -                   | -                | 10,272,200        | 6,154,086                       | 3,065,350   | 1,052,764         | 105,276                              | 947,487           | 900,113           | 47,374                |
| Library Services  | 231,871                              | -                   | -                | 231,871           | 125,952                         | -   | 105,919           | 10,592                               | 95,327            | 90,561            | 4,766                 |
| Administration Studies  | 1,690,800                            | -                   | -                | 1,690,800         | 891,187                         | -   | 799,613           | 45,731                               | 753,882           | 376,941           | 376,941               |
| Child Care Services   | 1,611,202                            | -                   | -                | 1,611,202         | -                               | 1,611,202   | -                 | -                                    | -                 | -                 | -                     |
| Waste Diversion Services  | 153,000                              | -                   | 310              | 152,690           | 146,800                         | -   | 5,890             | 589                                  | 5,301             | 2,651             | 2,651                 |
| <b>Total Municipal Wide Services</b>                            | <b>101,831,200</b>                   | <b>20,314,804</b>   | <b>310</b>       | <b>81,516,087</b> | <b>61,423,802</b>               | <b>9,147,739</b>  | <b>10,944,545</b> | <b>162,189</b>                       | <b>10,782,356</b> | <b>5,860,445</b>  | <b>4,921,912</b>      |
| <b>Urban Services</b>   |                                      |                     |                  |                   |                                 |   |                   |                                      |                   |                   |                       |
| Wastewater Services   | 5,183,000                            | 156,788             | -                | 5,026,212         | 4,815,021                       | -   | 211,191           |                                      | 211,191           | 105,596           | 105,596               |
| Water Services  | 1,850,000                            | -                   | -                | 1,850,000         | -                               | 1,250,000   | 600,000           |                                      | 600,000           | 300,000           | 300,000               |
| <b>Total Urban Services</b>                                     | <b>7,033,000</b>                     | <b>156,788</b>      | <b>-</b>         | <b>6,876,212</b>  | <b>4,815,021</b>                | <b>1,250,000</b>  | <b>811,191</b>    | <b>-</b>                             | <b>811,191</b>    | <b>405,596</b>    | <b>405,596</b>        |
| <b>Total</b>  | <b>108,864,200</b>                   | <b>20,471,592</b>   | <b>310</b>       | <b>88,392,298</b> | <b>66,238,823</b>               | <b>10,397,739</b>   | <b>11,755,736</b> | <b>162,189</b>                       | <b>11,593,548</b> | <b>6,266,040</b>  | <b>5,327,507</b>      |

**Figure 1  
D.C. Recoverable Costs by Service (2017-2026)**



The maximum residential D.C.s that could be imposed by City Council are calculated by dividing the total residential D.C. eligible costs by the “gross” (new resident) population to determine the per capita amount. The cost per capita is then multiplied by the average occupancy of the new units to calculate the charge. With respect to non-residential development, the total costs (based on need for service) have been divided by the anticipated development over the planning period to calculate a cost per sq.ft. of gross floor area. The calculated schedule of charges is presented below in Table 3.

For single and semi-detached residential dwelling units, the maximum D.C. that could be imposed would be \$5,137 in the urban serviced areas of the City, and \$4,802 in areas of the City not serviced by municipal water and wastewater. For non-residential development, the maximum D.C. that could be imposed would be \$2.65/sq.ft. of gross floor area in the urban serviced areas, and \$2.53/sq.ft. of gross floor area in the rural areas of the City.



**Table 3**  
**Calculated Schedule of D.C.s**

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19                                      |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13                                      |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02                                      |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00                                      |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                | -                                 | -                         | -                                   | -               | -                                   | -   |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03                                      |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65                                      |

#### 4. D.C. Policy Recommendations and By-Law Rules

This section outlines the D.C. policy recommendations and by-law rules. The rules provided are based on discussion with City staff and feedback received at the Development Industry Consultation session.

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

“...to determine if a D.C. 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 subsection 5(1) goes on to state that the rules may provide for exemptions, phasing in and/or indexing of D.C.s.

s.s.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 5(1) 2-8 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;

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

#### **4.1 D.C. By-law Structure**

**It is recommended that:**

- the City impose a uniform municipal-wide D.C. calculation for all municipal services except for water and wastewater services; and
- one municipal D.C. by-law be used for all services.

#### **4.2 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., 1997.

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

##### **4.2.1 Payment in any Particular Case**

In accordance with the D.C.A., 1997, s.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 Section 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 50 of the Condominium Act; or
- g) the issuing of a building permit under the Building Code Act in relation to a building or structure.

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

Redevelopment credits are often provided for development involving the conversion of existing floor space from use to another, or if an existing building on site is being demolished and replaced.

It is recommended that the following policy is adopted regarding redevelopment credits:

If a development involves the demolition and replacement of a building or structure on the same site, or the conversion from one principal use to another, the developer shall be allowed a credit equivalent to:

- the number of dwelling units demolished/converted multiplied by the applicable residential D.C. in place at the time the D.C. is payable; and/or
- the gross floor area 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 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.

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

The D.C.A. provides for some statutory exemptions but also allows municipalities the ability to provide exemptions by by-law at the municipality's discretion. Rules must be developed to determine if a D.C. is payable in any particular case and these rules may provide for full or partial exemptions for types of development (s.s.5(1)9 & 10). A D.C. by-law must set out an express statement indicating how, if at all, the rules provide for exemptions (s.6, para. 1).

A municipality may also provide a form of partial D.C. exemption by phasing in an increased charge or by discounting the amount of the charge on particular types of development (s.s.5(1)10).

The D.C.A. states that, "If the development charge by-law will exempt a type of development, phase in a development charge or otherwise provide for a type of development to have a lower development charge than is allowed, the rules for determining development charges may not provide for any resulting shortfall to be made up through higher development charges for other development" (s.s.5(6)3).

In this regard, it is important to note that some development may pay a lower D.C. than similar development located elsewhere. This does not reflect a discount or partial exemption. It is the result of making an area-specific or service-specific calculation.

- Statutory exemptions
  - Industrial building additions of up to and including 50% of the existing gross floor area (defined in O.Reg. 82/98, s.1) of the building; for industrial building additions which exceed 50% of the existing gross floor area, only the portion of the addition in excess of 50% is subject to D.C.s (s.4(3));
  - Buildings or structures owned by and used for the purposes of any City, local board or Board of Education (s.3); and
  - 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 (based on prescribed limits set out in s.2 of O.Reg. 82/98).

Based on legal precedents, D.C.s are generally not collectable under the D.C.A. in the case of federal, provincial, crown corporation and, in some cases, college and university development.

The most common non-statutory exemptions provided across Ontario are:

- Agricultural and Farm Uses;
  - Widely granted, in part to reflect the relatively low demand for municipal service increases and, in part, to remove costs from agricultural producers which may serve to discourage their operation.
- Places of Worship;
  - Exemptions reflect the largely off-peak hour usage of the facilities, in order not to discourage such activities.
- Hospitals; and
- College or University Buildings

It is recommended that in addition to the above non-statutory D.C. exemptions that the following exemptions are provided

- Industrial uses; and
- Infill development in CIP areas

#### **4.2.4 Phase in Provision(s)**

As noted in section 4.2.3 herein, a municipality may phase-in an increased charge as a means of implementing a D.C. However, if these charges are phased-in any resulting shortfall cannot be made up through higher development charges for other development.

Transitional provisions are generally used in municipalities where charges are being increased during times of poor economic performance to further the local economy. Moreover, where charges are increasing significantly, or being imposed for the first time, charges may be phased-in over a shorter time period in order to provide the development industry with time to move existing developments forward under the unadjusted charge and/or to adjust pricing, financing and other variables.

It is recommended that the City phase-in residential D.C.s in equal installments over the 5-year term of the by-law to gauge the impact of D.C.s on development. No phase-in provisions are recommended for non-residential development. The recommended schedules of charges for the five-year term of the by-law are presented in below.

## Year 1

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 695                               | 497                       | 268                                 | 660             | 268                                 | 2.19                                      |
| Fire Services                        | 40                                | 29                        | 16                                  | 38              | 16                                  | 0.13                                      |
| Parks and Recreation Services        | 148                               | 105                       | 57                                  | 140             | 57                                  | 0.02                                      |
| Library Services                     | 15                                | 11                        | 6                                   | 14              | 6                                   | 0.00                                      |
| Administration Studies               | 62                                | 44                        | 24                                  | 59              | 24                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 0                                 | 0                         | 0                                   | 0               | 0                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>960</b>                        | <b>686</b>                | <b>371</b>                          | <b>912</b>      | <b>371</b>                          | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 17                                | 12                        | 7                                   | 17              | 7                                   | 0.03                                      |
| Water Services                       | 50                                | 35                        | 19                                  | 47              | 19                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>67</b>                         | <b>48</b>                 | <b>26</b>                           | <b>64</b>       | <b>26</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 960                               | 686                       | 371                                 | 912             | 371                                 | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 1,027                             | 734                       | 397                                 | 976             | 397                                 | 2.65                                      |

## Year 2

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 1,391                             | 994                       | 537                                 | 1,321           | 537                                 | 2.19                                      |
| Fire Services                        | 81                                | 58                        | 31                                  | 77              | 31                                  | 0.13                                      |
| Parks and Recreation Services        | 295                               | 211                       | 114                                 | 280             | 114                                 | 0.02                                      |
| Library Services                     | 30                                | 21                        | 12                                  | 28              | 12                                  | 0.00                                      |
| Administration Studies               | 124                               | 88                        | 48                                  | 117             | 48                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 1                                 | 0                         | 0                                   | 1               | 0                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>1,921</b>                      | <b>1,372</b>              | <b>742</b>                          | <b>1,824</b>    | <b>742</b>                          | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 35                                | 25                        | 14                                  | 33              | 14                                  | 0.03                                      |
| Water Services                       | 99                                | 71                        | 38                                  | 94              | 38                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>134</b>                        | <b>96</b>                 | <b>52</b>                           | <b>128</b>      | <b>52</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 1,921                             | 1,372                     | 742                                 | 1,824           | 742                                 | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 2,055                             | 1,468                     | 794                                 | 1,952           | 794                                 | 2.65                                      |

## Year 3

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 2,086                             | 1,490                     | 805                                 | 1,981           | 805                                 | 2.19                                      |
| Fire Services                        | 121                               | 86                        | 47                                  | 115             | 47                                  | 0.13                                      |
| Parks and Recreation Services        | 443                               | 316                       | 171                                 | 421             | 171                                 | 0.02                                      |
| Library Services                     | 44                                | 32                        | 17                                  | 42              | 17                                  | 0.00                                      |
| Administration Studies               | 185                               | 133                       | 71                                  | 176             | 71                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 1                                 | 1                         | 1                                   | 1               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>2,881</b>                      | <b>2,058</b>              | <b>1,112</b>                        | <b>2,736</b>    | <b>1,112</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 52                                | 37                        | 20                                  | 50              | 20                                  | 0.03                                      |
| Water Services                       | 149                               | 106                       | 58                                  | 142             | 58                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>201</b>                        | <b>143</b>                | <b>78</b>                           | <b>191</b>      | <b>78</b>                           | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 2,881                             | 2,058                     | 1,112                               | 2,736           | 1,112                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 3,082                             | 2,201                     | 1,190                               | 2,927           | 1,190                               | 2.65                                      |

## Year 4

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 2,782                             | 1,987                     | 1,074                               | 2,642           | 1,074                               | 2.19                                      |
| Fire Services                        | 162                               | 115                       | 62                                  | 154             | 62                                  | 0.13                                      |
| Parks and Recreation Services        | 590                               | 422                       | 228                                 | 561             | 228                                 | 0.02                                      |
| Library Services                     | 59                                | 42                        | 23                                  | 56              | 23                                  | 0.00                                      |
| Administration Studies               | 247                               | 177                       | 95                                  | 234             | 95                                  | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>3,842</b>                      | <b>2,744</b>              | <b>1,483</b>                        | <b>3,648</b>    | <b>1,483</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 70                                | 50                        | 27                                  | 66              | 27                                  | 0.03                                      |
| Water Services                       | 198                               | 142                       | 77                                  | 189             | 77                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>268</b>                        | <b>191</b>                | <b>104</b>                          | <b>255</b>      | <b>104</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 3,842                             | 2,744                     | 1,483                               | 3,648           | 1,483                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 4,110                             | 2,935                     | 1,587                               | 3,903           | 1,587                               | 2.65                                      |

## Year 5

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19                                      |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13                                      |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02                                      |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00                                      |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03                                      |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65                                      |

#### 4.2.5 Collection Timing and Deferral Agreements

Sections 26 to 28 of the D.C.A. set out provisions related to the timing for collection development charges. There are several options available to municipalities, including:

- D.C.s may be payable at the time of building permit issuance (s.s26(1));
- A D.C. by-law may provide for payment at the time of executing a Subdivision or Consent agreement for road, water, waste water and storm services (s.s.26(2));
- The municipality may enter into an agreement with a developer for a different payment date (s.s.27(1)).

s.28 states that a municipality is not required to issue a building permit unless the D.C. has been paid. Most municipalities, collect D.C.s at building permit stage and include provisions in their by-law that would allow for an agreement with a developer for an earlier or later payment date. A number of municipalities also have deferral agreement policies in which the types of development (e.g. non-residential and high density) and conditions that must be met to be considered for the deferral of D.C.s are defined.

It is recommended that the D.C.s for all services 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 s.27 of the D.C.A., 1997.

#### **4.2.6 Indexing**

s.s 5.1.10 of the D.C.A. allows for the indexing of charges in a D.C. by-law. Section 7 of O.Reg 82/98 prescribes the use of the Statistics Canada Quarterly, Construction Price Statistics, Catalogue Number 62-007 for this purpose.

It is recommended that all D.C.s will be subject to mandatory indexing annually, in accordance with provisions under the D.C.A.

#### **4.3 D.C. Policy Recommendations Financial Impacts**

As stated in section 4.2.3 above, the rules for determining development charges (transition policies or exemptions) may not provide for any resulting shortfall to be made up through higher development charges for other development” (s.s.5(6)3). Therefore, the implication of providing rules within the D.C. by-law to allow for D.C.s payable to be lower than the fully calculated rate, is that the City is foregoing potential D.C. revenue to in favour of achieving certain policy objectives. This is important to note as these policy recommendations in effect, are a loss of revenue to the City which will have to be funded from non-D.C. sources (e.g. taxes, user fees, reserves or other financial resources).

Based on the anticipated pace of development identified in the underlying D.C. growth forecast over the 5-year by-law term (2017-2022), the recommended phase-in provision would result in the City forgoing approximately \$1.6 million in D.C. revenue. Moreover, the recommendation to exempt industrial development from the payment of D.C.s would result in a further \$1.7 million in D.C. revenue forgone that would have to be funded from non-D.C. sources.

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.



Andrew Grunda MBA, CPA, CMA  
Principal

**Appendix A – 2017 Development Charges  
Background Study – Council Presentation,  
June 12, 2017**



# City of Cornwall

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## 2017 Development Charges Background Study

### Council Presentation

June 12, 2017

# Development Charges

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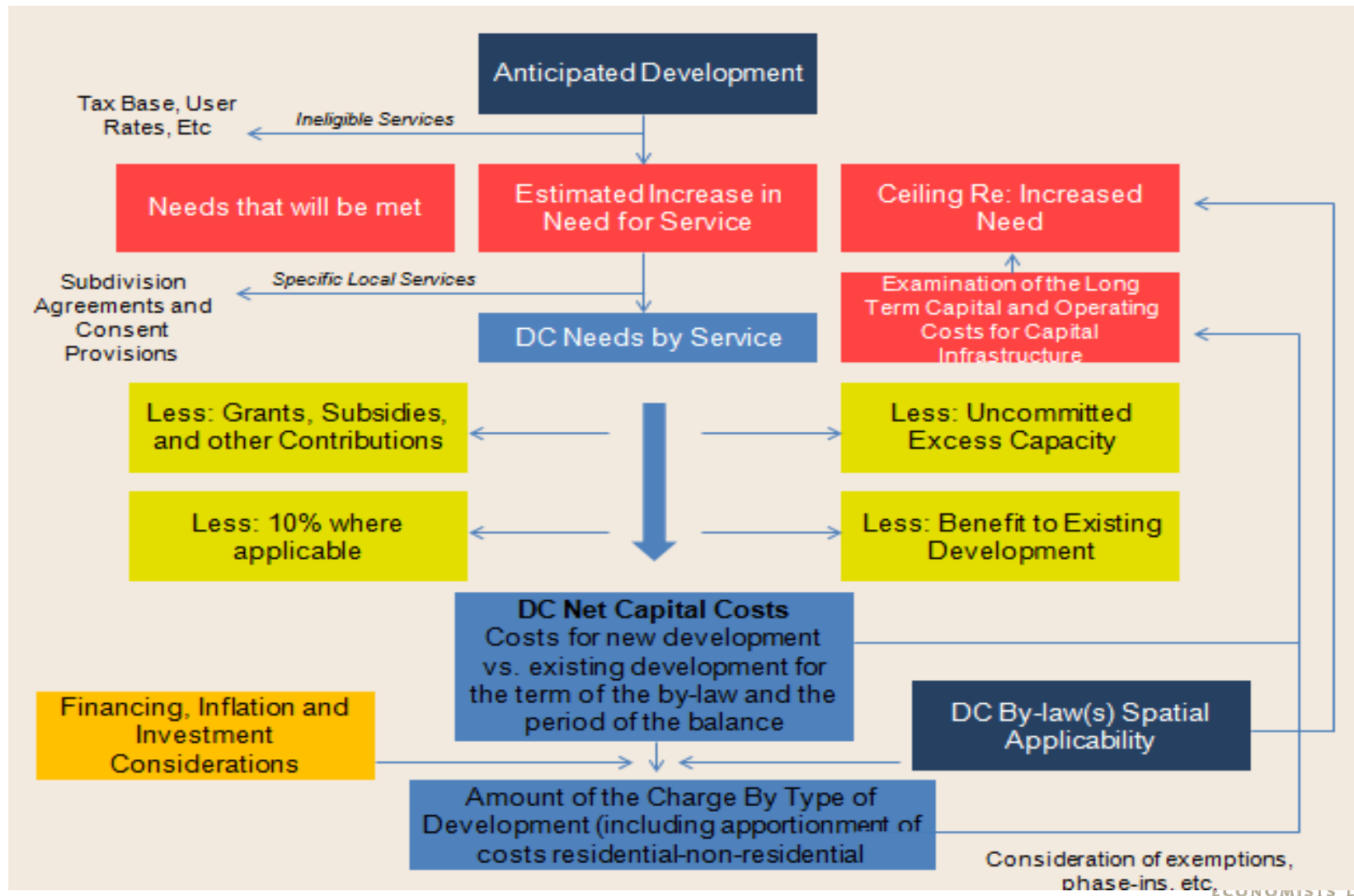
- ❑ Purpose of Development Charges (D.C.) is to recover the capital costs associated with residential and non-residential growth within the municipality
- ❑ The capital costs are in addition to what costs would normally be included as part of a subdivision (i.e. internal roads, watermains, roads, sidewalks, streetlights, etc.)
- ❑ Municipalities are empowered to impose these charges via the *Development Charges Act* (D.C.A.)

# Study Process

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- Growth forecast and detailed discussions with staff regarding future needs to service growth
- Council Presentation
- Development Industry Consultation
- Present Final Recommendations to Council
- Release of D.C. Background Study
- Public Meeting (minimum 20 days notice and 2 weeks after release of background study)
- Council to consider by-law for adoption (no earlier than 60 days after the release of the background study)

# Development Charges Methodology



# Calculation Methodology

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1. Identify amount, type and location of growth
  - Residential and non-residential development
  - DCA prescribed intervals
2. Identify servicing needs to accommodate growth; a D.C. may not provide for:
  - Parkland acquisition
  - General Administration Headquarters
  - Tourism, Arts/Culture Facilities, Museums
  - Landfill Sites and Services, Incineration of Waste
  - Hospitals
  - Vehicles & Equipment – Useful life of less than 7 yrs.
  - Computer Equipment

# Calculation Methodology

## (Cont'd)

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3. D.C. capital needs assessment requires:
  - Consideration of 10-year average historical level of service (planned level of service for Transit services)
  - Council intention that needs will be met
  - Long-term capital and operating cost determination
4. Identify capital costs to provide services to meet the needs
  - Project specific determination

# Calculation Methodology

## (Cont'd)

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5. Capital costs may include
  - Land acquisition (excluding parkland)
  - Capital improvements, acquisitions, leases and construction projects
  - Rolling stock with a useful life of 7 years or more
  - Furniture and equipment for eligible services
  - Library circulation materials
  - Interest costs
  - Studies in connection to the above

# Calculation Methodology

## (Cont'd)

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6. D.C. capital cost assessment must have regard for:
  - Uncommitted excess capacity
  - Grants, subsidies and other contributions
  - Benefit to existing development
  - Statutory 10% deduction (soft services)
  - Amounts in excess of level of service standard calculation
  - Outstanding D.C. credits (where applicable)
  - D.C. reserve funds (where applicable)



# Calculation Methodology

## (Cont'd)

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7. Net costs allocated by type of development
8. Calculate average cost charges
9. D.C. by-law policy considerations:
  - Collection timing (building permit issuance)
  - Statutory and non-statutory exemptions
  - Credit policies (s.38 credits and redevelopment credits)
  - Fee implementation (uniform by use, differentiated by use, exempt developments, phase-in policies)
  - Indexing policies (discretionary or mandatory approach)

# D.C. Growth Forecast

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- Following sources reviewed:
  - City of Cornwall Municipal Comprehensive Review Phase 1 Population, Housing and Employment Forecast, 2011-2036;
  - Statistics Canada Census information;
  - City of Cornwall Databook;
  - EMSI (Economic Modeling Specialists Intl.); and
  - Discussion with City staff regarding anticipated residential and non-residential development.
- D.C. calculations based on growth forecast for the 10-year forecast period (i.e. 2017-2027)

# D.C. Growth Forecast (cont'd)

| Time Horizon              | Residential    |                   | Non-Residential |                               |
|---------------------------|----------------|-------------------|-----------------|-------------------------------|
|                           | Net Population | Residential Units | Employment      | Sq.ft. of Non-residential GFA |
| Mid 2017                  | 46,641         | 21,041            | 24,149          |                               |
| Mid 2027                  | 48,139         | 22,394            | 25,640          |                               |
| Mid 2036                  | 49,400         | 23,080            | 26,801          |                               |
| <b>Incremental Change</b> |                |                   |                 |                               |
| <u>Rural</u>              |                |                   |                 |                               |
| 10-year (2017-2027)       | (17)           | 10                | -               | -                             |
| <u>Urban</u>              |                |                   |                 |                               |
| 10-year (2017-2027)       | 1,516          | 1,343             | 1,491           | 1,934,300                     |
| <u>City of Cornwall</u>   |                |                   |                 |                               |
| 10-year (2017-2027)       | 1,499          | 1,353             | 1,491           | 1,934,300                     |

# Increase in Need for Service

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- City wide services
  - Transportation Services
  - Fire Services
  - Parks and Recreation Services
  - Library Services
  - Administration Studies
  - Child Care Services
  - Waste Diversion Services
- Area Specific – Urban Area
  - Water Services
  - Wastewater Services

# Increase in Need for Service

## (Cont'd)

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- Other services considered within the review, for which no increase in growth-related capital costs were identified
  - EMS
  - Transit
  - Police
  - Homes for the Aged
  - Social Housing
  - Airport
  - Medical Centres

# Anticipated Capital Needs (Transportation Services)

| Prj .No | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Other Deductions | Net Capital Cost  | Less:                           |   | Potential DC Recoverable Cost |                          |                              |
|---------|--|---------------|--------------------------------------|---------------------|------------------|-------------------|---------------------------------|---|-------------------------------|--------------------------|------------------------------|
|         |  |               |                                      |                     |                  |                   | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
|         | <b>Active Transportation</b>   |               |                                      |                     |                  |                   |                                 |   |                               |                          |                              |
| 1       | Bicycle Infrastructure (on-road)   | 2017-2026     | 3,870,500                            | 122,971             |                  | 3,747,529         | 3,595,657                       | 6,376   | 145,496                       | 72,748                   | 72,748                       |
| 2       | Sidewalks  | 2017-2026     | 2,227,000                            | 70,755              |                  | 2,156,245         | 2,068,862                       |   | 87,384                        | 43,692                   | 43,692                       |
|         | <b>Roads</b>   |               |                                      |                     |                  |                   |                                 |   |                               |                          |                              |
| 3       | Nick Kaneb Dr. Extension   | 2018          | 1,800,000                            | 765,091             |                  | 1,034,909         | 90,000                          |   | 944,909                       | 472,454                  | 472,454                      |
| 4       | Business Park Rd   | 2027+         | 9,000,000                            | 9,000,000           |                  | -                 | -                               |   | -                             | -                        | -                            |
| 5       | Boundary Rd/CNR EA   | 2018-2021     | 7,200,000                            | 228,753             |                  | 6,971,247         | 6,688,731                       | 141,258   | 141,258                       | 70,629                   | 70,629                       |
| 6       | Marleau Ave/Ninth St. Upgrade Stage 2  | 2019-2022     | 1,700,000                            | 603,362             |                  | 1,096,638         | 351,470                         |   | 745,168                       | 372,584                  | 372,584                      |
| 7       | Marleau Ave/Ninth St. Upgrade Stage 3  | 2025          | 5,400,000                            | 1,742,127           |                  | 3,657,873         | 1,506,300                       |   | 2,151,573                     | 1,075,787                | 1,075,787                    |
| 8       | Brookdale Ave/CN Connect Link EA   | 2020-2024     | 10,200,000                           | 3,889,752           |                  | 6,310,248         | 1,506,300                       | 4,323,553   | 480,395                       | 240,197                  | 240,197                      |
| 9       | Pitt St. Widening & Env. Assessment  | 2026          | 5,000,000                            | 1,608,088           |                  | 3,391,912         | 1,405,880                       |   | 1,986,032                     | 993,016                  | 993,016                      |
|         | <b>Facilities</b>  |               |                                      |                     |                  |                   |                                 |   |                               |                          |                              |
| 10      | Municipal Works Yard Redevelopment   | 2017-2026     | 36,329,627                           | 1,461,074           |                  | 34,868,553        | 33,064,088                      |   | 1,804,465                     | 902,233                  | 902,233                      |
|         |  |               |                                      |                     |                  |                   |                                 |   |                               |                          |                              |
|         |  |               |                                      |                     |                  |                   |                                 |   |                               |                          |                              |
|         |  |               |                                      |                     |                  |                   |                                 |   |                               |                          |                              |
|         | <b>Total</b>   |               | <b>82,727,127</b>                    | <b>19,491,972</b>   | <b>-</b>         | <b>63,235,155</b> | <b>50,277,288</b>               | <b>4,471,187</b>  | <b>8,486,680</b>              | <b>4,243,340</b>         | <b>4,243,340</b>             |

# Anticipated Capital Needs (Fire Services)

| Prj .No | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Potential DC Recoverable Cost |                          |                              |
|---------|--|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|-------------------------------|--------------------------|------------------------------|
|         |  |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
|         | <b>Facilities</b>  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
| 1       | New Fire Station and Training Facility   | 2018          | 5,000,000                            | 799,642             | 4,200,358        | 3,720,592                       |   | 479,766                       | 239,883                  | 239,883                      |
|         | <b>Equipment</b>   |               |                                      |                     |                  |                                 |   |                               |                          |                              |
| 2       | Training Centre Equipment  | 2018-2019     | 145,000                              | 23,190              | 121,810          | 107,897                         |   | 13,913                        | 6,957                    | 6,957                        |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         |  |               | -                                    | -                   | -                | -                               |   | -                             | -                        | -                            |
|         | <b>Total</b>   |               | <b>5,145,000</b>                     | <b>822,832</b>      | <b>4,322,168</b> | <b>3,828,489</b>                | <b>-</b>  | <b>493,679</b>                | <b>246,839</b>           | <b>246,839</b>               |

# Anticipated Capital Needs (Parks and Recreation Services)

| Prj.No    | Increased Service Needs Attributable to Anticipated Development | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost  | Less:                           |   | Subtotal         | Less: Other (e.g. 10% Statutory Deduction) | Potential DC Recoverable Cost |                   |                       |
|-----------|---|---------------|--------------------------------------|---------------------|-------------------|---------------------------------|---|------------------|--|-------------------------------|-------------------|-----------------------|
|           |   |               |                                      |                     |                   | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development |                  |  | Total                         | Residential Share | Non-Residential Share |
| 2017-2026 |   |               |                                      |                     |                   |                                 |   |                  |  | 95%                           | 5%                |                       |
| 1         | Guindon Park Improvement  | 2018-2019     | 250,000                              | -                   | 250,000           | 242,215                         |   | 7,785            | 778  | 7,006                         | 6,656             | 350                   |
| 2         | Off-Leash Dog Park  | 2019          | 90,000                               | -                   | 90,000            | 87,198                          |   | 2,802            | 280  | 2,522                         | 2,396             | 126                   |
| 3         | Localized Park Improvement (Harbour to College Bike Path)       |               | 61,900                               | -                   | 61,900            | 59,973                          |   | 1,927            | 193  | 1,735                         | 1,648             | 87                    |
| 4         | Lookout Park Development (South of Bergeron Drive)              |               | 402,300                              | -                   | 402,300           | 20,115                          |   | 382,185          | 38,219                                     | 343,967                       | 326,768           | 17,198                |
| 5         | Canal Lands - North Bank Bike Path                              |               | 371,400                              | -                   | 371,400           | 359,835                         |   | 11,565           | 1,156                                      | 10,408                        | 9,888             | 520                   |
| 6         | East Front Area - Improved Bike Path Connections                |               | 61,900                               | -                   | 61,900            | 59,973                          |   | 1,927            | 193  | 1,735                         | 1,648             | 87                    |
| 7         | Menard Park Splash Pad  | 2022          | 450,000                              | -                   | 450,000           | 22,500                          |   | 427,500          | 42,750                                     | 384,750                       | 365,513           | 19,238                |
| 8         | Benson Centre Soccer Fields                                     | 2017          | 6,430,700                            | -                   | 6,430,700         | 3,215,350                       | 3,065,350   | 150,000          | 15,000                                     | 135,000                       | 128,250           | 6,750                 |
| 9         | Skateboard Park / BMX Upgrade                                   | 2018-2026     | 965,000                              | -                   | 965,000           | 934,951                         |   | 30,049           | 3,005                                      | 27,044                        | 25,691            | 1,352                 |
| 10        | King George Park Improvements                                   | 2018          | 110,000                              | -                   | 110,000           | 106,575                         |   | 3,425            | 343  | 3,083                         | 2,929             | 154                   |
| 11        | Pointe Maligne Waterfront Improvements                          | 2017-2018     | 1,079,000                            | -                   | 1,079,000         | 1,045,402                       |   | 33,598           | 3,360                                      | 30,238                        | 28,727            | 1,512                 |
|           |   |               |                                      |                     |                   |                                 |   |                  |  |                               |                   |                       |
|           |   |               |                                      |                     |                   |                                 |   |                  |  |                               |                   |                       |
|           | <b>Total</b>  |               | <b>10,272,200</b>                    | <b>-</b>            | <b>10,272,200</b> | <b>6,154,086</b>                | <b>3,065,350</b>  | <b>1,052,764</b> | <b>105,276</b>                             | <b>947,487</b>                | <b>900,113</b>    | <b>47,374</b>         |



# Anticipated Capital Needs (Library Services)

| Prj.No | Increased Service Needs<br>Attributable to Anticipated<br>Development | Timing (year) | Gross Capital<br>Cost Estimate<br>(2017\$) | Post<br>Period<br>Benefit | Net Capital<br>Cost | Less:                                 |   | Subtotal       | Less:<br>Other (e.g.<br>10%<br>Statutory<br>Deduction) | Potential DC Recoverable Cost |                      |                              |
|--------|---|---------------|--|---------------------------|---------------------|---------------------------------------|---|----------------|--|-------------------------------|----------------------|------------------------------|
|        |   |               |  |                           |                     | Benefit to<br>Existing<br>Development | Grants,<br>Subsidies and<br>Other<br>Contributions<br>Attributable to<br>New<br>Development |                |  | Total                         | Residential<br>Share | Non-<br>Residential<br>Share |
|        | 2017-2026   |               |  |                           |                     |                                       |   |                |  |                               | 95%                  | 5%                           |
| 1      | Collection Materials  | 2017-2026     | 101,871                                    | -                         | 101,871             | -                                     |   | 101,871        | 10,187   | 91,684                        | 87,100               | 4,584                        |
| 2      | RFID Phase 1  | 2017          | 130,000                                    | -                         | 130,000             | 125,952                               |   | 4,048          | 405  | 3,643                         | 3,461                | 182                          |
|        |   |               |  |                           |                     |                                       |   |                |  |                               |                      |                              |
|        |   |               |  |                           |                     |                                       |   |                |  |                               |                      |                              |
|        |   |               |  |                           |                     |                                       |   |                |  |                               |                      |                              |
|        | <b>Total</b>  |               | <b>231,871</b>                             | <b>-</b>                  | <b>231,871</b>      | <b>125,952</b>                        | <b>-</b>  | <b>105,919</b> | <b>10,592</b>  | <b>95,327</b>                 | <b>90,561</b>        | <b>4,766</b>                 |

# Anticipated Capital Needs (Administration Studies)

| Prj.No | Increased Service Needs Attributable to Anticipated Development | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Subtotal       | Less: Other (e.g. 10% Statutory Deduction) | Potential DC Recoverable Cost |                   |                       |
|--------|---|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|----------------|--|-------------------------------|-------------------|-----------------------|
|        |   |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development |                |  | Total                         | Residential Share | Non-Residential Share |
|        | 2017-2026   |               |                                      |                     |                  |                                 |   |                |  | 50%                           | 50%               |                       |
| 1      | Fire Station Feasibility Study                                  | 2017          | 50,000                               | -                   | 50,000           | 12,500                          |   | 37,500         |  | 37,500                        | 18,750            | 18,750                |
| 2      | Fire Master Plan  |               | 200,000                              | -                   | 200,000          | 50,000                          |   | 150,000        |  | 150,000                       | 75,000            | 75,000                |
| 3      | Active Transportation Master Plan                               |               | 103,700                              | -                   | 103,700          | 25,925                          |   | 77,775         |  | 77,775                        | 38,888            | 38,888                |
| 4      | Recreation Master Plan Review                                   | 2020          | 92,100                               | -                   | 92,100           | 23,025                          |   | 69,075         | 6,908                                      | 62,168                        | 31,084            | 31,084                |
| 5      | Waterfront Plan   |               | 75,000                               | -                   | 75,000           | 37,500                          |   | 37,500         | 3,750                                      | 33,750                        | 16,875            | 16,875                |
| 6      | Roads Needs Study   |               | 50,000                               | -                   | 50,000           | 47,974                          |   | 2,026          |  | 2,026                         | 1,013             | 1,013                 |
| 7      | Transporation Master Plan                                       |               | 100,000                              | -                   | 100,000          | 25,000                          |   | 75,000         |  | 75,000                        | 37,500            | 37,500                |
| 8      | Library Strategic Plan  |               | 50,000                               | -                   | 50,000           | 12,500                          |   | 37,500         | 3,750                                      | 33,750                        | 16,875            | 16,875                |
| 9      | EMS Master Plan   |               | 50,000                               | -                   | 50,000           | 12,500                          |   | 37,500         | 3,750                                      | 33,750                        | 16,875            | 16,875                |
| 10     | D.C. Background Study   | 2017/2022     | 120,000                              | -                   | 120,000          | -                               |   | 120,000        | 12,000                                     | 108,000                       | 54,000            | 54,000                |
| 11     | Asset Management Plan   | 2021/2026     | 300,000                              | -                   | 300,000          | 287,842                         |   | 12,158         | 1,216                                      | 10,942                        | 5,471             | 5,471                 |
| 12     | Zoning By-Law Update  | 2018          | 200,000                              | -                   | 200,000          | 100,000                         |   | 100,000        | 10,000                                     | 90,000                        | 45,000            | 45,000                |
| 13     | Economic Development Strategy Plan                              | 2020          | 100,000                              | -                   | 100,000          | 75,000                          |   | 25,000         | 2,500                                      | 22,500                        | 11,250            | 11,250                |
| 14     | Long Term Financial Plan  |               | 50,000                               | -                   | 50,000           | 37,500                          |   | 12,500         | 1,250                                      | 11,250                        | 5,625             | 5,625                 |
| 15     | Solid Waste Management Master Plan                              |               | 150,000                              | -                   | 150,000          | 143,921                         |   | 6,079          | 608  | 5,471                         | 2,735             | 2,735                 |
|        | <b>Total</b>  |               | <b>1,690,800</b>                     | <b>-</b>            | <b>1,690,800</b> | <b>891,187</b>                  | <b>-</b>  | <b>799,613</b> | <b>45,731</b>                              | <b>753,882</b>                | <b>376,941</b>    | <b>376,941</b>        |

# Anticipated Capital Needs (Child Care Services)

| Prj.No | Increased Service Needs Attributable to Anticipated Development | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Subtotal | Less: Other (e.g. 10% Statutory Deduction) | Potential DC Recoverable Cost |                   |                       |
|--------|---|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|----------|--|-------------------------------|-------------------|-----------------------|
|        |   |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development |          |  | Total                         | Residential Share | Non-Residential Share |
|        | 2017-2026   |               |                                      |                     |                  |                                 |   |          |  |                               | 100%              | 0%                    |
| 1      | Additional Child Care Spaces                                    | 2017-2026     | 1,611,202                            | -                   | 1,611,202        | -                               | 1,611,202   | -        | -  | -                             | -                 | -                     |
|        |   |               |                                      |                     |                  |                                 |   |          |  |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |          |  |                               |                   |                       |
|        |   |               |                                      |                     |                  |                                 |   |          |  |                               |                   |                       |
|        | <b>Total</b>  |               | <b>1,611,202</b>                     | <b>-</b>            | <b>1,611,202</b> | <b>-</b>                        | <b>1,611,202</b>  | <b>-</b> | <b>-</b>                                   | <b>-</b>                      | <b>-</b>          | <b>-</b>              |

# Anticipated Capital Needs (Waste Diversion Services)

| Prj .No | Increased Service Needs Attributable to Anticipated Development<br><br>2017-2026 | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Other Deductions | Net Capital Cost | Less:                           |   | Subtotal     | Less:                                | Potential DC Recoverable Cost |                          |                              |
|---------|--|---------------|--------------------------------------|---------------------|------------------|------------------|---------------------------------|---|--------------|--------------------------------------|-------------------------------|--------------------------|------------------------------|
|         |  |               |                                      |                     |                  |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development |              | Other (e.g. 10% Statutory Deduction) | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
| 1       | Solid Waste / Recycling Review Implementation                                    | 2018-2025     | 153,000                              | -                   | 310              | 152,690          | 146,800                         |   | 5,890        | 589                                  | 5,890                         | 2,945                    | 2,945                        |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -                                    | -                             | -                        | -                            |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -                                    | -                             | -                        | -                            |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -                                    | -                             | -                        | -                            |
|         |  |               | -                                    | -                   |                  | -                | -                               |   | -            | -                                    | -                             | -                        | -                            |
|         | <b>Total</b>   |               | <b>153,000</b>                       | <b>-</b>            | <b>310</b>       | <b>152,690</b>   | <b>146,800</b>                  | <b>-</b>  | <b>5,890</b> | <b>589</b>                           | <b>5,890</b>                  | <b>2,945</b>             | <b>2,945</b>                 |

# Anticipated Capital Needs (Urban Area – Water Services)

| Prj.No | Increased Service Needs Attributable to Anticipated Development  | Timing (year) | Gross Capital Cost Estimate (2017\$) | Post Period Benefit | Net Capital Cost | Less:                           |   | Potential DC Recoverable Cost |                          |                              |
|--------|--|---------------|--------------------------------------|---------------------|------------------|---------------------------------|---|-------------------------------|--------------------------|------------------------------|
|        |  |               |                                      |                     |                  | Benefit to Existing Development | Grants, Subsidies and Other Contributions Attributable to New Development | Total                         | Residential Share<br>50% | Non-Residential Share<br>50% |
|        | 2017-2026  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
| 1      | New Watermain - Powerdam Dr. (Riverdale Ave. - Tollgate Rd.)     | 2018          | 300,000                              | -                   | 300,000          | -                               |   | 300,000                       | 150,000                  | 150,000                      |
| 2      | New Watermain - Powerdam Dr. (Tollgate Rd. - Vincent Massey Dr.) | 2019          | 300,000                              | -                   | 300,000          | -                               |   | 300,000                       | 150,000                  | 150,000                      |
| 3      | Business Park Watermains   | 2018-2022     | 1,250,000                            | -                   | 1,250,000        | -                               | 1,250,000   | -                             | -                        | -                            |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        |  |               |                                      |                     |                  |                                 |   |                               |                          |                              |
|        | <b>Total</b>   |               | <b>1,850,000</b>                     | -                   | <b>1,850,000</b> | -                               | <b>1,250,000</b>  | <b>600,000</b>                | <b>300,000</b>           | <b>300,000</b>               |

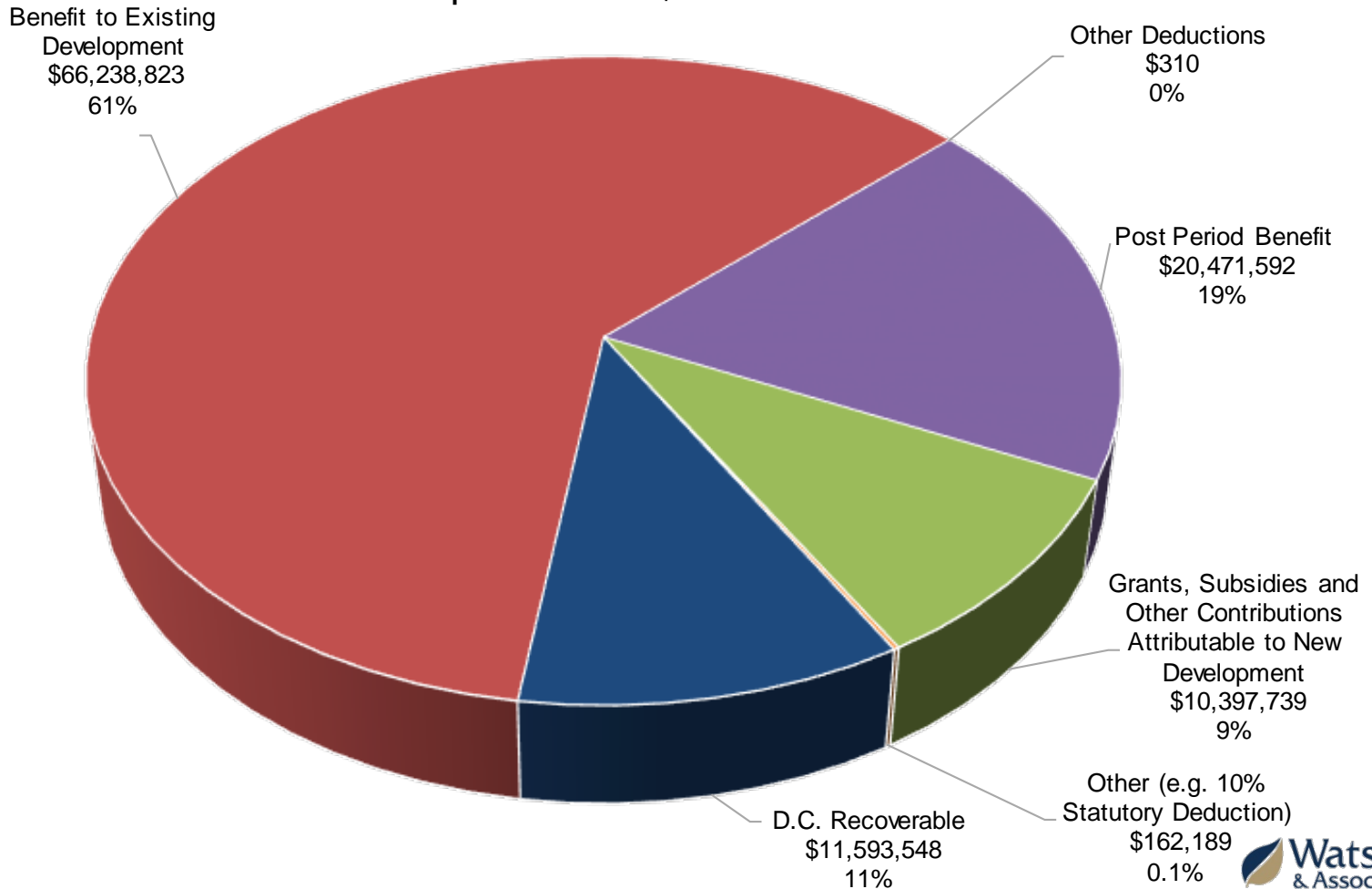
# Anticipated Capital Needs

## (Urban Area – Wastewater Services)

| Prj.No | Increased Service Needs<br>Attributable to Anticipated<br>Development<br><br>2017-2026 | Timing<br>(year) | Gross<br>Capital Cost<br>Estimate<br>(2017\$) | Post Period<br>Benefit | Net Capital<br>Cost | Less:                                 |  | Potential DC Recoverable Cost |                             |                                 |
|--------|--|------------------|---|------------------------|---------------------|---------------------------------------|--|-------------------------------|-----------------------------|---------------------------------|
|        |  |                  |   |                        |                     | Benefit to<br>Existing<br>Development | Grants, Subsidies and<br>Other Contributions<br>Attributable to New<br>Development | Total                         | Residential<br>Share<br>50% | Non-Residential<br>Share<br>50% |
| 1      | Combined Sewer Separation  | 2017-2026        | 5,183,000                                     | 156,788                | 5,026,212           | 4,815,021                             |  | 211,191                       | 105,596                     | 105,596                         |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        |  |                  |   |                        |                     |                                       |  |                               |                             |                                 |
|        | <b>Total</b>   |                  | <b>5,183,000</b>                              | <b>156,788</b>         | <b>5,026,212</b>    | <b>4,815,021</b>                      | <b>-</b>   | <b>211,191</b>                | <b>105,596</b>              | <b>105,596</b>                  |

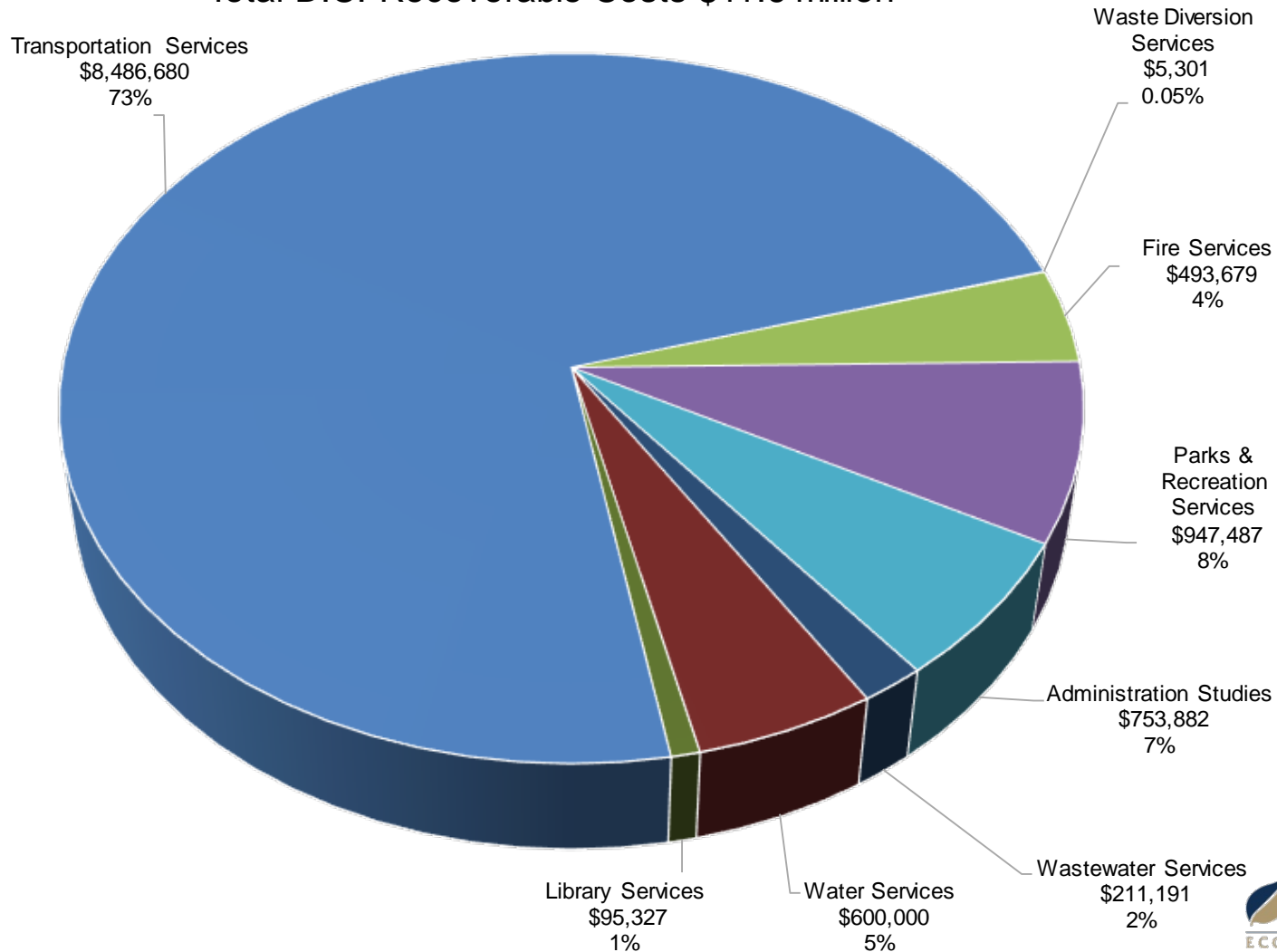
# Anticipated Capital Needs

Gross Capital Costs \$108.9 million



# D.C. Recoverable Capital Costs (2017-2026)

Total D.C. Recoverable Costs \$11.6 million





# Calculated Schedule of Development Charges

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19                                      |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13                                      |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02                                      |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00                                      |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03                                      |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65                                      |

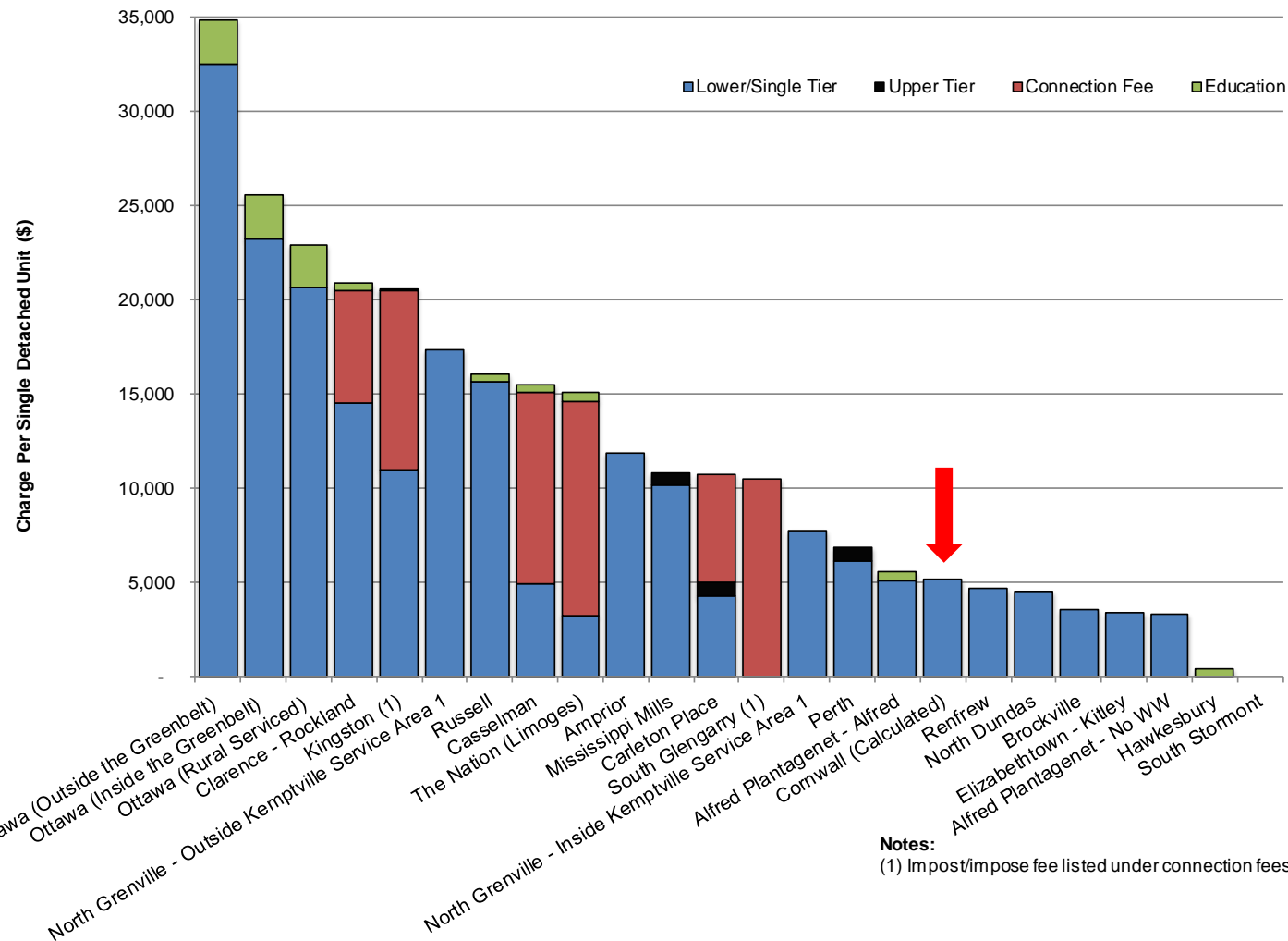
# Budget Impact

---

- Imposition of D.C.s lowers tax and user fee funding requirements
- Based on charges calculated herein and historical building permit data, revenue forgone from not imposing D.C.s between 2011-2015 estimated at \$4.2 million (\$840,000 annually)
  - Potential revenue represents approximately 1.3% of annual tax levy

# Residential D.C. Comparison (\$/serviced single detached dwelling unit)

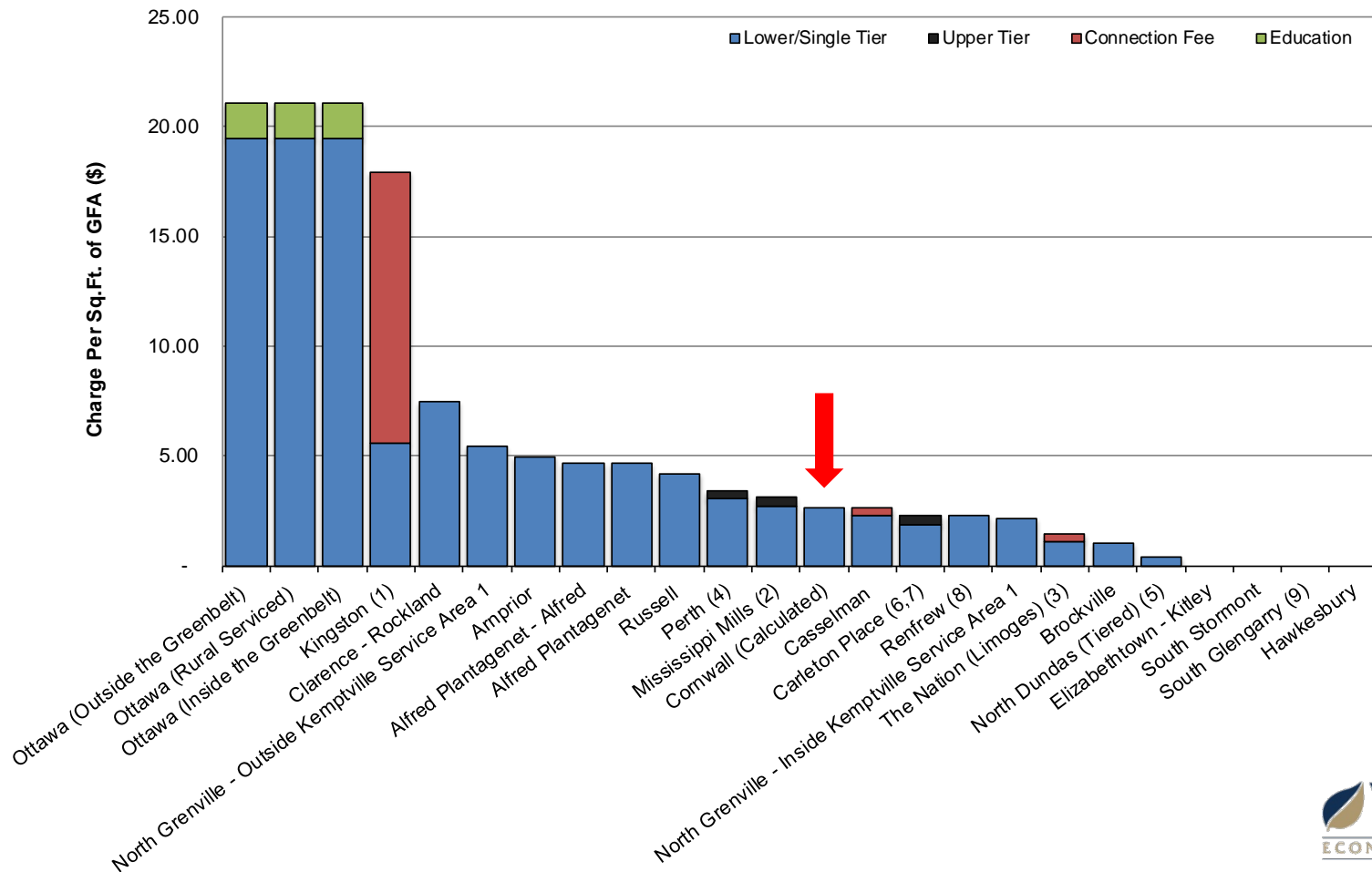
Development Charge Rates for Municipalities in the Vicinity of Cornwall  
Residential Per Fully Serviced Single Detached Unit  
(As of June 1, 2017)



Notes:  
(1) Impost/impose fee listed under connection fees.

# Commercial D.C. Comparison (\$/serviced sq.ft. of gross floor area)

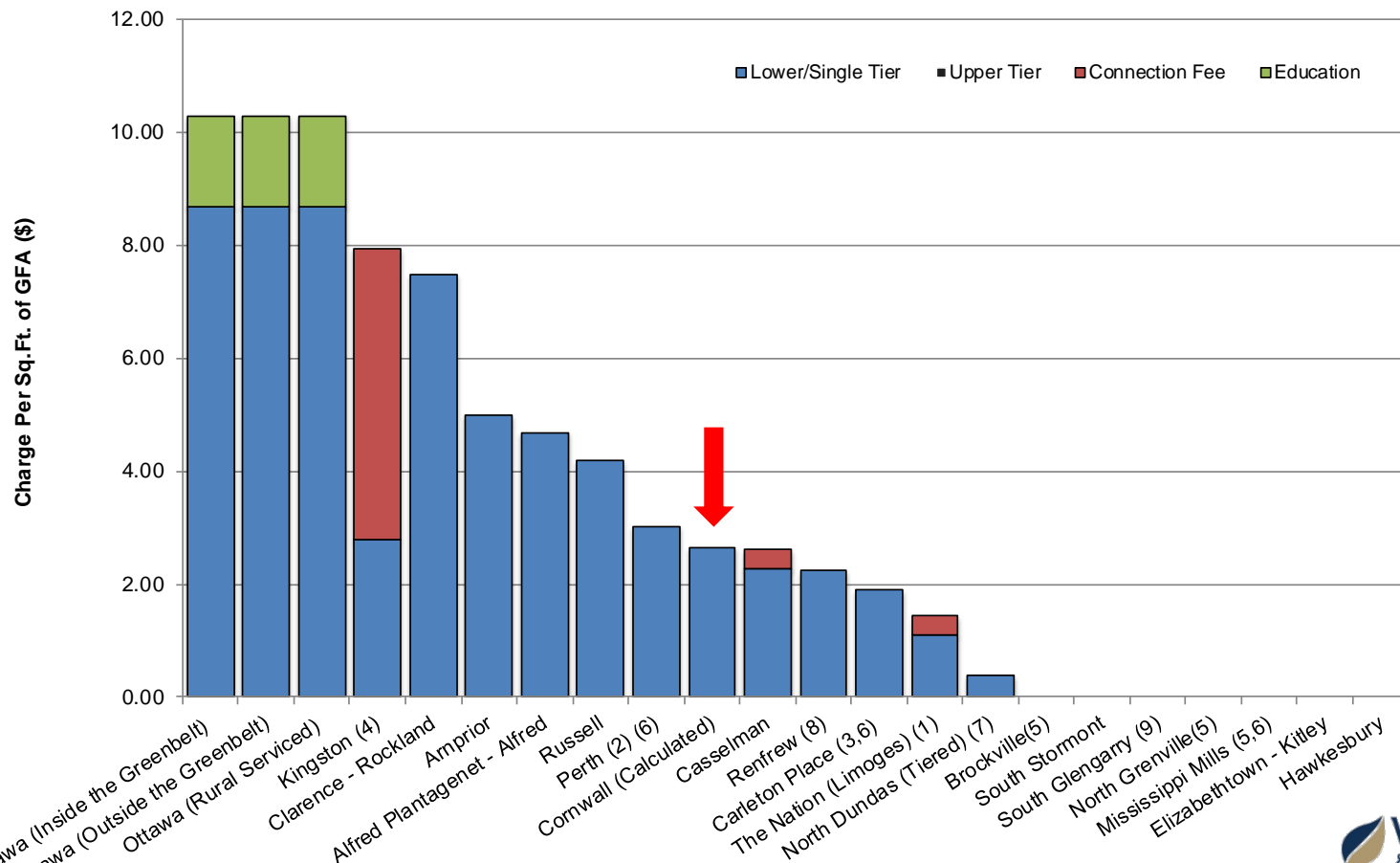
Development Charge Rates for Municipalities in the Vicinity of Cornwall  
Commercial/Retail Per Fully Serviced Square Foot of GFA  
(As of June 1, 2017)



# Industrial D.C. Comparison

## (\$/serviced sq.ft. of gross floor area)

Development Charge Rates for Municipalities in the Vicinity of Cornwall  
 Industrial Per Fully Serviced Square Foot of GFA  
 (As of June 1, 2017)



# Policy Issues

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- Charge Applicability, Timing and Deferral Agreements
  - Recommend that the City's D.C. by-law provide for calculation and collection of the charges at the time of building permit issuance
  - The City has ability to enter into deferral or accelerated payment agreements
  - Recommend that water and wastewater services D.C.s be imposed for the urban serviced area only, and that all other charges be imposed on a City-wide basis

# Policy Issues (cont'd)

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## □ Transition policy

- As no D.C.s currently exist, Council may wish to consider phasing-in the implementation of the charge over multiple years (e.g. equal instalments over the 5-year by-law term)
- This would allow Council to be able to gauge the impact on D.C.s on development
- D.C. revenue forgone during phase-in period must be funded from non-D.C. sources (e.g. taxes, user fees, reserves or other financial resources)

# Policy Issues (cont'd)

---

## □ Exemptions

- The D.C.A. provides for some mandatory exemptions but also allows municipalities the ability to provide exemptions by by-law at the municipality's discretion
- Exemptions provide that certain classes of development will not be required to pay the charge and may be determined by:
  - Use (e.g. places of worship, farm buildings)
  - Geographic area
  - Development type
  - Service exemption



# Policy Issues (cont'd)

---

## □ Exemptions (Cont'd)

- The Act is specific in identifying that these costs may not be made up by increases in the D.C. for other classes of development
- In effect, it is a loss of revenue to the municipality which will have to be funded from non-D.C. sources (e.g. taxes, user fees, reserves or other financial resources)

# Policy Issues (cont'd)

---

## □ D.C. Statutory Exemptions

- Industrial additions of up to and including 50% of the existing gross floor area of the building - for industrial additions which exceed 50% of the existing gross floor area, only the portion of the addition in excess of 50% is subject to development charges
- Land used for Municipal or Board of Education purposes
- 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

# Policy Issues (cont'd)

---

## □ Non-Statutory Exemptions

- Recommend that non-statutory exemptions are considered to achieve policy objectives
- Most common non-statutory exemptions across Ontario include exemptions for:
  - Agricultural and farm uses
  - Places of worship
  - Hospitals
  - College or University buildings

# Policy Issues (cont'd)

---

## □ Redevelopment Credits

- Often provided for development involving the conversion of existing floor space from one use to another, or if an existing building on site is being demolished and replaced
- Credits commonly witnessed for a 5-year period from demolition or conversion

## □ Indexing

- Allows for adjustment of charges to reflect underlying cost increases and reduces municipal cash flow impact between statutory by-law reviews
- Commonly delegated to staff for annual adjustment

# Next Steps

---

- ❑ Receive Council input on the study findings;
- ❑ Update the draft study and present findings to development industry stakeholders for comment;
- ❑ Prepare formal D.C. Background Study and draft By-Law;
- ❑ Release D.C. Background Study for public review;
- ❑ Undertake a statutory public meeting (no less than two weeks after the D.C. Background Study is released);

# Next Steps (Cont'd)

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- Receive input from the public on the matter and consider any amendments to the background study and by-law;
- Determine if a subsequent public meeting is required on the matter;
- Council to approve the D.C. Background Study and consider adoption of D.C. by-law (no earlier than 60 days after the D.C. Background Study is released).

# D.C. Comparison Notes

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## Commercial D.C. comparison notes:

- 1) Impost fee listed under connection fee
- 2) Includes 50% discount on Town-wide services
- 3) No D.C. on first building permit up to 3,500 ft<sup>2</sup>
- 4) First 3,000 ft<sup>2</sup> 100%; next 2,000 ft<sup>2</sup> 75%; next 5,000 ft<sup>2</sup> 50%; next 10,000 ft<sup>2</sup> 35%; any beyond 20,000 ft<sup>2</sup> 5%
- 5) First 2,500 ft<sup>2</sup> \$0.3938; next 2,500 ft<sup>2</sup> \$0.20; next 25,000 ft<sup>2</sup> \$0.15; next 25,000 ft<sup>2</sup> \$0.10; any beyond 55,000 ft<sup>2</sup> \$0.05
- 6) Exempt from development fees if located in the downtown district or on a strategic property (per the official plan)
- 7) Upper tier charges are exempt
- 8) Renfrew – up to 5,000 ft<sup>2</sup> - \$2.25/ ft<sup>2</sup>, over 5,000 - \$2.61/ ft<sup>2</sup>
- 9) Impose Fee shall be established at an amount as recommended by Administration based on the expected usage

# D.C. Comparison Notes

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## Industrial D.C. comparison notes:

- 1) The Nation (Limoges) – no D.C. on first building permit up to 3,500 ft<sup>2</sup>
- 2) Perth - first 3,000 ft<sup>2</sup> 100%; next 2,000 ft<sup>2</sup> 75%; next 5,000 ft<sup>2</sup> 50%; next 10,000 ft<sup>2</sup> 35%; any beyond 20,000 ft<sup>2</sup> 5%
- 3) Carleton Place: Exempt from development fees if located in the downtown district or on a strategic property (per the official plan)
- 4) Industrial uses located in industrial zones are exempt
- 5) Lower tier charges are exempt
- 6) Upper tier charges are exempt
- 7) North Dundas - first 2,500 ft<sup>2</sup> \$0.3938; next 2,500 ft<sup>2</sup> \$0.20; next 25,000 ft<sup>2</sup> \$0.15; next 25,000 ft<sup>2</sup> \$0.10; any beyond 55,000 ft<sup>2</sup> \$0.05
- 8) Renfrew – up to 5,000 ft<sup>2</sup> - \$2.25/ ft<sup>2</sup>, over 5,000 - \$2.61/ ft<sup>2</sup>
- 9) Impose Fee shall be established at an amount as recommended by Administration based on the expected usage



**Appendix B – 2017 Development Charges  
Background Study – Development Industry  
Consultation, July 26, 2017**

# City of Cornwall

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## 2017 Development Charges Background Study

### Development Industry Consultation

July 26, 2017

# Development Charges

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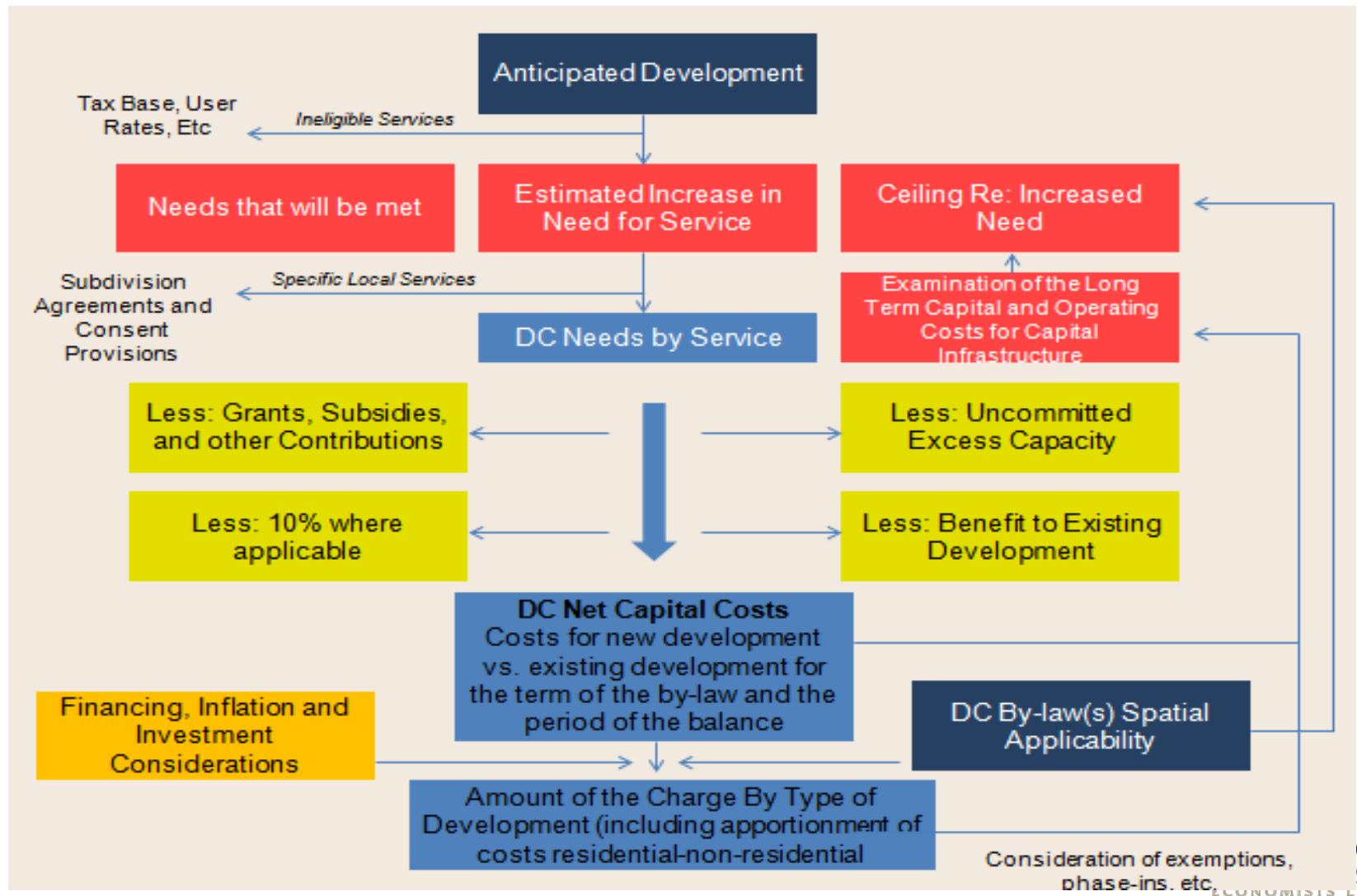
- ❑ Purpose of Development Charges (D.C.) is to recover the capital costs associated with residential and non-residential growth within the municipality
- ❑ The capital costs are in addition to what costs would normally be included as part of a subdivision (i.e. internal roads, watermains, roads, sidewalks, streetlights, etc.)
- ❑ Municipalities are empowered to impose these charges via the *Development Charges Act* (D.C.A.)

# Study Process

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- ❑ Growth forecast and detailed discussions with staff regarding future needs to service growth
- ❑ Council presentation
- ❑ Development Industry Consultation
- ❑ Draft recommendations and development industry feedback to Council
- ❑ Release of D.C. Background Study
- ❑ Statutory D.C. Public Meeting
- ❑ Council to consider D.C. By-Law for adoption

# Development Charges Methodology



# D.C. Growth Forecast (cont'd)

| Time Horizon              | Residential    |                   | Non-Residential |                               |
|---------------------------|----------------|-------------------|-----------------|-------------------------------|
|                           | Net Population | Residential Units | Employment      | Sq.ft. of Non-residential GFA |
| Mid 2017                  | 46,641         | 21,041            | 24,149          |                               |
| Mid 2027                  | 48,139         | 22,394            | 25,640          |                               |
| Mid 2036                  | 49,400         | 23,080            | 26,801          |                               |
| <b>Incremental Change</b> |                |                   |                 |                               |
| <u>Rural</u>              |                |                   |                 |                               |
| 10-year (2017-2027)       | (17)           | 10                | -               | -                             |
| <u>Urban</u>              |                |                   |                 |                               |
| 10-year (2017-2027)       | 1,516          | 1,343             | 1,491           | 1,934,300                     |
| <u>City of Cornwall</u>   |                |                   |                 |                               |
| 10-year (2017-2027)       | 1,499          | 1,353             | 1,491           | 1,934,300                     |

# Increase in Need for Service

---

- City wide services
  - Transportation Services
  - Fire Services
  - Parks and Recreation Services
  - Library Services
  - Administration Studies
  - Child Care Services
  - Waste Diversion Services
- Area Specific – Urban Area
  - Water Services
  - Wastewater Services

# Increase in Need for Service

## (Cont'd)

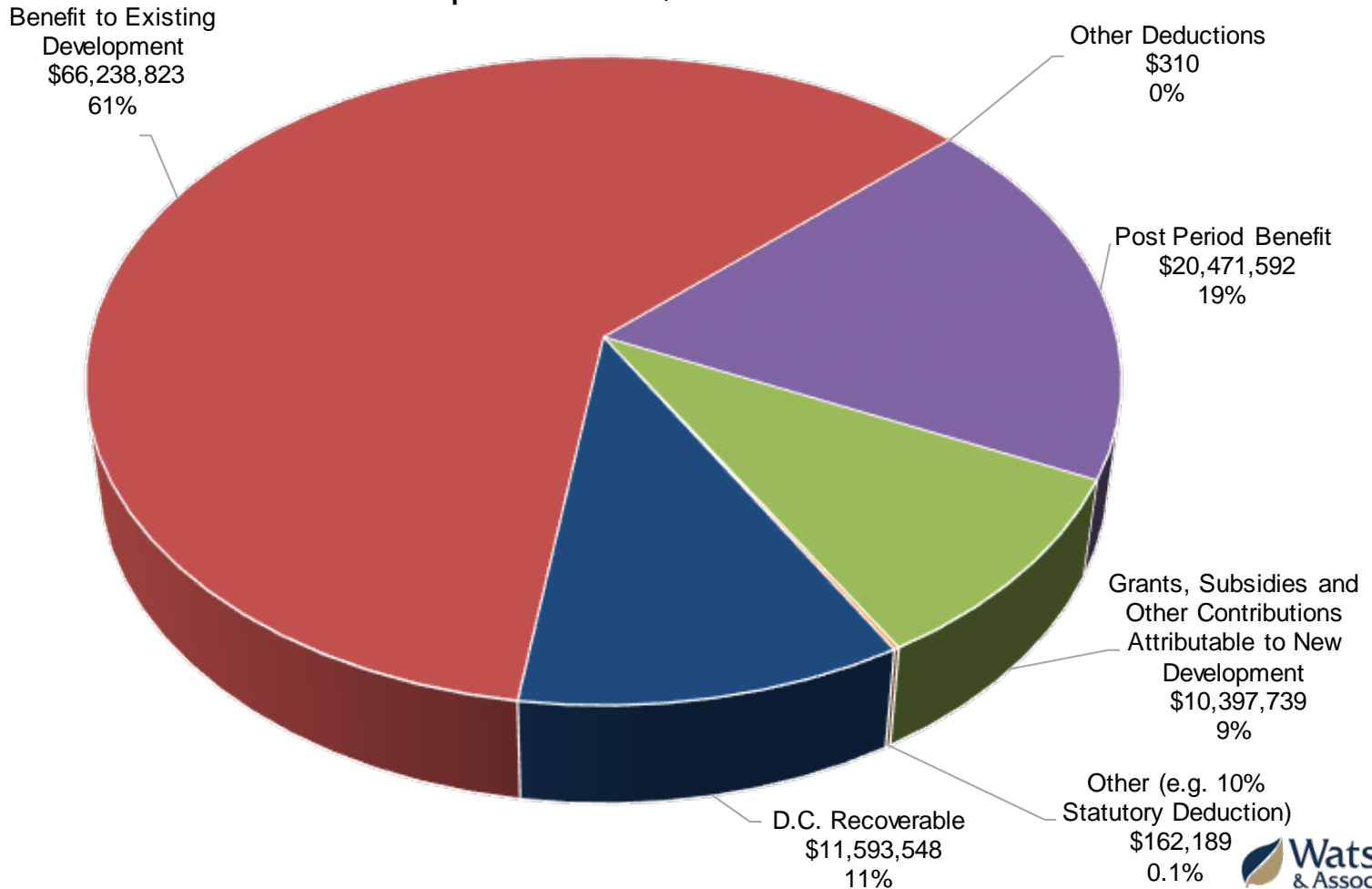
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- Other services considered within the review, for which no increase in growth-related capital costs were identified
  - EMS
  - Transit
  - Police
  - Homes for the Aged
  - Social Housing
  - Airport
  - Medical Centres



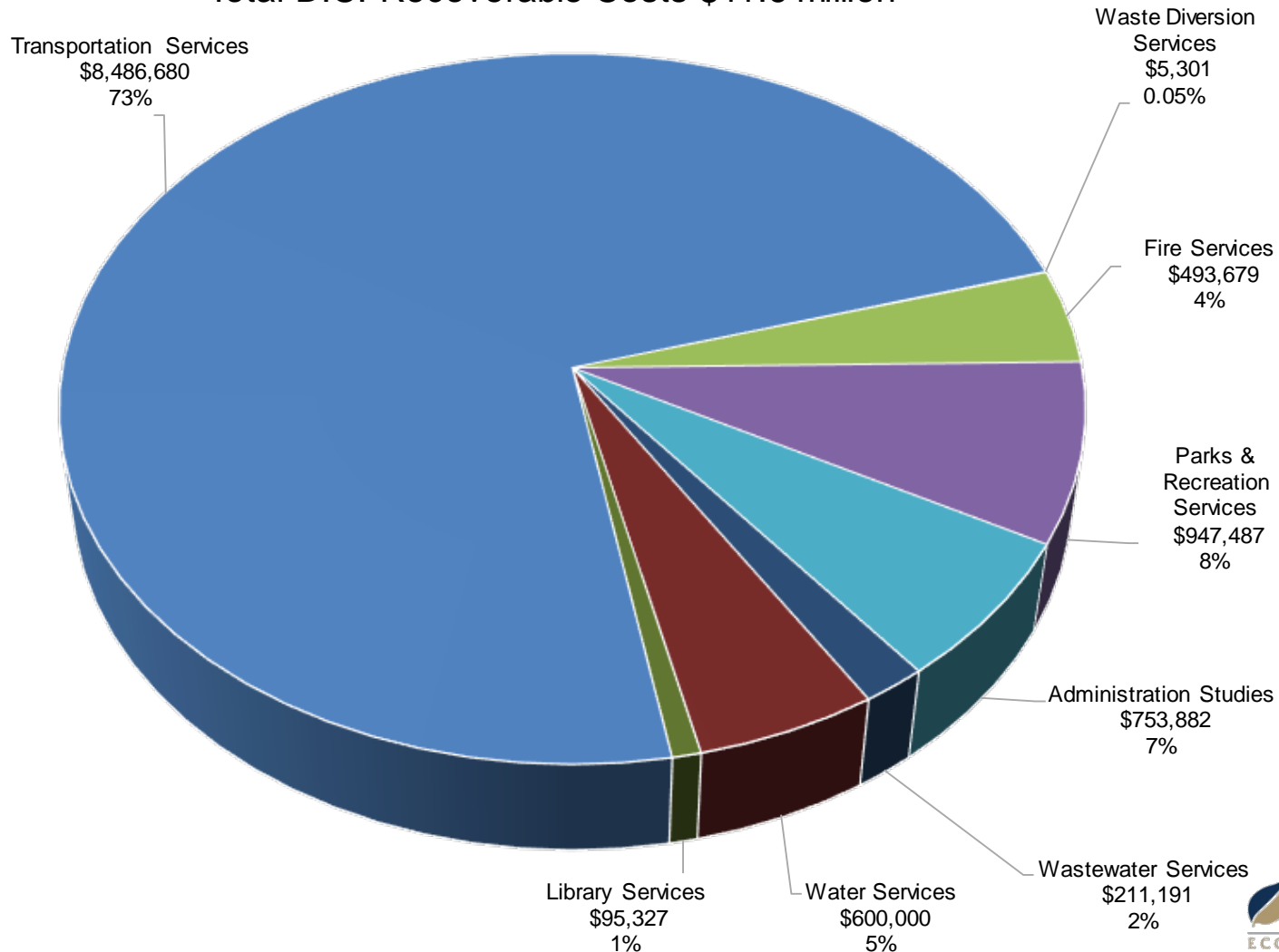
# Anticipated Capital Needs

Gross Capital Costs \$108.9 million



# D.C. Recoverable Capital Costs (2017-2026)

Total D.C. Recoverable Costs \$11.6 million



# Calculated Schedule of Development Charges

| 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 ft <sup>2</sup> of Gross Floor Area) |
| <b>Municipal Wide Services:</b>      |                                   |                           |                                     |                 |                                     |   |
| Transportation Services              | 3,477                             | 2,484                     | 1,342                               | 3,302           | 1,342                               | 2.19                                      |
| Fire Services                        | 202                               | 144                       | 78                                  | 192             | 78                                  | 0.13                                      |
| Parks and Recreation Services        | 738                               | 527                       | 285                                 | 701             | 285                                 | 0.02                                      |
| Library Services                     | 74                                | 53                        | 29                                  | 70              | 29                                  | 0.00                                      |
| Administration Studies               | 309                               | 221                       | 119                                 | 293             | 119                                 | 0.19                                      |
| Child Care Services                  | -                                 | -                         | -                                   | -               | -                                   | -   |
| Waste Diversion Services             | 2                                 | 1                         | 1                                   | 2               | 1                                   | 0.00                                      |
| <b>Total Municipal Wide Services</b> | <b>4,802</b>                      | <b>3,430</b>              | <b>1,854</b>                        | <b>4,560</b>    | <b>1,854</b>                        | <b>2.53</b>                               |
| <b>Urban Services</b>                |                                   |                           |                                     |                 |                                     |   |
| Wastewater Services                  | 87                                | 62                        | 34                                  | 83              | 34                                  | 0.03                                      |
| Water Services                       | 248                               | 177                       | 96                                  | 236             | 96                                  | 0.09                                      |
| <b>Total Urban Services</b>          | <b>335</b>                        | <b>239</b>                | <b>130</b>                          | <b>319</b>      | <b>130</b>                          | <b>0.12</b>                               |
| GRAND TOTAL RURAL AREA               | 4,802                             | 3,430                     | 1,854                               | 4,560           | 1,854                               | 2.53                                      |
| GRAND TOTAL URBAN AREA               | 5,137                             | 3,669                     | 1,984                               | 4,879           | 1,984                               | 2.65                                      |

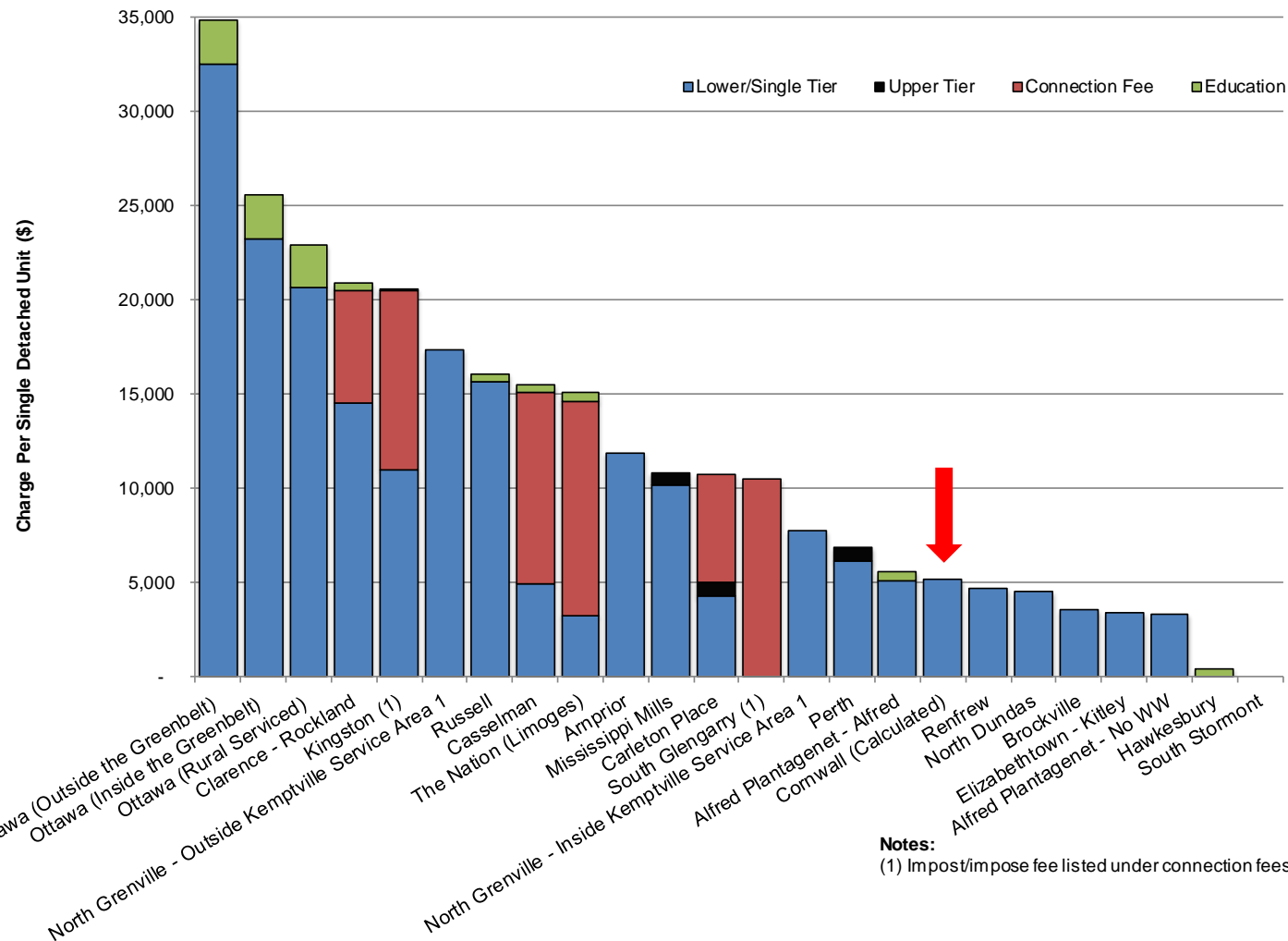
# Budget Impact

---

- Recovering growth-related capital costs from future development, reduces the cross-subsidization from existing tax/rate payers
- Based on charges calculated herein and historical building permit data, revenue forgone from not imposing D.C.s between 2011-2015 estimated at \$4.2 million (\$840,000 annually)
  - Potential revenue represents approximately 1.3% of annual tax levy

# Residential D.C. Comparison (\$/serviced single detached dwelling unit)

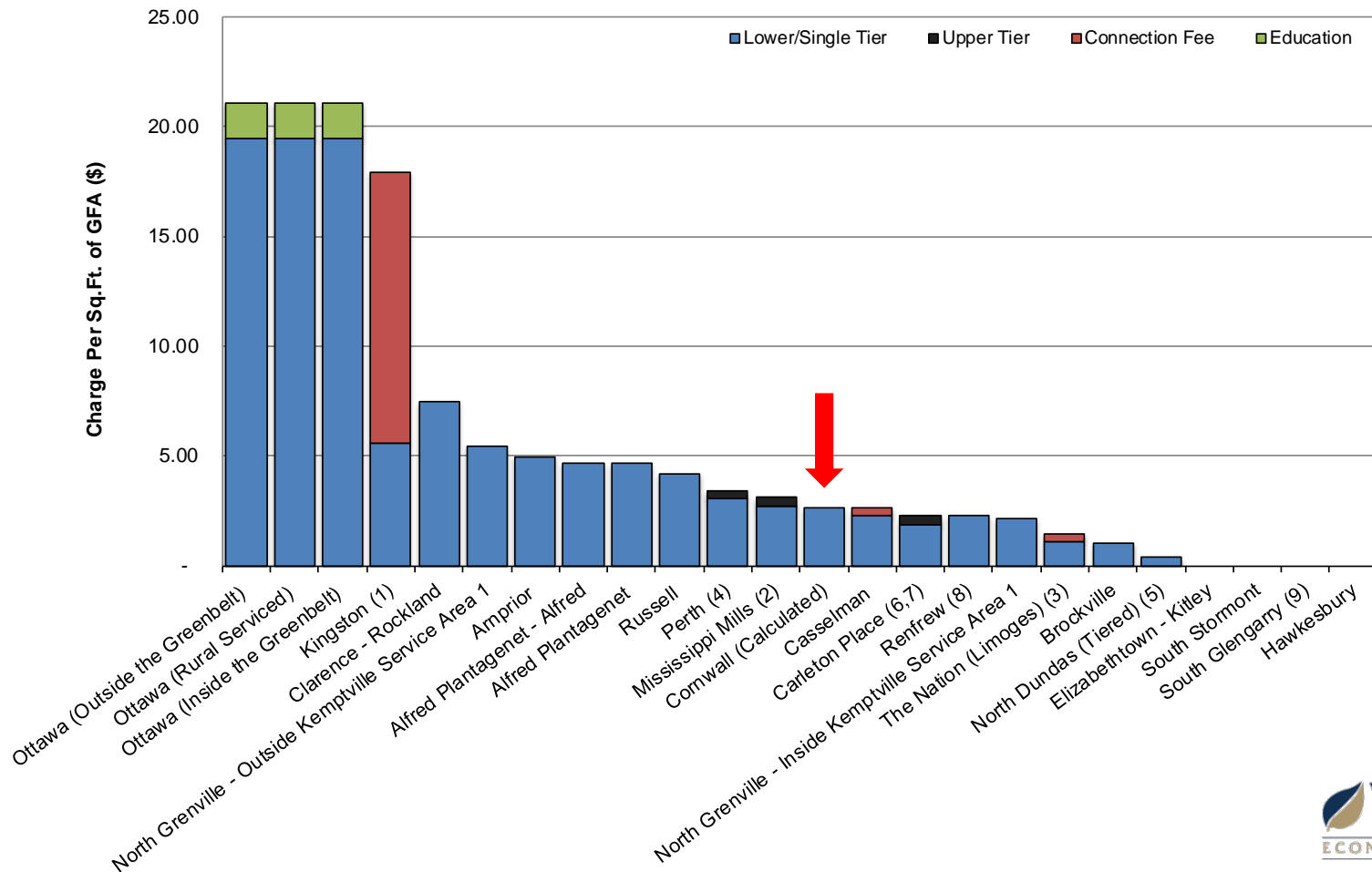
Development Charge Rates for Municipalities in the Vicinity of Cornwall  
Residential Per Fully Serviced Single Detached Unit  
(As of June 1, 2017)



Notes:  
(1) Impost/impose fee listed under connection fees.

# Commercial D.C. Comparison (\$/serviced sq.ft. of gross floor area)

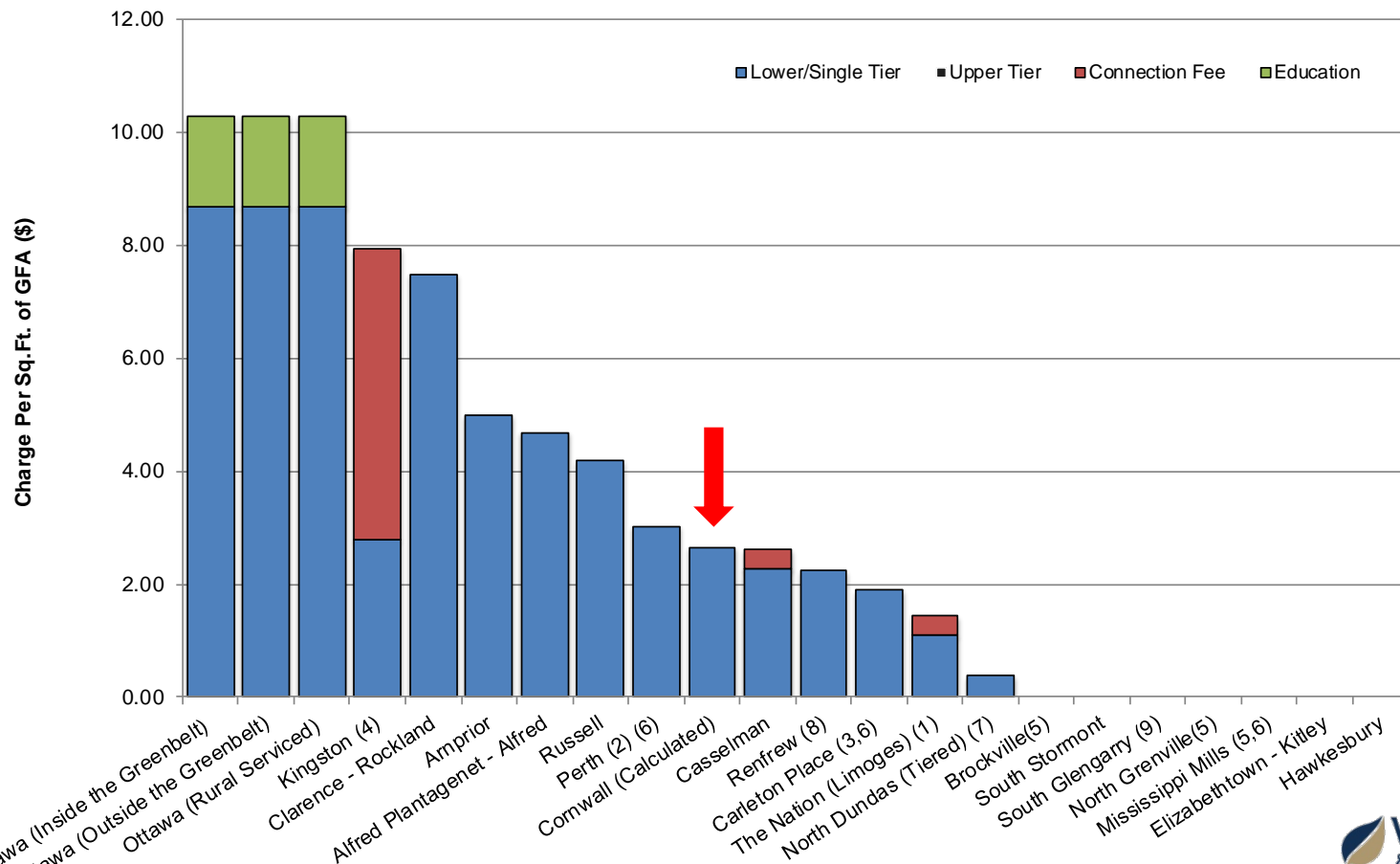
Development Charge Rates for Municipalities in the Vicinity of Cornwall  
Commercial/Retail Per Fully Serviced Square Foot of GFA  
(As of June 1, 2017)



# Industrial D.C. Comparison

## (\$/serviced sq.ft. of gross floor area)

Development Charge Rates for Municipalities in the Vicinity of Cornwall  
 Industrial Per Fully Serviced Square Foot of GFA  
 (As of June 1, 2017)



# Affordability and Development Activity Impact

---

- Imposition of D.C. absorbed by, exclusively or in combination:
  - the selling price or commercial/industrial rent;
  - a land price reduction;
  - a reduction in other production costs; and
  - a reduction in the developer/builder margins
- Absorption of D.C. into selling price/rental rate impacts the purchaser (mortgage costs) and developer/builder (market size)
  - Calculated D.C.s represent 2.1% of the average selling price for new single detached home (\$250,000)



# Affordability and Development Activity Impact

---

- Imposition of calculated D.C.s would represent a \$300 increase in annual mortgage payments (\$25/month)
  - 3% interest rate and 25 year amortization
  - Require commensurate increase in the equity and/or income of purchaser
- In some cases this could have a marginal impact on the size of the City's housing market

# Policy Issues

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- ❑ As no D.C.s currently exist, Council may wish to consider phasing-in the implementation of the charge over multiple years (e.g. equal instalments over the 5-year by-law term)
- ❑ This would allow Council to be able to gauge the impact on D.C.s on development
- ❑ D.C. revenue forgone during phase-in period must be funded from non-D.C. sources (e.g. taxes, user fees, reserves or other financial resources)

# Policy Issues (cont'd)

---

- Charge Applicability, Timing and Deferral Agreements
  - Recommend that the City's D.C. by-law provide for calculation and collection of the charges at the time of building permit issuance
  - The City has ability to enter into deferral or accelerated payment agreements
  - Recommend that water and wastewater services D.C.s be imposed for the urban serviced area only, and that all other charges be imposed on a City-wide basis

# Policy Issues (cont'd)

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## □ Exemptions

- The D.C.A. provides for some mandatory exemptions but also allows municipalities the ability to provide exemptions by by-law at the municipality's discretion
- Exemptions provide that certain classes of development will not be required to pay the charge and may be determined by:
  - Use (e.g. places of worship, farm buildings)
  - Geographic area
  - Development type
  - Service exemption

# Policy Issues (cont'd)

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## □ Exemptions (Cont'd)

- The Act is specific in identifying that these costs may not be made up by increases in the D.C. for other classes of development
- In effect, it is a loss of revenue to the municipality which will have to be funded from non-D.C. sources (e.g. taxes, user fees, reserves or other financial resources)

# Policy Issues (cont'd)

---

## □ D.C. Statutory Exemptions

- Industrial additions of up to and including 50% of the existing gross floor area of the building - for industrial additions which exceed 50% of the existing gross floor area, only the portion of the addition in excess of 50% is subject to development charges
- Land used for Municipal or Board of Education purposes
- 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

# Policy Issues (cont'd)

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- Non-Statutory Exemptions
  - Recommend that non-statutory exemptions are considered to achieve policy objectives
  - Most common non-statutory exemptions across Ontario include exemptions for:
    - Agricultural and farm uses
    - Places of worship
    - Hospitals
    - College or University buildings

# Policy Issues (cont'd)

---

## □ Redevelopment Credits

- Often provided for development involving the conversion of existing floor space from one use to another, or if an existing building on site is being demolished and replaced
- Credits commonly witnessed for a 5-year period from demolition or conversion

## □ Indexing

- Allows for adjustment of charges to reflect underlying cost increases and reduces municipal cash flow impact between statutory by-law reviews
- Commonly delegated to staff for annual adjustment



# Next Steps

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- Receive comment from development industry representatives;
- Present draft recommendations to and development industry feedback to Council;
- Prepare formal D.C. Background Study and draft By-Law;
- Release D.C. Background Study for public review;
- Undertake a statutory public meeting;

# Next Steps (Cont'd)

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- Receive input from the public on the matter and consider any amendments to the background study and by-law;
- Determine if a subsequent public meeting is required on the matter;
- Council to approve the D.C. Background Study and consider adoption of D.C. by-law

**Appendix C – 2017 Development Charges  
Background Study – Development Industry  
Consultation Minutes and Comments**



## 2017 Development Charges Background Study Stakeholder Meeting

July 26, 2017

**Stakeholder Attendance:**

Diego Delgado, Exit Realty  
Dani Derouchie, Cornwall & District Real Estate Board  
John Markell, J.F. Markell Homes  
Guy Menard, Menard Bros & Associates  
Nick Chintakis, Remax Cornwall

**Staff Attendance:**

Mark Boileau  
Tracey Bailey  
Michael Fawthrop  
Maureen Adams  
Julie Donkers

**Presenter:**

Andrew Grunda, Watson & Associates

**Presentation:**

Mark Boileau introduced Andrew to the group and informed them that this presentation has already been made to Council and now it's being presented to this group. The purpose of this meeting is to receive feedback from the community on the study and to get them involved in the process. Presentation boards are set up around the room and you are invited to review them after the presentation.

Andrew Grunda presented the presentation to the group.

**Questions and Answers:**

**Participant's comment**, is concerned that the population growth is a little ambitious in the study. Also raised confusion on the difference between growth and development. The study shows an anticipated short fall of \$11 million in the next 10 years. The prediction of 1,500 new units or 1,500 people works out to be about 3% of the population but they are paying 10% of cost.

**Participant's comment**, says that in other municipalities the cost of Development Charges is actually charged by the amount of toilets and sinks per household. The extra cost of \$5,000 will have a negative impact on the city, it's going to drive development outside of the City. Agrees about new roads in subdivisions but if the City charges \$5000 for an infill site on Pitt it is 'shooting yourself in the foot'. It's going to have a negative impact for the City and it's going to drive up the price of new houses. People

will tear down and rebuild instead. The first things that communities do during a crash is get rid of Development Charges.

**Staff Response**, there are opportunities to have exemptions for infill situations. We've received only residential development comments to date. We would also like to hear if you have comments on Commercial and Industrial properties. Use Target as an example, Cornwall received zero dollars and Milton received \$20 Million in Development Charges. They would still have developed in Cornwall if City had charged them Development Charges. We did not take any money up front but we still had to build the infrastructure. One comment we hear all the time is our taxes are too high.

**Participant's question**, the taxes increased for the Target piece of property so how did you use that money to impact the City's budget?

**Staff Response**, Target had \$2 Million in taxes at the time and it ended up having an impact on the reduction in the tax rate for a few years.

**Participant's question**, when you develop phases of the Industrial Park would you not recoup your cost by selling the land?

**Staff Response**, actually no we do not sell our lands at a very high cost because it's such a competitive market. If we would have charged \$5 Million in Development Charges to Target when they were building it would have helped. It's a more difficult conversation when it comes to Residential Development Charges. It will not affect the Commercial side of things as much. Commercial should probably already have Development Charges. Industrial is almost none existent in Cornwall and in many cities currently.

**Participant's comment**, I would like to see a breakdown of the Residential charts in the study. The projections show 1500 new units over 10 years and then it drops to below 100 after the 10 years. Interesting how it looks. The taxes are a very awkward situation because of the neighboring townships. Another more important exercise is the budget process, the City might want to look into cutting services. We have very thrifty people in Cornwall because for generations on average we have lower wages in this town. We have seen growth since the odour has left. History does not support the kind of growth that is show in the presentation.

**Staff Response**, two things that also affect people moving to the townships are lot sizes and waterfront land.

**Participant's comment**, 70% of housing stock in Cornwall is older than 50-60 years old.

**Staff Response**, if you take a house from Cornwall and compare it to a similar house in another community you'll see that the taxes are the same but the value of the house is way more in the other community. The City has a very different level of services vs our

neighbouring townships. Compare Oshawa taxes to Cornwall and they are very similar but houses are worth more in Oshawa.

**Staff Response**, the Province provides municipalities the opportunity to use Development Charges as an additional source of funding for the municipality. Development Charges are only eligible for increased infrastructure attributed to growth.

**Participant's comment**, we have to be able to defend our Development Charges.

**Staff Response**, we want your feedback and comments and we appreciate it.

**Participant's comment**, if there was a way of having segmented costs that would be justifiable and not one price across the board.

**Staff Response**, we provide incentives programs in the downtown core and some of those projects would not have happened without these incentives.

**Participant's comment**, when people are looking at relocating, look at all the costs such as, utilities, taxes, electrical, they crunch down on the numbers.

**Participant's comment**, I'm a newcomer to Cornwall (10 years) and I love it here. We need to start attracting new businesses in Cornwall. Not so much labour type businesses. I'm happy to see newcomers move here because they come with a passion to start a new business. There is no work for the kids in Cornwall so they are moving away to work.

**Participant's comment**, that is something you see in all cities of this size around the world.

**Participant's comment**, we need to become the next big town like Mississauga did. We are located so close to Ottawa and Montreal we could do like Mississauga did.

**Staff Response**, transition is slow, workforce needs to reflect employers requirements. Transition is going to take a long time.

Mark Boileau thanked Andrew for coming and making the presentation. Council will be happy to hear what everyone had to say.

Comments can also be sent via the Cornwall website.



**{In Archive} Re: Input for New Development Charges** 

**Tracey Bailey** to: ddelgadof

07/28/2017 10:17 AM

Cc: Mark Boileau

Archive:

This message is being viewed in an archive .

Hello Mr. Delgado,

Thank you for your comments. The Development Charges review is a consultative process. We sincerely appreciate your input. If you have any questions or would like to discuss further, please feel free to contact Mark Boileau (ext. 2599) or Tracey Bailey (ext. 2501) directly.

---

**Tracey Bailey** | GM Financial Services and Treasurer  
City of Cornwall | Department of Financial Services  
100 Water Street East, 1<sup>st</sup> Floor, P. O. Box 877  
Cornwall, Ontario, K6H 5T9  
T: 613-930-2787 ext 2501 F: 613-937-7509  
[tbailey@cornwall.ca](mailto:tbailey@cornwall.ca)

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**ddelgadof**

Hi, my name is Diego Delgado and I participated...

07/28/2017 08:26:38 AM

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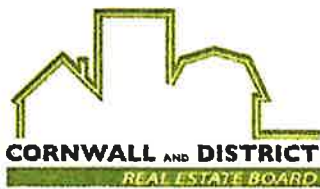
From: [ddelgadof@hotmail.com](mailto:ddelgadof@hotmail.com)  
To: [tbailey@cornwall.ca](mailto:tbailey@cornwall.ca)  
Date: 07/28/2017 08:26 AM  
Subject: Input for New Development Charges  
Sent by: [info@esolutionsgroup.ca](mailto:info@esolutionsgroup.ca)

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Hi, my name is Diego Delgado and I participated on the Development Charges Presentation held on July 26, 2017 at the Civic Center from 10 am to 12 pm. As a tax payer and as a Realtor I believe this new fee would be detrimental towards the progress of our community. Basically, the cost of the expansion to new areas in the city will be on the new buyers bill when it should be evenly divided by the entire town, including the business, commercial and industrial segments. I understand our population is not growing fast enough, the old buildings are not paying enough taxes and in addition the only industry we are developing is mostly labour oriented. In order to change the dynamics of our local economy we need to look at other cities like Mississauga, which has combined all sort of business, industrial, services and office with residential development. This way the community is advancing as a whole and the cost properly balanced. I appreciate this opportunity to express my opinion and if I could be of help please contact me at this email or on my mobile 613-363-7596.

-----  
Origin: <http://www.cornwall.ca/en/finance/development-charges.asp>  
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This email was sent to you by [ddelgadof@hotmail.com](mailto:ddelgadof@hotmail.com) through <http://www.cornwall.ca/>.



103 Eleventh St. West  
Cornwall, On K6J 3A8  
Tel: 613-932-6457  
Fax: 613-932-1687

August 11, 2017

Department of Financial Services  
Corporation of the City of Cornwall  
100 Water St E  
PO Box 877  
Cornwall, ON  
K6H 5T9

Attn: Tracey Bailey,

The Cornwall and District Real Estate Board would like to take this opportunity to thank you for your invitation to preview and attend the 2017 Development Charges Background Study presented on July 26th, 2017. Unfortunately we feel the proposed charges will hinder any possible growth in the city and will drive residential builders outside the city limits. The same can be said for industrial and commercial property which is a highly competitive marketplace. A 2% cost difference will drive a developer/end user outside the city of Cornwall.

It is difficult to accept that a projected 1,500 net increase in population over a period of ten years will have such a strain on the city's resources. The projected growth is a very small and an insignificant increase, especially taking into account the city's current population of 46,641 and in 1996 it was 47,403. A blanket percentage Development Charge on all new projects will hinder the ability of developers of smaller, modest housing from being competitive with builders outside the city limits and in turn vacant land will remain vacant and values will be negatively impacted.

Any city budget shortfalls should be the burden of all property owners not only new owners.

If the proposed Development Charges are for replacement or repair of any old infrastructure, the burden should be of all its tax payers.

Sincerely,

Nick Chintakis, Director  
Cornwall and District Real Estate Board  
[cdreb@cogeco.net](mailto:cdreb@cogeco.net)





# MENARD BROS. & ASSOCIATES LTD.

RESIDENTIAL • INDUSTRIAL • COMMERCIAL • INSTITUTIONAL

1100 MARLEAU AVE, CORNWALL, ONTARIO K6H 2W8

PHONE: (613) 932-7686 • FAX (613) 938-4988

E-MAIL ADDRESS: [moreinfo@menardbros.on.ca](mailto:moreinfo@menardbros.on.ca)

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August 11, 2017

## Contemplated "Development Charges"

Dear Sir or Madam,:

Please accept these comments concerning the proposed Residential Development Charges (RDCs). When this was brought up initially in 2005, I immediately contacted our Builders Association President. DCs, or Lot Levies as they were once more commonly known, should only be considered in municipalities experiencing very strong growth yielding excessive **additional** infrastructure costs. Cornwall, on the other hand is a classic example of where **not** to consider **Residential** DCs, where trunk sewers and similar infrastructure is in **no** need of extensions. . Everybody is aware of the stagnancy of our population. Cornwall should be one of last municipalities to ever consider RDCs.

The number of residential starts for our city has traditionally been well below 100 per year. We are experiencing a temporary increase over the next ten year according to the report. The next ten years, however shows an average **69** starts per year. Hence, we still have a slow growth situation.

The Ontario Home Builders Association has had extensive discussions and confrontations concerning this issue. DCs are quite notorious for their misuse and their negative impacts on new housing activity. The reality of our housing market is that **neighbouring townships** are getting an increasingly larger share of the housing starts for many reasons. Local property taxation is already a major **deterrent** in municipalities the size of Cornwall. This is most evident in the **move-up market** where very few starts not happen in our city. The townships are getting the lion's share of this market. The result in an imbalance in the fairly new local housing stock.

The bottom line is this: DCs are an additional **tax**, plain and simple. This additional tax is an additional cost that would be passed on to the end consumer, the new home buyer. The higher the cost increases, the lower the chances of increasing housing activity. If Council would like to give Cornwall a **competitive disadvantage with neighbouring townships**, I can't think of a more effective way to do it. Many builders are focusing on these townships for a number of reasons. Let's not give them an additional one!

Another way to look at is this: The more housing starts, the larger the tax base; the higher the tax base, the more taxes collected. DCs would simply divert some housing starts from the City of Cornwall to neighbouring townships. Their tax base would increase at the expense of Cornwall's. The amount of money that could ever be collected from DCs would never even come close the amount of property taxes lost forever. It's clear cut!

The entire Background Study was also done in a **vacuum**. One must remember that the probable cause for the temporary increase in recent housing starts can be attributed to the cleaner air quality we now enjoy. Historically, poor air quality kept housing prices and annual starts down in our community.

The Study also points to DC Recoverable amounts of \$11,593,548 through its mathematic analysis. It would be imperative to itemize what actual line items correlate to these investments. Since we are in a low growth situation, it is difficult to rationalize such investments and see where the money is **actually going to be spent!**

As for the applicability of Development Charges for the **commercial and industrial** markets, I am not commenting given my limited current knowledge of these markets.

Sincerely,

Guy L. Menard  
President, Menard Bros & Associates Ltd.



**RE: Development Charges**   
**Tracey Bailey** to: Chris Markell  
Cc: Mark Boileau

08/14/2017 09:35 AM

Hi Chris,

We do not require your comments on letterhead. We will include your revised response with our report to Council.

Have a nice day.

Thank you

---

**Tracey Bailey** | GM Financial Services and Treasurer  
City of Cornwall | Department of Financial Services  
100 Water Street East, 1<sup>st</sup> Floor, P. O. Box 877  
Cornwall, Ontario, K6H 5T9  
T: 613-930-2787 ext 2501 F: 613-937-7509  
[tbailey@cornwall.ca](mailto:tbailey@cornwall.ca)

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From: Chris Markell <cmarkell@rjbourgon.com>  
To: "Tbailey@cornwall.ca" <Tbailey@cornwall.ca>  
Cc: "MBoileau@cornwall.ca" <MBoileau@cornwall.ca>  
Date: 08/14/2017 09:30 AM  
Subject: RE: Development Charges

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No problem – if you need on letterhead or have any questions, please let me know. I would appreciate one minor correction to my second paragraph, included here.

Thank you,

Chris

#### **Comments on Development Charges**

**As residents, property owners, developers and general contractors, we are generally supportive of development charges to finance 'greenfield growth', that is, the design and construction of new infrastructure to support new development and construction. The importance of supporting development and protecting residential rate payers from unreasonable or unsustainable tax increases need to be carefully balanced by the City's administration.**

**We do believe that, given the reality of our City's economic history and outlook, some development projects that are desirable in reference to the City's Official Plan and growth strategies will require support from the City in order to be attractive for private developers to undertake. Programs to support such projects are already in place and should continue, with partial or full exemptions to development charges available as one further incentive of many at the City's disposal to support projects deemed 'of special interest' or 'priority', again with reference to the Official Plan and growth strategies.**

**Respectfully,**

**C. A. Markell, P.Eng.  
President  
Robert J. Bourgon & Associates Ltd.**

**From:** Tbailey@cornwall.ca [mailto:Tbailey@cornwall.ca]  
**Sent:** August 14, 2017 9:24 AM  
**To:** Chris Markell <cmarkell@rjbourgon.com>  
**Cc:** MBoileau@cornwall.ca  
**Subject:** Re: Development Charges

Thank you, Mr. Markell for your comments. The Development Charges review is a consultative process. We sincerely appreciate your input. If you have any questions or would like to discuss further, please feel free to contact Mark Boileau (ext. 2599) or myself (ext. 2501) directly.

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**Tracey Bailey** | GM Financial Services and Treasurer

## **Appendix G – Local Service Policy**

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## Appendix G – 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 development charge 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. However, each application will be considered, in the context of these policy guidelines as subsection 59(2) of the 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 DC; and

g) Wastewater treatment plants and transmission mains associated with municipal service areas shall be included in the DC.

2. The costs of the following items shall be paid through development charges:

- 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 H – Area Municipality Non- Statutory D.C. Exemptions**

| Area Municipalities                | Non-Statutory Exemptions             |                                     |           |            |               |                    |   |                               |                 |                                   |                            |               |               |
|------------------------------------|--------------------------------------|-------------------------------------|-----------|------------|---------------|--------------------|---|-------------------------------|-----------------|-----------------------------------|----------------------------|---------------|---------------|
|                                    | Places of Worship                    | Bona fide Farms / Agricultural Uses | Hospitals | Industrial | Institutional | Seasonal Dwellings | College or University buildings used for Teaching | Non-Profit/Affordable Housing | Non-residential | Temporary Buildings or Structures | Cemetery and Burial Ground | Accessory Use | Garden Suites |
| City of Brockville                 |                                      |                                     |           | x          |               |                    |   | x                             |                 |                                   |                            |               |               |
| City of Clarence-Rockland          | x                                    |                                     |           |            |               |                    |   |                               |                 | x                                 |                            |               |               |
| City of Kingston                   | x                                    | x                                   |           |            |               | x                  |   |                               |                 |                                   |                            |               |               |
| City of Ottawa                     | x                                    | x                                   |           |            |               |                    |   | x                             |                 |                                   |                            |               |               |
| Municipality of North Grenville    | x                                    |                                     |           | x          |               |                    |   |                               |                 |                                   |                            |               |               |
| Municipality of The Nation         | x                                    |                                     |           |            |               |                    |   |                               |                 |                                   | x                          |               |               |
| <i>South Glengarry</i>             | <i>No Development Charges By-Law</i> |                                     |           |            |               |                    |   |                               |                 |                                   |                            |               |               |
| Town of Arnprior                   |                                      |                                     | x         |            |               |                    |   |                               |                 |                                   |                            |               |               |
| Town of Carleton Place             |                                      |                                     |           |            | x             |                    |   |                               |                 |                                   |                            |               |               |
| <i>Town of Hawkesbury</i>          | <i>No Development Charges By-Law</i> |                                     |           |            |               |                    |   |                               |                 |                                   |                            |               |               |
| Town of Mississippi Mills          |                                      |                                     | x         | x          |               |                    |   |                               |                 |                                   |                            |               |               |
| Town of Perth                      | x                                    |                                     | x         |            |               |                    | x   | x                             |                 |                                   |                            |               |               |
| Town of Renfrew                    | x                                    |                                     |           | x          |               |                    |   |                               |                 |                                   | x                          |               |               |
| Township of Alfred and Plantagenet | x                                    |                                     | x         |            |               |                    | x   | x                             | partial         | x                                 | x                          | x             | x             |
| Township of Elizabethtown-Kitley   |                                      |                                     |           |            |               |                    |   |                               |                 |                                   |                            |               |               |
| Township of North Dundas           | x                                    | partial                             | x         |            |               |                    | x   |                               |                 |                                   | x                          | x             |               |
| Township of Russell                | x                                    | x                                   | x         |            |               |                    | x   |                               |                 |                                   |                            |               |               |
| Township of Russell                | x                                    | x                                   | x         |            |               |                    | x   |                               |                 |                                   |                            |               |               |
| <i>Township of South Stormont</i>  | <i>No Development Charges By-Law</i> |                                     |           |            |               |                    |   |                               |                 |                                   |                            |               |               |
| Village of Casselman               |                                      | x                                   |           |            |               |                    |   |                               |                 |                                   | x                          | x             |               |