



# Development Charges Background Study

City of Stratford

February 4, 2022

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## List of Acronyms and Abbreviations

<b>Acronym</b>	<b>Full Description of Acronym</b>
A.M.P.	Asset management plan
CANSIM	Canadian Socio-Economic Information Management System (Statistics Canada)
D.C.	Development Charge
D.C.A.	Development Charges Act, 1997, as amended
ERASE	Environmental, Remediation, and Site Enhancement
F.I.R.	Financial Information Return
G.F.A.	Gross floor area
LPAT	Local Planning Appeal Tribunal
M.O.E.C.P.	Ministry of the Environment, Conservation and Parks
N.F.P.O.W.	No fixed place of work
OLT	Ontario Land Tribunal
O.M.B.	Ontario Municipal Board
O.P.A.	Official Plan Amendment
O. Reg.	Ontario Regulation
P.O.A.	Provincial Offences Act
P.P.U.	Persons per unit
S.D.E.	Single detached equivalent
S.D.U.	Single detached unit
S.W.M.	Stormwater management
sq.ft.	square foot
sq.m	square metre





# Executive Summary



# Executive Summary

1. The report provided herein represents the Development Charges (D.C.) Background Study for the City of Stratford required by the *Development Charges Act, 1997*, as amended (D.C.A.). This report has been prepared in accordance with the methodology required under the D.C.A. The contents include the following:
  - Chapter 1 – Overview of the legislative requirements of the Act;
  - Chapter 2 – Review of present D.C. policies of the City;
  - Chapter 3 – Summary of the residential and non-residential growth forecasts for the City;
  - Chapter 4 – Approach to calculating the D.C.;
  - Chapter 5 – Review of historical service standards and identification of future capital requirements to service growth and related deductions and allocations;
  - Chapter 6 – Calculation of the D.C.s;
  - Chapter 7 – D.C. policy recommendations and rules; and
  - Chapter 8 – By-law implementation.
  
2. D.C.s provide for the recovery of growth-related capital expenditures from new development. The D.C.A. is the statutory basis to recover these charges. The methodology is detailed in Chapter 4; a simplified summary is provided below.
  - 1) Identify amount, type, and location of growth.
  - 2) Identify servicing needs to accommodate growth.
  - 3) Identify capital costs to provide services to meet the needs.
  - 4) Deduct:
    - Grants, subsidies and other contributions;
    - Benefit to existing development;
    - Amounts in excess of 10-year historical service calculation;
    - D.C. reserve funds (where applicable);
  - 5) Net costs are then allocated between residential and non-residential benefit.





- 6) Net costs divided by growth to provide the D.C.
3. A number of changes to the D.C. process need to be addressed as a result of the *Smart Growth for Our Communities Act, 2015* (Bill 73). These changes have been incorporated throughout the report and in the updated draft by-law, as necessary. These items include:
    - a. Area-rating: Council must consider the use of area-specific charges.
    - b. Asset Management Plan for New Infrastructure: The D.C. background study must include an asset management plan (A.M.P.) that deals with all assets proposed to be funded, in whole or in part, by D.C.s. The A.M.P. must show that the assets are financially sustainable over their full lifecycle.
    - c. 60-day Circulation Period: The D.C. background study must be released to the public at least 60-days prior to passage of the D.C. by-law.
    - d. Timing of Collection of Development Charges: The D.C.A. now requires D.C.s to be collected at the time of the first building permit.
  4. Further changes to the D.C.A. were introduced through four bills passed in the Ontario legislature: Bill 108, Bill 138, Bill 197, and Bill 213. The following provides a brief summary of the proposed changes.

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

In May 2019, the Province introduced Bill 108, *More Homes, More Choice Act, 2019* which would make changes to the current D.C. legislation. The Bill was passed and given Royal Assent on June 6, 2019. While the legislation has been passed, much of the detailed changes were to be implemented by Regulation, however, these changes were not implemented (subject to Bill 197 discussed later). The following items are currently in effect:

- a. Effective January 1, 2020, rental housing and institutional developments shall pay D.C.s in six (6) equal annual payments commencing at first occupancy. Non-profit housing developments shall pay D.C.s in 21 equal annual payments. Interest may be charged on the instalments, and any



unpaid amounts inclusive of interest payable shall be added to the property tax roll and collected in the same manner as taxes.

- b. Effective January 1, 2020, the D.C. amount for all developments occurring within two years of a Site Plan or Zoning By-law Amendment planning approval (for applications made after January 1, 2020), shall be determined based on the D.C. by-law in effect on the day of Site Plan or Zoning By-law Amendment application.

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

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

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

In March 2020, Canada was impacted by the COVID-19 global pandemic. As a result, the economy was put into a state of emergency in an effort to slow the spread of the virus. In response, the Province tabled legislation on July 8, 2020 which amended a number of Acts, including the D.C.A. and the *Planning Act*. With Bill 197, many changes proposed in Bill 108 have now been revised. With respect to the above noted changes from Bill 108, the following changes are provided in Bill 197:

- **Eligible Services:** The list of eligible services for the D.C. has now been expanded to include most services eligible under the D.C.A. prior to Bill 108. For the City of Stratford, this means that services currently provided in the D.C. by-law remain eligible except for municipal parking.
- **Mandatory 10% Deduction:** The mandatory 10% deduction is removed (consistent with Bill 108). This applies to all D.C.-eligible services.
- **Community Benefits Charges (C.B.C.):** a municipality may, by by-law impose a C.B.C. to pay for the capital costs for formerly-eligible D.C. services in addition to parkland dedication and bonus zoning contributions. This process will be examined separately from the D.C. study.



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

On December 8, 2020, Bill 213 received Royal Assent. One of the changes of the Bill that took effect upon Royal Assent included amending the *Ministry of Training, Colleges and Universities Act* by introducing a new section that would exempt the payment of D.C.s for developments of land intended for use by a university that receives operating funds from the Government.

These changes to the D.C.A. were proclaimed on September 18, 2020 and are further discussed in section 1.4 of this report.

5. The growth forecast (Chapter 3) on which the City-wide D.C. is based, projects the following population, housing, and non-residential floor area for the 10-year (2022 to 2031), 20-year (2022 to 2041) and buildout time periods.

Table ES-1  
Summary of Growth Forecast by Planning Period

Measure	10 Year 2022 to 2031	20 Year 2022 to 2041	Buildout 2022-Buildout
(Net) Population Increase	3,617	6,641	13,264
Residential Unit Increase	2,049	3,706	6,930
Non-Residential Gross Floor Area Increase (sq.ft.)	1,691,500	2,603,400	3,456,400

Source: Watson & Associates Economists Ltd. forecast 2022.

6. On April 10, 2017, the City of Stratford passed By-law 45-2017 under the D.C.A. The by-law imposes D.C.s on residential uses. This by-law will expire on April 10, 2022. The City is undertaking a D.C. public process and anticipates passing a new by-law in advance of the expiry date. The mandatory public meeting has been set for March 1, 2022 with adoption of the by-law on April 6, 2022.
7. The City's development charges currently in effect are \$14,942 for single detached dwelling units for full services (excluding the Riverbend Area Specific Charges for Stormwater). Non-residential charges are \$2.71 per square foot for full services (excluding the Riverbend Area Specific Charges for Stormwater). This report has undertaken a recalculation of the charge based on future identified needs (presented in Schedule ES-1 for residential and non-residential). Charges have been provided on a City-wide basis for all services (except for Stormwater which is provided on an area-specific basis). The corresponding



single-detached unit charge is \$16,105. The non-residential charge is \$2.42 per square foot of building area. These rates are submitted to Council for its consideration.

8. The City's area specific development charges for stormwater currently in effect in Riverbend are \$2,774 for single detached dwelling units and \$1.05 per sq.ft. of non-residential development. The Riverbend charges are based on calculations completed in prior D.C. studies and will be continued to be indexed until the reserve fund deficit is recovered. The charges for multiples and apartments have been updated to reflect the updated persons per unit information relative to the single detached charge.
9. The D.C.A. requires a summary be provided of the gross capital costs and the net costs to be recovered over the life of the by-law. This calculation is provided by service and is presented in Table 6-5. A summary of these costs is provided below:

Table ES-2  
Summary of Expenditures Anticipated Over the Life of the By-law

Summary of Expenditures Anticipated Over the Life of the By-law	Expenditure Amount
Total gross expenditures planned over the next five years	\$44,474,838
Less:	
Benefit to existing development	\$7,557,525
Post planning period benefit	\$5,723,375
Ineligible re: level of service	\$3,437,700
Grants, subsidies and other contributions	\$4,630,000
<b>Net costs to be recovered from development charges</b>	<b>\$23,126,238</b>

This suggests that for the non-D.C. cost over the five-year D.C. by-law (benefit to existing development, ineligible services, and grants, subsidies and other contributions), \$15.63 million (or an annual amount of \$3.13 million) will need to be contributed from taxes and rates, or other sources.

Based on the above table, the City plans to spend \$44.47 million over the next five years, of which \$23.13 million (52%) is recoverable from D.C.s. Of this net amount, \$20.33 million is recoverable from residential development and \$2.80



million from non-residential development. It is noted also that any exemptions or reductions in the charges would reduce this recovery further.

#### 10. Considerations by Council – The background study represents the service needs arising from residential and non-residential growth over the forecast periods.

The following services are calculated based on a buildout forecast:

- Services Related to a Highway
- Wastewater Services; and
- Water Services.

The following services are calculated based on a 20-year forecast:

- Policing Services; and
- Fire Protection Services.

All other services are calculated based on a 10-year forecast. These include:

- Parks and Recreation Services (formerly Indoor and Outdoor Recreation);
- Library Services;
- Housing Services; and
- Waste Diversion.

In addition, classes of services have been established for Growth Studies (based on a City-wide 10-year forecast) and for Public Works (based on a City-wide 20-year forecast).

Council will consider the findings and recommendations provided in the report and, in conjunction with public input, approve such policies and rates it deems appropriate. These directions will refine the draft D.C. by-law which is appended in Appendix G. These decisions may include:

- adopting the charges and policies recommended herein;
- considering additional exemptions to the by-law; and
- considering reductions in the charge by class of development (obtained by removing certain services on which the charge is based and/or by a general reduction in the charge).



Table ES-3  
Schedule of Development Charges

Service/Class of Service	RESIDENTIAL					NON-RESIDENTIAL
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)
<b>City-Wide Services/Class of Service:</b>						
Public Works (Facilities and Fleet)	702	549	407	302	279	0.44
Fire Protection Services	333	261	193	143	133	0.20
Police Services	479	375	278	206	191	0.29
Parks and Recreation Services	3,265	2,555	1,892	1,406	1,300	0.18
Library Services	607	475	352	261	242	0.03
Growth Studies	266	208	154	115	106	0.17
Housing Services	2,341	1,832	1,356	1,008	932	0.00
Waste Diversion	633	495	367	273	252	0.03
<b>Total City-Wide Services/Class of Services</b>	<b>8,626</b>	<b>6,750</b>	<b>4,999</b>	<b>3,714</b>	<b>3,435</b>	<b>1.34</b>
<b>Infrastructure Services</b>						
Services Related to a Highway	3,374	2,640	1,955	1,453	1,343	0.48
Wastewater Services	3,765	2,946	2,182	1,622	1,499	0.55
Water Services	340	266	197	146	135	0.05
<b>Total Infrastructure Services</b>	<b>7,479</b>	<b>5,852</b>	<b>4,334</b>	<b>3,221</b>	<b>2,977</b>	<b>1.08</b>
<b>GRAND TOTAL CITY-WIDE + INFRASTRUCTURE SERVICES</b>	<b>16,105</b>	<b>12,602</b>	<b>9,333</b>	<b>6,935</b>	<b>6,412</b>	<b>2.42</b>
<b>Area Specific Charge - Riverbend Servicing Area:</b>						
Stormwater and Drainage	2,774	2,171	1,607	1,195	1,104	1.05





# Report



# Chapter 1

## Introduction



# 1. Introduction

## 1.1 Purpose of this Document

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

The City retained Watson & Associates Economists Ltd. (Watson), to undertake the D.C. study process in mid-2021. Watson worked with City staff in preparing the D.C. analysis and policy recommendations.

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

This report has been prepared, in the first instance, to meet the statutory requirements applicable to the City's D.C. background study, as summarized in Chapter 4. It also addresses the requirement for "rules" (contained in Chapter 7) and the proposed by-law to be made available as part of the approval process (included as Appendix G).

In addition, the report is designed to set out sufficient background on the legislation (Chapter 4), Stratford's current D.C. policies (Chapter 2) and the policies underlying the proposed by-law, to make the exercise understandable to those who are involved.

Finally, it 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

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The public meeting required under section 12 of the D.C.A. has been scheduled for March 1, 2022. Its purpose is to present the study to the public and to solicit public input. The meeting is also being held to answer any questions regarding the study's purpose, methodology, and the proposed modifications to the City's D.C.s.

In accordance with the legislation, the background study and proposed D.C. by-law will be available for public review on February 4, 2022.

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;
- refinements to the report, if required; and
- Council consideration of the by-law subsequent to the public meeting.

Figure 1-1 outlines the proposed schedule to be followed with respect to the D.C. by-law adoption process.

Figure 1-1  
Schedule of Key D.C. Process Dates for the City of Stratford

Schedule of Study Milestone	Dates
1. Data collection, staff review, D.C. calculations and policy work	August 2021 to January 2022
2. Public release of final D.C. Background study and proposed by-law	February 4, 2022
3. Public meeting advertisement placed in newspaper(s)	February 4, 2022
4. Public meeting of Council	March 1, 2022
5. Council considers adoption of background study and passage of by-law	April 6, 2022
6. Newspaper notice given of by-law passage	By 20 days after passage
7. Last day for by-law appeal	40 days after passage
8. City makes pamphlet available (where by-law not appealed)	By 60 days after in force date



## **1.3 Changes to the D.C.A.: Bill 73 – Smart Growth for our Communities Act, 2015**

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With the amendment of the D.C.A. (as a result of Bill 73 and O. Reg. 428/15), there are a number of areas that must be addressed to ensure that the City is in compliance with the D.C.A., as amended. The following provides an explanation of the changes to the Act that affect the City's background study and how they have been dealt with to ensure compliance with the amended legislation.

### **1.3.1 Area Rating**

Bill 73 has introduced two new sections where Council must consider the use of area-specific charges:

- 1) Section 2 (9) of the Act now requires a municipality to implement area-specific D.C.s for either specific services which are prescribed and/or for specific municipalities which are to be regulated. (Note that at this time, no municipalities or services are prescribed by the regulations.)
- 2) Section 10 (2) c.1 of the D.C.A. requires that, "the development charges background study shall include consideration of the use of more than one development charge by-law to reflect different needs for services in different areas."

In regard to the first item, there are no services or specific municipalities identified in the regulations which must be area rated. The second item requires Council to consider the use of area rating.

### **1.3.2 Asset Management Plan for New Infrastructure**

The new legislation now requires that a D.C. background study must include an asset management plan (A.M.P.) (subsection 10 (2) (c.2)). The A.M.P. must deal with all assets that are proposed to be funded, in whole or in part, by D.C.s. The current regulations provide very extensive and specific requirements for the A.M.P. related to transit services; however, they are silent with respect to how the asset management plan is to be provided for all other services. As part of any A.M.P., the examination should be consistent with the municipality's existing assumptions, approaches, and policies on asset management planning. This examination may include both qualitative



and quantitative measures such as examining the annual future lifecycle contribution needs (discussed further in Appendix F of this report).

### **1.3.3 60-Day Circulation of the D.C. Background Study**

Previously the legislation required that a D.C. background study be made available to the public at least two weeks prior to the public meeting. The amended legislation now provides that the D.C. background study must be made available to the public (including posting on the municipal website) at least 60 days prior to passage of the D.C. by-law. No other changes were made to timing requirements for such things as notice of the public meeting and notice of by-law passage.

This D.C. study is being provided to the public on February 4, 2022, to ensure the new requirements for release of the study are met.

### **1.3.4 Timing of Collection of D.C.s**

The D.C.A. has been refined by Bill 73 to require that D.C.s are collected at the time of the first building permit. For the majority of development, this will not impact the City's present process. There may be instances, however, where several building permits are to be issued and either the size of the development or the uses will not be definable at the time of the first building permit. In these instances, the City may enter into a delayed payment agreement in order to capture the full development.

## **1.4 Further Changes to the D.C.A.: Bills 108, 138, 197, and 213**

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### **1.4.1 Bill 108: More Homes, More Choice Act – An Act to Amend Various Statutes with Respect to Housing, Other Development, and Various Matters**

On May 2, 2019, the Province introduced Bill 108, which proposed changes to the D.C.A. The Bill was introduced as part of the Province's "*More Homes, More Choice: Ontario's Housing Supply Action Plan.*" The Bill received Royal Assent on June 6, 2019.

While having received Royal Assent, many of the amendments to the D.C.A. would not come into effect until they are proclaimed by the Lieutenant Governor (many of these

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changes were revised through Bill 197). At the time of writing, the following provisions have been proclaimed:

- Effective January 1, 2020, rental housing and institutional developments will pay D.C.s in six equal annual payments commencing at occupancy. Non-profit housing developments will pay D.C.s in 21 equal annual payments. Interest may be charged on the instalments, and any unpaid amounts may be added to the property and collected as taxes.
- Effective January 1, 2020, the D.C. amount for all developments occurring within 2 years of a Site Plan or Zoning By-law Amendment planning approval (for application submitted after this section is proclaimed), shall be determined based on the D.C. in effect on the day of Site Plan or Zoning By-law Amendment application. If the development is not proceeding via these planning approvals, then the amount is determined the earlier of the date of issuance of a building permit.

On February 28, 2020, the Province released updated draft regulations related to the D.C.A. and the *Planning Act*. A summary of these changes that were to take effect upon proclamation by the Lieutenant Governor is provided below:

- **Changes to Eligible Services** – Prior to Bill 108, the D.C.A. provided a list of ineligible services whereby municipalities could include growth related costs for any service that was not listed. With Bill 108, the changes to the D.C.A. would now specifically list the services that are eligible for inclusion in the by-law. Further, the initial list of eligible services under Bill 108 was limited to "hard services", with the "soft services" being removed from the D.C.A. These services would be considered as part of a new community benefits charge (discussed below) imposed under the *Planning Act*. As noted in the next section this list of services has been amended through Bill 197.
- **Mandatory 10% deduction** – The amending legislation would have removed the mandatory 10% deduction for all services that remain eligible under the D.C.A.
- **Remaining Services to be Included in a New Community Benefits Charge (C.B.C.) Under the Planning Act** – It was proposed that a municipality may, by by-law, impose a C.B.C. against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. The C.B.C. was proposed to include formerly



eligible D.C. services that are not included in the above listing, in addition to parkland dedication and bonus zoning contributions.

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

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

### **1.4.3 Bill 197: COVID-19 Economic Recovery Act**

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

#### **1.4.3.1 D.C. Related Changes**

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

As noted above, under Bill 108 some services were to be included under the D.C.A. and some would be included under the C.B.C. authority. Bill 197, however, revised this proposed change and has included all services (with some exceptions) under the D.C.A. These services are as follows:

- Water supply services, including distribution and treatment services.
- Wastewater services, including sewers and treatment services.
- Storm water drainage and control services.
- Services related to a highway.
- Electrical power services.
- Toronto-York subway extension.
- Transit services.
- Waste diversion services.



- Policing services.
- Fire protection services.
- Ambulance services.
- Library services.
- Long-term Care services
- Parks and Recreation services, but not the acquisition of land for parks.
- Public Health services.
- Childcare and early years services.
- Housing services.
- *Provincial Offences Act* services.
- Services related to emergency preparedness.
- Services related to airports, but only in the Regional Municipality of Waterloo.
- Additional services as prescribed.

Based on the eligible services noted above, the City's Municipal Parking service will not be included as part of the D.C. calculations.

### **Classes of Services – D.C.**

Pre-Bill 108/197 legislation (i.e., D.C.A., 1997) allowed for categories of services to be grouped together into a minimum of two categories (90% and 100% services).

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

- A D.C. by-law may provide for any eligible service or capital cost related to any eligible service to be included in a class, set out in the by-law.
- A class may be composed of any number or combination of services and may include parts or portions of the eligible services or parts or portions of the capital costs in respect of those services.
- A D.C. by-law may provide for a class consisting of studies in respect of any eligible service whose capital costs are described in paragraphs 5 and 6 of s. 5 of the D.C.A.
- A class of service set out in the D.C. by-law is deemed to be a single service with respect to reserve funds, use of monies, and credits.



As well, the removal of the 10% deduction for soft services under Bill 108 has been maintained.

Note: An initial consideration of “class” appears to mean any group of services.

### *1.4.3.2 C.B.C. Related Changes*

#### **C.B.C. Eligibility**

The C.B.C. is limited to lower-tier and single tier municipalities; upper-tier municipalities will not be allowed to impose this charge. O. Reg. 509/20 was filed on September 18, 2020. This regulation provides for the following:

- A maximum rate will be set as a percentage of the market value of the land the day before building permit issuance. The maximum rate is set at 4%. The C.B.C. may only be imposed on developing or redeveloping buildings which have a minimum height of five stories and contain no less than 10 residential units.
- Bill 197 states that before passing a C.B.C. by-law, the municipality shall prepare a C.B.C. strategy that (a) identifies the facilities, services, and matters that will be funded with C.B.C.s; and (b) complies with any prescribed requirements.
- Only one C.B.C. by-law may be in effect in a local municipality at a time.

### *1.4.3.3 Combined D.C. and C.B.C. Impacts*

#### **D.C. vs. C.B.C. Capital Cost**

A C.B.C. may be imposed with respect to the services listed in s. 2 (4) of the D.C.A. (eligible services), “provided that the capital costs that are intended to be funded by the community benefits charge are not capital costs that are intended to be funded under a development charge by-law.”

#### **Transition – D.C. and C.B.C.**

The specified date for municipalities to transition to the D.C. and C.B.C. is two years after Schedules 3 and 17 of the *COVID-19 Economic Recovery Act* comes into force (i.e., September 18, 2022).



Generally, for existing reserve funds (related to D.C. services that will be ineligible):

- If a C.B.C. is passed, the funds are transferred to the C.B.C. special account;
- If no C.B.C. is passed, the funds are moved to a general reserve fund for the same purpose;
- If a C.B.C. is passed subsequent to moving funds to a general reserve fund, those monies are then moved again to the C.B.C. special account.

For reserve funds established under s. 37 of the *Planning Act* (e.g., bonus zoning):

- If a C.B.C. is passed, the funds are transferred to the C.B.C. special account;
- If no C.B.C. is passed, the funds are moved to a general reserve fund for the same purpose;
- If a C.B.C. is passed subsequent to moving funds to a general reserve fund, those monies are then moved again to the C.B.C. special account.

If a municipality passes a C.B.C. by-law, any existing D.C. credits a landowner may retain may be used towards payment of that landowner's C.B.C.

As a result of the passage of Bill 197, and subsequent proclamation on September 18, 2020, this report has provided the D.C. calculations without the 10% mandatory deduction.

At this time, no decision has been made with respect to developing a C.B.C. therefore, this report does not address any community benefit charges at this time.

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

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



# Chapter 2

## Current City of Stratford Policy





## 2. Current City of Stratford Policy

### 2.1 Schedule of Charges

On April 10, 2017, the City of Stratford passed By-law 45-2017 under the D.C.A. This by-law imposes D.C.s on residential uses. The table below provides the rates currently in effect.

Table 2-1  
City of Stratford  
Current D.C. Rates  
(January 1, 2022)

Service	Residential				Non-Residential
	Single & Semi Detached	Multiples	Apartments with >= 2 Bedrooms	Apartments with < 2 Bedrooms	per sq.ft.
<b>Municipal Wide Services</b>					
Public Works	424	308	270	174	0.53
Parking	122	89	78	50	0.11
Fire Protection Services	302	219	192	124	0.21
Policing Services	292	212	186	120	0.25
Parks and Recreation Services	5,794	4,207	3,692	2,371	0.37
Library Services	315	229	201	129	0.02
Growth Studies	134	98	86	55	0.12
Waste Diversion	62	45	39	25	0.06
<b>Total Municipal Wide Services</b>	<b>7,446</b>	<b>5,407</b>	<b>4,744</b>	<b>3,047</b>	<b>1.67</b>
<b>Infrastructure Services</b>					
Services Related to a Highway	3,299	2,395	2,102	1,350	0.36
Wastewater Services	3,742	2,717	2,384	1,531	0.59
Water Services	456	331	291	187	0.08
<b>Total Infrastructure Services</b>	<b>7,496</b>	<b>5,443</b>	<b>4,777</b>	<b>3,068</b>	<b>1.04</b>
<b>Grand Total Municipal Wide + Infrastructure Services</b>	<b>14,942</b>	<b>10,850</b>	<b>9,521</b>	<b>6,115</b>	<b>2.71</b>
<b>Riverbend Area Specific</b>					
Stormwater and Drainage	2,774	2,014	1,767	1,136	1.05

Source: City of Stratford

### 2.2 Services Covered

The following services are covered under By-law 45-2017:

#### City-wide Services:

- Services Related to a Highway;
- Public Works;
- Fire Protection Services;
- Policing Services;
- Municipal Parking\*;



- Parks and Recreation Services (Indoor and Outdoor Recreation Services);
- Library Services;
- Growth Studies (Administration);
- Waste Diversion;
- Water services; and
- Wastewater services.

In addition to the City-wide services, the City also imposes a Stormwater Management Charge for residential and commercial projects in the Riverbend Areas.

\*Note: With the changes from Bill 197, Municipal Parking will no longer be considered a D.C.-eligible service and has been excluded from the D.C. calculations.

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

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D.C.s are payable at the time of building permit issuance (subject to the amendments to the D.C.A.) and are collected by the City of Stratford Planning and Building Department.

## **2.4 Indexing**

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Rates shall be adjusted, without amendment to the By-law, annually on June 1, in accordance with the most recent twelve month change in the Statistics Canada Quarterly, "Construction Price Statistics" (catalogue 62-007).

## **2.5 Redevelopment Allowance**

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

- (a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C. under subsection 2 (2) a)



of the by-law by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use.

## 2.6 Exemptions

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The following statutory exemptions are provided under By-law 45-2017:

a) 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 development charges (s. 4 (3)) of the D.C.A.;
- buildings or structures owned by and used for the purposes of any municipality, local board or Board of Education (s. 3);
- residential development that results only in the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (based on prescribed limits set out in s. 2 of O. Reg. 82/98).

b) Non-statutory exemptions

- A development of existing commercial buildings or structures or part thereof where the square footage is not increased;
- Any use permitted pursuant to section 39 of the *Planning Act*;
- An industrial development;
- An accessory building;
- The conversion of industrial buildings to residential uses within Special Policy Area No.7: Factory District, of the City's Official Plan; and
- The creation of residential use within existing buildings located in the Heritage Conservation District, pursuant to City By-law No. 173-97.



# Chapter 3

## Anticipated Development in the City of Stratford



## 3. Anticipated Development in the City of Stratford

### 3.1 Requirement of the Act

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The growth forecast contained in this chapter (with supplemental tables in Appendix A) provides for the anticipated development for which the City of Stratford will be required to provide services, over a 10-year (mid-2022 to mid-2032), long-term (mid-2022 to mid-2041) and buildout (mid-2022 to buildout) time horizon.

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

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

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

- City of Stratford 2017 Development Charges Background Study, Watson & Associates Economists Ltd., February 9, 2017;
- 2006, 2011 and 2016 population, household, and employment Census data;
- Historical residential building permit data over the 2011 to 2021 July 2021 year-to-date period;
- Residential and non-residential supply opportunities as identified by City of Stratford staff; and
- Discussions with City staff regarding anticipated residential and non-residential development in the City of Stratford.



### 3.3 Summary of Growth Forecast

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

As identified Table 3-1 and Appendix A, *Schedule 1*, the population in Stratford is anticipated to reach approximately 37,360 by mid-2032, 40,380 by mid-2041 and 47,010 by buildout, resulting in an increase of approximately 3,620, 6,640 and 13,260 persons, respectively.<sup>1</sup>

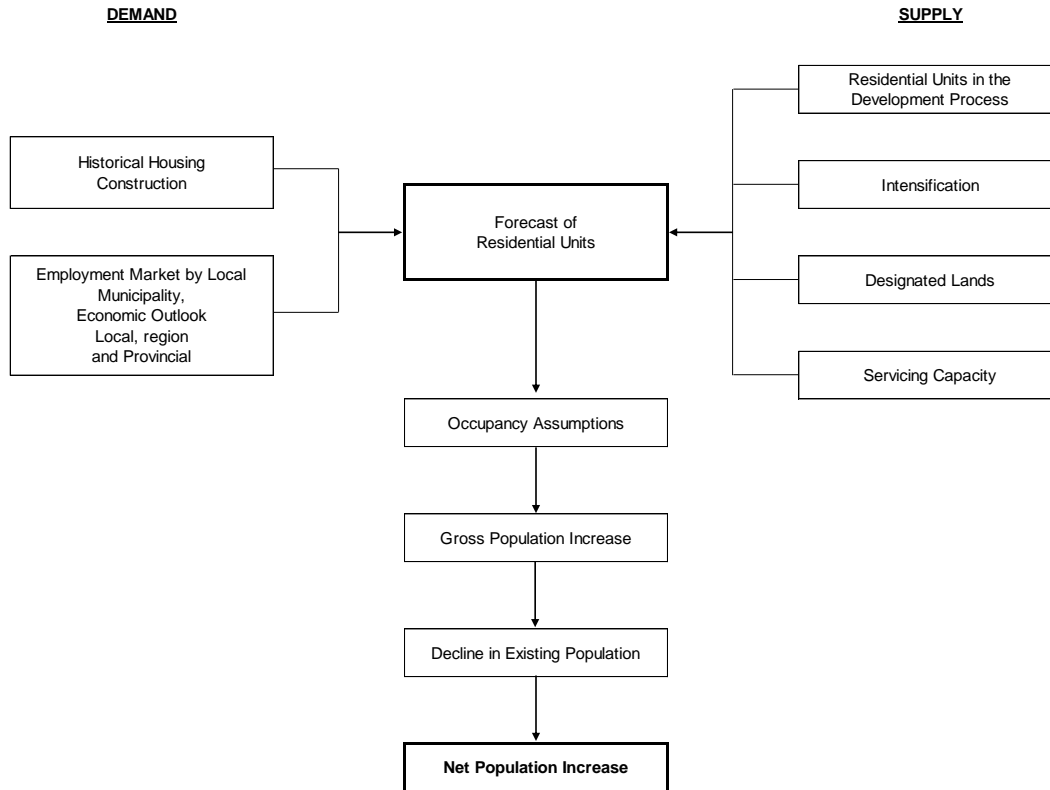
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<sup>1</sup> The population figures used in the calculation of the 2022 D.C. exclude the net Census undercount, which is estimated at approximately 2.7%.

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Figure 3-1  
Household Formation-based Population and Household Projection Model





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

	Year	Population (Including Census Undercount) <sup>1</sup>	Excluding Census Undercount			Housing Units					Person Per Unit (P.P.U.): Total Population/ Total Households	
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other	Total Households		Equivalent Institutional Households
Historical	<i>Mid 2006</i>	31,320	30,461	681	29,780	8,415	1,310	3,065	80	12,870	619	2.367
	<i>Mid 2011</i>	31,760	30,886	956	29,930	8,844	1,335	3,122	29	13,330	869	2.317
	<i>Mid 2016</i>	32,360	31,465	840	30,625	9,050	1,525	3,235	35	13,845	764	2.273
Forecast	<i>Mid 2022</i>	34,700	33,742	912	32,830	9,604	1,708	3,790	35	15,137	829	2.229
	<i>Mid 2032</i>	38,420	37,359	1,022	36,337	10,586	2,296	4,269	35	17,187	929	2.174
	<i>Mid 2041</i>	41,530	40,383	1,078	39,305	11,288	2,802	4,718	35	18,842	980	2.143
	<i>Buildout</i>	48,340	47,006	1,255	45,751	12,506	3,936	5,590	35	22,067	1,141	2.130
Incremental	<b>Mid 2006 - Mid 2011</b>	<b>440</b>	<b>425</b>	<b>275</b>	<b>150</b>	<b>429</b>	<b>25</b>	<b>57</b>	<b>-51</b>	<b>460</b>	<b>250</b>	
	<b>Mid 2011 - Mid 2016</b>	<b>600</b>	<b>579</b>	<b>-116</b>	<b>695</b>	<b>206</b>	<b>190</b>	<b>113</b>	<b>6</b>	<b>515</b>	<b>-105</b>	
	<b>Mid 2016 - Mid 2022</b>	<b>2,340</b>	<b>2,277</b>	<b>72</b>	<b>2,205</b>	<b>554</b>	<b>183</b>	<b>555</b>	<b>0</b>	<b>1,292</b>	<b>65</b>	
	<b>Mid 2022 - Mid 2032</b>	<b>3,720</b>	<b>3,617</b>	<b>110</b>	<b>3,507</b>	<b>982</b>	<b>588</b>	<b>479</b>	<b>0</b>	<b>2,050</b>	<b>100</b>	
	<b>Mid 2022 - Mid 2041</b>	<b>6,830</b>	<b>6,641</b>	<b>166</b>	<b>6,475</b>	<b>1,684</b>	<b>1,094</b>	<b>928</b>	<b>0</b>	<b>3,705</b>	<b>151</b>	
	<b>Mid 2022 - Buildout</b>	<b>13,640</b>	<b>13,264</b>	<b>343</b>	<b>12,921</b>	<b>2,902</b>	<b>2,228</b>	<b>1,800</b>	<b>0</b>	<b>6,930</b>	<b>312</b>	

Source: Watson & Associates Economists Ltd.

<sup>1</sup> Census undercount estimated at approximately 2.8%. Note: Population including the undercount has been rounded.

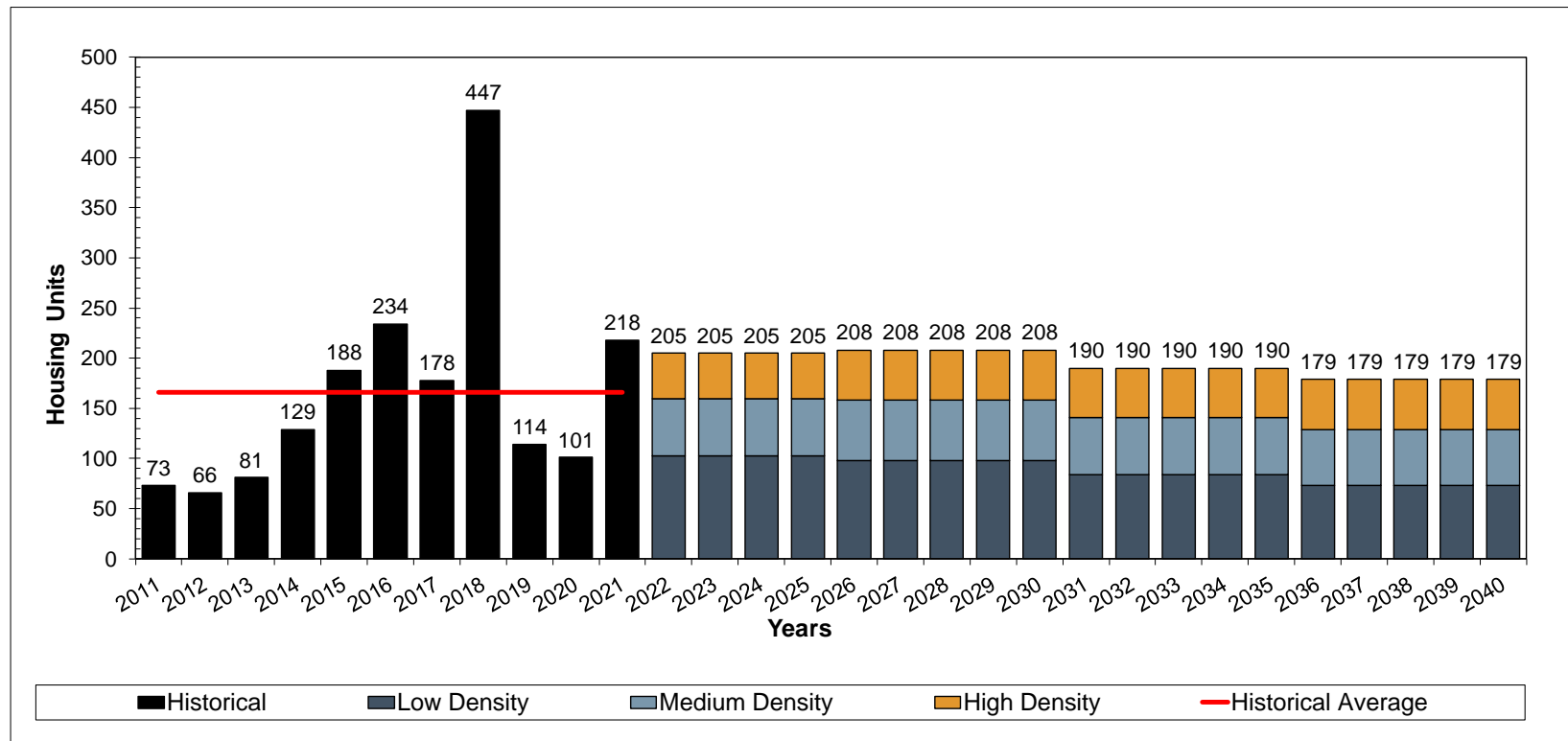
<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.





Figure 3-2  
City of Stratford  
Annual Housing Forecast



Source: Historical housing activity derived from City of Stratford building permit data, 2011-2020, and 2021 estimated based on July 2021 year-to-date data by Watson & Associates Economists Ltd.

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



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

### 1. Housing Unit Mix (Appendix A – Schedules 1, 6 and 7)

- The housing unit mix for the City was derived from a detailed review of historical development activity (as per Schedule 6), as well as active residential development applications (as per Schedule 7) and discussions with City staff regarding anticipated development trends for Stratford.
- Based on the above indicators, the 2022 to 2041 household growth forecast for the City is comprised of a unit mix of 45% low density units (single detached and semi-detached), 30% medium density (multiples except apartments) and 25% high density (bachelor, 1-bedroom and 2-bedroom apartments) units.

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

- Schedule 2 summarizes the anticipated amount, type, and location of development by servicing area for the City of Stratford.
- In accordance with forecast demand and available land supply, the amount and percentage of forecast housing growth between 2022 and 2041 by development location is summarized below.

Development Location	Amount of Housing Growth, 2022 to 2041	Percentage of Housing Growth, 2022 to 2041
Northeast Area	750	20.3%
West Area	1,870	51.5%
Stratford East	450	12.2%
Other <sup>1</sup>	630	17.0%
<b>City Total</b>	<b>3,710</b>	<b>100%</b>

<sup>1</sup> Includes all lands outside of Stratford Northeast, West and Stratford East areas.  
Note: Figures may not add precisely due to rounding.



### 3. Planning Period

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

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

- The number of housing units to be constructed by 2041 in the City of Stratford over the forecast period is presented in Figure 3-2. Over the 2022 to 2041 forecast period, the City is anticipated to average 195 new housing units per year.
- Institutional population<sup>1</sup> is anticipated to increase by approximately 170 people between 2022 to 2041.
- Population in new units is derived from Schedules 3, 4, and 5, which incorporate historical development activity, anticipated units (see unit mix discussion) and average persons per unit (P.P.U.) by dwelling type for new units.
- Schedule 8a summarizes the average P.P.U. assumed for new housing units by age and type of dwelling based on Statistics Canada 2016 custom Census data for the City of Stratford. The total calculated 25-year adjusted average P.P.U.s by dwelling type are as follows:
  - Low density: 2.763
  - Medium density: 2.162
  - High density:<sup>2</sup> 1.484

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

- Existing households for mid-2022 are based on the 2016 Census households, plus estimated residential units constructed between mid-

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

<sup>2</sup> Includes bachelor, 1-bedroom and 2- or more bedroom apartments.



2016 and late-2022, assuming a 6-month lag between construction and occupancy (see Schedule 3).

- 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 2022 to 2041 forecast period is approximately 1,920.

## **6. Employment (Appendix A, Schedules 10a, 10b, 10c)**

- Employment The employment projections provided herein are largely based on the activity rate method, which is defined as the number of jobs in the City divided by the number of residents. Key employment sectors include primary, industrial, commercial/ population-related, institutional, and work at home, which are considered individually below.
- 2016 employment data<sup>1</sup> (place of work) for the City of Stratford is outlined in Schedule 10a. The 2016 employment base is comprised of the following sectors:
  - 75 primary (0%);
  - 1,000 work at home employment (5%);
  - 6,928 industrial (36%);
  - 7,423 commercial/population related (38%); and
  - 4,070 institutional (21%).
- The 2016 employment by usual place of work, including work at home, is 19,495.
- Total employment, including work at home for the City is anticipated to reach approximately 22,980 by mid-2032, 24,330 by mid-2041 and 30,730 by buildout. This represents an employment increase of approximately 2,470 for the 10-year forecast period, 3,820 for the 2022 to 2041 forecast period and 10,230 for the 2022 to buildout forecast period.
- Schedule 10b, Appendix A, summarizes the employment forecast, excluding work at home employment, which is the basis for the D.C. employment forecast. The impact on municipal services from work at home employees has already been included in the population forecast.

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<sup>1</sup> 2016 employment is based on Statistics Canada 2016 Place of Work Employment dataset by Watson & Associates Economists Ltd.



Accordingly, work at home employees have been removed from the D.C.A. employment forecast and calculation.

- Total employment for the City of Stratford (excluding work at home employment) is anticipated to reach approximately 21,710 by mid-2032, 22,970 by mid-2041 and 29,050 by buildout. This represents an employment increase of approximately 2,310 for the 10-year forecast period, 3,570 for the 2022 to 2041 forecast period and 9,650 for the 2022 to 2041 buildout forecast period.<sup>1</sup>

## **7. Non-Residential Sq.ft. Estimates (G.F.A., Appendix A, Schedule 10b)**

- Square footage estimates were calculated in Schedule 10b based on the following employee density assumptions:
  - 1,200 sq.ft. per employee for industrial;
  - 500 sq.ft. per employee for commercial/population-related; and
  - 680 sq.ft. per employee for institutional employment.
- The City-wide incremental Gross Floor Area (G.F.A.) is anticipated to increase by 1.7 million sq.ft. over the 10-year forecast period, 2.6 million sq.ft. over the 2022 to 2041 forecast period and 7.3 million sq.ft. over the 2022 to buildout period.
- In terms of percentage growth, the 2022 to 2041 incremental G.F.A. forecast by sector is broken down as follows:
  - industrial – 50%;
  - commercial/population-related – 34%; and
  - institutional – 16%

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<sup>1</sup> G.F.A. and employment associated within special care institutional dwellings treated as residential, resulting in an institutional employment difference between Schedules 10a and 10b. Total employment growth in Schedule 10b (excluding work at home and N.F.P.O.W. employment) has been downwardly adjusted to account for institutional employment associated with special care facilities. Total employment in Schedule 10b is anticipated to reach approximately 21,630 by mid-2032, 22,860 by mid-2041 and 28,860 by buildout.



## 8. Geography of Non-Residential Development (Appendix A, Schedule 10c)

- Square Schedule 10c summarizes the anticipated amount, type, and location of non-residential development by servicing area for the City of Stratford by area.
- The amount and percentage of forecast total non-residential growth between 2022 and 2041 by development location is summarized below.

Development Location	Amount of Non-Residential G.F.A. (sq.ft.), 2022 to 2041	Percentage of Non-Residential G.F.A., 2022 to 2041
Northeast Area	0.4 million	13.7%
West Area	0.8 million	30.6%
Stratford East	0.1 million	3.6%
Other <sup>1</sup>	1.4 million	52.1%
<i>City Total</i>	<i>2.6 million</i>	<i>100%</i>

<sup>1</sup> Includes all lands outside of Stratford Northeast, West, and Stratford East areas.

Note: Figures may not add precisely due to rounding.



# Chapter 4

## The Approach to the Calculation of the Charge



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

### 4.1 Introduction

---

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

### 4.2 Services Potentially Involved

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Table 4-1 lists the full range of City service categories which are provided within the City.

A number of these services are not listed as an eligible service for inclusion in the D.C. by-law as per subsection 2 (4) of the D.C.A. These are shown as “ineligible” on Table 4-1. Two ineligible costs defined in subsection 5 (3) of the D.C.A. are “computer equipment” and “rolling stock with an estimated useful life of (less than) seven years.” In addition, local roads are covered separately under subdivision agreements and related means (as are other local services). Services that are potentially eligible for inclusion in the City’s D.C. are indicated with a “Yes.”

### 4.3 Increase in the Need for Service

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The D.C. calculation commences with an estimate of “the increase in the need for service attributable to the anticipated development,” for each service to be covered by the by-law. There must be some form of link or attribution between the anticipated development and the estimated increase in the need for service. While the need could conceivably be expressed generally in terms of units of capacity, subsection 5 (1) 3, which requires that City 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.







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

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

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
	Yes	1.3 Bridges, culverts and roundabouts	100
	No	1.4 Local municipal roads	0
	Yes	1.5 Traffic signals	100
	Yes	1.6 Sidewalks and streetlights	100
	Yes	1.7 Active transportation	100
2. Other Transportation Services	No	2.1 Transit vehicles <sup>1</sup> & facilities	100
	No	2.2 Other transit infrastructure	100
	No	2.3 Municipal parking spaces - indoor	0
	No	2.4 Municipal parking spaces - outdoor	0
	Yes	2.5 Works yards	100
	Yes	2.6 Rolling stock <sup>1</sup>	100
	n/a	2.7 Ferries	0
	n/a	2.8 Airport <sup>2</sup>	100

<sup>1</sup> with a useful life of 7 years or greater

<sup>2</sup> only eligible for the Region of Waterloo



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
3. Stormwater Drainage and Control Services	Yes	3.1 Main channels and drainage trunks	100
	No	3.2 Channel connections	100
	No	3.3 Retention/detention ponds	100
4. Fire Protection Services	Yes	4.1 Fire stations	100
	Yes	4.2 Fire vehicles <sup>1</sup>	100
	Yes	4.3 Small equipment and gear	100
5. Parks 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	100
	n/a	5.3 Development of district parks	100
	Yes	5.4 Development of municipal-wide parks	100
	Yes	5.5 Development of special purpose parks	100
	Yes	5.6 Parks rolling stock <sup>1</sup> and yards	100
	Yes	5.7 Recreation Trails	100
6. Recreation Services	Yes	6.1 Arenas, indoor pools, fitness facilities, community centres, etc. (including land)	100
	Yes	6.2 Recreation vehicles and equipment <sup>1</sup>	100
7. Library Services	Yes	7.1 Public library space (incl. furniture and equipment)	100
	n/a	7.2 Library vehicles <sup>1</sup>	100
	Yes	7.3 Library materials	100
8. Emergency Preparedness Services	No	8.1 Facility space (incl. furniture and equipment)	100
	No	8.2 Vehicles <sup>1</sup>	100
	No	8.3 Equipment	100
9. Electrical Power Services	Ineligible	9.1 Electrical substations	0
	Ineligible	9.2 Electrical distribution system	0
	Ineligible	9.3 Electrical system rolling stock	0

<sup>1</sup> with a useful life of 7 years or greater



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
10. Provision of Cultural, Entertainment and Tourism Facilities and Convention Centres	Ineligible	10.1 Cultural space (e.g., art galleries, museums, and theatres)	0
	Ineligible	10.2 Tourism facilities and convention centres	0
11. Wastewater Services	Yes	11.1 Treatment plants	100
	Yes	11.2 Sewage trunks	100
	n/a	11.3 Local systems	0
	Yes	11.4 Vehicles and equipment <sup>1</sup>	100
12. Water Supply Services	No	12.1 Treatment plants	100
	Yes	12.2 Distribution systems	100
	n/a	12.3 Local systems	0
	Yes	12.4 Vehicles and equipment <sup>1</sup>	100
13. Waste Management Services	Ineligible	13.1 Landfill collection, transfer vehicles and equipment	0
	Ineligible	13.2 Landfills and other disposal facilities	0
	Yes	13.3 Waste diversion facilities	100
	Yes	13.4 Waste diversion vehicles and equipment <sup>1</sup>	100
14. Policing Services	Yes	14.1 Policing detachments	100
	Yes	14.2 Policing rolling stock <sup>1</sup>	100
	Yes	14.3 Small equipment and gear	100
15. Homes for the Aged	n/a	15.1 Homes for the aged space	100
	n/a	15.2 Vehicles <sup>1</sup>	100
16. Childcare	No	16.1 Childcare space	100
	No	16.2 Vehicles <sup>1</sup>	100
17. Health	n/a	17.1 Health department space	100
	n/a	17.2 Health department vehicles <sup>1</sup>	100
18. Social Housing	Yes	18.1 Social housing space	100
19. <i>Provincial Offences Act (P.O.A.)</i>	n/a	19.1 P.O.A. space	100
20. Social Services	n/a	20.1 Social service space	0

<sup>1</sup> with a useful life of 7 years or greater





## 4.5 Capital Forecast

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Paragraph 7 of subsection 5 (1) of the D.C.A. requires that “the capital costs necessary to provide the increased services must be estimated.” The Act goes on to require 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, City Council must indicate “that it intends to ensure that such an increase in need will be met” (subsection 5 (1) 3). This can be done if the increase in service forms part of a Council-approved Official Plan, capital forecast, or similar expression of the intention of Council (O. Reg. 82/98 section 3). The capital program contained herein reflects the City’s approved and proposed capital budgets and master servicing/needs studies.

## 4.6 Treatment of Credits

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Section 8, paragraph 5, of O. Reg. 82/98 indicates that a D.C. background study must set out “the estimated value of credits that are being carried forward relating to the service.” Subsection 17, paragraph 4, of the same regulation indicates that “the value of the credit cannot be recovered from future D.C.s,” if the credit pertains to an ineligible

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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. If a credit is available, it will be included as part of the D.C. calculations.

## 4.7 Classes of Services

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Section 7 of the D.C.A. states that a D.C. by-law may provide for any D.C. eligible service or the capital costs with respect to those services. Further, a class may be composed of any number or combination of services and may include parts or portions of each D.C. eligible service. With respect to growth-related studies, section 7(3) of the D.C.A. states that:

“For greater certainty, a development charge by-law may provide for a class consisting of studies in respect of any service listed in subsection 2 (4) whose capital costs are described in paragraphs 5 and 6 of subsection 5 (3).”

These provisions allow for services to be grouped together to create a class for the purposes of the D.C. by-law and D.C. reserve funds. The D.C. calculations and by-law provided herein include a class for growth studies. These classes are comprised of the following services:

- Growth Studies
  - Water Services;
  - Wastewater Services;
  - Services Related to a Highway;
  - Policing Services;
  - Housing Services;
  - Fire Protection Services;
  - Waste Diversion Services;
  - Stormwater Services;
  - Library Services; and
  - Parks and Recreation Services.
- Public Works
  - Water Services;
  - Wastewater Services; and
  - Services Related to a Highway.



## 4.8 Existing Reserve Funds

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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 7 of subsection 5 (1).”

There is no explicit requirement under the D.C.A. calculation method set out in subsection 5 (1) to net the outstanding reserve fund balance as part of making the D.C. calculation; however, section 35 does restrict the way in which the funds are used in future.

For services that are subject to a per capita based, service level “cap,” the reserve fund balance should be applied against the development-related costs for which the charge was imposed once the project is constructed (i.e., the needs of recent growth). This cost component is distinct from the development-related costs for the next 10-year period, which underlie the D.C. calculation herein.

The alternative would involve the City spending all reserve fund monies prior to renewing each by-law, which would not be a sound basis for capital budgeting. Thus, the City will use these reserve funds for the City’s cost share of applicable development-related projects, which are required but have not yet been undertaken, as a way of directing the funds to the benefit of the development that contributed them (rather than to future development, which will generate the need for additional facilities directly proportionate to future growth).

The City’s D.C. reserve fund balances by service at December 31, 2021 (adjusted for commitments and works-in-progress) are shown below.





Table 4-2  
Summary of Development Charges Reserve Fund Balances  
As of December 31, 2021

Service	2021 Adjusted Reserve Fund Balances
Services Related to a Highway	\$954,116
Public Works	\$418,063
Fire Protection Services	\$1,213,666
Police Services	\$700,149
Parks and Recreation Services	\$1,977,736
Library Services	\$1,090,726
Growth Studies	\$399,080
Stormwater and Drainage	(\$338,336)
Wastewater Services	(\$4,713,761)
Water Services	(\$631,440)
<b>Total</b>	<b>\$1,070,001</b>

Note: Amounts in brackets are deficit balances.

## 4.9 Deductions

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The D.C.A. 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
- costs related to services that are ineligible as per the D.C.A.

The requirements behind each of these reductions are addressed below.

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

This is designed to ensure that the increase in need included in section 4.3 does “not include an increase that would result in the level of service [for the additional development increment] exceeding the average level of the service provided in the municipality over the 10-year period immediately preceding the preparation of the background study” (D.C.A., subsection 5 (1) 4). O. Reg. 82/98 (section 4) goes further

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to indicate that “both the quantity and quality of a service shall be taken into account in determining the level of service and the average level of service.”

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

With respect to transit services, the changes to the Act as a result of Bill 73 have provided for an alternative method for calculating the service standard ceiling. Transit services must now utilize a forward-looking service standard analysis, described later in this section.

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

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

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

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

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

Section 5 (1) 6 of the D.C.A. provides that, “The increase in the need for service must be reduced by the extent to which an increase in service to meet the increased need



would benefit existing development.” The general guidelines used to consider benefit to existing development included:

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

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

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

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



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

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

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

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This step involves determining whether all of the subject costs are to be recovered on a uniform municipal-wide basis or whether some or all are to be recovered on an area-specific basis. Under the amended D.C.A., it is now mandatory to “consider” area rating of services (providing charges for specific areas and services), however, it is not mandatory to implement area rating. Further discussion is provided in section 7.4.4.

#### **4.11 Allocation of Development**

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

#### **4.12 Asset Management**

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The new legislation now requires that a D.C. background study must include an asset management plan (A.M.P.) (subsection 10 (2) c. 2). The A.M.P. must deal with all assets that are proposed to be funded, in whole or in part, by D.C.s. The current regulations provide very extensive and specific requirements for the A.M.P. related to transit services (as noted in the subsequent subsection); however, they are silent with respect to how the A.M.P. is to be provided for all other services. As part of any A.M.P., the examination should be consistent with the municipality’s existing assumptions,



approaches, and policies on the asset management planning. This examination has been included in Appendix F.



# Chapter 5

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



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

### 5.1 Introduction

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

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

### 5.2 Service Levels and 10-Year Capital Costs for D.C. Calculation

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This section evaluates the development-related capital requirements for parks and recreation, waste diversion, housing services, library services, and growth studies over a 10-year planning period. 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.

#### 5.2.1 *Parks and Recreation Services (Formerly Outdoor and Indoor Recreation)*

The City currently provides a variety of parks and recreation-related assets to service the community and is summarized below:

- 576 acres of parkland (consisting of various sized parks, parkettes, etc.);
- 15 kilometres of stonedust, concrete, and other naturalized trails;
- 78 amenities that include items such as washrooms, baseball diamonds, basketball courts, tennis courts, picnic shelters, etc.;



- 48 parks and recreation vehicles and equipment (lawnmowers, ice resurfacers, etc.); and
- Approximately 289,000 sq.ft. of recreation facility space (arenas, rotary complex, community centres, etc.).

In total, the City's parks and recreation service has provided a 10-year historical level of service that equates to an investment of \$5,682 per capita. This level of investment provides the City with a D.C. eligible amount of \$20.55 million towards future parks and recreation capital.

Based on the projected growth over the 10-year forecast period, the City has identified \$7,957,740 in future growth capital costs for Parks & Recreation. The projects identified include future Parkland Development and Amenities, two new vehicles and the recovery of an existing debenture related to the Rotary/Agriplex Complex. An adjustment has been made to recognize the City's existing reserve fund balance of \$1,977,736. Therefore, the net growth-related capital cost of \$5,980,004 is being included in the D.C. calculations.

While the usage of parks and recreation is predominately residential based, there is some use of the service by non-residential users. To acknowledge this use, the growth-related capital costs have been allocated 95% residential and 5% non-residential.





**Table 5-1**  
**Infrastructure Cost Included in the Development Charges Calculation**  
**Parks and Recreation Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2022-2031									95%	5%
1	Provision for parkland development, trails, and amenities	2022-2028	3,000,000	-		3,000,000	-		3,000,000	2,850,000	150,000
2	Rotary/ArgiPLEX Complex Debt - Principal	2022-2034	3,969,134	-		3,969,134	-		3,969,134	3,770,677	198,457
3	Rotary/ArgiPLEX Complex Debt - Discounted Interest	2022-2034	864,606	-		864,606	-		864,606	821,376	43,230
4	New 3/4 Ton Truck	2023	74,000	-		74,000	-		74,000	70,300	3,700
5	New Single Cab Truck	2028	50,000	-		50,000	-		50,000	47,500	2,500
6	Reserve Fund Adjustment	Reserve	-	-		-	1,977,736		(1,977,736)	(1,878,850)	(98,887)
	<b>Total</b>		<b>7,957,740</b>	<b>-</b>	<b>-</b>	<b>7,957,740</b>	<b>1,977,736</b>	<b>-</b>	<b>5,980,004</b>	<b>5,681,004</b>	<b>299,000</b>



## **5.2.2 Library Services**

The City currently operates its library services out of a 12,472 sq.ft. facility. Over the past ten years, the average level of service was 0.39 sq.ft. of space per capita which equates to an investment of \$198 per capita. Based on the service standard over the past ten years, the City would be eligible to collect a total of \$715,443 from D.C.s for library facilities over the 10-year forecast period.

To service the community, the library maintains an inventory of collection materials totaling 112,563 items. These include books, periodicals, audio visual materials, electronic resources as well as subscriptions, all of which have a total value of approximately \$4.21 million. Over the past ten years, the average level of service was 3.62 collection items per capita which equates to an investment of \$132 per capita. Based on this service standard, the City would be eligible to collect approximately \$478,674 from D.C.s for library collection items (over the 10-year period).

Additionally, the library also provides vehicles that are used as bookmobiles. Based on the historical service standard measures, this provides for a D.C. eligible amount of \$5,787.

Therefore, the total D.C. eligible amount for library services is approximately \$1.2 million.

The City has identified future capital projects related to a new facility and additional collection items. The gross cost of the projects totals \$17.9 million. Adjustments have been made to recognize the benefit to the existing community (\$6.3 million) and the benefit to future development (\$10.5 million) outside of the 10-year planning horizon. Therefore, the net growth-related cost of \$1,111,400 has been included in the D.C. calculations.

While library usage is predominately residential based, there is some use of the facilities by non-residential users, for the purpose of research. To acknowledge this use of the growth-related capital costs have been allocated 95% residential and 5% non-residential.



**Table 5-2  
Infrastructure Cost Included in the Development Charges Calculation  
Library Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Useful Life (years)	Timing (year) From	Timing (year) To	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
										Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2022-2031												95%	5%
1	New Library Provision (Approx. 35,000 sq.ft.)	40	2030		2030	17,700,000	10,481,300		7,218,700	6,307,300		911,400	865,830	45,570
2	Provision for Additional Collection Items	10	2022		2022	200,000	-		200,000	-		200,000	190,000	10,000
	<b>Total</b>					<b>17,900,000</b>	<b>10,481,300</b>	<b>-</b>	<b>7,418,700</b>	<b>6,307,300</b>	<b>-</b>	<b>1,111,400</b>	<b>1,055,830</b>	<b>55,570</b>

Note: The provisions are in addition to the City's Library Reserve fund balance is \$1.09 million



### **5.2.3 Waste Diversion**

For Waste Diversion services, the City currently provides a total of 75,576 sq.ft. of eligible waste diversion space (based on 37.7% of diverted tonnage). Over the past ten years, the average level of service was 3.58 sq.ft. of space per capita which equates to an investment of \$532 per capita. Based on the service standard over the past ten years, the City would be eligible to collect a total of \$1,924,172.

With respect to vehicles and equipment, the City has an inventory of eligible waste diversion equipment totaling 14,091 items. These items include recycling carts, electronic waste bins, green bins, and other equipment, all of which have a total value of approximately \$4.5 million. Over the past ten years, the average level of service was 0.12 items per capita which equates to an investment of \$135 per capita. Based on this service standard, the City would be eligible to collect \$488,729 from D.C.s for waste diversion equipment (over the 10-year forecast period).

Based on the projected growth over the 10-year forecast period (2022 to 2031), the City identified projects related to a Cell Expansion, Diversion Site (Methane Expansion), and various upgrades to the facilities and equipment, with a total gross cost of \$6.6 million. A deduction of \$4.1 million was made to recognize the portion of the projects that would not be related to waste diversion. Furthermore, reductions of \$1.2 million and \$0.2 million were applied to recognize the benefit to the existing community and the benefit to growth beyond the 10-year forecast period, respectively. Therefore, the net growth-related capital costs to be included in the D.C. is \$1,158,700.

Based on the tonnage information provided by the City, the waste diversion costs have been allocated 95% residential and 5% non-residential.



**Table 5-3**  
**Infrastructure Cost Included in the Development Charges Calculation**  
**Waste Diversion**

Prj.No	Increased Service Needs Attributable to Anticipated Development  2022-2031	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 95%	Non-Residential Share 5%
1	Provision for New Equipment	2022	120,000	-	74,800	45,200	-		45,200	42,940	2,260
2	Cell Expansion	2022	2,500,000	-	1,558,600	941,400	250,000		691,400	656,830	34,570
3	Diversion Site - Methane Expansion	2024-2026	1,500,000	83,000	935,200	481,800	150,000		331,800	315,210	16,590
4	Bin Upgrades	2027-2031	1,200,000	91,900	748,100	360,000	360,000		-	-	-
5	Facility Upgrades	2023	700,000	-	436,400	263,600	210,000		53,600	50,920	2,680
6	Methane Burner Upgrades	2024-2026	250,000	3,800	155,900	90,300	75,000		15,300	14,535	765
7	Facility Upgrades	2024-2026	350,000	5,400	218,200	126,400	105,000		21,400	20,330	1,070
	<b>Total</b>		<b>6,620,000</b>	<b>184,100</b>	<b>4,127,200</b>	<b>2,308,700</b>	<b>1,150,000</b>	<b>-</b>	<b>1,158,700</b>	<b>1,100,765</b>	<b>57,935</b>



## **5.2.4 Housing Services**

The City of Stratford provides Social Housing services with the Municipality of North Perth, Township of Perth East, Municipality of Perth West, and the Town of St. Marys through a cost sharing agreement.

As of 2021, the City of Stratford and the partner municipalities maintain an inventory of 698 housing units. Based on the City's cost sharing agreement with the other municipalities, the City is currently responsible for 41.11% of the housing units (with the exception of the units located at 230 Britannia Street, for which the City of Stratford is 100% responsible). Based on this information, of the total 698 units, the City's share represents approximately 308 social housing units. The average historical level of service for the previous ten years for the City has provided an investment of \$1,527 per capita. Based on this service standard, the City would be eligible to collect approximately \$5.5 million from D.C.s for social housing.

Through discussions with staff, the City has identified 27 new housing units that will be located at 230 Britannia Street, which is estimated at \$6.75 million. As noted earlier, this location is 100% Stratford's responsibility. A deduction in the amount of \$675,000 was made to recognize the benefit of this project to the existing community. Additionally, the City anticipates receiving a \$2 million grant towards this project, which has also been applied to the calculations. Therefore, the net growth capital cost of \$4,075,000 has been included in the D.C.

As social housing units would only be utilized by residents, the costs have been allocated 100% to the residential users over the 10-year forecast period.



Table 5-4  
Infrastructure Cost Included in the Development Charges Calculation  
Housing Services

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non- Residential Share
2022-2031									100%	0%	
1	Britannia St. Apartments Phase 2 Build of New 27 Unit Building	2022	6,750,000	-		6,750,000	675,000	2,000,000	4,075,000	4,075,000	-
	<b>Total</b>		<b>6,750,000</b>	<b>-</b>	<b>-</b>	<b>6,750,000</b>	<b>675,000</b>	<b>2,000,000</b>	<b>4,075,000</b>	<b>4,075,000</b>	<b>-</b>



### **5.2.5 Growth Studies**

The D.C.A. permits the inclusion of studies undertaken to facilitate the completion of the City's capital works program. As discussed in section 4.7, these studies have been allocated as a class of service based on each service to which the study relates.

For planning related studies (i.e., Official Plan updates), a deduction of 10% has been applied to recognize the extent to which the studies relate to non-D.C.-eligible services. All planning studies have been allocated to the class of services in the following manner:

- Services Related to a Highway – 20%
- Fire Protection Services – 10%
- Policing Services – 10%
- Parks and Recreation Services – 10%
- Wastewater Services – 15%
- Water Services – 15%
- Housing Services – 5%
- Waste Diversion – 5%
- Library Services – 5%
- Stormwater Services – 5%

In addition, the capital costs of D.C. studies have been allocated across the different services based on the proportion of the total net growth-related capital costs. The following provides a breakdown of the allocation of D.C. study updates to each service:

- Services Related to a Highway – 36%
- Fire Protection Services – 2%
- Policing Services – 3%
- Parks and Recreation Services – 9%
- Wastewater Services – 35%
- Water Services – 4%
- Housing Services – 6%
- Waste Diversion – 2%
- Library Services – 2%
- Stormwater Services – 1%





The remainder of the growth studies identified are as follows:

- Services Related to a Highway: Transportation Master Plan
- Fire Protection Services: Fire Response Study
- Parks and Recreation Services: Recreation Master Plan
- Waste Diversion: Facility Review
- Library Services: Space Needs Study
- Housing Services: Housing and Homeless Plan
- Water Services: Water Needs Assessment
- Wastewater Services: Sanitary Master Plan
- Stormwater: Storm Master Plan

The total cost of these studies is \$1,715,000, of which \$908,280 is attributable to existing benefit. A deduction of \$58,600 has been made to recognize the portion of planning studies related to D.C.-ineligible services. In addition, the existing reserve fund balance of \$399,080 has been deducted from the calculations. The resultant net growth-related capital cost of \$748,120 has been included in the D.C. calculation.

These costs have been allocated 62% residential and 38% non-residential based on the incremental growth in population to employment for the 10-year forecast period.



**Table 5-5  
Infrastructure Cost Included in the Development Charges Calculation  
Class of Service – Growth Studies**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Service to Which Project Relates	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions (to recognize benefit to non-D.C. services)	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
								Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2022-2031										62%	38%
<b>1</b>	<b>Development Charges Study:</b>											
1a	Development Charges Study	2022	Services Related to a Highway	21,700	-		21,700	-		21,700	13,454	8,246
1b	Development Charges Study	2022	Fire Protection Services	1,400	-		1,400	-		1,400	868	532
1c	Development Charges Study	2022	Policing Services	2,000	-		2,000	-		2,000	1,240	760
1d	Development Charges Study	2022	Parks and Recreation Services	5,300	-		5,300	-		5,300	3,286	2,014
1e	Development Charges Study	2022	Wastewater Services	21,000	-		21,000	-		21,000	13,020	7,980
1f	Development Charges Study	2022	Water Services	2,300	-		2,300	-		2,300	1,426	874
1g	Development Charges Study	2022	Housing	3,600	-		3,600	-		3,600	2,232	1,368
1h	Development Charges Study	2022	Waste Diversion	1,000	-		1,000	-		1,000	620	380
1i	Development Charges Study	2022	Library	1,000	-		1,000	-		1,000	620	380
1j	Development Charges Study	2022	Stormwater	700	-		700	-		700	434	266
	<b>Sub-total Development Charges Study</b>			<b>60,000</b>	-	-	<b>60,000</b>	-	-	<b>60,000</b>	<b>37,200</b>	<b>22,800</b>
<b>2</b>	<b>Development Charges Study:</b>											
2a	Development Charges Study	2026	Services Related to a Highway	21,700	-		21,700	-		21,700	13,454	8,246
2b	Development Charges Study	2026	Fire Protection Services	1,400	-		1,400	-		1,400	868	532
2c	Development Charges Study	2026	Policing Services	2,000	-		2,000	-		2,000	1,240	760
2d	Development Charges Study	2026	Parks and Recreation Services	5,300	-		5,300	-		5,300	3,286	2,014
2e	Development Charges Study	2026	Wastewater Services	21,000	-		21,000	-		21,000	13,020	7,980
2f	Development Charges Study	2026	Water Services	2,300	-		2,300	-		2,300	1,426	874
2g	Development Charges Study	2026	Housing	3,600	-		3,600	-		3,600	2,232	1,368
2h	Development Charges Study	2026	Waste Diversion	1,000	-		1,000	-		1,000	620	380
2i	Development Charges Study	2026	Library	1,000	-		1,000	-		1,000	620	380
2j	Development Charges Study	2026	Stormwater	700	-		700	-		700	434	266
	<b>Sub-total Development Charges Study</b>			<b>60,000</b>	-	-	<b>60,000</b>	-	-	<b>60,000</b>	<b>37,200</b>	<b>22,800</b>



**Table 5-5 Continued**  
**Infrastructure Cost Included in the Development Charges Calculation**  
**Class of Service – Growth Studies**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Service to Which Project Relates	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions (to recognize benefit to non-D.C. services)	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
								Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share	Non-Residential Share
	2022-2031										62%	38%
3	<b>Official Plan Review:</b>											
3a	Official Plan	2022-2026	Services Related to a Highway	30,000	-	3,000	27,000	3,000		24,000	14,880	9,120
3b	Official Plan	2022-2026	Fire Protection Services	15,000	-	1,500	13,500	1,500		12,000	7,440	4,560
3c	Official Plan	2022-2026	Policing Services	15,000	-	1,500	13,500	1,500		12,000	7,440	4,560
3d	Official Plan	2022-2026	Parks and Recreation Services	15,000	-	1,500	13,500	1,500		12,000	7,440	4,560
3e	Official Plan	2022-2026	Wastewater Services	22,500	-	2,250	20,250	2,250		18,000	11,160	6,840
3f	Official Plan	2022-2026	Water Services	22,500	-	2,250	20,250	2,250		18,000	11,160	6,840
3g	Official Plan	2022-2026	Housing	7,500	-	750	6,750	750		6,000	3,720	2,280
3h	Official Plan	2022-2026	Waste Diversion	7,500	-	750	6,750	750		6,000	3,720	2,280
3i	Official Plan	2022-2026	Library	7,500	-	750	6,750	750		6,000	3,720	2,280
3j	Official Plan	2022-2026	Stormwater	7,500	-	750	6,750	750		6,000	3,720	2,280
	<b>Sub-total Official Plan</b>			<b>150,000</b>	<b>-</b>	<b>15,000</b>	<b>135,000</b>	<b>15,000</b>	<b>-</b>	<b>120,000</b>	<b>74,400</b>	<b>45,600</b>
4	Transportation Master Plan	2022	Services Related to a Highway	175,000	-		175,000	17,500		157,500	97,650	59,850
5	Sanitary Master Plan	2022	Wastewater Services	150,000	-		150,000	75,000		75,000	46,500	28,500
6	Storm Master Plan	2022	Stormwater	150,000	-		150,000	112,500		37,500	23,250	14,250
7	Recreation Master Plan	2023	Parks and Recreation Services	80,000	-		80,000	16,000		64,000	39,680	24,320
8	Facility Review - Landfill and Waste Diversion	2022	Waste Diversion	70,000	-	43,600	26,400	13,200		13,200	8,184	5,016
9	Library Space Needs Study	2022-2023	Library	70,000	-		70,000	35,000		35,000	21,700	13,300
10	Water needs assessment	2023	Water Services	75,000	-		75,000	-		75,000	46,500	28,500
11	Transportation Master Plan	2026	Services Related to a Highway	175,000	-		175,000	35,000		140,000	86,800	53,200
12	Sanitary Master Plan	2027	Wastewater Services	150,000	-		150,000	30,000		120,000	74,400	45,600
13	Storm Master Plan	2027	Stormwater	150,000	-		150,000	30,000		120,000	74,400	45,600
14	Housing and Homeless Plan	2025-2026	Housing	100,000	-		100,000	80,000		20,000	12,400	7,600
15	Fire Response Study	2024-2025	Fire Protection Services	100,000	-		100,000	50,000		50,000	31,000	19,000
16	Reserve Fund Adjustment				-		-	399,080		(399,080)	(247,430)	(151,650)
	<b>Total</b>			<b>1,715,000</b>	<b>-</b>	<b>58,600</b>	<b>1,656,400</b>	<b>908,280</b>	<b>-</b>	<b>748,120</b>	<b>463,834</b>	<b>284,286</b>



## 5.3 Service Levels and 20-Year Capital Costs for Stratford's D.C. Calculation

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This section evaluates the development-related capital requirements for those services with 20-year capital costs.

### 5.3.1 Public Works (Facilities, Fleet and Equipment)

The City's Public Works Department utilizes 4 facilities to provide services to the community and are shared between roads, water, and wastewater services. These include a municipal garage, salt shed, a tower, and storage buildings which total 44,624 sq.ft. Over the historical 10-year period, this provides an average level of service of 1.4 sq.ft. per capita which equates to an investment of \$279 per capita. Based on the growth over the 20-year forecast period, the D.C.-eligible amount for public works facilities is \$1,851,179.

The public works department has a variety of vehicles and major equipment with a value totalling approximately \$12.6 million. The inventory provided over the last ten years results in a per capita standard of \$392. Over the forecast period, the D.C.-eligible amount for vehicles and equipment is \$2,600,549.

In total, the City is eligible to collect \$4,451,728 for public works.

Based on the growth identified, the City has identified the need for an expansion to their public works facility, as well as various vehicles and equipment. The total cost of the projects identified is \$9,245,000. Deductions in the amounts of \$1.5 million to recognize the benefit to the existing community and \$4.0 million for post period benefit have been made. In addition, the existing reserve fund balance of \$418,063 has been applied towards these projects. Therefore, the net D.C.-eligible amount to be included in the calculations is \$3,296,137.

The residential and non-residential capital cost allocation for public works of 66% residential and 34% non-residential is based on the incremental growth in population to employment for the 20-year forecast period.



**Table 5-6**  
**Infrastructure Cost Included in the Development Charges Calculation**  
**Class of Service – Public Works**

Prj.No	Increased Service Needs Attributable to Anticipated Development  2022-2041	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 66%	Non-Residential Share 34%
1	Public Works Facility Expansion (41,000 sq./ft.)	2025	7,700,000	4,028,400		3,671,600	1,502,400		2,169,200	1,431,672	737,528
2	Motor Vehicle - Pick up Trucks (small)	2022	90,000	-		90,000	-		90,000	59,400	30,600
3	Motor Vehicle - Service Truck (large)	2023	85,000	-		85,000	-		85,000	56,100	28,900
4	Heavy Equipment - sidewalk machines (small)	2022	320,000	-		320,000	-		320,000	211,200	108,800
5	Heavy Equipment - Dump Truck (large)	2022	250,000	-		250,000	-		250,000	165,000	85,000
6	Heavy Equipment - Loader (large)	2023	300,000	-		300,000	-		300,000	198,000	102,000
7	Heavy Equipment - Plow Truck (large)	2024	500,000	-		500,000	-		500,000	330,000	170,000
8	Reserve Fund Adjustment	Reserve	-	-		-	418,063		(418,063)	(275,921)	(142,141)
	<b>Total</b>		<b>9,245,000</b>	<b>4,028,400</b>	<b>-</b>	<b>5,216,600</b>	<b>1,920,463</b>	<b>-</b>	<b>3,296,137</b>	<b>2,175,451</b>	<b>1,120,687</b>



### **5.3.2 Police Services**

The Stratford Police Service currently operates from two facilities, which total 20,490 sq.ft. Over the past 10-years, the City has provided an average level of service of 0.66 sq.ft. per capita which equates to an investment of \$259 per capita. This level of service provides the City with a maximum D.C.-eligible amount for recovery of \$1,720,218 over the 20-year forecast period.

In addition to facilities, the Stratford Police currently maintain 28 vehicles and approximately \$1.6 million worth of equipment and gear. These items provide a combined level of service totalling \$83 per capita which equates to a D.C.-eligible amount of \$549,543.

Therefore, the total D.C. eligible amount for Police is \$2,269,761.

To service growth over the 20-year forecast period, the City staff have identified a new 40,000 sq.ft. facility, marked cruisers, and a radio system upgrade for inclusion in the D.C. The gross capital cost of these project is \$17.5 million. Deductions in the amounts of \$8.1 million has been made to recognize the benefit to the existing community and \$6.4 million to acknowledge the benefit to growth beyond the forecast period. Finally, the existing reserve fund balance of \$700,149 has also been applied. Therefore, the net growth-related capital cost of \$2,248,051 has been included in the calculations.

These costs are shared between residential and non-residential based on the population to employment ratio over the 20-year forecast period, resulting in 66% being allocated to residential development and 34% being allocated to non-residential development.



**Table 5-7**  
**Infrastructure Costs Included in the Development Charges Calculation**  
**Police Services**

Prj .No	Increased Service Needs Attributable to Anticipated Development  2022-2041	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 66%	Non-Residential Share 34%
	<b>Facilities:</b>										
1	New Police Facility (40,000 sq.ft)	2022-2041	16,200,000	5,943,000		10,257,000	7,524,100		2,732,900	1,803,714	929,186
	<b>Vehicles:</b>										
2	2 Additional Marked Cruisers	2022-2041	103,400	70,800		32,600	-		32,600	21,516	11,084
	<b>Equipment:</b>										
3	Radio System Upgrade	2022-2041	1,160,000	397,300		762,700	580,000		182,700	120,582	62,118
4	Reserve Fund Adjustment	Reserve				-	700,149		(700,149)	(462,099)	(238,051)
	<b>Total</b>		<b>17,463,400</b>	<b>6,411,100</b>	<b>-</b>	<b>11,052,300</b>	<b>8,804,249</b>	<b>-</b>	<b>2,248,051</b>	<b>1,483,713</b>	<b>764,337</b>



### **5.3.3 Fire Protection Services**

Stratford currently operates its fire services out of two fire halls, totalling 10,686 sq.ft. of facility space. Over the historical 10-year period, the per capita average level of service was 0.34 sq.ft. which equates to an investment of \$157 per capita. This level of service provides the City with a maximum D.C.-eligible amount of \$1,043,235 for recovery over the forecast period.

The Fire Department has a current inventory of 10 vehicles. These include an aerial, pumpers, heavy rescue, pick up trucks, and a mobile training unit. The historical 10-year level of service equates to a level of investment of \$188 per capita which translates into a D.C.-eligible amount of \$1,250,500.

In addition to the vehicles, the City also provides 133 items of equipment and gear for use in the fire services, with a total value of \$948,700. This results in a calculated average level of service for the historical 10-year period of \$30 per capita, providing for a D.C.-eligible amount over the forecast period of \$196,773 for equipment and gear.

Based on the above, the maximum D.C.-eligible amount for recovery over the 20-year forecast period for fire services is \$2,490,508.

To service the forecast population, the City has identified several projects for inclusion into the D.C. These include a new quint pumper truck, a fire training area, and provisions for additional facility space and equipment. The gross capital cost for these projects is \$9,340,000. A benefit to existing deduction of \$6,564,100 has been applied to recognize the existing assets these projects will replace. A further adjustment has been made to recognize the existing reserve fund balance of \$1,213,666. Therefore, the net growth-related capital cost of \$1,562,234 has been included in the calculations.

These costs are shared between residential and non-residential based on the population to employment ratio over the 20-year forecast period, resulting in 66% being allocated to residential development and 34% being allocated to non-residential development.





**Table 5-8**  
**Infrastructure Costs Included in the Development Charges Calculation**  
**Fire Protection Services**

Prj .No	Increased Service Needs Attributable to Anticipated Development  2022-2041	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share  66%	Non- Residential Share  34%
	<b>Facilities:</b>										
1	Provision for Fire Facilities	2032	7,000,000	-		7,000,000	5,754,100		1,245,900	822,294	423,606
2	Fire Training Area	2027	1,100,000	-		1,100,000	-		1,100,000	726,000	374,000
	<b>Equipment:</b>										
3	Provision for additional equipment	2021-2031	40,000	-		40,000	-		40,000	26,400	13,600
4	Quint Pumper Truck	2028	1,200,000	-		1,200,000	810,000		390,000	257,400	132,600
5	Reserve Fund Adjustment	Reserve					1,213,666		(1,213,666)	(801,020)	(412,647)
	<b>Total</b>		<b>9,340,000</b>	<b>-</b>	<b>-</b>	<b>9,340,000</b>	<b>7,777,766</b>	<b>-</b>	<b>1,562,234</b>	<b>1,031,074</b>	<b>531,159</b>



## 5.4 Service Levels and Buildout Capital Costs for Stratford's D.C. Calculation

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This section evaluates the development-related capital requirements for services related to a highway, water services, and wastewater services with capital costs identified over the buildout forecast.

### 5.4.1 Services Related to a Highway

Stratford owns and maintains a transportation network that comprises of roads, sidewalks, trails, and traffic signals. Their inventory includes:

- 165 kilometres of arterial and collector roads
- 229 kilometres of sidewalks and multi-use trails
- 24 signalized intersections

The inventory in the City over the previous 10-year period (2012 to 2021) provides a historical 10-year average level of investment of \$13,072 per capita, resulting in a D.C.-eligible recovery amount of approximately \$173.4 million over the buildout forecast period.

With respect to future capital needs, the City has provided a roads program that totals \$29.6 million to service the buildout land area. The capital projects include various road works, sidewalks, multi-use trails, and traffic signals. A deduction for existing benefit of \$7,606,500 has been made, along with a deduction of \$954,116 to account for the existing reserve fund balance. Therefore, the net D.C. eligible amount of \$21,040,384 is included in the calculations.

These costs are shared between residential and non-residential based on the buildout land area over the forecast period, resulting in 92% being allocated to residential development and 8% being allocated to non-residential development.



**Table 5-9  
Infrastructure Cost Included in the Development Charges Calculation  
Services Related to a Highway**

Prj .No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 92%	Non-Residential Share 8%
	<b>2022-Buildout</b>										
	<b>Roads</b>										
1	Short Street at O'Loane	2025	1,080,000	-		1,080,000	291,600		788,400	725,328	63,072
2	McCarthy Road (O'Loane to west of Forman)	2022	1,684,000	-		1,684,000	555,700		1,128,300	1,038,036	90,264
3	McCarthy Road (Fairfield to CH Meier)	2035	5,567,000	-		5,567,000	1,336,100		4,230,900	3,892,428	338,472
4	CH Meier (McCarthy Road to Devon)	2040	7,306,000	-		7,306,000	3,653,000		3,653,000	3,360,760	292,240
5	O'Loane Ave upgrade (Huron to McCarthy)	2027	5,760,000	-		5,760,000	-		5,760,000	5,299,200	460,800
6	McCarthy Road (O'Loane west to future City limits)	2040	2,280,000	-		2,280,000	615,600		1,664,400	1,531,248	133,152
7	Provision for future Road Works from the TMP	2030+	2,000,000	-		2,000,000	-		2,000,000	1,840,000	160,000
	<b>Sidewalks / Multi-Use Trails</b>										
8	O'Loane - Cody to Lorne, East Side (trail)	2025	174,000	-		174,000	87,000		87,000	80,040	6,960
9	O'Loane - Roadhouse Drain to Short St, East Side (trail)	2025	250,000	-		250,000	125,000		125,000	115,000	10,000
10	O'Loane - Short St to Quinlan, East Side (trail)	2030	400,000	-		400,000	200,000		200,000	184,000	16,000
11	McCarthy - Mornington to Romeo (sw or trail)	2023	300,000	-		300,000	150,000		150,000	138,000	12,000
12	Lorne - Freeland to O'Loane, N. Side (sw or trail)	2025	250,000	-		250,000	125,000		125,000	115,000	10,000
13	Various Sidewalks or trails, Arterial Roads	2025	550,000	-		550,000	275,000		275,000	253,000	22,000
14	Various Sidewalks or trails, Collector Roads	2030	350,000	-		350,000	175,000		175,000	161,000	14,000
	<b>Traffic Signals</b>										
15	McCarthy and Romeo	2025	175,000	-		175,000	17,500		157,500	144,900	12,600
16	Quinlan and Mornington	2030	400,000	-		400,000	-		400,000	368,000	32,000
17	O'Loane and McCarthy	2035	400,000	-		400,000	-		400,000	368,000	32,000
18	McCarthy and Forman	2040	175,000	-		175,000	-		175,000	161,000	14,000
19	Provision for future Traffic Signals Works from the TMP	2030+	500,000	-		500,000	-		500,000	460,000	40,000
20	Reserve Adjustment	Reserve	-	-		-	954,116		(954,116)	(877,787)	(76,329)
	<b>Total</b>		<b>29,601,000</b>	<b>-</b>	<b>-</b>	<b>29,601,000</b>	<b>8,560,616</b>	<b>-</b>	<b>21,040,384</b>	<b>19,357,153</b>	<b>1,683,231</b>



### **5.4.2 Water Services**

The City of Stratford has identified 7 water projects that are required to service the buildout land area. These projects include both new and oversizing of watermains, which have a gross capital cost of \$2,535,000. Additionally, the reserve fund deficit of \$631,440 is being included for recovery. The City has identified \$1,045,000 of contributions from other parties towards these capital works. Therefore, the net growth-related capital cost included in the D.C. calculations is \$2,121,440.

These water costs are shared between residential and non-residential based on build-out land area over the forecast period, resulting in 92% being allocated to residential development and 8% being allocated to non-residential development.



**Table 5-10  
Infrastructure Costs Included in the Development Charges  
Water Services**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 92%	Non-Residential Share 8%
	<b>2022-Buildout</b>										
1	O'Loane Ave (North of Oakdale to Quinlan)	2023	950,000	-		950,000	-	670,000	280,000	257,600	22,400
2	McCarthy Road (Fairfield to CH Meier) - net oversizing costs	2035	210,000	-		210,000	-		210,000	193,200	16,800
3	NE Secondary Plan Area B - net oversizing costs	2035	450,000	-		450,000	-		450,000	414,000	36,000
4	NE Secondary Plan Area A2 - net oversizing costs	2040	200,000	-		200,000	-		200,000	184,000	16,000
5	Vivian Line East plus Looping - net oversizing costs	2035	350,000	-		350,000	-		350,000	322,000	28,000
6	Erie Street extension to Line 29 - net oversizing costs	2025	220,000	-		220,000	-	220,000	-	-	-
7	Line 29 (Erie to Dunn) - net oversizing costs	2027	155,000	-		155,000	-	155,000	-	-	-
8	Reserve Fund Adjustment	Reserve	631,440	-		631,440	-	-	631,440	580,925	50,515
	<b>Total</b>		<b>3,166,440</b>	<b>-</b>	<b>-</b>	<b>3,166,440</b>	<b>-</b>	<b>1,045,000</b>	<b>2,121,440</b>	<b>1,951,725</b>	<b>169,715</b>



### **5.4.3 Wastewater Services**

The City has maintained a similar wastewater project listing as identified in the previous D.C. background study. To service the City's buildout land area, the following projects are being included in the D.C. calculations:

- Wastewater Filter Building Capacity Upgrades and associated financing costs;
- Sanitary Trunks (new, upgrades, and oversizing);
- Pumping Stations; and
- Forcemains.

The combined gross capital cost of these works total \$24.5 million. In addition, the City has a reserve fund recovery of \$4.7 million, for a total of \$29,215,678 for wastewater services. A \$942,200 deduction was identified to recognize the portion of the works that will benefit to existing community. The City has also identified \$4,795,000 in funding that would be contributed from other sources. Therefore, the net growth capital cost included in D.C. is \$23,478,478.

These wastewater costs are shared between residential and non-residential based on buildout land area over the forecast period, resulting in 92% being allocated to residential development and 8% being allocated to non-residential development.



**Table 5-11**  
**Infrastructure Costs Included in the Development Charges Calculation**  
**Wastewater Services - Facilities**

Prj.No	Increased Service Needs Attributable to Anticipated Development  2022-Buildout	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share  92%	Non- Residential Share  8%
1	Wastewater Filter Building Capacity Upgrades	2027-2028	3,305,300	-		3,305,300	-		3,305,300	3,040,876	264,424
2	Financing Costs		441,616	-		441,616	-		441,616	406,287	35,329
			-	-		-	-		-	-	-
	<b>Total</b>		<b>3,746,916</b>	-	-	<b>3,746,916</b>	-	-	<b>3,746,916</b>	<b>3,447,163</b>	<b>299,753</b>



**Table 5-11 Continued**  
**Infrastructure Costs Included in the Development Charges Calculation**  
**Wastewater Services - Sewers**

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 92%	Non-Residential Share 8%
	<b>2022-Buildout</b>										
1	Mornington Trunk North of Vivian	2022	800,000	-		800,000	96,000	375,000	329,000	302,680	26,320
2	O'Loane Ave Trunk (south of Huron to Galt)	2023-2027	4,000,000	-		4,000,000	160,000		3,840,000	3,532,800	307,200
3	Quinlan Sanitary Pumping Station and Forcemain, Phase 2	2022	400,000	-		400,000	-		400,000	368,000	32,000
4	O'Loane Ave Trunk (Galt to Quinlan) - Phase 1	2028	3,215,000	-		3,215,000	128,600	1,050,000	2,036,400	1,873,488	162,912
5	O'Loane Ave Trunk (Galt to Quinlan) - Phase 2	2028	3,215,000	-		3,215,000	128,600	1,050,000	2,036,400	1,873,488	162,912
6	Sanitary Trunks to Quinlan P.S. (oversize overdepth)	2022-2024	1,100,000	-		1,100,000	-	650,000	450,000	414,000	36,000
7	Quinlan Sanitary Pumping Station and Forcemain, Phase 3	2030	1,200,000	-		1,200,000	-		1,200,000	1,104,000	96,000
8	Sanitary Trunk (S. of McCarthy, E. of Romeo), SPS & F/M	2030	2,500,000	-		2,500,000	-	275,000	2,225,000	2,047,000	178,000
9	Romeo @ Vivian Pumping Station Upgrade	2030	175,000	-		175,000	-		175,000	161,000	14,000
10	Vivian Trunk to east for 2015 Annex Lands	2035	1,200,000	-		1,200,000	-	680,000	520,000	478,400	41,600
11	Douro Ext east for annexed lands - net oversizing costs	2020	650,000	-		650,000	-	440,000	210,000	193,200	16,800
12	Ontario Street Upgrade (CH Meier to east)	2023	800,000	-		800,000	264,000		536,000	493,120	42,880
13	Ontario Street extension east - net oversizing costs	2024	400,000	-		400,000	-	275,000	125,000	115,000	10,000
14	Huron Street extension west	2035	1,100,000	-		1,100,000	165,000		935,000	860,200	74,800
15	Reserve Fund Adjustment	Reserve	4,713,761	-		4,713,761	-		4,713,761	4,336,660	377,101
	<b>Total</b>		<b>25,468,761</b>	<b>-</b>	<b>-</b>	<b>25,468,761</b>	<b>942,200</b>	<b>4,795,000</b>	<b>19,731,561</b>	<b>18,153,036</b>	<b>1,578,525</b>





#### **5.4.4 Stormwater Management**

Based on discussions with Council and the Development Community during previous D.C. studies, it was recommended that the City-wide D.C. for stormwater management be discontinued. No further City-wide calculation will be provided within the City's by-law. However, one project was undertaken by the City to service the Riverbend area. With the change in policy, the City required an area-specific charge to recover these costs.

The area-specific charge was calculated and included in the previous D.C. studies. As the City is still recovering these costs from the development in the Riverbend area, the previous residential single detached and non-residential charges have been indexed and are being carried forward for this background study and by-law. The remaining residential unit types have been updated to reflect the current persons per unit information relative to the single detached charge.

The Riverbend stormwater management reserve fund is currently in a deficit position at \$338,336.

The calculated development charges from the previous background study are as follows:

- Single and Semi Detached \$2,517
- Multiples \$1,827
- Apartments – 2 Bedrooms + \$1,603
- Apartments – Bachelor & 1 Bedroom \$ 1,030
- Non-Residential (per sq.ft) \$ 0.95

The current indexed 2022 rates are:

- Single and Semi Detached \$2,774
- Multiples \$2,171
- Apartments – 2 Bedrooms + \$1,607
- Apartments – Bachelor & 1 Bedroom \$1,195
- Special Care/Special Dwelling: \$1,104
- Non-Residential (per sq.ft) \$ 1.05



# Chapter 6

## D.C. Calculation



## 6. D.C. Calculation

Table 6-1 calculates the proposed uniform D.C.s to be imposed for City-wide services based upon a buildout horizon (services related to a highway, wastewater, and water). Table 6-2 calculates the proposed uniform D.C. to be imposed on anticipated development in Stratford for City-wide services over a 20-year planning horizon. Table 6-3 calculates the proposed uniform D.C. to be imposed on anticipated development for City-wide services over a 10-year planning horizon.

The calculation for residential development is generated on a per capita basis and is based upon five forms of housing types (singles and semi-detached, multiples, apartments 2+ bedrooms, apartments bachelor and 1 bedroom, and special care/special dwellings). The non-residential development charge for the non-infrastructure services have been calculated on a per sq.ft. of gross floor area basis for all types of non-residential development. For infrastructure services (services related to a highway, wastewater, and water), the calculation includes the gross floor area for commercial and institutional development only.

The D.C.-eligible costs for each service component were developed in Chapter 5 for all City services and classes of services, based on their proposed capital programs.

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 set out in Chapter 5 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 then multiplied by the average occupancy of the new units (Appendix A, Schedule 5) to calculate the charge in Tables 6-1, 6-2, and 6-3.

With respect to non-residential development, the total costs in the uniform charge allocated to non-residential development (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 6-4 summarizes the total D.C. that is applicable for City-wide services and Table 6-5 summarizes the gross capital expenditures and sources of revenue for works to be undertaken during the 5-year life of the by-law.



Table 6-1  
City of Stratford  
Development Charge Calculation  
City-wide Services and Classes of Services  
2022 to Buildout

SERVICE/CLASS	2022\$ D.C.-Eligible Cost		2022\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
1. <u>Services Related to a Highway</u>				
1.1 Roads, Sidewalks, and Intersections	19,357,153	1,683,231	3,374	0.48
	19,357,153	1,683,231	3,374	0.48
2. <u>Wastewater Services</u>				
2.1 Treatment plants	3,447,163	299,753	601	0.09
2.2 Sewers	18,153,036	1,578,525	3,164	0.46
	21,600,200	1,878,278	3,765	0.55
3. <u>Water Services</u>				
3.1 Distribution systems	1,951,725	169,715	340	0.05
	1,951,725	169,715	340	0.05
<b>TOTAL</b>	<b>\$42,909,077</b>	<b>\$3,731,224</b>	<b>\$7,479</b>	<b>1.08</b>
D.C.-Eligible Capital Cost	\$42,909,077	\$3,731,224		
Buildout Gross Population/GFA Growth (sq.ft.)	15,852	3,456,400		
<b>Cost Per Capita/Non-Residential GFA (sq.ft.)</b>	<b>\$2,706.86</b>	<b>\$1.08</b>		
<b><u>By Residential Unit Type</u></b>				
	<b><u>P.P.U.</u></b>			
Single and Semi-Detached Dwelling	2.763	\$7,479		
Multiples	2.162	\$5,852		
Apartments - 2 Bedrooms +	1.601	\$4,334		
Apartments - Bachelor and 1 Bedroom	1.190	\$3,221		
Special Care/Special Dwelling Units	1.100	\$2,978		



Table 6-2  
City of Stratford  
Development Charge Calculation  
City-wide Services and Classes of Services  
2022 to 2041

SERVICE/CLASS	2022\$ D.C.-Eligible Cost		2022\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
4. <u>Public Works (Facilities and Fleet)</u>				
4.1 Services Related to a Highway	1,667,287	858,905	538	0.34
4.2 Parks and Recreation	254,082	130,891	82	0.05
4.3 Water and Wastewater	254,082	130,891	82	0.05
	2,175,451	1,120,687	702	0.44
5. <u>Fire Protection Services</u>				
5.1 Fire facilities, vehicles & equipment	1,031,074	531,159	333	0.20
	1,031,074	531,159	333	0.20
6. <u>Policing Services</u>				
6.1 Facilities, vehicles and equipment, small equipment and gear	1,483,713	764,337	479	0.29
	1,483,713	764,337	479	0.29
<b>TOTAL</b>	<b>\$4,690,238</b>	<b>\$2,416,183</b>	<b>\$1,514</b>	<b>\$0.93</b>
D.C.-Eligible Capital Cost	\$4,690,238	\$2,416,183		
20-Year Gross Population/GFA Growth (sq.ft.)	8,561	2,603,400		
<b>Cost Per Capita/Non-Residential GFA (sq.ft.)</b>	<b>\$547.86</b>	<b>\$0.93</b>		
<b><u>By Residential Unit Type</u></b>	<b><u>P.P.U.</u></b>			
Single and Semi-Detached Dwelling	2.763	\$1,514		
Multiples	2.162	\$1,184		
Apartments - 2 Bedrooms +	1.601	\$877		
Apartments - Bachelor and 1 Bedroom	1.190	\$652		
Special Care/Special Dwelling Units	1.100	\$603		



Table 6-3  
City of Stratford  
Development Charge Calculation  
City -wide Services and Classes of Services  
2022 to 2031

SERVICE/CLASS	2022\$ D.C.-Eligible Cost		2022\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
7. <u>Parks and Recreation Services</u>				
7.1 Park development, amenities, trails and recreation facilities	5,681,004	299,000	3,265	0.18
	5,681,004	299,000	3,265	0.18
8. <u>Library Services</u>				
8.1 Library facilities, materials and vehicles	1,055,830	55,570	607	0.03
	1,055,830	55,570	607	0.03
9. <u>Growth Studies</u>				
9.1 Services Related to a Highway	147,536	90,425	85	0.05
9.2 Fire Protection Services	26,200	16,058	15	0.02
9.3 Policing Services	6,469	3,965	4	0.01
9.4 Parks and Recreation Services	35,014	21,460	20	0.01
9.5 Wastewater Services	103,101	63,191	59	0.04
9.6 Water Services	39,462	24,186	23	0.01
9.7 Housing	13,423	8,227	8	-
9.8 Waste Diversion	8,572	5,254	5	-
9.9 Library	17,386	10,656	10	0.01
9.10 Stormwater	66,672	40,864	37	0.02
	463,834	284,286	266	0.17
10. <u>Housing Services</u>				
10.1 Facilities	4,075,000	-	2,341	-
	4,075,000	-	2,341	-
11. <u>Waste Diversion</u>				
11.1 Waste diversion facilities, vehicles, equipment and other	1,100,765	57,935	633	0.03
	1,100,765	57,935	633	0.03
<b>TOTAL</b>	<b>\$12,376,433</b>	<b>\$696,791</b>	<b>\$7,112</b>	<b>\$0.41</b>
D.C.-Eligible Capital Cost	\$12,376,433	\$696,791		
10-Year Gross Population/GFA Growth (sq.ft.)	4,808	1,691,500		
<b>Cost Per Capita/Non-Residential GFA (sq.ft.)</b>	<b>\$2,574.13</b>	<b>\$0.41</b>		
<b>By Residential Unit Type</b>				
	<b>P.P.U.</b>			
Single and Semi-Detached Dwelling	2.763	\$7,112		
Multiples	2.162	\$5,565		
Apartments - 2 Bedrooms +	1.601	\$4,121		
Apartments - Bachelor and 1 Bedroom	1.190	\$3,063		
Special Care/Special Dwelling Units	1.100	\$2,832		



Table 6-4  
City of Stratford  
Development Charge Calculation  
Total All Services and Classes of Services

	2022\$ D.C.-Eligible Cost		2022\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
City-wide Services/Classes of Services - Buildout	42,909,077	3,731,224	7,479	1.08
City-wide Services/Classes of Services - 20 Year	4,690,238	2,416,183	1,514	0.93
City-wide Services/Classes of Services - 10 Year	12,376,433	696,791	7,112	0.41
<b>TOTAL</b>	<b>59,975,748</b>	<b>6,844,198</b>	<b>16,105</b>	<b>2.42</b>



**Table 6-5**  
**City of Stratford**  
**Gross Expenditure and Sources of Revenue Summary**  
**For Costs to be Incurred Over the Life of the By-law**

Service/Class of Service	Total Gross Cost	Sources of Financing					
		Tax Base or Other Non-D.C. Source			Post D.C. Period Benefit	D.C. Reserve Fund	
		Other Deductions	Benefit to Existing	Other Funding		Residential	Non-Residential
1. Services Related to a Highway							
1.1 Roads, Sidewalks, and Intersections	4,463,000	0	1,626,800	0	0	2,609,304	226,896
2. Wastewater Services							
2.1 Treatment plants	0	0	0	0	0	0	0
2.2 Sewers	7,350,000	0	488,000	1,740,000	0	4,712,240	409,760
3. Water Services							
3.1 Distribution systems	1,170,000	0	0	890,000	0	257,600	22,400
4. Public Works (Facilities and Fleet)							
4.1 Services Related to a Highway	6,165,000	0	901,500	0	2,417,000	1,878,690	967,810
4.2 Parks and Recreation	1,540,000	0	300,500	0	805,700	286,308	147,492
4.3 Water and Wastewater	1,540,000	0	300,500	0	805,700	286,308	147,492
5. Fire Protection Services							
5.1 Fire facilities, vehicles & equipment	20,000	0	0	0	0	13,200	6,800
6. Policing Services							
6.1 Facilities, vehicles and equipment, small equipment and gear	4,365,850	0	2,026,025	0	1,602,775	486,453	250,597
7. Parks and Recreation Services							
7.1 Park development, amenities, trails and recreation facilities	4,075,988	0	0	0	0	3,872,189	203,799
8. Library Services							
8.1 Library facilities, materials and vehicles	200,000	0	0	0	0	190,000	10,000
9. Growth Studies							
9.1 Services Related to a Highway	423,400	3,000	55,500	0	0	226,238	138,662
9.2 Fire Protection Services	117,800	1,500	51,500	0	0	40,176	24,624
9.3 Policing Services	19,000	1,500	1,500	0	0	9,920	6,080
9.4 Parks and Recreation Services	105,600	1,500	17,500	0	0	53,692	32,908
9.5 Wastewater Services	214,500	2,250	77,250	0	0	83,700	51,300
9.6 Water Services	252,100	2,250	114,750	0	0	83,762	51,338
9.7 Housing	114,700	750	80,750	0	0	20,584	12,616
9.8 Waste Diversion	79,500	44,350	13,950	0	0	13,144	8,056
9.9 Library	79,500	750	35,750	0	0	26,660	16,340
9.10 Stormwater	8,900	750	750	0	0	4,588	2,812
10. Housing Services							
10.1 Facilities	6,750,000	0	675,000	2,000,000	0	4,075,000	0
11. Waste Diversion							
11.1 Waste diversion facilities, vehicles, equipment and other	5,420,000	3,379,100	790,000	0	92,200	1,100,765	57,935
<b>Total Expenditures &amp; Revenues</b>	<b>\$44,474,838</b>	<b>\$3,437,700</b>	<b>\$7,557,525</b>	<b>\$4,630,000</b>	<b>\$5,723,375</b>	<b>\$20,330,521</b>	<b>\$2,795,717</b>





# Chapter 7

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



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

### 7.1 Introduction

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

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

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

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

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

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

The rules provided are based on the City’s existing policies; with consideration for the changes to the D.C.A. resulting from Bills 108, 197, and 213. There are items under consideration at this time, however, and these may be refined prior to adoption of the by-law.



## 7.2 D.C. By-law Structure

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**It is recommended that:**

- classes of services be established for growth studies and public works;
- the City use a uniform City-wide D.C. calculation for all services and classes of services, except for stormwater;
- the City use an area-specific D.C. for stormwater within the Riverbend servicing area; and
- one City-wide D.C. by-law be used for all services and classes of services referenced above.

## 7.3 D.C. By-law Rules

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

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

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

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

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



- (g) the issuing of a permit under the *Building Code Act, 1992* in relation to a building or structure.”

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

The following conventions be adopted:

- 1) Costs allocated to residential uses will be assigned to different types of residential units based on the average occupancy for each housing type constructed during the previous decade. Costs allocated to non-residential uses will be assigned based on the amount of square feet of G.F.A. constructed for eligible uses.
- 2) Costs allocated to residential and non-residential uses are based upon a number of conventions, as may be suited to each municipal circumstance, e.g.
  - for growth studies, the costs have been based on a population to employment growth ratio (62%/38%) for residential and non-residential, respectively) over the 10-year forecast period;
  - for parks and recreation and library services (facilities), a 5% non-residential attribution has been made to recognize use by the non-residential sector;
  - for fire services, public works, and police services, a 66% residential/34% non-residential attribution has been made based on a population vs. employment growth ratio over the 20-year forecast period;
  - for waste diversion, a 95% residential and 5% non-residential allocation has been made based on the City’s tonnage information;
  - for housing services, the costs have been attributed 100% to residential; and
  - for services related to a highway, water, and wastewater services, a 92% residential/8% non-residential allocation has been made based on the relative share of the land area to buildout.



### **7.3.3 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;
- 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 within five (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.

### **7.3.4 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, section 1) of the building; for industrial building additions that exceed 50% of the existing G.F.A., only the portion of the addition in excess of 50% is subject to D.C.s (subsection 4 (3) of the D.C.A.);
  - buildings or structures owned by and used for the purposes of any municipality, local board, or Board of Education (section 3);
  - residential development in existing buildings: development that results only in the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (based on prescribed limits set out in section 2 of O. Reg. 82/98);
  - residential development in new dwellings: development that includes the creation of up to two detached dwelling units (based on prescribed limits set out in section 2 of O. Reg. 82/98); and
  - a university in Ontario that receives direct, regular, and ongoing operating funding from the Government of Ontario.



#### b) Non-statutory exemptions

- A development of existing commercial buildings or structures or part thereof where the square footage is not increased;
- Any use permitted pursuant to section 39 of the *Planning Act*;
- The creation of residential use within existing buildings located in the Heritage Conservation District, pursuant to City By-law No.173-97
- The conversion of industrial buildings to residential uses within Special Policy Area No.7: Factory District, of the City's Official Plan;
- An industrial development; and
- An accessory building.

### **7.3.5 Phasing in**

No provisions for phasing in the D.C. are provided in the D.C. by-law.

### **7.3.6 Timing of Collection**

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

Commencing January 1, 2020, rental housing and institutional developments will pay D.C.s in six equal annual payments commencing at occupancy. Non-profit housing developments will pay D.C.s in 21 equal annual payments. Moreover, the D.C. amount for all developments occurring within 2 years of a Site Plan or Zoning By-law Amendment planning approval (for applications submitted after January 1, 2020), shall be determined based on the D.C. in effect on the day of the applicable Site Plan or Zoning By-law Amendment application.

Instalment payments and payments determined at the time of Site Plan or Zoning By-law Amendment application are subject to annual interest charges calculated based on the City's D.C. Interest Rate Policy, as may be amended from time to time.

### **7.3.7 Indexing**

Indexing of the D.C.s shall be implemented on a mandatory basis annually commencing on January 1, 2023, and each anniversary date thereafter, in accordance with the



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

### **7.3.8 The Applicable Areas**

The charges developed herein provide for varying charges within the City, as follows:

- Stormwater charges will be imposed within the specific area of the City; and
- Remaining Services – the residential and non-residential charge will be imposed on all lands within the City.

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

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It is recommended that:

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

The City’s development charge collections are currently reserved in eleven separate reserve funds: Roads and Traffic Signals, Infrastructure, Fire Protection, Police, Outdoor Recreation, Indoor Recreation, Libraries, Administration, Waste Diversion, Water, Wastewater, and Stormwater Management. Appendix D outlines the reserve fund policies that the City is required to follow as per the *Development Charges Act*.

It is recommended:

- that an additional reserve fund for Housing Services be implemented;
- that the City combine and rename the Indoor and Outdoor Recreation reserve funds to “Parks and Recreation” to align with the eligible service definitions as per the D.C.A., as amended;
- that the City rename the Roads and Traffic Signals reserve fund to “Services Related to a Highway” to align with the eligible service definitions as per the D.C.A., as amended;

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

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- that the City rename the Administration reserve fund to “Growth Studies” related to the classes of services required under the D.C.A., as amended; and
- that the City rename the Infrastructure reserve fund to “Public Works” related to the classes of services required under the D.C.A., as amended.

Also, with the changes from Bill 108 and Bill 197, the municipal parking reserve fund must be transferred into a special account (i.e., a Parking Services C.B.C. reserve) or into the City’s General Reserve as it is no longer a D.C. eligible service.

Appendix D outlines the reserve fund policies that the City is required to follow as per the D.C.A.

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

A by-law under the D.C.A. comes into force on the day after which the by-law is passed by Council or on a date specified by Council.

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

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

### **7.4.4 Area Rating**

As noted earlier, Bill 73 has introduced two new sections where Council must consider the use of area specific charges:

1. Section 2 (9) of the D.C.A. now requires a municipality to implement area-specific D.C.s for either specific services which are prescribed and/or for specific municipalities which are to be regulated (note that at this time, no municipalities or services are prescribed by the regulations).
2. Section 10 (2) c.1 of the D.C.A. requires that “the development charges background study shall include consideration of the use of more than one development charge by-law to reflect different needs for services in different areas.”





In regard to the first item, there are no services or specific municipalities identified in the regulations which must be area rated. The second item requires Council to consider the use of area rating.

At present, the City's by-law does provide stormwater service on an area-specific basis. All other City services are recovered based on a uniform, City-wide basis. There have been several reasons why area-specific charges for these services have not been imposed:

1. All City services, with the exception of water, wastewater, and stormwater require that the average 10-year service standard be calculated. This average service standard, multiplied by growth in the City, establishes an upper ceiling on the amount of funds that can be collected from all developing landowners. Section 4 (4) of O. Reg. 82/98 provides that "if a development charge by-law applies to a part of the municipality, the level of service and average level of service cannot exceed that which would be determined if the by-law applied to the whole municipality." Put in layman terms, the average service standard multiplied by the growth within the specific area would establish an area-specific ceiling which would significantly reduce the total revenue recoverable for the City, hence potentially resulting in D.C. revenue shortfalls and impacts on property taxes.
2. Extending on item 1, attempting to impose an area charge potentially causes equity issues in transitioning from a City -wide approach to an area-specific approach. For example, if all services were now built (and funded) within Area A (which is 75% built out) and this was funded with some revenues from Areas B and C, moving to an area rating approach would see Area A contribute no funds to the costs of services in Areas B and C. The D.C.s would be lower in Area A (as all services are now funded) and higher in Areas B and C. As well, funding shortfalls may then potentially encourage the municipality to provide less services to Areas B and C due to reduced revenue.
3. Many services provided (roads, parks, recreation facilities, library) are not restricted to one specific area and are often used by all residents. For example, arenas located in different parts of the City will be used by residents from all areas depending on the programming of the facility (i.e., a public skate is available each night, but at a different arena; hence usage of any one facility at any given time is based on programming availability).
4. Water and wastewater services are provided to all areas of the City.



For the reasons noted above, it is recommended that Council continue the approach of providing stormwater on an area specific basis while all other services/classes of services on a uniform City-wide basis.

## 7.5 Other Recommendations

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### It is recommended that Council:

“Whenever appropriate, request that grants, subsidies and other contributions be clearly designated by the donor as being to the benefit of existing development or new development, as applicable;”

“Adopt the assumptions contained herein as an ‘anticipation’ with respect to capital grants, subsidies and other contributions;”

“Classes of services be established for growth studies and public works;”

“Continue the D.C. approach to calculate the charges on a uniform City-wide basis for all services/classes of services, except for stormwater;”

“Continue the D.C. approach to calculate the stormwater charges on an area-specific basis for the Riverbend area;”

“Approve the capital project listing set out in Chapter 5 of the D.C.s Background Study dated February 4, 2022, subject to further annual review during the capital budget process;”

“Approve the D.C.s Background Study dated February 4, 2022, as amended (if applicable);”

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

“Approve the D.C. By-law as set out in Appendix G.”



# Chapter 8

## By-law Implementation



## 8. By-law Implementation

### 8.1 Public Consultation Process

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#### **8.1.1 Introduction**

This chapter addresses the mandatory, formal public consultation process (section 8.1.2), as well as the optional, informal consultation process (section 8.1.3). The latter is designed to seek the co-operation and participation of those involved, in order to produce the most suitable policy. Section 8.1.4 addresses the anticipated impact of the D.C. on development from a generic viewpoint.

#### **8.1.2 Public Meeting of Council**

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

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

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

#### **8.1.3 Other Consultation Activity**

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

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



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

2. The second public grouping embraces the public at large and includes taxpayer coalition groups and others interested in public policy.
3. The third grouping is the industrial/commercial/institutional 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 City D.C. policy. Their primary concern is frequently with the quantum of the charge, G.F.A. exclusions such as basements, mechanical or indoor parking areas, or exemptions and phase-in or capping provisions in order to moderate the impact.

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

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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 City 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

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### 8.3.1 Introduction

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

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

### 8.3.2 Notice of Passage

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

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

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

### 8.3.3 By-law Pamphlet

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

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



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

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

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

### **8.3.4 Appeals**

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

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

### **8.3.5 Complaints**

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

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

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



### **8.3.6 Credits**

Sections 38 to 41 of the D.C.A. 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.

### **8.3.7 Front-Ending Agreements**

The City and one or more landowners may enter into a front-ending agreement that provides for the costs of a project 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. (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 City funds being available.

### **8.3.8 Severance and Subdivision Agreement Conditions**

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

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





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

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

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

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



# Appendices



# Appendix A

## Background Information on Residential and Non- Residential Growth Forecast



## Schedule 1 City of Stratford Residential Growth Forecast Summary

	Year	Population (Including Census Undercount) <sup>1</sup>	Excluding Census Undercount			Housing Units					Person Per Unit (P.P.U.): Total Population/ Total Households	
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other	Total Households		Equivalent Institutional Households
Historical	<i>Mid 2006</i>	31,320	30,461	681	29,780	8,415	1,310	3,065	80	12,870	619	2.367
	<i>Mid 2011</i>	31,760	30,886	956	29,930	8,844	1,335	3,122	29	13,330	869	2.317
	<i>Mid 2016</i>	32,360	31,465	840	30,625	9,050	1,525	3,235	35	13,845	764	2.273
Forecast	<i>Mid 2022</i>	34,700	33,742	912	32,830	9,604	1,708	3,790	35	15,137	829	2.229
	<i>Mid 2032</i>	38,420	37,359	1,022	36,337	10,586	2,296	4,269	35	17,187	929	2.174
	<i>Mid 2041</i>	41,530	40,383	1,078	39,305	11,288	2,802	4,718	35	18,842	980	2.143
	<i>Buildout</i>	48,340	47,006	1,255	45,751	12,506	3,936	5,590	35	22,067	1,141	2.130
Incremental	<b>Mid 2006 - Mid 2011</b>	<b>440</b>	<b>425</b>	<b>275</b>	<b>150</b>	<b>429</b>	<b>25</b>	<b>57</b>	<b>-51</b>	<b>460</b>	<b>250</b>	
	<b>Mid 2011 - Mid 2016</b>	<b>600</b>	<b>579</b>	<b>-116</b>	<b>695</b>	<b>206</b>	<b>190</b>	<b>113</b>	<b>6</b>	<b>515</b>	<b>-105</b>	
	<b>Mid 2016 - Mid 2022</b>	<b>2,340</b>	<b>2,277</b>	<b>72</b>	<b>2,205</b>	<b>554</b>	<b>183</b>	<b>555</b>	<b>0</b>	<b>1,292</b>	<b>65</b>	
	<b>Mid 2022 - Mid 2032</b>	<b>3,720</b>	<b>3,617</b>	<b>110</b>	<b>3,507</b>	<b>982</b>	<b>588</b>	<b>479</b>	<b>0</b>	<b>2,050</b>	<b>100</b>	
	<b>Mid 2022 - Mid 2041</b>	<b>6,830</b>	<b>6,641</b>	<b>166</b>	<b>6,475</b>	<b>1,684</b>	<b>1,094</b>	<b>928</b>	<b>0</b>	<b>3,705</b>	<b>151</b>	
	<b>Mid 2022 - Buildout</b>	<b>13,640</b>	<b>13,264</b>	<b>343</b>	<b>12,921</b>	<b>2,902</b>	<b>2,228</b>	<b>1,800</b>	<b>0</b>	<b>6,930</b>	<b>312</b>	

Source: Watson & Associates Economists Ltd.

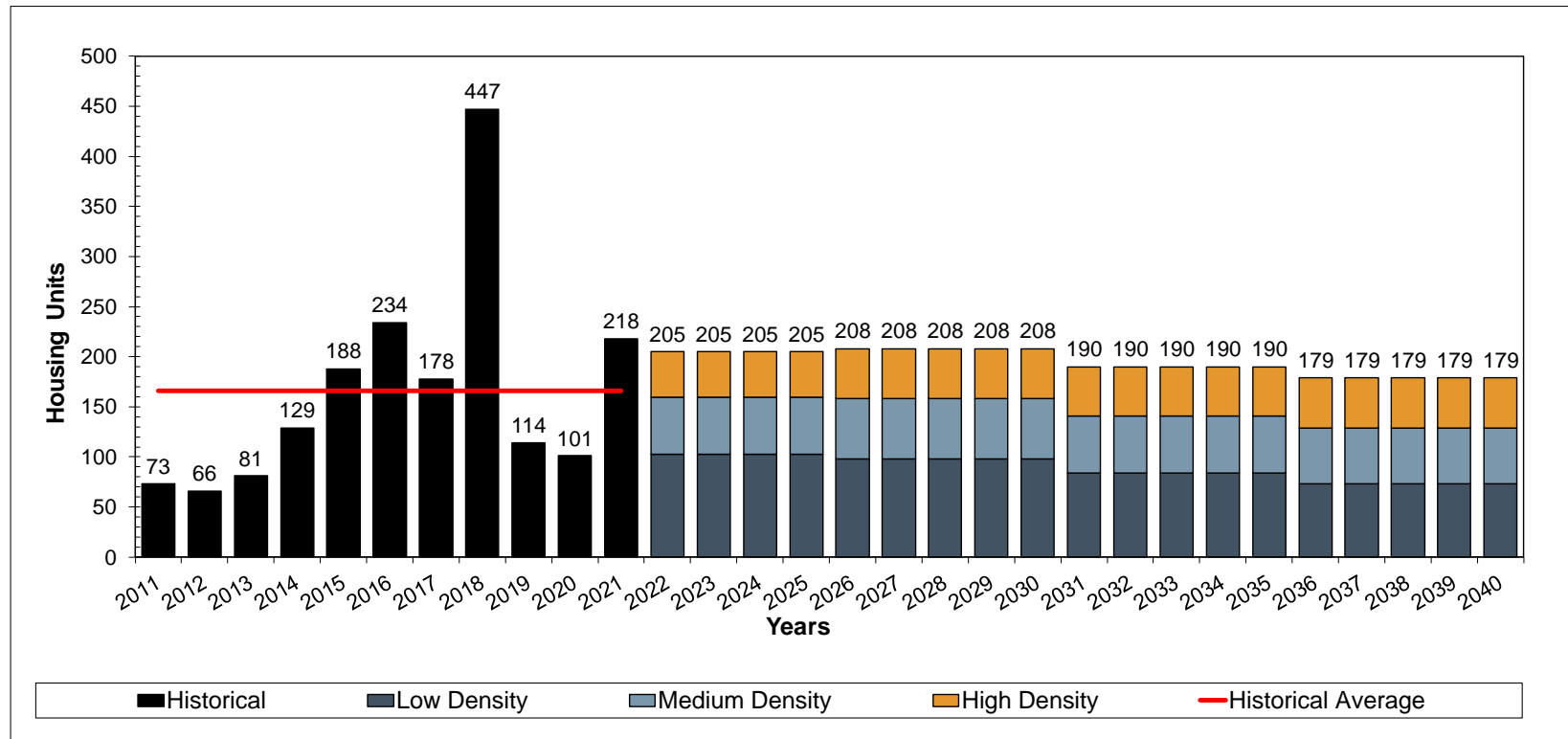
<sup>1</sup> Census undercount estimated at approximately 2.8%. Note: Population including the undercount has been rounded.

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

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.



Figure A-1  
City of Stratford  
Annual Housing Forecast



Source: Historical housing activity derived from City of Stratford building permit data, 2011-2020, and 2021 estimated based on July 2021 year-to-date data by Watson & Associates Economists Ltd.

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



**Schedule 2**  
**City of Stratford**  
**Estimate of the Anticipated Amount, Type and Location of**  
**Residential Development for Which Development Charges Can Be Imposed**

Development Location	Timing	Single & Semi-Detached	Multiples <sup>1</sup>	Apartments <sup>2</sup>	Total Residential Units	Gross Population In New Units	Existing Unit Population Change	Net Population Increase, Excluding Institutional	Institutional Population	Net Population Including Institutional
Northeast Area	2022 - 2032	275	37	71	383	946	(48)	898	14	913
	2022 - 2041	505	90	157	752	1,824	(77)	1,748	32	1,780
	2022 - Buildout	929	229	340	1,498	3,566	(104)	3,463	97	3,560
West Area	2022 - 2032	567	306	246	1,119	2,593	(48)	2,545	80	2,625
	2022 - 2041	913	508	448	1,869	4,287	(77)	4,210	108	4,318
	2022 - Buildout	1,526	1,380	798	3,704	8,386	(104)	8,282	220	8,502
Stratford East	2022 - 2032	27	199	0	226	505	0	505	16	521
	2022 - 2041	54	398	0	452	1,010	0	1,010	26	1,036
	2022 - Buildout	54	398	0	452	1,010	0	1,010	26	1,036
Other <sup>3</sup>	2022 - 2032	113	47	162	322	655	(1,096)	(441)	0	(441)
	2022 - 2041	211	98	322	631	1,273	(1,766)	(493)	0	(493)
	2022 - Buildout	393	221	661	1,276	2,547	(2,381)	165	0	165
City of Stratford	2022 - 2032	982	588	479	2,050	4,698	(1,191)	3,507	110	3,617
	2022 - 2041	1,684	1,094	928	3,705	8,395	(1,920)	6,475	166	6,641
	2022 - Buildout	2,902	2,228	1,800	6,930	15,509	(2,588)	12,921	343	13,264

Source: Watson & Associates Economists Ltd.

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

<sup>2</sup> Includes accessory apartments, bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>3</sup> Includes all lands outside of Stratford Northeast, West and Stratford East areas.

Note: Numbers may not add to totals due to rounding.



Schedule 3  
City of Stratford  
Current Year Growth Forecast  
Mid-2016 to Mid-2022

		Population
Mid 2016 Population		31,465
Occupants of New Housing Units, Mid 2016 to Mid 2022	<i>Units (2)</i>	1,292
	<i>multiplied by P.P.U. (3)</i>	2,306
	<i>gross population increase</i>	2,980
Occupants of New Equivalent Institutional Units, Mid 2016 to Mid 2022	<i>Units</i>	65
	<i>multiplied by P.P.U. (3)</i>	1,100
	<i>gross population increase</i>	71
Decline in Housing Unit Occupancy, Mid 2016 to Mid 2022	<i>Units (4)</i>	13,845
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.056
	<i>total decline in population</i>	-774
Population Estimate to Mid 2022		33,742
<i>Net Population Increase, Mid 2016 to Mid 2022</i>		<i>2,277</i>

- (1) 2016 population based on Statistics Canada Census unadjusted for Census undercount.
- (2) Estimated residential units constructed, Mid-2016 to the beginning of the growth period assuming a six-month lag between construction and occupancy.
- (3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup> (P.P.U.)	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.824	43%	1.211
<i>Multiples (6)</i>	2.103	14%	0.298
<i>Apartments (7)</i>	1.857	43%	0.798
<b>Total</b>		100%	2.306

<sup>1</sup> Based on 2016 Census custom database

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

- (4) 2016 households taken from Statistics Canada Census.
- (5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.
- (6) Includes townhouses and apartments in duplexes.
- (7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



**Schedule 4a  
City of Stratford  
Ten Year Growth Forecast  
Mid-2022 to Mid-2032**

		Population
Mid 2022 Population		33,742
Occupants of New Housing Units, Mid 2022 to Mid 2032	<i>Units (2)</i>	2,050
	<i>multiplied by P.P.U. (3)</i>	2.292
	<i>gross population increase</i>	4,698
Occupants of New Equivalent Institutional Units, Mid 2022 to Mid 2032	<i>Units</i>	100
	<i>multiplied by P.P.U. (3)</i>	1.100
	<i>gross population increase</i>	110
Decline in Housing Unit Occupancy, Mid 2022 to Mid 2032	<i>Units (4)</i>	15,137
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.079
	<i>total decline in population</i>	-1,191
Population Estimate to Mid 2032		37,359
<i>Net Population Increase, Mid 2022 to Mid 2032</i>		3,617

(1) Mid 2022 Population based on:

2016 Population (31,465) + Mid 2016 to Mid 2022 estimated housing units to beginning of forecast period (1,292 x 2.306 = 2,980) + (65 x 1.1 = 71) + (13,845 x -0.056 = -774) = 33,742

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

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup> (P.P.U.)	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.763	48%	1.324
<i>Multiples (6)</i>	2.162	29%	0.620
<i>Apartments (7)</i>	1.484	23%	0.347
<i>one bedroom or less</i>	1.190		
<i>two bedrooms or more</i>	1.601		
<b>Total</b>		100%	2.292

<sup>1</sup> Persons per unit based on adjusted Statistics Canada Custom 2016 Census database.

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

(4) Mid 2022 households based upon 2016 Census (13,845 units) + Mid 2016 to Mid 2022 unit estimate (1,292 units) = 15,137 units.

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

(6) Includes townhouses and apartments in duplexes.

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

Note: Numbers may not add to totals due to rounding.





Schedule 4b  
City of Stratford  
Long-Term Growth Forecast  
Mid 2022 to Mid 2041

		Population
Mid 2022 Population		33,742
Occupants of New Housing Units, Mid 2022 to Mid 2041	<i>Units (2)</i>	3,705
	<i>multiplied by P.P.U. (3)</i>	2,266
	<i>gross population increase</i>	8,395
Occupants of New Equivalent Institutional Units, Mid 2022 to Mid 2041	<i>Units</i>	151
	<i>multiplied by P.P.U. (3)</i>	1,100
	<i>gross population increase</i>	166
Decline in Housing Unit Occupancy, Mid 2022 to Mid 2041	<i>Units (4)</i>	15,137
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.127
	<i>total decline in population</i>	-1,920
Population Estimate to Mid 2041		40,383
<i>Net Population Increase, Mid 2022 to Mid 2041</i>		6,641

(1) Mid 2022 Population based on:

2016 Population (31,465) + Mid 2016 to Mid 2022 estimated housing units to beginning of forecast period (1,292 x 2.306 = 2,980) + (65 x 1.1 = 71) + (13,845 x -0.056 = -774) = 33,742

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

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup> (P.P.U.)	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.763	45%	1.256
<i>Multiples (6)</i>	2.162	30%	0.638
<i>Apartments (7)</i>	1.484	25%	0.372
<i>one bedroom or less</i>	1.190		
<i>two bedrooms or more</i>	1.601		
<b>Total</b>		100%	2.266

<sup>1</sup> Persons per unit based on adjusted Statistics Canada Custom 2016 Census database.

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

(4) Mid 2022 households based upon 2016 Census (13,845 units) + Mid 2016 to Mid 2022 unit estimate (1,292 units) = 15,137 units.

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

(6) Includes townhouses and apartments in duplexes.

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

Note: Numbers may not add to totals due to rounding.



**Schedule 5  
City of Stratford  
Buildout Growth Forecast  
Mid 2022 to Buildout**

		Population
<b>Mid 2022 Population</b>		<b>33,742</b>
Occupants of New Housing Units, Mid 2022 to Buildout	<i>Units (2)</i>	6,930
	<i>multiplied by P.P.U. (3)</i>	2,238
	<i>gross population increase</i>	15,509
Occupants of New Equivalent Institutional Units, Mid 2022 to Buildout	<i>Units</i>	312
	<i>multiplied by P.P.U. (3)</i>	1,100
	<i>gross population increase</i>	343
Decline in Housing Unit Occupancy, Mid 2022 to Buildout	<i>Units (4)</i>	6,930
	<i>multiplied by P.P.U. decline rate (5)</i>	-0.373
	<i>total decline in population</i>	-2,588
<b>Population Estimate to Buildout</b>		<b>47,006</b>
<i>Net Population Increase, Mid 2022 to Buildout</i>		<b>13,264</b>

(1) Mid 2022 Population based on:

2016 Population (31,465) + Mid 2016 to Mid 2022 estimated housing units to beginning of forecast period (1,292 x = 2,855) + (13,845 x - 0.0417 = -578) = 33,742

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

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit <sup>1</sup> (P.P.U.)	% Distribution of Estimated Units <sup>2</sup>	Weighted Persons Per Unit Average
<i>Singles &amp; Semi Detached</i>	2.763	42%	1.157
<i>Multiples (6)</i>	2.162	32%	0.695
<i>Apartments (7)</i>	1.484	26%	0.385
<i>one bedroom or less</i>	1.190		
<i>two bedrooms or more</i>	1.601		
<b>Total</b>		<b>100%</b>	<b>2.238</b>

<sup>1</sup> Persons per unit based on Statistics Canada Custom 2016 Census database.

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

(4) Mid 2022 households based upon 13,845 (2016 Census) + 1,292 (Mid 2016 to Mid 2022 unit estimate) = 15,137

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

(6) Includes townhouses and apartments in duplexes.

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

Note: Numbers may not add to totals due to rounding.



Schedule 6  
City of Stratford  
Summary of Units in the Development Approvals Process, Intensification,  
and Vacant Designated Vacant Land Unit Potential

Stage of Development	Density Type			
	Singles & Semi-Detached	Multiples <sup>2</sup>	Apartments <sup>3</sup>	Total
Registered Not Built	188	46	0	<b>234</b>
<i>% Breakdown</i>	80%	20%	0%	100%
Draft Plans Approved	347	963	165	<b>1,475</b>
<i>% Breakdown</i>	24%	65%	11%	100%
Application Under Review	0	550	222	<b>772</b>
<i>% Breakdown</i>	0%	71%	29%	100%
Vacant lands designated for Residential	2,179	601	977	<b>3,757</b>
<i>% Breakdown</i>	58%	16%	26%	100%
Additional Intensification	188	68	436	<b>692</b>
<i>% Breakdown</i>	27%	10%	63%	100%
<b>Total</b>	<b>2,902</b>	<b>2,228</b>	<b>1,800</b>	<b>6,930</b>
<i>% Breakdown</i>	42%	32%	26%	100%

Source: Derived from City of Stratford data by Watson & Associates Economists Ltd.

<sup>2</sup> Includes townhomes and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1 bedroom and 2 bedroom+ apartments.



Schedule 7  
City of Stratford  
Historical Residential Building Permits  
Years 2011 to 2020

Year	Residential Building Permits			
	Singles & Semi Detached	Multiples <sup>1</sup>	Apartments <sup>2</sup>	Total
2011	55	14	4	73
2012	41	16	9	66
2013	31	15	35	81
2014	65	52	12	129
2015	71	30	87	188
Sub-total	263	127	147	537
<b>Average (2011 - 2015)</b>	<b>53</b>	<b>25</b>	<b>29</b>	<b>107</b>
% Breakdown	49.0%	23.6%	27.4%	100.0%
2016	136	37	61	234
2017	107	12	59	178
2018	102	6	339	447
2019	32	2	80	114
2020	44	47	10	101
Sub-total	421	104	549	1,074
<b>Average (2016 - 2020)</b>	<b>84</b>	<b>21</b>	<b>110</b>	<b>215</b>
% Breakdown	39.2%	9.7%	51.1%	100.0%
2011 - 2020				
Total	684	231	696	1,611
<b>Average</b>	<b>68</b>	<b>23</b>	<b>70</b>	<b>161</b>
% Breakdown	42.5%	14.3%	43.2%	100.0%

Source: Historical housing activity derived from City of Stratford building permit data, 2011-2020, by Watson & Associates Economists Ltd.

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

<sup>2</sup> Includes bachelor, 1 bedroom and 2 bedroom+ apartments.



Schedule 8  
City of Stratford  
Person Per Unit by Age and Type of Dwelling  
(2016 Census)

Age of Dwelling	Singles and Semi-Detached						25 Year Average	25 Year Average Adjusted
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	-	3.079	-	<b>2.824</b>		
6-10	-	-	1.750	3.117	-	<b>2.961</b>		
11-15	-	-	1.938	2.918	-	<b>2.755</b>		
16-20	-	-	1.500	2.750	-	<b>2.670</b>		
20-25	-	-	-	2.788	-	<b>2.827</b>	2.807	2.763
25-35	-	-	-	2.636	-	<b>2.582</b>		
35+	-	1.619	1.713	2.521	3.310	<b>2.408</b>		
<b>Total</b>	-	<b>1.600</b>	<b>1.741</b>	<b>2.615</b>	<b>3.393</b>	<b>2.505</b>		

Age of Dwelling	Multiples <sup>1</sup>						25 Year Average	25 Year Average Adjusted
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	1.364	2.588	-	<b>2.103</b>		
6-10	-	-	-	-	-	<b>2.385</b>		
11-15	-	-	1.733	-	-	<b>2.083</b>		
16-20	-	-	1.667	-	-	<b>2.182</b>		
20-25	-	-	1.733	-	-	<b>2.000</b>	2.151	2.162
25-35	-	-	1.684	2.625	-	<b>2.154</b>		
35+	-	1.355	1.730	2.400	-	<b>1.968</b>		
<b>Total</b>	-	<b>1.300</b>	<b>1.693</b>	<b>2.579</b>	-	<b>2.049</b>		

Age of Dwelling	Apartments <sup>2</sup>						25 Year Average	25 Year Average Adjusted
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	-	-	-	<b>1.857</b>		
6-10	-	1.143	1.462	-	-	<b>1.345</b>		
11-15	-	-	1.500	-	-	<b>1.448</b>		
16-20	-	-	1.500	-	-	<b>1.435</b>		
20-25	-	-	1.308	-	-	<b>1.174</b>	1.452	1.484
25-35	-	1.161	1.643	-	-	<b>1.455</b>		
35+	-	1.134	1.658	2.545	-	<b>1.484</b>		
<b>Total</b>	<b>0.923</b>	<b>1.151</b>	<b>1.617</b>	<b>2.683</b>	-	<b>1.468</b>		

Age of Dwelling	All Density Types					
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total
1-5	-	-	1.704	2.914	-	<b>2.495</b>
6-10	-	1.133	1.655	2.986	-	<b>2.487</b>
11-15	-	-	1.740	2.869	-	<b>2.431</b>
16-20	-	-	1.541	2.779	-	<b>2.382</b>
20-25	-	-	1.563	2.773	-	<b>2.358</b>
25-35	-	1.167	1.731	2.655	-	<b>2.189</b>
35+	-	1.180	1.700	2.523	3.227	<b>2.147</b>
<b>Total</b>	-	<b>1.174</b>	<b>1.690</b>	<b>2.613</b>	<b>3.407</b>	<b>2.213</b>

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

<sup>2</sup> Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

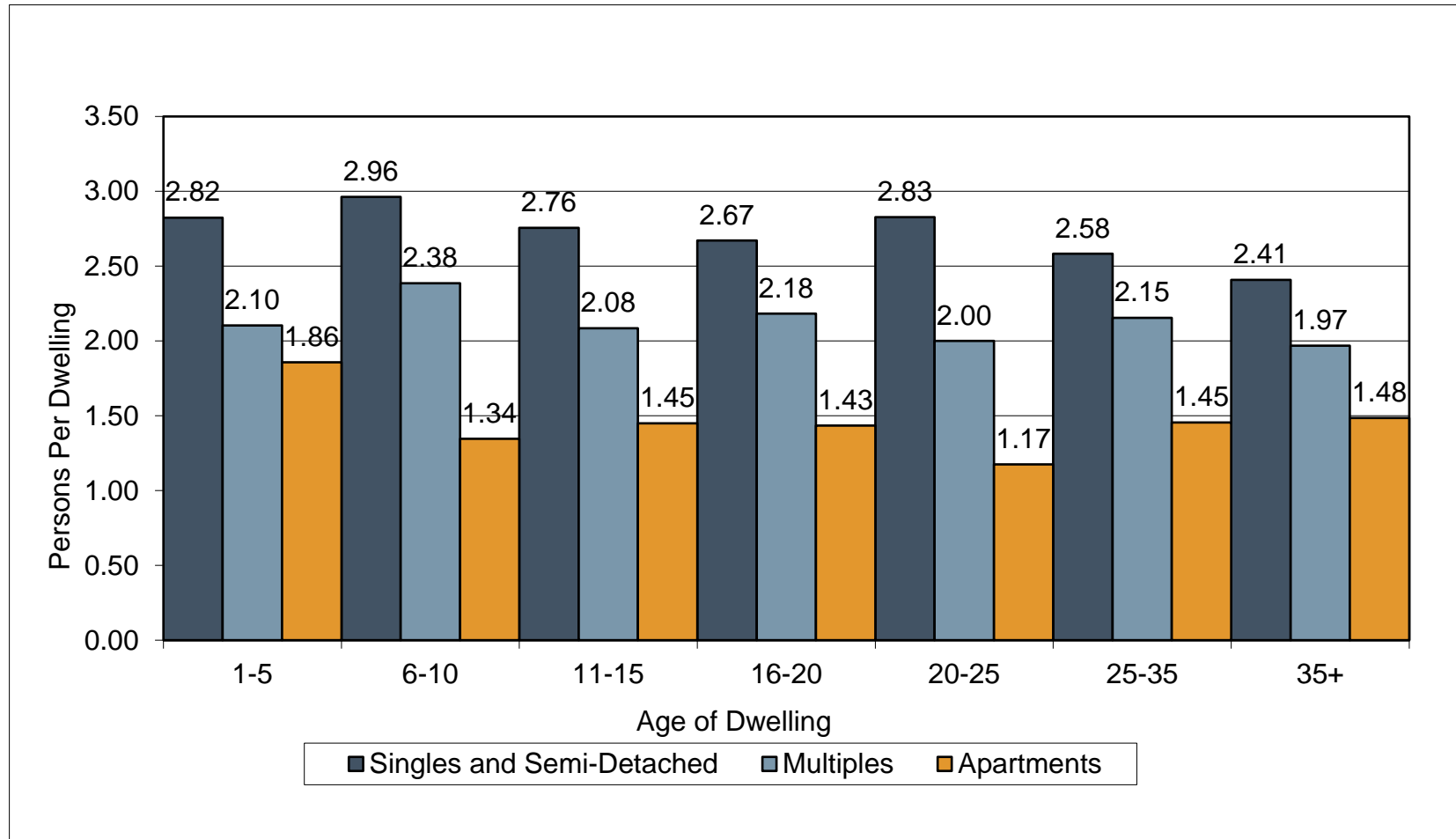
<sup>3</sup> Adjusted based on 2001-2016 historical trends.

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

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



Schedule 9  
City of Stratford  
Person Per Unit Structural Type and Age of Dwelling  
(2016 Census)





Schedule 10a  
City of Stratford  
Employment Forecast, 2022 to Buildout

Period	Population	Activity Rate						Employment					
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total
Mid 2006	30,461	0.006	0.025	0.253	0.248	0.122	0.655	180	775	7,705	7,560	3,720	19,940
Mid 2011	30,886	0.006	0.020	0.211	0.239	0.138	0.613	190	610	6,515	7,370	4,250	18,935
Mid 2016	31,465	0.002	0.032	0.220	0.236	0.129	0.620	75	1,000	6,928	7,423	4,070	19,495
Mid 2022	33,742	0.002	0.033	0.227	0.228	0.119	0.608	59	1,106	7,647	7,677	4,020	20,508
Mid 2032	37,359	0.002	0.034	0.223	0.236	0.120	0.615	59	1,262	8,346	8,813	4,496	22,976
Mid 2041	39,030	0.002	0.035	0.223	0.242	0.121	0.623	59	1,358	8,719	9,456	4,736	24,328
Buildout	47,006	0.001	0.036	0.230	0.261	0.125	0.654	59	1,682	10,833	12,288	5,872	30,734
<b>Incremental Change</b>													
Mid 2006 - Mid 2011	425	0.000	-0.006	-0.042	-0.010	0.015	-0.042	10	-165	-1,190	-190	530	-1,005
Mid 2011 - Mid 2016	579	-0.004	0.012	0.009	-0.003	-0.008	0.007	-115	390	413	53	-180	560
Mid 2016 - Mid 2022	2,277	-0.001	0.001	0.006	-0.008	-0.010	-0.012	-16	106	719	254	-50	1,013
Mid 2022 - Mid 2032	3,617	0.000	0.001	-0.003	0.008	0.001	0.007	0	156	700	1,137	476	2,468
Mid 2022 - Mid 2041	5,288	0.000	0.002	-0.003	0.015	0.002	0.016	0	252	1,073	1,780	716	3,820
Mid 2022 - Buildout	13,264	0.000	0.003	0.004	0.034	0.006	0.046	0	576	3,187	4,612	1,852	10,226
<b>Annual Average</b>													
Mid 2006 - Mid 2011	85	0.000	-0.001	-0.008	-0.002	0.003	-0.008	2	-33	-238	-38	106	-201
Mid 2011 - Mid 2016	116	-0.001	0.002	0.002	-0.001	-0.002	0.001	-23	78	83	11	-36	112
Mid 2016 - Mid 2022	380	0.000	0.000	0.001	-0.001	-0.002	-0.002	-3	18	120	42	-8	169
Mid 2022 - Mid 2032	362	0.000	0.000	0.000	0.001	0.000	0.001	0	16	70	114	48	247
Mid 2022 - Mid 2041	278	0.000	0.000	0.000	0.001	0.000	0.001	0	13	56	94	38	201

Source: Watson & Associates Economists Ltd.



Schedule 10b  
City of Stratford  
Employment and Gross Floor Area (G.F.A.) Forecast, 2022 to Buildout

Period	Population	Employment					Gross Floor Area in Square Feet (Estimated) <sup>1</sup>			
		Primary	Industrial	Commercial/ Population Related	Institutional <sup>2</sup>	Total	Industrial	Commercial/ Population Related	Institutional	Total
Mid 2006	30,461	180	7,705	7,560	3,720	19,165				
Mid 2011	30,886	190	6,515	7,370	4,250	18,325				
Mid 2016	31,465	75	6,928	7,423	4,070	18,495				
Mid 2022	33,742	59	7,647	7,677	3,987	19,369				
Mid 2032	37,359	59	8,346	8,813	4,412	21,630				
Mid 2041	39,030	59	8,719	9,456	4,626	22,860				
Buildout	47,006	59	10,833	12,288	5,679	28,859				
<b>Incremental Change</b>										
Mid 2006 - Mid 2011	425	10	-1,190	-190	530	-840				
Mid 2011 - Mid 2016	579	-115	413	53	-180	170				
Mid 2016 - Mid 2022	2,277	-16	719	254	-83	874				
Mid 2022 - Mid 2032	3,617	0	700	1,137	425	2,261	839,400	568,200	283,900	1,691,500
Mid 2022 - Mid 2041	5,288	0	1,073	1,780	639	3,491	1,287,000	889,700	426,700	2,603,400
Mid 2022 - Buildout	13,264	0	3,187	4,612	1,692	9,490	3,824,100	2,305,700	1,150,700	7,280,500
<b>Annual Average</b>										
Mid 2006 - Mid 2011	85	2	-238	-38	106	-168				
Mid 2011 - Mid 2016	116	-23	83	11	-36	34				
Mid 2016 - Mid 2022	380	-3	120	42	-14	146				
Mid 2022 - Mid 2032	362	0	70	114	43	226	83,940	56,820	28,390	169,150
Mid 2022 - Mid 2041	278	0	56	94	34	184	67,737	46,826	22,458	137,021

Source: Watson & Associates Economists Ltd.

<sup>1</sup> Square Foot Per Employee Assumptions

Industrial	1,200
Commercial/ Population Related	500
Institutional	680

<sup>2</sup> Forecast institutional employment and gross floor area has been adjusted downward to account for employment associated with special care units.

\* Reflects Mid 2022 to Buildout forecast period

Note: Numbers may not add to totals due to rounding.





Schedule 10c  
City of Stratford  
Employment and Gross Floor Area (G.F.A.) Forecast, 2022 to Buildout

Development Location	Timing	Industrial G.F.A. S.F. <sup>1</sup>	Commercial G.F.A. S.F. <sup>1</sup>	Institutional G.F.A. S.F. <sup>1,2</sup>	Total Non-Residential G.F.A. S.F.	Employment Increase <sup>3</sup>
Northeast Area	2022 - 2032	-	152,500	78,400	230,900	422
	2022 - 2041	-	238,800	117,800	356,600	654
	2022 - Buildout	-	618,900	317,600	936,500	1,705
West Area	2022 - 2032	-	337,900	177,200	515,100	941
	2022 - 2041	-	528,900	266,200	795,100	1,457
	2022 - Buildout	-	1,421,200	718,000	2,139,200	3,898
Stratford East	2022 - 2032	40,300	21,000	-	61,300	76
	2022 - 2041	61,800	32,900	-	94,700	117
	2022 - Buildout	72,900	35,000	-	107,900	131
Other <sup>4</sup>	2022 - 2032	799,100	56,800	28,400	884,300	822
	2022 - 2041	1,225,200	89,000	42,700	1,356,900	1,263
	2022 - Buildout	3,751,200	230,600	115,100	4,096,900	3,756
City of Stratford	2022 - 2032	839,400	568,200	283,900	1,691,500	2,261
	2022 - 2041	1,287,000	889,700	426,700	2,603,400	3,491
	2022 - Buildout	3,824,100	2,305,700	1,150,700	7,280,500	9,490

Source: Watson & Associates Economists Ltd.

<sup>1</sup> Square feet per employee assumptions:  
 Industrial 1,200  
 Commercial 500  
 Institutional 680

<sup>2</sup> Forecast institutional employment and gross floor area has been adjusted downward to account for employment associated with special care units.

<sup>3</sup> Employment Increase does not include No Fixed Place of Work.

<sup>4</sup> Includes all lands outside of Stratford Northeast, West and Stratford East areas.

\* Reflects Mid 2022 to Buildout forecast period



Schedule 11  
City of Stratford  
Employment to Population Ratio by Major Employment Sector, 2006 to 2016

NAICS		Year			Change		Comments
		2006	2011	2016	06-11	11-16	
<b>Employment by industry</b>							
<b>Primary Industry Employment</b>							
11	<i>Agriculture, forestry, fishing and hunting</i>	185	190	85	5	-105	Categories which relate to local land-based resources
21	<i>Mining and oil and gas extraction</i>	10	0	0	-10	0	
<b>Sub-total</b>		<b>195</b>	<b>190</b>	<b>85</b>	<b>-5</b>	<b>-105</b>	
<b>Industrial and Other Employment</b>							
22	<i>Utilities</i>	45	110	45	65	-65	Categories which relate primarily to industrial land supply and demand
23	<i>Construction</i>	500	720	640	220	-80	
31-33	<i>Manufacturing</i>	5,840	4,460	5,190	-1,380	730	
41	<i>Wholesale trade</i>	835	570	535	-265	-35	
48-49	<i>Transportation and warehousing</i>	450	535	430	85	-105	
56	<i>Administrative and support</i>	173	230	238	58	8	
<b>Sub-total</b>		<b>7,843</b>	<b>6,625</b>	<b>7,078</b>	<b>-1,218</b>	<b>453</b>	
<b>Population Related Employment</b>							
44-45	<i>Retail trade</i>	2,400	2,210	2,225	-190	15	Categories which relate primarily to population growth within the municipality
51	<i>Information and cultural industries</i>	235	230	145	-5	-85	
52	<i>Finance and insurance</i>	1,060	980	1,150	-80	170	
53	<i>Real estate and rental and leasing</i>	210	330	260	120	-70	
54	<i>Professional, scientific and technical services</i>	680	690	860	10	170	
55	<i>Management of companies and enterprises</i>	20	30	10	10	-20	
56	<i>Administrative and support</i>	173	230	238	58	8	
71	<i>Arts, entertainment and recreation</i>	850	855	870	5	15	
72	<i>Accommodation and food services</i>	1,615	1,585	1,500	-30	-85	
81	<i>Other services (except public administration)</i>	795	575	855	-220	280	
<b>Sub-total</b>		<b>8,038</b>	<b>7,715</b>	<b>8,113</b>	<b>-323</b>	<b>398</b>	
<b>Institutional</b>							
61	<i>Educational services</i>	860	780	900	-80	120	
62	<i>Health care and social assistance</i>	2,525	2,880	2,715	355	-165	
91	<i>Public administration</i>	480	745	605	265	-140	
<b>Sub-total</b>		<b>3,865</b>	<b>4,405</b>	<b>4,220</b>	<b>540</b>	<b>-185</b>	
<b>Total Employment</b>		<b>19,940</b>	<b>18,935</b>	<b>19,495</b>	<b>-1,005</b>	<b>560</b>	
<b>Population</b>		<b>30,461</b>	<b>30,886</b>	<b>31,465</b>	<b>425</b>	<b>579</b>	
<b>Employment to Population Ratio</b>							
<b>Industrial and Other Employment</b>		<b>0.26</b>	<b>0.21</b>	<b>0.22</b>	<b>-0.04</b>	<b>0.01</b>	
<b>Population Related Employment</b>		<b>0.26</b>	<b>0.25</b>	<b>0.26</b>	<b>-0.01</b>	<b>0.01</b>	
<b>Institutional Employment</b>		<b>0.13</b>	<b>0.14</b>	<b>0.13</b>	<b>0.02</b>	<b>-0.01</b>	
<b>Primary Industry Employment</b>		<b>0.01</b>	<b>0.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total</b>		<b>0.65</b>	<b>0.61</b>	<b>0.62</b>	<b>-0.04</b>	<b>0.01</b>	

Source: Statistics Canada Employment by Place of Work

Note: 2006-2016 employment figures are classified by North American Industry Classification System (NAICS) Code



# Appendix B

## Level of Service



# Appendix B: Level of Service

SUMMARY OF SERVICE STANDARDS AS PER DEVELOPMENT CHARGES ACT, 1997, AS AMENDED							
Service Category	Sub-Component	10 Year Average Service Standard					Maximum Ceiling LOS
		Cost (per capita)	Quantity (per capita)		Quality (per capita)		
Service Related to a Highway	Services Related to a Highway - Roads	\$12,959.70	0.0121	km of roadways	1,071,050	per km	171,897,461
	Services Related to a Highway - Traffic Signals & Streetlights	\$112.70	0.0008	No. of Traffic Signals	140,875	per signal	1,494,853
Public Works	Public Works - Facilities	\$278.75	1.3987	sq.ft. of building area	199	per sq.ft.	1,851,179
	Public Works - Vehicles & Equipment	\$391.59	0.0017	No. of vehicles and equipment	230,347	per vehicle	2,600,549
Fire Protection	Fire Protection Services - Facilities	\$157.09	0.3350	sq.ft. of building area	469	per sq.ft.	1,043,235
	Fire Protection Services - Vehicles & Equipment	\$188.30	0.0004	No. of vehicles	470,750	per vehicle	1,250,500
	Fire Protection Services - Small Equipment and Gear	\$29.63	0.0041	No. of equipment and gear	7,227	per item	196,773
Police Services	Police Services - Facilities	\$259.03	0.6566	sq.ft. of building area	395	per sq.ft.	1,720,218
	Police Services - Vehicles	\$37.25	0.0007	No. of vehicles and equipment	53,214	per vehicle	247,377
	Police Services - Equipment and Gear	\$45.50	0.0079	No. of equipment and gear	5,759	per item	302,166
Parks & Recreation	Parkland Development	\$1,443.40	0.0180	Acres of Parkland	80,189	per acre	5,220,778
	Parkland Amenities	\$245.75	0.0024	No. of parkland amenities	102,396	per amenity	888,878
	Parkland Trails	\$87.76	0.0005	Kilometres of Paths and Trails	175,520	per km	317,428
	Recreation Facilities	\$3,821.35	9.8498	sq.ft. of building area	388	per sq.ft.	13,821,823
	Parks & Recreation Vehicles and Equipment	\$84.19	0.0015	No. of vehicles and equipment	56,127	per vehicle	304,515
Library	Library Services - Facilities	\$197.80	0.3909	sq.ft. of building area	506	per sq.ft.	715,443
	Library Services - Collection Materials	\$132.34	3.6224	No. of library collection items	37	per collection item	478,674
	Library Services - Vehicles	\$1.60	0.0000	No. of vehicles and equipment	63,651	per vehicle	5,787
Housing Services	Housing Services - Facilities	\$1,527.17	0.01	No. of units	173,542	per unit	5,523,774
Waste Diversion	Waste Diversion - Facilities - Stations/Depots	\$531.98	3.5767	sq.ft. of building area	149	per sq.ft.	1,924,172
	Waste Diversion - Vehicles & Equipment	\$135.12	0.1211	No. of vehicles and equipment	1,116	per vehicle	488,729



**City of Stratford  
Service Standard Calculation Sheet**

Service: Fire Protection Services - Facilities  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Fire Hall 1 - 388 Erie Street	6,476	6,476	6,476	6,476	6,476	6,476	6,476	6,476	6,476	6,476	\$400	\$469
Fire Hall 2 - 44 McCarthy Road	4,211	4,211	4,211	4,211	4,211	4,211	4,211	4,211	4,211	4,211	\$400	\$469
<b>Total</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>	<b>10,686</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.3453	0.3450	0.3446	0.3426	0.3396	0.3348	0.3314	0.3233	0.3220	0.3209

10 Year Average	2012-2021
Quantity Standard	0.3350
Quality Standard	\$469
Service Standard	\$157

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$157
Eligible Amount	\$1,043,235



**City of Stratford  
Service Standard Calculation Sheet**

Service: Fire Protection Services - Vehicles & Equipment  
Unit Measure: No. of vehicles

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Vehicle)
Heavy Rescue Vehicle	1	1	1	1	1	1	1	1	1	1	\$600,000
Pumpers	2	2	2	2	2	2	2	2	2	2	\$810,000
Aerial	1	1	1	1	1	1	1	1	1	1	\$2,070,000
Quint	1	1	1	1	-	-	-	-	-	-	\$1,200,000
Mini-Pumper	1	1	1	1	1	1	-	-	-	-	\$350,000
Utility Vehicles- Pick up Trucks	4	4	4	4	5	5	4	4	4	4	\$81,100
Mobile Training Unit	1	1	1	1	1	1	1	1	1	1	\$624,000
Ford Escape	1	1	1	1	1	1	1	1	1	1	\$45,000
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0003	0.0003	0.0003	0.0003

10 Year Average	2012-2021
Quantity Standard	0.0004
Quality Standard	\$470,750
Service Standard	\$188

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$188
Eligible Amount	\$1,250,500



**City of Stratford  
Service Standard Calculation Sheet**

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

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/item)
Equipped Firefighters (duty uniforms and PPE)	45	45	45	45	45	45	45	45	45	45	\$6,000
Base Radio System	1	1	1	1	1	1	1	1	1	1	\$70,000
Holmatro Auto Rescue Extractors	2	2	2	2	2	2	2	2	2	2	\$7,500
Station Air Compressors	2	2	2	2	2	2	2	2	2	2	\$3,900
Cascade Systems	1	1	1	1	1	1	1	1	1	1	\$52,400
S.C.B.A.'s	35	35	35	35	35	35	35	35	35	35	\$10,000
Defibrillators-Fire	3	3	3	3	3	3	3	3	3	3	\$4,600
Portable Pumps	2	2	2	2	2	2	2	2	2	2	\$6,500
Ram Kits	1	1	1	1	1	1	1	1	1	1	\$5,200
AirBags	6	6	6	6	6	6	6	6	6	6	\$5,200
Controllers (for Air Bags)	2	2	2	2	2	2	2	2	2	2	\$600
Gas Detectors	4	4	4	3	3	3	3	3	3	3	\$1,300
Thermal Imaging Cameras	2	2	2	2	2	2	2	2	2	2	\$15,600
Handheld portable radios	17	17	17	17	17	17	17	17	20	20	\$1,500
Equipped Admin Staff (duty uniforms)	7	7	7	7	7	7	7	7	7	7	\$2,000
Hoses	1	1	1	1	1	1	1	1	1	1	\$40,000
Portable Jaws Extrication Devices									1	1	\$30,000
<b>Total</b>	<b>131</b>	<b>131</b>	<b>131</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>133</b>	<b>133</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0042	0.0042	0.0042	0.0042	0.0041	0.0041	0.0040	0.0039	0.0040	0.0040

10 Year Average	2012-2021
Quantity Standard	0.0041
Quality Standard	\$7,227
Service Standard	\$30

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$30
Eligible Amount	\$196,773



**City of Stratford  
Service Standard Calculation Sheet**

Service: Police Services - Facilities  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Police Station	18,578	18,578	18,578	18,578	18,578	18,578	18,578	18,578	18,578	18,578	\$344	\$405
154 Downie St (lease)	1,912	1,912	1,912	1,912	1,912	1,912	1,912	1,912	1,912	1,912	\$286	\$338
Norfolk Warehouse (lease)	750	750	750	750	750	750	-	-	-	-	\$170	\$204
<b>Total</b>	<b>21,240</b>	<b>21,240</b>	<b>21,240</b>	<b>21,240</b>	<b>21,240</b>	<b>21,240</b>	<b>20,490</b>	<b>20,490</b>	<b>20,490</b>	<b>20,490</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.6864	0.6857	0.6849	0.6809	0.6750	0.6654	0.6355	0.6199	0.6175	0.6152

10 Year Average	2012-2021
Quantity Standard	0.6566
Quality Standard	395
Service Standard	\$259

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$259
Eligible Amount	\$1,720,218





**City of Stratford  
Service Standard Calculation Sheet**

Service: Police Services - Vehicles  
Unit Measure: No. of vehicles and equipment

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Vehicle)
ERU Vehicle	1	1	1	1	2	2	2	2	2	2	\$107,400
Vans (Community Service & Youth)	1	1	1	1	1	-	-	-	-	-	\$54,500
Ford Escape (Community Service & Youth)	1	1	1	1	1	1	1	1	1	1	\$54,500
Cruisers	6	6	6	6	6	6	6	6	6	9	\$53,000
Court Transport Cruiser	1	1	1	1	1	1	1	1	1	1	\$53,000
Canine Vehicle	1	1	1	1	1	1	1	1	1	1	\$85,000
SCU Vehicles	5	5	5	5	5	5	5	5	5	5	\$41,000
Detective Vehicles	2	2	2	2	2	2	2	2	2	2	\$41,000
Administration Vehicles	2	2	2	2	2	4	4	4	4	4	\$41,000
Command Post Vehicle	-	-	-	-	-	-	1	1	1	1	\$72,000
LAV	-	-	-	-	-	-	-	-	1	1	\$102,000
Community Outreach- Ford Passenger Van	-	-	-	-	-	-	-	-	1	1	\$40,000
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>28</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0006	0.0006	0.0006	0.0006	0.0007	0.0007	0.0007	0.0007	0.0008	0.0008

10 Year Average	2012-2021
Quantity Standard	0.0007
Quality Standard	\$53,214
Service Standard	\$37

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$37
Eligible Amount	\$247,377



**City of Stratford  
Service Standard Calculation Sheet**

Service: Police Services - Equipment and Gear  
Unit Measure: No. of equipment and gear

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/item)
Equipped Officers	57	57	57	59	59	59	59	66	66	66	\$7,000
ERU Members	11	11	11	11	11	11	11	11	11	11	\$12,800
Tasers	20	20	20	20	20	20	20	20	20	20	\$4,400
C8 Patrol Rifles	15	15	15	15	15	15	15	15	15	15	\$2,600
Kevlar vests	57	57	57	57	57	57	57	66	66	66	\$1,000
Portable Radio	43	43	43	43	43	43	43	43	43	43	\$4,400
Mobile Radios/Repeaters	10	10	10	10	10	10	10	10	10	14	\$26,700
Mobile Work Station	10	10	10	10	10	10	10	10	10	12	\$18,600
Vehicle Lights and Sirens	10	10	10	10	10	10	10	10	10	15	\$2,800
Prisoner Compartment Inserts	10	10	10	10	10	10	10	10	10	11	\$1,600
<b>Total</b>	<b>243</b>	<b>243</b>	<b>243</b>	<b>245</b>	<b>245</b>	<b>245</b>	<b>245</b>	<b>261</b>	<b>261</b>	<b>273</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01

10 Year Average	2012-2021
Quantity Standard	0.0079
Quality Standard	\$5,759
Service Standard	\$46

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$46
Eligible Amount	\$302,166



**City of Stratford  
Service Standard Calculation Sheet**

Service: Services Related to a Highway - Roads  
Unit Measure: km of roadways

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/km)
Arterial Roads	86	86	86	87	87	87	90	90	90	90	\$2,400,000
Collector Roads	69	69	70	74	75	75	75	75	75	75	\$2,200,000
Sidewalks	215	215	215	216	217	217	223	223	223	223	\$186,000
Multi-Use Trails	2.9	3.5	4.7	5.0	5.9	5.9	5.9	5.9	6.0	6.0	\$203,000
<b>Total</b>	<b>373</b>	<b>374</b>	<b>376</b>	<b>382</b>	<b>385</b>	<b>385</b>	<b>394</b>	<b>394</b>	<b>394</b>	<b>394</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01

10 Year Average	2012-2021
Quantity Standard	0.0121
Quality Standard	\$1,071,050
Service Standard	\$12,960

D.C. Amount (before deductions)	Buildout
Forecast Population	13,264
\$ per Capita	\$12,960
Eligible Amount	\$171,897,461



**City of Stratford  
Service Standard Calculation Sheet**

Service: Services Related to a Highway - Traffic Signals & Streetlights  
Unit Measure: No. of Traffic Signals

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/item)
Number of Signalized Intersections	24	24	24	24	24	24	24	24	24	24	\$150,000
<b>Total</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

10 Year Average	2012-2021
Quantity Standard	0.0008
Quality Standard	\$140,875
Service Standard	\$113

D.C. Amount (before deductions)	Buildout
Forecast Population	13,264
\$ per Capita	\$113
Eligible Amount	\$1,494,853



**City of Stratford  
Service Standard Calculation Sheet**

Class of Service: Public Works - Facilities  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
<b>Services Related to a Highway</b>												
Garage/Storage Office	17,460	17,460	17,460	17,460	17,460	17,460	17,460	17,460	17,460	17,460	\$220	\$250
Salt Shed	13,440	13,440	13,440	13,440	13,440	13,440	13,440	13,440	13,440	13,440	\$117	\$136
<b>Water</b>												
Forman Tower - Water Division	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	\$164	\$188
Storage at Festival Hydro Building	5,126	5,126	5,126	5,126	5,126	5,126	5,126	5,126	5,126	5,126	\$164	\$188
<b>Wastewater</b>												
Garage/Storage Office	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	\$220	\$250
<b>Total</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>	<b>44,624</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	1.4420	1.4406	1.4390	1.4305	1.4182	1.3979	1.3840	1.3500	1.3448	1.3398

10 Year Average	2012-2021
Quantity Standard	1.3987
Quality Standard	\$199
Service Standard	\$279

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$279
Eligible Amount	\$1,851,179



**City of Stratford  
Service Standard Calculation Sheet**

Class of Service: Public Works - Vehicles & Equipment  
Unit Measure: No. of vehicles and equipment

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Vehicle)
<b>Services Related to a Highway</b>											
Motor Vehicles with a useful life of 7 years +	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	10.0	\$48,000
Heavy Equipment	23.2	23.2	23.2	23.2	23.2	23.2	23.2	23.2	23.2	23.2	\$353,000
<b>Water and Wastewater</b>											
Motor Vehicles - Water	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	11.0	\$59,000
Heavy Equipment - Water	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	\$367,000
Motor Vehicles with a useful life of 7 years +	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	\$48,000
Heavy Equipment	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	\$353,000
<b>Total</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>56</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0017	0.0017	0.0017	0.0017	0.0017	0.0017	0.0017	0.0016	0.0016	0.0017

10 Year Average	2012-2021
Quantity Standard	0.0017
Quality Standard	\$230,347
Service Standard	\$392

D.C. Amount (before deductions)	20 Year
Forecast Population	6,641
\$ per Capita	\$392
Eligible Amount	\$2,600,549



**City of Stratford  
Service Standard Calculation Sheet**

Service: Parkland Development  
Unit Measure: Acres of Parkland

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Acre)
Developed Parkland	574.0	575.5	575.5	575.5	576.0	576.0	576.0	576.0	576.0	576.0	\$80,000
<b>Total</b>	<b>574.0</b>	<b>575.5</b>	<b>575.5</b>	<b>575.5</b>	<b>576.0</b>	<b>576.0</b>	<b>576.0</b>	<b>576.0</b>	<b>576.0</b>	<b>576.0</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02

10 Year Average	2012-2021
Quantity Standard	0.0180
Quality Standard	\$80,189
Service Standard	\$1,443

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$1,443
Eligible Amount	\$5,220,778



**City of Stratford  
Service Standard Calculation Sheet**

Service: Parkland Trails  
Unit Measure: Kilometres of Paths and Trails

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Kilometre)
Stonedust Paths	2	2	2	2	2	2	2	2	2	2	\$150,000
Pavestone / Concrete Paths	4	4	4	4	4	4	4	4	4	4	\$400,000
Multi-use Trails - Naturalized and Wood Chip Trails	9	9	9	9	9	9	9	9	9	9	\$100,000
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005	0.0005

10 Year Average	2012-2021
Quantity Standard	0.0005
Quality Standard	\$175,520
Service Standard	\$88

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$88
Eligible Amount	\$317,428





**City of Stratford  
Service Standard Calculation Sheet**

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

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/item)
Spraypads / Wading Pool	1	1	1	1	1	1	1	1	1	1	\$400,000
SoftBall Diamonds	10	10	10	10	10	10	10	10	10	10	\$53,000
HardBall Diamonds	4	4	4	4	4	4	4	4	4	4	\$144,000
Scrub Diamonds	1	1	1	1	1	1	1	1	1	1	\$17,000
Soccer Pitches	10	10	10	10	10	10	10	10	10	10	\$70,000
Mini-Soccer	2	2	2	2	2	2	2	2	2	2	\$5,000
Tennis Courts	3	3	3	3	3	3	3	3	3	3	\$60,000
Tennis Courts (lit)	2	2	2	2	2	2	2	2	2	2	\$112,000
Basketball Court	1	1	1	1	1	1	1	1	1	1	\$80,000
Volleyball Courts	-	-	-	-	4	4	4	4	4	4	\$5,000
Play Equipment	30	30	30	30	30	30	30	30	30	30	\$61,000
Picnic Shelter	1	1	1	1	1	1	-	-	-	-	\$70,000
Artificial Turf	-	-	-	-	-	-	-	1	1	1	\$2,000,000
Upper Queens - Washrooms/concession booth/ storage	1	1	1	1	1	1	1	1	1	1	\$1,084,200
SERC - Washrooms/dressing rooms/storage/mechanical	1	1	1	1	1	1	1	1	1	1	\$131,820
Packham - Washrooms/dressing rooms/concession/storage	1	1	1	1	1	1	1	1	1	1	\$585,000
Anne Hathaway - Washrooms/concession/dressing room/mechanical	1	1	1	1	1	1	1	1	1	1	\$165,230
Optimist Park - Washroom Storage	1	1	1	1	1	1	1	1	1	1	\$67,470
Queens Park Band Shell - Picnic Pavilion/basement storage	1	1	1	1	1	1	1	1	1	1	\$799,840
Lakeside Band Shell	1	1	1	1	1	1	1	1	1	1	\$182,560
North Shore Washroom	-	-	-	-	-	1	1	1	1	1	\$280,800
Boathouse	1	1	1	1	1	1	1	1	1	1	\$86,000
<b>Total</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>77</b>	<b>78</b>	<b>77</b>	<b>78</b>	<b>78</b>	<b>78</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

10 Year Average	2012-2021
Quantity Standard	0.0024
Quality Standard	\$102,396
Service Standard	\$246

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$246
Eligible Amount	\$888,878



**City of Stratford  
Service Standard Calculation Sheet**

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

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Vehicle)
Riding Lawnmowers	2	2	2	2	3	3	3	3	3	3	\$60,000
Loaders (with attachments)	3	3	3	3	3	3	3	3	3	3	\$87,000
Pickups (3/4 tons)	5	5	5	5	5	5	5	5	5	5	\$74,000
Pickups with plows	6	6	6	6	7	7	7	7	7	7	\$81,000
Tractors (with attachments)	4	4	4	4	4	4	4	4	4	4	\$60,000
Minivan	1	1	-	-	-	-	-	-	-	-	\$51,000
Truck Radios	9	9	9	9	-	-	-	-	-	-	\$400
Backhoes	1	1	1	1	1	1	1	1	1	1	\$123,000
Ice Resurfacers	4	4	4	4	4	4	4	4	4	3	\$90,000
Ice Resurfacer - Electric	-	-	-	-	-	-	-	-	-	1	\$165,000
Pickup Trucks (single cab)	3	3	3	3	3	3	3	3	3	3	\$50,000
Skyjack Lift	1	1	1	1	1	1	1	1	1	1	\$50,000
Pressure/Soda Washer	1	1	1	1	1	1	1	1	1	1	\$6,500
Forklift	2	2	2	2	2	2	2	2	2	2	\$20,000
Portable Insulated Floor (Ice Cover)	1	1	1	1	1	1	1	1	1	1	\$162,000
Floor Scrubber (riding)	1	1	1	1	1	1	1	1	1	1	\$17,000
4 Auto Scrubbers	4	4	4	4	4	4	4	4	4	4	\$9,000
Ice Edgers	3	3	3	3	3	3	3	3	5	5	\$4,500
Bobcat Loader	1	1	1	1	1	1	1	1	1	1	\$87,300
Kubota RTV	-	-	-	-	-	1	1	1	1	1	\$35,000
Kubota Riding Mower	-	-	-	-	-	-	-	1	1	1	\$145,000
<b>Total</b>	<b>52</b>	<b>52</b>	<b>51</b>	<b>51</b>	<b>44</b>	<b>45</b>	<b>45</b>	<b>48</b>	<b>48</b>	<b>48</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0017	0.0017	0.0016	0.0016	0.0014	0.0014	0.0014	0.0015	0.0014	0.0014

10 Year Average	2012-2021
Quantity Standard	0.0015
Quality Standard	\$56,127
Service Standard	\$84

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$84
Eligible Amount	\$304,515



**City of Stratford  
Service Standard Calculation Sheet**

Service: Recreation Facilities  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
<b>Arenas</b>												
Rotary Complex (Twin Pad)	122,158	122,158	122,158	122,158	122,158	122,158	122,158	122,158	122,158	122,158	\$400	\$448
Allman Arena	39,136	39,136	39,136	39,136	39,136	39,136	39,136	39,136	39,136	39,136	\$400	\$448
Dufferin Arena	31,710	31,710	31,710	31,710	31,710	31,710	31,710	31,710	31,710	31,710	\$400	\$448
Kiwanis Community Centre	35,100	35,100	35,100	35,100	35,100	35,100	35,100	-	-	-	\$200	\$228
Sportfield Buildings	8,349	8,349	8,349	8,349	8,349	8,349	8,349	8,349	8,349	8,349	\$400	\$448
Rotary Halls (4)	33,643	33,643	33,643	33,643	33,643	33,643	33,643	33,643	33,643	33,643	\$200	\$228
Argiplex	54,282	54,282	54,282	54,282	54,282	54,282	54,282	54,282	54,282	54,282	\$300	\$338
<b>Total</b>	<b>324,378</b>	<b>324,378</b>	<b>324,378</b>	<b>324,378</b>	<b>324,378</b>	<b>324,378</b>	<b>324,378</b>	<b>289,278</b>	<b>289,278</b>	<b>289,278</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	10.4821	10.4723	10.4601	10.3984	10.3089	10.1613	10.0604	8.7512	8.7179	8.6855

10 Year Average	2012-2021
Quantity Standard	9.8498
Quality Standard	\$388
Service Standard	\$3,821

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$3,821
Eligible Amount	\$13,821,823



**City of Stratford  
Service Standard Calculation Sheet**

Service: Library Services - Facilities  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Stratford Public Library	12,472	12,472	12,472	12,472	12,472	12,472	12,472	12,472	12,472	12,472	\$413	\$506
<b>Total</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>	<b>12,472</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.4030	0.4026	0.4022	0.3998	0.3964	0.3907	0.3868	0.3773	0.3759	0.3745

10 Year Average	2012-2021
Quantity Standard	0.3909
Quality Standard	\$506
Service Standard	\$198

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$198
Eligible Amount	\$715,443



**City of Stratford  
Service Standard Calculation Sheet**

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

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/item)
Adult Fiction	19,874	16,967	16,562	16,448	16,699	16,699	16,699	16,699	16,699	16,699	\$36
Adult Non-Fiction	37,741	18,739	16,979	15,720	15,527	15,527	15,527	15,527	15,527	15,527	\$37
Audiobooks	1,609	1,973	1,941	2,014	1,940	1,940	1,940	1,940	1,940	1,940	\$49
CDs	3,567	3,809	3,794	3,936	4,018	4,018	4,018	4,018	4,018	4,018	\$24
Children's Books	41,594	41,645	38,167	31,968	32,993	32,993	32,993	32,993	32,993	32,993	\$19
Databases	29	22	24	27	33	33	33	33	33	33	\$1,400
DVDs	5,506	5,944	6,457	6,679	6,968	6,968	6,968	6,968	6,968	6,968	\$36
eAudiobooks	5,845	6,245	6,752	7,328	7,841	7,841	7,841	7,841	7,841	7,841	\$96
eBooks	7,811	18,611	18,815	23,420	21,557	21,557	21,557	21,557	21,557	21,557	\$42
Print Periodical Titles	165	138	132	165	110	110	110	110	110	110	\$70
Print Reference Volumes	3,813	2,097	1,923	840	1,064	1,064	1,064	1,064	1,064	1,064	\$85
Young Adult Books	4,349	3,633	3,951	3,767	3,770	3,770	3,770	3,770	3,770	3,770	\$26
Tablets	-	-	-	-	-	10	10	10	11	13	\$580
Laptops	-	-	-	-	-	6	11	12	18	18	\$1,740
3D Printer	-	-	-	-	-	1	1	1	1	1	\$5,799
iMac	-	-	-	-	-	5	5	5	5	5	\$3,479
Chromebooks	-	-	-	-	-	-	-	6	6	6	\$534
<b>Total</b>	<b>131,903</b>	<b>119,823</b>	<b>115,497</b>	<b>112,312</b>	<b>112,520</b>	<b>112,542</b>	<b>112,547</b>	<b>112,554</b>	<b>112,561</b>	<b>112,563</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	4.26	3.87	3.72	3.60	3.58	3.53	3.49	3.40	3.39	3.38

10 Year Average	2012-2021
Quantity Standard	3.6224
Quality Standard	\$37
Service Standard	\$132

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$132
Eligible Amount	\$478,674



**City of Stratford  
Service Standard Calculation Sheet**

Service: Library Services - Vehicles  
Unit Measure: No. of library collection items

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/item)
Mercedes-Benz Sprinter 2500 Cargo 170 (Bookmobile)	-	-	-	1	1	1	1	1	1	1	\$68,900
Mercedes-Benz Sprinter 4x4 Sprinter Cargo 144 (City shared 38% of total library use)	-	-	-	-	-	-	-	0.38	0.38	0.38	\$30,500
<b>Total</b>	-	-	-	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.38</b>	<b>1.38</b>	<b>1.38</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	-	-	-	0.000032	0.000032	0.000031	0.000031	0.000042	0.000042	0.000042

10 Year Average	2012-2021
Quantity Standard	0.000025
Quality Standard	\$63,651
Service Standard	\$2

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$2
Eligible Amount	\$5,787



**City of Stratford  
Service Standard Calculation Sheet**

Service: Housing Services - Facilities  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/unit.)	Value per unit with land
230 Britannia St.	-	-	-	-	-	-	-	-	35	35	\$250,000	\$259,000
14 Mill Street West	19	19	19	19	19	19	19	19	19	19	\$150,000	\$155,000
170 Queen Street East	24	24	24	24	24	24	24	24	24	24	\$150,000	\$158,000
173 St. David Street	18	18	18	18	18	18	18	18	18	18	\$150,000	\$155,000
175 St. David Street	11	11	11	11	11	11	11	11	11	11	\$150,000	\$153,000
180 Queen Street East	12	12	12	12	12	12	12	12	12	12	\$150,000	\$150,000
180 Wellington Street	26	26	26	26	26	26	26	26	26	26	\$150,000	\$154,000
185 Ellen Street	12	12	12	12	12	12	12	12	12	12	\$150,000	\$167,000
190 Queen Street East	6	6	6	6	6	6	6	6	6	6	\$150,000	\$150,000
224 Charles / 62 Cawston St.	40	40	40	40	40	40	40	40	40	40	\$150,000	\$151,000
270 Queen St. West	32	32	32	32	32	32	32	32	32	32	\$150,000	\$152,000
29 Buckingham Dr.	51	51	51	51	51	51	51	51	51	51	\$150,000	\$151,000
329 Jones Street West	33	33	33	33	33	33	33	33	33	33	\$150,000	\$153,000
45 Buckingham Dr.	102	102	102	102	102	102	102	102	102	102	\$150,000	\$153,000
60 Cawston Street	25	25	25	25	25	25	25	25	25	25	\$150,000	\$156,000
61 Cawston Street	50	50	50	50	50	50	50	50	50	50	\$150,000	\$153,000
645 Derry Street East	27	27	27	27	27	27	27	27	27	27	\$150,000	\$153,000
9 Fulton Street	11	11	11	11	11	11	11	11	11	11	\$150,000	\$155,000
Canterbury Avenue / Willow Street	10	10	10	10	10	10	10	10	10	10	\$250,000	\$264,000
Davidson Avenue North	10	10	10	10	10	10	10	10	10	10	\$250,000	\$262,000
Franklin Drive	30	30	30	30	30	30	30	30	30	30	\$200,000	\$208,000
Graham / Maple	8	8	8	8	8	8	8	8	8	8	\$250,000	\$257,000
Home / Maple / Wilson Court	40	40	40	40	40	40	40	40	40	40	\$250,000	\$260,000
Kent / Arthur Street	10	10	10	10	10	10	10	10	10	10	\$250,000	\$260,000
Princess St. & Glastonbury Dr.	22	22	22	22	22	22	22	22	22	22	\$250,000	\$265,000
St. Vincent Street S.	20	20	20	20	20	20	20	20	20	20	\$200,000	\$206,000
Warwick Rd./ Arthur St. / Glastonbury Dr.	14	14	14	14	14	14	14	14	14	14	\$250,000	\$265,000
<b>Total</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>698</b>	<b>698</b>		
Percentage attributable to Eligible Portion	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>	<b>41.11%</b>		
<b>Total Eligible Portion of Housing</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>308</b>	<b>308</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.0088	0.0088	0.0088	0.0087	0.0087	0.0085	0.0085	0.0082	0.0093	0.0092

10 Year Average	
Quantity Standard	0.0088
Quality Standard	\$173,542
Service Standard	\$1,527

D.C. Amount (before deductions)	
Forecast Population	3,617
\$ per Capita	\$1,527
Eligible Amount	\$5,523,774



**City of Stratford  
Service Standard Calculation Sheet**

Service: Waste Diversion - Facilities - Stations/Depots  
Unit Measure: sq.ft. of building area

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Recycling Shed	626	626	626	626	626	626	626	626	626	626	\$174	\$199
Scalehouse	200	200	200	200	200	200	200	200	200	200	\$232	\$263
Hazardous Waste Shed	525	525	525	525	525	525	525	525	525	525	\$174	\$199
Hazardous Waste Pad - Granular	840	840	840	840	840	840	840	840	840	840	\$174	\$199
Office #1	144	144	144	144	144	144	144	144	144	144	\$174	\$199
Office #2	144	144	144	144	144	144	144	144	144	144	\$174	\$199
Lunchroom Trailer	160	160	160	160	160	160	160	160	160	160	\$174	\$199
Compost Pad - Granular	105,625	105,625	105,625	105,625	105,625	105,625	105,625	105,625	105,625	105,625	\$128	\$148
Brush Pad - Granular	53,625	53,625	53,625	53,625	53,625	53,625	53,625	53,625	53,625	53,625	\$128	\$148
Concrete Recycling Pad	38,809	38,809	38,809	38,809	38,809	38,809	38,809	38,809	38,809	38,809	\$128	\$148
<b>Total</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>	<b>200,698</b>		
Percentage attributable to Eligible Portion	58.3%	60.6%	68.6%	58.4%	56.6%	72.6%	54.4%	56.6%	43.0%	37.7%		
<b>Total Eligible Portion of Facilities</b>	<b>117,094</b>	<b>121,625</b>	<b>137,624</b>	<b>117,170</b>	<b>113,511</b>	<b>145,660</b>	<b>109,171</b>	<b>113,614</b>	<b>86,294</b>	<b>75,576</b>		

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	3.7838	3.9265	4.4379	3.7560	3.6074	4.5629	3.3859	3.4370	2.6006	2.2691

10 Year Average	2012-2021
Quantity Standard	3.5767
Quality Standard	\$149
Service Standard	\$532

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$532
Eligible Amount	\$1,924,172





**City of Stratford  
Service Standard Calculation Sheet**

Service: Waste Diversion - Vehicles & Equipment  
Unit Measure: No. of vehicles and equipment

Description	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 Value (\$/Item)
Recycle Carts	1,085	1,292	1,292	1,442	1,542	1,542	1,542	1,542	1,542	1,542	\$81
Recycle Depots	-	-	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	\$900
Recycle Truck	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$283,100
Recycle Truck	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$283,100
Recycle Truck	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$283,100
Recycle Truck Spare	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$283,100
Metal Roll Off	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$212,400
Shingle Roll Off	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$212,400
Electronic Waste Roll Off	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$212,400
Leaf and Yard Waste Rear Loader	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	\$283,100
Leaf and Yard Waste Rear Loader	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	\$283,100
Compost Screener	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$412,900
Loader for Compost Turning	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$330,300
Tub Grinder for Brush Grind	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$530,800
Concrete Crusher	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$589,700
3 Pick Up trucks	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	\$41,300
Electronic Waste Bin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$4,200
Hazardous Waste Sea Container	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$4,200
Hazardous Waste Sea Container	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$4,200
Cardboard Roll Off	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$212,400
Scrap Metal Bin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$9,400
Scale	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	\$35,400
Electronic Waste Bin	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$4,200
Green Bins	-	-	-	-	-	-	-	-	12,520	12,520	\$18
<b>Total</b>	<b>1,104</b>	<b>1,311</b>	<b>1,321</b>	<b>1,471</b>	<b>1,571</b>	<b>1,571</b>	<b>1,571</b>	<b>1,571</b>	<b>14,091</b>	<b>14,091</b>	

Population	30,946	30,975	31,011	31,195	31,466	31,923	32,243	33,056	33,182	33,306
Per Capita Standard	0.04	0.04	0.04	0.05	0.05	0.05	0.05	0.05	0.42	0.42

10 Year Average	2012-2021
Quantity Standard	0.1211
Quality Standard	\$1,116
Service Standard	\$135

D.C. Amount (before deductions)	10 Year
Forecast Population	3,617
\$ per Capita	\$135
Eligible Amount	\$488,729



# Appendix C

## Long-Term Capital and Operating Cost Examination



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

## City of Stratford Annual Capital and Operating Cost Impact

As a requirement of the *Development Charges Act, 1997*, as amended, 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 development charge. As part of this analysis, it was deemed necessary to isolate the incremental operating expenditures directly associated with these capital projects, factor in cost savings attributable to economies of scale or cost sharing where applicable and prorate the cost on a per unit basis (i.e., sq.ft. of building space, per vehicle, etc.). This was undertaken through a review of the City's approved 2019 Financial Information Return (F.I.R.).

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:

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 City 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  
City of Stratford  
Lifecycle Cost Factors and Average Useful Lives

Asset	Lifecycle Cost Factors	
	Average Useful Life	Factor
Water and Wastewater Mains	80	0.005160705
Facilities	40	0.016555748
Roads	50	0.01182321
Parkland Development	40	0.016555748
Public Works Vehicles	15	0.057825472
Small Equipment & Gear	10	0.091326528
Fire Vehicles	20	0.041156718
Police Vehicles	7	0.134511956
Waste Diversion Equipment	20	0.041156718
Library Materials	10	0.091326528

Table C-2 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 City 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-2**  
**City of Stratford**  
**Operating and Capital Expenditure Impacts for Future Capital Expenditures**

SERVICE/CLASS OF SERVICE	GROSS COST LESS BENEFIT TO EXISTING	ANNUAL LIFECYCLE EXPENDITURES	ANNUAL OPERATING EXPENDITURES	TOTAL ANNUAL EXPENDITURES
<b>1. Services Related to a Highway</b>				
1.1 Roads, Sidewalks, and Intersections	21,040,384	769,878	1,843,585	2,613,463
<b>2. Wastewater Services</b>				
2.1 Treatment plants	3,746,916	85,458	1,023,851	1,109,309
2.2 Sewers	24,526,561	493,974	458,896	952,870
<b>3. Water Services</b>				
3.1 Distribution systems	3,166,440	63,782	974,638	1,038,420
<b>4. Public Works (Facilities and Fleet)</b>				
4.1 Services Related to a Highway	4,943,192	268,979	207,653	476,631
4.2 Parks and Recreation	1,190,672	64,789	50,017	114,807
4.3 Water and Wastewater	1,190,672	64,789	50,017	114,807
<b>5. Fire Protection Services</b>				
5.1 Fire facilities, vehicles & equipment	1,562,234	124,252	1,586,353	1,710,605
<b>6. Policing Services</b>				
6.1 Facilities, vehicles and equipment, small equipment and gear	8,659,151	377,815	2,604,881	2,982,696
<b>7. Parks and Recreation Services</b>				
7.1 Park development, amenities, trails and recreation facilities	5,980,004	119,319	841,713	961,032
<b>8. Library Services</b>				
8.1 Library facilities, materials and vehicles	11,592,700	438,734	264,860	703,594
<b>9. Growth Studies</b>				
9.1 Services Related to a Highway	240,961	-	-	-
9.2 Fire Protection Services	43,758	-	-	-
9.3 Policing Services	11,934	-	-	-
9.4 Parks and Recreation Services	57,974	-	-	-
9.5 Wastewater Services	168,542	-	-	-
9.6 Water Services	65,898	-	-	-
9.7 Housing	22,401	-	-	-
9.8 Waste Diversion	58,175	-	-	-
9.9 Library	28,791	-	-	-
9.10 Stormwater	108,286	-	-	-
<b>10. Housing Services</b>				
10.1 Facilities	6,075,000	222,076	933,823	1,155,899
<b>11. Waste Diversion</b>				
11.1 Waste diversion facilities, vehicles, equipment and other	5,470,000	327,186	106,089	433,275
<b>Total</b>	<b>99,950,646</b>	<b>3,421,031</b>	<b>10,946,376</b>	<b>14,367,407</b>



# Appendix D

## D.C. Reserve Fund Policy



# Appendix D: D.C. Reserve Fund Policy

## D.1 Legislative Requirements

The *Development Charges Act, 1997*, as amended (D.C.A.) requires development charge (D.C.) collections (and associated interest) to be placed in separate reserve funds. Sections 33 through 36 of the D.C.A. provide the following regarding reserve fund establishment and use:

- A municipality shall establish a reserve fund for each service to which the D.C. by-law relates; section 7, however, allows services to be grouped into categories of services for reserve fund (and credit) purposes and for classes of services to be established.
- The municipality shall pay each D.C. it collects into a reserve fund or funds to which the charge relates.
- The money in a reserve fund shall be spent only for the “capital costs” determined through the legislated calculation process (as per subsection 5 (1) 2-7).
- Money may be borrowed from the fund but must be paid back with interest (O. Reg. 82/98, subsection 11 (1) defines this as Bank of Canada rate either on the day the by-law comes into force or, if specified in the by-law, the first business day of each quarter).
- D.C. reserve funds may not be consolidated with other municipal reserve funds for investment purposes and may only be used as an interim financing source for capital undertakings for which D.C.s may be spent (section 37).

Annually, the Treasurer of the municipality is required to provide Council with a financial statement related to the D.C. by-law(s) and reserve funds. This statement must be made available to the public and may be requested to be forwarded to the Minister of Municipal Affairs and Housing. The D.C.A. does not prescribe how the statement is to be made available to the public. We would recommend that a resolution of Council make the statement available on the municipality’s website or upon request.

Subsection 43 (2) and O. Reg. 82/98 prescribe the information that must be included in the Treasurer’s statement, as follows:

- opening balance;



- closing balance;
- description of each service and/or service category for which the reserve fund was established (including a list of services within a service category);
- transactions for the year (e.g. collections, draws) including each asset's capital costs to be funded from the D.C. reserve fund and the manner for funding the capital costs not funded under the D.C. by-law (i.e. non-D.C. recoverable cost share and post-period D.C. recoverable cost share);
- for projects financed by D.C.s, the amount spent on the project from the D.C. reserve fund and the amount and source of any other monies spent on the project;
- amounts borrowed, purpose of the borrowing, and interest accrued during previous year;
- amount and source of money used by the municipality to repay municipal obligations to the D.C. reserve fund;
- list of credits by service or service category (outstanding at the beginning of the year, given in the year, and outstanding at the end of the year by the holder);
- for credits granted under section 14 of the previous D.C.A., a schedule identifying the value of credits recognized by the municipality, the service to which it applies and the source of funding used to finance the credit; and
- a statement as to compliance with subsection 59 (1) of the D.C.A., whereby the municipality shall not impose, directly or indirectly, a charge related to a development or a requirement to construct a service related to development, except as permitted by the D.C.A. or another Act.

Based upon the above, Figure 1 and Attachments 1 and 2, set out the format for which annual reporting to Council should be provided.

## **D.2 D.C. Reserve Fund Application**

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 7 of subsection 5 (1).”

This provision clearly establishes that reserve funds collected for a specific service are only to be used for that service, or to be used as a source of interim financing of capital undertakings for which a D.C. may be spent.





**Figure 1**  
**City of Stratford**  
**Annual Treasurer's Statement of Development Charge Reserve Funds**

Description	Services to which the Development Charge Relates											Total
	Services Related to a Highway	Public Works (Facilities and Fleet)	Water Services	Wastewater Services	Policing Services	Fire Protection Services	Parks and Recreation Services	Library Services	Growth Studies	Housing Services	Waste Diversion	
<b>Opening Balance, January 1, _____</b>												<b>0</b>
<b>Plus:</b>												
Development Charge Collections												0
Accrued Interest												0
Repayment of Monies Borrowed from Fund and Associated Interest <sup>1</sup>												0
<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Less:</b>												
Amount Transferred to Capital (or Other) Funds <sup>2</sup>												0
Amounts Refunded												0
Amounts Loaned to Other D.C. Service Category for Interim Financing												0
Credits <sup>3</sup>												0
<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Closing Balance, December 31, _____</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>1</sup> Source of funds used to repay the D.C. reserve fund

<sup>2</sup> See Attachment 1 for details

<sup>3</sup> See Attachment 2 for details

The Municipality is compliant with s.s. 59.1 (1) of the *Development Charges Act*, whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed, except as permitted by the *Development Charges Act* or another Act.



**Attachment 1  
City of Stratford  
Amount Transferred to Capital (or Other) Funds - Capital Fund Transactions**

Capital Fund Transactions	Gross Capital Cost	D.C. Recoverable Cost Share						Non-D.C. Recoverable Cost Share			
		D.C. Forecast Period			Post D.C. Forecast Period			Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
		D.C. Reserve Fund Draw	D.C. Debt Financing	Grants, Subsidies Other Contributions	Post-Period Benefit/ Capacity Interim Financing	Grants, Subsidies Other Contributions	Other Reserve/Reserve Fund Draws				
<b>Services Related to a Highway</b>											
Capital Cost A											
Capital Cost B											
Capital Cost C											
<b>Sub-Total - Services Related to Highways</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Water Services</b>											
Capital Cost D											
Capital Cost E											
Capital Cost F											
<b>Sub-Total - Water</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Wastewater Services</b>											
Capital Cost G											
Capital Cost H											
Capital Cost I											
<b>Sub-Total - Wastewater</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Amount Transferred to Operating (or Other) Funds - Operating Fund Transactions**

Operating Fund Transactions	Annual Debt Repayment Amount	D.C. Reserve Fund Draw		Post D.C. Forecast Period			Non-D.C. Recoverable Cost Share		
		Principal	Interest	Principal	Interest	Source	Principal	Interest	Source
<b>Services Related to a Highway</b>									
Capital Cost J									
Capital Cost K									
Capital Cost L									
<b>Sub-Total - Services Related to a Highway</b>	\$0	\$0	\$0	\$0	\$0		\$0	\$0	
<b>Water Services</b>									
Capital Cost M									
Capital Cost N									
Capital Cost O									
<b>Sub-Total - Water</b>	\$0	\$0	\$0	\$0	\$0		\$0	\$0	
<b>Wastewater Services</b>									
Capital Cost P									
Capital Cost Q									
Capital Cost R									
<b>Sub-Total - Wastewater</b>	\$0	\$0	\$0	\$0	\$0		\$0	\$0	



**Attachment 2**  
**City of Stratford**  
**Statement of Credit Holder Transactions**

<b>Credit Holder</b>	<b>Applicable D.C. Reserve Fund</b>	<b>Credit Balance Outstanding Beginning of Year _____</b>	<b>Additional Credits Granted During Year</b>	<b>Credits Used by Holder During Year</b>	<b>Credit Balance Outstanding End of Year _____</b>
Credit Holder A					
Credit Holder B					
Credit Holder C					
Credit Holder D					
Credit Holder E					
Credit Holder F					



# Appendix E

## Local Service Policy



## Appendix E: Local Service Policy

This Appendix sets out the municipality's General Policy Guidelines on Development Charges (D.C.) and local service funding for Services Related to a Highway, Stormwater Management, Watermains, Storm and Sanitary Sewers, and Transit Bus Stops and Amenities. 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 Development Charges Act, 1997 (as amended), 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.

### **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; noise attenuation systems; railings and safety barriers.

**For the purpose of interpreting this guideline, the following meanings will be used.**

Collector roads are designed for the movement of light to moderate volumes of local traffic, at moderate speeds, to arterial roads or for the distribution of traffic to local roads. Right-of-way widths shall generally be 23 to 26 metres.

Local roads are designed to accommodate low volumes of traffic traveling at low speeds. They provide primarily for land access to abutting properties and shall be designed to discourage the movement of through traffic.

Arterial roads are intended to carry medium to large volumes of all types of traffic moving at medium speeds. These roads serve the major traffic flows between the principal areas of traffic generation. Rights-of-way shall generally be from 26 to 30 metres.

## **1. Local, Collector and Arterial Roads**

- 1.1 Collector roads Internal to development, inclusive of all land and associated infrastructure - Direct developer responsibility under s. 59 of the D.C.A. (as a local service).
- 1.2 Collector roads External to development, inclusive of all land and associated infrastructure – if needed to support a specific development or required to link with the area to which the plan relates – Direct developer responsibility under s. 59 of the D.C.A., otherwise, included in D.C. calculation to the extent permitted under s. 5 (1) of the D.C.A. (dependent on local circumstances).
- 1.3 Arterial roads internal or external to development - Include in D.C. calculation to the extent permitted under s. 5 (1) of the D.C.A. (dependent on local circumstances).
- 1.4 All local roads are considered to be the developer's responsibility.



## **2. Traffic Signals**

- 2.1 Traffic signalization for development that has been identified as required by a Secondary Plan, Master Transportation Study or City of Stratford Transportation Study – Include in DC calculation to the extent permitted under s. 5 (1) of the D.C.A.
- 2.2 For any private site entrances or entrances to a specific development – direct developer responsibility under s. 59 of D.C.A.

## **3. Intersection Improvements**

- 3.1 Collector roads Internal to development – Direct developer responsibility under s. 59 of the D.C.A. (as a local service).
- 3.2 Collector roads external to development – Include in D.C. calculation to the extent permitted under s. 5 (1) of the D.C.A. (dependent on local circumstances).
- 3.3 Arterial roads internal or external to development – Include in D.C. calculation to the extent permitted under s. 5 (1) of the D.C.A. (dependent on local circumstances).
- 3.4 Intersection improvements on other roads due to development growth increasing traffic – Include in D.C. calculation.

## **4. Streetlights**

- 4.1 Streetlights on external roads – Include in D.C. (linked to road funding source in item 1.2 and 1.3).
- 4.2 Streetlights within specific developments – Direct developer responsibility under s. 59 of D.C.A. (as a local service).

## **5. Sidewalks, Multi-use Trails and Bike Lanes**

- 5.1 Sidewalks, multi-use trails and bike lanes, inclusive of all required infrastructure, located on Arterial roads internal or adjacent to development – considered part of the complete street and included in D.C.



calculation except that the Developer is responsible to provide for a sidewalk on one side of the road.

- 5.2 Sidewalks, multi-use trails and bike lanes, inclusive of all required infrastructure, located on Collector roads external but adjacent to development – considered part of the complete street and included in D.C. calculation except that the Developer is responsible to provide for a sidewalk on one side of the road.
- 5.3 Collector Roads internal to development - Direct developer responsibility under s. 59 of D.C.A. (as a local service).
- 5.4 Sidewalks or multi-use trails on MTO roads – Include in municipal D.C. or direct developer responsibility through local service provisions (s. 59 of D.C.A.).
- 5.5 Sidewalks, multi-use trails and bike lanes on municipal roads - Linked to collector road funding source in item 1.
- 5.6 Other sidewalks, multi-use trails and bike lanes external to development (which are a local service within the area to which the plan relates) - Direct developer responsibility as a local service provision (under s. 59 of D.C.A.).

## **6. Transit Bus Stops, Lay-bys, and Amenities**

- 6.1 Transit lay-bys, bus stops and amenities located within arterial road corridors: considered part of the complete street and included in the D.C.
- 6.2 Transit lay-bys, bus stops and amenities located within non-arterial road corridors internal to development: considered part of the complete street and direct developer responsibility under s. 59 of the D.C.A. (as a local service).
- 6.3 Transit lay-bys located within non-arterial road corridors external to development: and needed to support a specific development or required to link with the area to which the plan relates: direct developer responsibility under s. 59 of the D.C.A. (as a local service).





## **7. Noise Abatement Measures**

- 7.1 Internal or adjacent to Development - Direct developer responsibility through local service provisions (s. 59 of D.C.A.).

## **8. Land Acquisition for Road Allowances**

- 8.1 Land Acquisition for arterial roads – Dedication under the Planning Act subdivision provisions (s.51) through development lands; in areas with limited or no development, include in municipal D.C. (to the extent eligible).
- 8.2 Land Acquisition for collector roads – Dedication under the Planning Act subdivision provision (s.51) through development lands (up to 30 metre right-of-way); in areas with limited or no development, include in D.C. (to the extent eligible).

## **9. Land Acquisition for Easements**

- 9.1 Developer to provide all necessary easements

## **10. Parkland**

- 10.1 Parkland development for community parks, district parks and neighbourhood parks: direct developer responsibility to provide at base condition, as defined in the Municipalities Infrastructure Standards and Specifications Manual, as a local service provision.
- 10.2 Program facilities, amenities, and furniture, withing parkland: included in the D.C.

## **11. Land Acquisition for Easement**

- 11.1 Developer to provide all necessary easements.



## **12. Landscape Buffer Blocks, Features, Cul-de-sac Islands, Berms, Grade Transition Areas, Walkway Connections to Adjacent Roads, Open Space, etc.**

- 12.1 The cost of developing all landscape buffer blocks, landscape features, cul-de-sac islands, berms, grade transition areas, walkway connections to adjacent roads, open space and other remnant pieces of land conveyed to the municipality shall be a direct developer responsibility as a local service. Such costs include but are not limited to:
- 12.1.1. Pre-grading, sodding or seeding, supply and installation of amended topsoil, (to the Municipality's required depth), landscape features, perimeter fencing, amenities, all plantings

## **13. Stormwater Management**

- 13.1 Stormwater facilities for quality and/or quantity management, including downstream erosion works, inclusive of land and all associated infrastructure such as landscaping or fencing: direct developer responsibility through local service provisions (s. 59 of D.C.A.).
- 13.2 Erosion works, inclusive of all restoration requirements, related to development application: direct developer responsibility under s. 59 of D.C.A. (as a local service).
- 13.3 Storm sewer systems and drainage works that are required for a specific development, either internal or external to the area to which the plan relates: direct developer responsibility under s. 59 of D.C.A. (as a local service).
- 13.4 Municipality will assist in recovery of benefits external to the development via area specific D.C. by-laws and/or best effort clauses.

## **14. Water**

- 14.1 All costs of waterworks within the subdivision or associated looping of system, for watermains up to and including 200mm in diameter to be direct developer responsibility. Any additional costs associated with



increasing the size of the watermains above 200mm to be included in D.C. calculation.

- 14.2 Connections to trunk mains and pumping stations to service specific areas, to be direct developer responsibility.

## **15. Sanitary Sewers**

- 15.1 Pumping stations shall be included in the D.C.
- 15.2 Services internal to the subdivision, to be the direct responsibility of the developer.
- 15.3 Connections to trunk mains and pumping stations to service specific areas, to be direct developer responsibility.
- 15.4 Marginal costs of sewer works within the subdivision, which benefits upstream developers, (i.e., oversizing or extra depth) included in D.C.



# Appendix F

## Asset Management Plan



## Appendix F: Asset Management Plan

The recent changes to the Development Charges Act, 1997, as amended (D.C.A.) (new subsection 10 (2) (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:

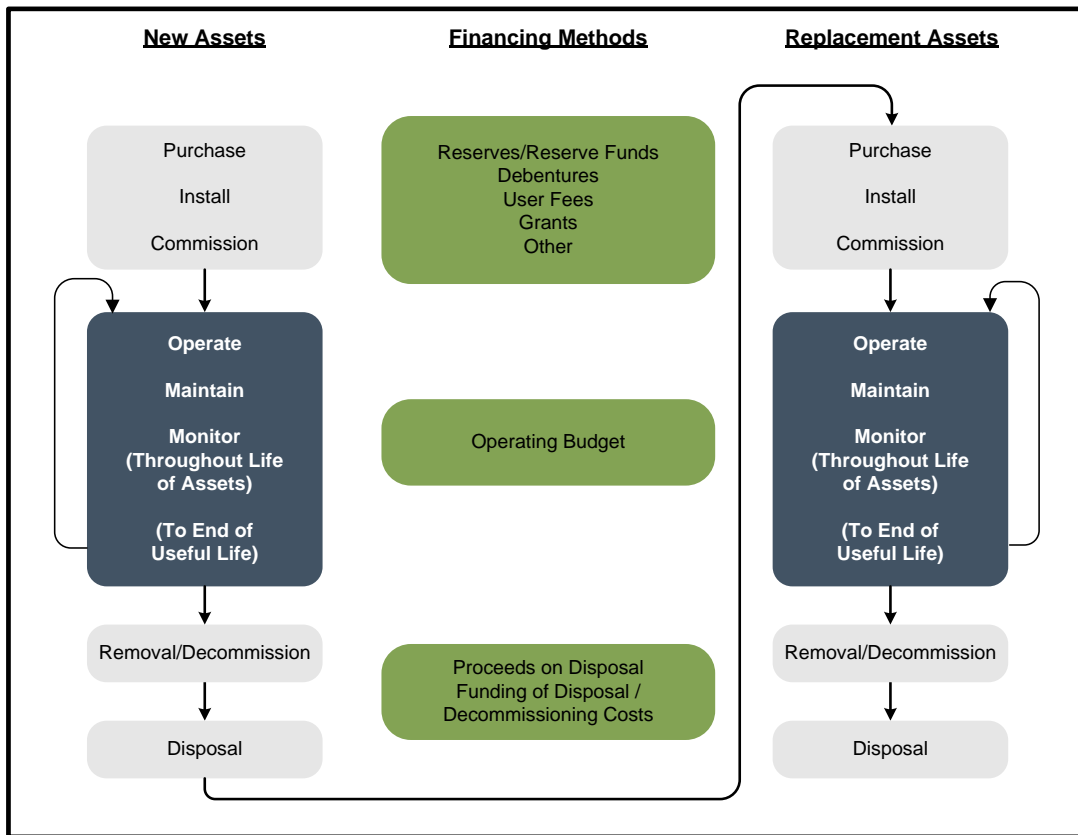
“The asset management plan shall,

- (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, section 8 of the regulations was amended to include subsections (2), (3), and (4) which set out specific detailed requirements for transit (only). For all services except transit, there are no prescribed requirements at this time, thus requiring the municipality to define the approach to include in 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 development charge (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.

It should be noted that with the recent passing of the *Infrastructure for Jobs and Prosperity Act* (I.J.P.A.) municipalities are now required to complete A.M.P.s, based on certain criteria, which are to be completed by 2022 for core municipal services and 2024 for all other services. The amendments to the D.C.A. do not require municipalities to complete these A.M.P.s (required under I.J.P.A.) for the D.C. background study, rather the D.C.A. requires that the D.C. background study include information to show the assets to be funded by the D.C. are sustainable over their full lifecycle.



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.

In accordance with the Infrastructure for Jobs and Prosperity Act (I.J.P.A.) the City completed an Asset Management Plan in 2021. However, the plan does not detail the impacts of growth-related capital requirements. As a result, the asset management requirement for the D.C. must be undertaken in the absence of this information.

In recognition to the schematic above, the following table (presented in 2022 \$) 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. 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 that will require financing from municipal 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 2022 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 \$18.04 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 \$23.89 million. This amount, totalled with the existing operating revenues of \$137.99 million, provide annual revenues of \$161.89 million by the end of the period.
6. In consideration of the above, the capital plan is deemed to be financially sustainable.



City of Stratford  
Asset Management – Future Expenditures and Associated Revenues  
2022 \$

Description	2041 (Total)
<b>Expenditures (Annualized)</b>	
Annual Debt Payment on Non-Growth Related Capital <sup>1</sup>	2,588,481
Annual Debt Payment on Post Period Capital <sup>2</sup>	1,081,196
<b>Lifecycle:</b>	
Annual Lifecycle	\$3,421,031
<b>Incremental Operating Costs (for D.C. Services)</b>	\$10,946,376
<b>Total Expenditures</b>	<b>\$ 18,037,084</b>
<b>Revenue (Annualized)</b>	
Total Existing Revenue <sup>3</sup>	\$137,999,947
Incremental Tax and Non-Tax Revenue (User Fees, Fines, Licences, etc.)	\$23,889,635
<b>Total Revenues</b>	<b>\$161,889,582</b>

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

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

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





# Appendix G

## Proposed D.C. By-law



## The Corporation of the City of Stratford

### By-law Number \_\_\_\_-2022

A By-law to establish development charges for the Corporation of the City of Stratford

**WHEREAS** the *Development Charges Act* 1997, S.O. 1997, Ch. 27 (the “Act”) authorizes municipalities to pass by-laws in order to impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development of the area;

**AND WHEREAS** The Corporation of the City of Stratford has completed a development charge background study in compliance with section 10 of the Act, in support of the imposition of development charges;

**AND WHEREAS** the Council of The Corporation of the City of Stratford intends to ensure that the increase in the need for services attributable to anticipated development will be met;

**AND WHEREAS** the Council of The Corporation of the City of Stratford intends that the future increased capacity in services identified in the background study shall be paid for by development charges or other similar charges;

**AND WHEREAS** the Municipal Council of The Corporation of the City of Stratford, has given notice, made said background study and *draft* By-law available to the public and held a public meeting on the 1<sup>st</sup> of March, 2022 in accordance with section 12 of the Act;

**AND WHEREAS** the Council of The Corporation of the City of Stratford has heard all persons who applied to be heard no matter whether in objection to, or in support of, the development charge background study’s proposed policies;

**AND WHEREAS** the Council of The Corporation of the City of Stratford has determined that no further public meeting is required in accordance with section 12(3) of the Act.

**NOW THEREFORE**, the Council of The Corporation of the City of Stratford hereby enacts as follows:



## 1.0 DEFINITIONS

1.1 In this By-law,

- (a) “accessory”, when used to describe a use, a building or a structure, means a use, a building or a structure that is incidental, subordinate and exclusively devoted to a main use, building or structure and located on the same lot therewith;
- (b) “act” means the *Development Charges Act, 1997, S.O. 1997, c.27*, as amended, or any successor thereof;
- (c) “apartment” means a dwelling unit other than a triplex, or townhouse, in a building containing three (3) or more dwelling units accessible from a corridor system connecting with a common entrance from outside the dwelling, where the occupants have the common right to use halls, stairs, elevators, and yards, the said dwelling being located on a single lot being held and maintained under one (1) ownership or under condominium ownership;
- (d) “class” means a grouping of services combined to create a single service for the purposes of this By-law and as provided in section 7 of the *Development Charges Act*;
- (e) “commercial” means a building, structure, or lot, for which the use is commercial in nature pertaining to the buying or selling of commodities or the supplying of services for remuneration, including the supplying of services in a residential use property for profit, but does not include activities associated with the manufacturing, warehousing or assembly of goods, any construction work or uses accessory to an industrial use;
- (f) “converted dwelling” means a single detached dwelling or an attached pair of semi-detached dwellings that has been altered or



otherwise converted to contain therein more than one (1) dwelling unit;

- (g) “City” means The Corporation of the City of Stratford;
- (h) “development” means the construction, erection or placing of one or more buildings or structures on lands or the making of an addition or alteration to a building or structure that has the effect of increasing the size or usability thereof, includes redevelopment and requires one or more of the actions listed in section 3.4;
- (i) “development charge” means a charge imposed pursuant to this By-law;
- (j) “dwelling unit” means a room or rooms located within a building or structure which are occupied or designed or intended to be occupied by one or more persons as a single housekeeping unit and for which a separate private entrance (from outdoors or a common hallway), bathroom and kitchen facilities are provided;
- (k) “gross floor area” means the total floor area, measured between the outside of the exterior walls or between the outside of exterior and the centre line of party walls dividing the building from another building, of all floors above the average level of finished ground adjoining the building at its exterior walls;
- (l) “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;
- (m) “institutional” means development of a building or structure intended for use,
  - (i) as a long-term care home within the meaning of subsection 2 (1) of the *Long-Term Care Homes Act, 2007*;



- (ii) as a retirement home within the meaning of subsection 2 (1) of the *Retirement Homes Act, 2010*;
- (iii) by any of the following post-secondary institutions for the objects of the institution:
  - a) a university in Ontario that receives direct, regular, and ongoing operating funding from the Government of Ontario,
  - b) a college or university federated or affiliated with a university described in subclause (a), or
  - c) an Indigenous Institute prescribed for the purposes of section 6 of the *Indigenous Institutes Act, 2017*;
- (iv) as a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion; or
- (v) as a hospice to provide end of life care;
- (n) “interest rate” means the annual rate of interest calculated in the City’s D.C. Interest Policy;
- (o) “local board” means a local board as defined in section 1 of the *Municipal Affairs Act* other than a board as defined in subsection 1 (1) of the *Education Act*;
- (p) “non-profit housing development” means development of a building or structure intended for use as residential premises by,
  - (i) a corporation to which the *Not-for-Profit Corporations Act, 2010* applies, that is in good standing under that Act and whose primary object is to provide housing;
  - (ii) a corporation without share capital to which the Canada *Not-for-profit Corporations Act* applies, that is in good



standing under that Act and whose primary object is to provide housing; or

- (iii) a non-profit housing co-operative that is in good standing under the *Co-operative Corporations Act*.
- (q) “non-residential use” means lands, building or structures used, designed or intended for the principal use for other than residential use, and shall include, but is not limited to, commercial, industrial and institutional forms of development;
- (r) “owner” means any person whose interest in a parcel of land is defined and whose name is specified in an appropriate instrument in the relevant Land Registry Office and includes a person who had made application for approval for the development of land upon which a development charge is imposed;
- (s) “Quadruplex dwelling” means a dwelling other than a converted dwelling or a townhouse dwelling containing four (4) dwelling units, each of which has an independent entrance either directly from a yard or from a common vestibule;
- (t) “redevelopment allowance” shall have the meaning ascribed in section 4.3 (a);
- (u) “rental housing” means development of a building or structure with four or more dwelling units all of which are intended for use as rented residential premises;
- (v) “residential use” means lands, building or structures used, designed or intended for all residential uses;
- (w) “semi-detached dwelling” means one of a pair of single dwellings which are attached together horizontally in whole or in part above grade and divided vertically from each other by a common wall, and each of which has a private independent entrance directly from yard, the said pair of dwellings being free standing, separate and detached from other main buildings or main structures;



- (x) “services” means services designated in section 2.0 of this By-law;
- (y) “single detached dwelling” means a single dwelling which is freestanding, separate and detached from other main buildings or main structures;
- (z) “special care facilities” means lands or Buildings without dwelling units, which are used or designed or intended for use for the purpose of providing supervision, nursing care or medical treatment, that are licensed, approved or supervised under any special or general Act;
- (aa) “special care/special dwelling” means the residential portion of Special Care Facilities, including Group Homes, containing rooms or suites of rooms designed or intended to be used for sleeping and living accommodations that have a common entrance from street level:
  - (i) Where the occupants have the right to use in common, halls, stairs, yards, common rooms, and accessory buildings;
  - (ii) Which may or may not have exclusive sanitary and/or culinary facilities;
  - (iii) That is designed to accommodate persons with specific needs. Including, but not limited to, independent permanent living arrangements; and
  - (iv) Where support services such as meal preparation, grocery shopping, laundry, housekeeping, nursing, respite care, and attendant services may be provided at various levels.
- (bb) “townhouse” means one of a group of two or more dwellings including row dwellings, other than a semi-detached, triplex or apartment building, which are attached together horizontal in whole or in part above grade and divided vertically from each other by a common wall between each two (2) adjacent dwellings, and each of which has a private independent entrance directly from a yard;



- (cc) “triplex” means a dwelling which is divided horizontally into three (3) dwelling units.

## **2.0 DESIGNATION OF SERVICES/CLASSES OF SERVICES**

2.1 The categories of services/classes of services for which development charges are imposed under this By-law are noted as lettered headings, as follows:

- (a) Public Works;
- (b) Fire Protection Services
- (c) Police Services;
- (d) Parks and Recreation Services;
- (e) Library Services;
- (f) Growth Studies;
- (g) Housing Services;
- (h) Waste Diversion Services;
- (i) Services Related to a Highway;
- (j) Water Services;
- (k) Wastewater Services; and
- (l) Storm Water Management Services (area specific).

## **3.0 APPLICABILITY RULES**

3.1 This By-law applies to development on all lands in the geographic area of the City;

3.2 Development charges on development shall be payable in the amounts established in section 4.0 of this By-law;





3.3 Despite the provisions of subsection 3.2 of this By-law, development charges shall not be imposed on development undertaken on lands owned by and used for the purposes of:

- (a) the City or a local board or commission thereof;
- (b) the County of Perth or a local board or commission thereof;
- (c) a School Board as defined in subsection 1 (1) of the *Education Act*; and
- (d) Land vested in or leased to a university that receives regular and ongoing operating funds from the government for the purposes of post-secondary education is exempt from development charges imposed under the *Development Charges Act, 1997* if the development in respect of which development charges would otherwise be payable is intended to be occupied and used by the university.

3.4 Approval for Development:

- (a) Except as provided for in this By-law, development charges shall be imposed on all lands, buildings or structures that are developed for residential or non-residential uses if the development requires:
  - (i) the passing of a zoning by-law or an amendment thereto under section 34 of the *Planning Act*;
  - (ii) the approval of a minor variance under section 45 of the *Planning Act*;
  - (iii) a conveyance of land to which a by-law passed under subsection 50 (7) of the *Planning Act*;
  - (iv) the approval of a plan of subdivision under section 51 of the *Planning Act*;
  - (v) a consent under section 53 of the *Planning Act*;



- (vi) the approval of a description under section 50 of the *Condominium Act*;
  - (vii) the issuance of a permit under the *Building Code Act*, 1992, in relation to a building or structure.
- (b) No more than one (1) 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 (2) or more of the actions described in subsection 3.4 (a) are required before the lands, buildings or structures can be developed.
- (c) Despite subsection 3.4 (b), if two or more of the actions described in subsection 3.4 (a) occur at different times, additional development charges shall be imposed if the subsequent action has the effect of increasing the need for services.

### 3.5 Exemptions:

- (a) Despite any other provisions of this By-law, development charges shall not be imposed with respect to:
- (i) a development that is limited to only the enlargement of an existing dwelling unit;
  - (ii) the creation of additional dwelling units as provided in Schedule A of this By-law;
  - (iii) a development of existing commercial buildings or structures or part thereof where the square footage is not increased;
  - (iv) any use permitted pursuant to section 39 of the *Planning Act*;
  - (v) the creation of residential use within existing buildings located in the Heritage Conservation District, pursuant to City By-law No. 173-97;



- (vi) the conversion of industrial buildings to residential uses within Special Policy Area No. 7: Factory District, of the City's Official Plan;
- (vii) an industrial development; and
- (viii) an accessory building.

## **4.0 CALCULATION OF DEVELOPMENT CHARGE RULES**

### **4.1 Residential Uses:**

The development charges described in Schedule B to this By-law shall be imposed on residential use development 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 and number of residential development dwelling units.

### **4.2 Non-Residential:**

#### **(a) Commercial/Institutional Uses:**

- (i) The development charges described in Schedule C to this By-law shall be imposed on commercial/institutional use development, including commercial/institutional use development in a mixed-use building, according to the gross floor area of the commercial/ institutional use development;

### **4.3 Redevelopment Allowance:**

- (a) Whereas a result of development, a building or structure existing on the land within five (5) years was or is to be demolished, in whole or in part, the development charge otherwise payable with respect to such development shall be reduced by the following amounts:
  - (i) in the case of a residential building or structure, or in the case of a mixed-use building or structure for the residential uses in the mixed-use building or structure, an amount



calculated by multiplying the applicable development charge under subsection 4.1 of this By-law by the number, according to the form of dwelling units that have been or will be demolished or converted to another principal use; and

(ii) in the case of a non-residential building or structure or the non-residential portion of a mixed-use building or structure, an amount calculated by multiplying the applicable development charge under subsection 4.2 of this By-law by the gross floor area devoted to commercial uses that has been or will be demolished or converted to another principal use.

(b) In calculating the reduction provided for in subsection 4.3 (a) of this By-law, the following provisions apply:

(i) the redevelopment of lands where buildings or structures have been demolished or converted to another principal use earlier than the five (5) years prior to the payment of development charges are not eligible for inclusion in the calculation of a redevelopment allowance;

(ii) the redevelopment allowance will be calculated and credited against development charges otherwise payable when such charges are paid;

(iii) the redevelopment allowance shall not exceed the total development charges otherwise payable;

(iv) the onus is on the owner subject to the charge to provide sufficient evidence of units or commercial gross floor area demolished or converted to another principal use, and of the timing of such demolition or conversion, in order to justify the redevelopment allowance;

(v) in absence of other evidence, a demolished building will be considered to have been demolished on the latest date of issue of a demolition permit;



## **5.0 COLLECTION OF DEVELOPMENT CHARGES**

- 5.1 Development charges imposed under section 4 of this By-law are payable on the date on which a building permit is issued.
- 5.2 Despite subsection 5.1, the City 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.
- 5.3 If at the time of issuance of building permits for a development for which development charges have already been paid, pursuant to subsection 5.2 of this By-law, the development charge for the number and type of dwelling unit for which building permits are being issued is less than at the time that payments were made, a refund shall be paid by the City, which refund shall be the difference between the development charges previously collected, adjusted in accordance with section 8.0 of this By-law, to the date of issuance of building permits, and the development charges for which building permits are being issued, calculated at the date of issuance.
- 5.4 Despite subsection 5.3 of this By-law, a refund shall not exceed the amount of the development charges paid pursuant to subsection 5.2 of this By-law.
- 5.5 Notwithstanding subsections 5.1 and 5.2, development charges for rental housing and institutional developments are due and payable in 6 installments commencing with the first installment payable on the date of first occupancy certificate issued, and each subsequent installment, including interest, payable on the anniversary date each year thereafter.
- 5.6 Notwithstanding subsections 5.1 and 5.2 development charges for non-profit housing developments are due and payable in 21 installments commencing with the first installment payable on the date of first occupancy certificate issued, and each subsequent installment, including interest, payable on the anniversary date each year thereafter.
- 5.7 Where the development of land results from the approval of a site plan or zoning by-law amendment received on or after January 1, 2020, and the



approval of the application occurred within 2 years of building permit issuance, the development charges under subsections 5.1 and 5.2 shall be calculated on the rates set out in Schedule “B” on the date of the planning application, including interest. Where both planning applications apply development charges under subsections 5.1 and 5.2 shall be calculated on the rates, including interest, set out in Schedule “B” on the date of the later planning application, including interest.

- 5.8 If a development charge or any part of it remains unpaid after it is payable, the amount unpaid shall be added to the tax roll and shall be collected in the same manner as taxes.

## **6.0 PAYMENT BY SERVICES**

- 6.1 Despite subsection 5.1 and despite subsection 5.2, the City may by agreement with an owner, permit a development charge to be paid in money or by the provision of services or by a combination of both. Where services are provided in full or partial satisfaction of a development charge, the City shall credit the owner with an amount equal to the reasonable cost, as agreed to by the City and the owner, of providing the services. No such credit given shall exceed the total development charge payable by the owner.

## **7.0 OVERSIZING OF SERVICES**

- 7.1 The City may by agreement with an owner, require that the services for a subdivision be increased and/or oversized to support development beyond the said subdivision, the City shall credit the owner with an amount equal to the reasonable cost, as agreed to by the City and the owner, over and above those required for the said subdivision, known as local services. This credit will be reduced from the development charge applicable to the said subdivision. Provision of local services will continue to be the responsibility of the owner.



## **8.0 INDEXING**

- 8.1 Development charges imposed pursuant to this By-law shall be adjusted annually on January 1st, without amendment to this By-law, by the percentage change in accordance with the prescribed index in the Act.
- 8.2 The first such adjustment provided for in subsection 8.1 of this By-law, shall occur January 1, 2023, using the most recently available data for the percentage change in the said index for the previous year.

## **9.0 FRONT-END FINANCING**

- 9.1 The City may enter into front-end agreements with owners in accordance with the provisions of the Act.

## **10.0 ACCOUNTABILITY**

- 10.1 All monies paid pursuant to this By-law shall be maintained separately from all other revenues or receipts of the City. The Treasurer of the City shall establish separate reserve funds, pursuant to the thirteen categories of services designated in subsection 2.1.
- 10.2 The Treasurer of the City shall provide to the Council of the City an annual financial statement related to this By-law and the development charge reserve funds established under subsection 10.1 of this By-law. This annual statement shall be provided on a date directed by Council.
- 10.3 The City shall pay interest on a refund under subsections 18 (3), (5) and 25 (2) or 36 of the Act at a rate equal to the Bank of Canada rate on the date this By-law comes into force, updated on the first business day of every January, April, July and October thereafter.



## **11.0 SCHEDULES**

11.1 The following schedules to this By-law form an integral part thereof:

Schedule A - Exception Relating to the Creation of Additional Dwelling Units

Schedule B - Residential Use Development Charges

Schedule C - Non-Residential Use Development Charges

Schedule D - Area Denoting where the Riverbend Storm Water Management charge shall be imposed

## **12.0 DATE BY-LAW IN FORCE**

12.1 This By-law shall come into force upon final passage.

## **13.0 DATE BY-LAW EXPIRES**

13.1 This By-law shall expire on April \_\_\_\_, 2022 unless sooner amended or repealed.

## **14.0 REPEAL**

14.1 By-laws No. 45-2017 are hereby repealed upon passage of this By-law.

Read a FIRST, SECOND and THIRD time and

FINALLY PASSED this \_\_\_\_ day of April, 2022.

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Mayor

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Clerk





**SCHEDULE A**  
**to By-law Number XX-2022**  
**Exception Relating to the Creation of Additional Dwelling Units**

Name of Class of Residential Building	Description of Class of Residential Building	Maximum Number of Additional Dwelling Units	Restrictions
Existing single detached dwellings	Existing residential buildings, each of which contains a single dwelling unit, that are not attached to other buildings.	Two	The total gross floor area of the additional dwelling unit or units must be less than or equal to the gross floor area of the dwelling unit already in the building.
Existing semi-detached dwellings or row dwellings	Existing residential buildings, each of which contains a single dwelling unit, that have one or two vertical walls, but no other parts, attached to other buildings.	One	The gross floor area of the additional dwelling unit must be less than or equal to the gross floor area of the dwelling unit already in the building.
Existing rental residential buildings	Existing residential rental buildings, each of which contains four or more dwelling units.	Greater of one and 1% of the existing units in the building	None.
Other existing residential buildings	An existing residential building not in another class of residential building described in this table.	One	The gross floor area of the additional dwelling unit must be less than or equal to the gross floor area of the smallest dwelling unit already in the building.
Proposed new detached dwellings	Proposed new residential buildings that would not be attached to other buildings and that are permitted to contain a second dwelling unit, that being either of the two dwelling units, if the units have the same gross floor area, or the smaller of the dwelling units.	The proposed new detached dwelling must only contain two dwelling units.	The proposed new detached dwelling must be located on a parcel of land on which no other detached dwelling, semi-detached dwelling or row dwelling would be located.
Proposed new semi-detached dwellings or row dwellings	Proposed new residential buildings that would have one or two vertical walls, but no other parts, attached to other buildings and that are permitted to contain a second dwelling unit, that being either of the two dwelling units, if the units have the same gross floor area, or the smaller of the dwelling units.	The proposed new semi-detached dwelling or row dwelling must only contain two dwelling units.	The proposed new semi-detached dwelling or row dwelling must be located on a parcel of land on which no other detached dwelling, semi-detached dwelling or row dwelling would be located.
Proposed new residential buildings that would be ancillary to a proposed new detached dwelling, semi-detached dwelling, semi-detached dwelling or row dwelling	Proposed new residential buildings that would be ancillary to a proposed new detached dwelling, semi-detached dwelling or row dwelling and that are permitted to contain a single dwelling unit.	The proposed new detached dwelling, semi-detached dwelling or row dwelling, to which the proposed new residential building would be ancillary, must only contain one dwelling unit.	The gross floor area of the dwelling unit in the proposed new residential building must be equal to or less than the gross floor area of the detached dwelling, semi-detached dwelling or row dwelling to which the proposed new residential building is ancillary.

*Source: O. Reg. 82/98, s. 2.*



**SCHEDULE B**  
**to By-law Number XX-2022**  
***Residential Use Development Charges***

Service/Class of Service	RESIDENTIAL				
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Special Care/Special Dwelling Units
<b>City-Wide Services/Class of Service:</b>					
Public Works (Facilities and Fleet)	702	549	407	302	279
Fire Protection Services	333	261	193	143	133
Police Services	479	375	278	206	191
Parks and Recreation Services	3,265	2,555	1,892	1,406	1,300
Library Services	607	475	352	261	242
Growth Studies	266	208	154	115	106
Housing Services	2,341	1,832	1,356	1,008	932
Waste Diversion	633	495	367	273	252
<b>Total City-Wide Services/Class of Services</b>	<b>8,626</b>	<b>6,750</b>	<b>4,999</b>	<b>3,714</b>	<b>3,435</b>
<b>Infrastructure Services</b>					
Services Related to a Highway	3,374	2,640	1,955	1,453	1,343
Wastewater Services	3,765	2,946	2,182	1,622	1,499
Water Services	340	266	197	146	135
<b>Total Infrastructure Services</b>	<b>7,479</b>	<b>5,852</b>	<b>4,334</b>	<b>3,221</b>	<b>2,977</b>
<b>GRAND TOTAL CITY-WIDE + INFRASTRUCTURE SERVICES</b>	<b>16,105</b>	<b>12,602</b>	<b>9,333</b>	<b>6,935</b>	<b>6,412</b>
<b>Area Specific Charge - Riverbend Servicing Area:</b>					
Stormwater and Drainage	2,774	2,171	1,607	1,195	1,104



**SCHEDULE C**  
**to By-law Number XX-2022**  
***Non-Residential Use Development Charges***

Service/Class of Service	NON-RESIDENTIAL
	(per sq.ft. of Gross Floor Area)
<b>City-Wide Services/Class of Service:</b>	
Public Works (Facilities and Fleet)	0.44
Fire Protection Services	0.20
Police Services	0.29
Parks and Recreation Services	0.18
Library Services	0.03
Growth Studies	0.17
Housing Services	0.00
Waste Diversion	0.03
<b>Total City-Wide Services/Class of Services</b>	<b>1.34</b>
<b>Infrastructure Services</b>	
Services Related to a Highway	0.48
Wastewater Services	0.55
Water Services	0.05
<b>Total Infrastructure Services</b>	<b>1.08</b>
<b>GRAND TOTAL CITY-WIDE + INFRASTRUCTURE SERVICES</b>	<b>2.42</b>
<b>Area Specific Charge - Riverbend Servicing Area:</b>	
Stormwater and Drainage	1.05



**SCHEDULE D**  
**to By-law Number XX-2022**  
**Area Denoting where the Riverbend Storm Water Management Charge shall be imposed**

