

REPORT FOR PUBLIC MEETING

PREPARED BY HEMSON FOR THE CITY OF CLARENCE-ROCKLAND

DEVELOPMENT CHARGES BACKGROUND STUDY

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EXECUTIVE SUMMARY

The following summarizes the findings of the City of Clarence-Rockland's 2021 Development Charges Background Study.

A. STUDY CONSISTENT WITH DEVELOPMENT CHARGES LEGISLATION

- This study calculates development charges for the City of Clarence-Rockland in compliance with the provisions of the Development Charges Act, 1997 (DCA) and its associated regulation (Ontario Regulation 82/98).
 - On January 26, 2015, the Council of the City of Clarence-Rockland passed Development Charges By-law 2015-13. In December of 2019, Council passed a new by-law in advance of the expiry of By-law 2015-13 for the services of Fire Protection, Services Related to a Highway of Public Works & Roads and Related, Waterworks and Sanitary Sewage in order to continue collecting development charges.
 - In 2019, due to proposed provincial legislative changes, development charges for soft services of Library, Parks and Recreation, By-law and Development Related Studies were not updated and as permitted were levied under By-law 2015-13. This 2021 DC Background Study deals with those soft services only. It is anticipated that future updates would be done on all services prior to the expiry of By-law 2019-85.
 - The City needs to continue implementing DCs to fund capital projects throughout Clarence-Rockland so that new development pays for its capital requirements to the extent allowed by the DCA and so that new services required by growth are provided in a fiscally responsible manner.
 - The DCA and O. Reg. 82/98 require that a development charges background study be prepared in which development charges are determined with reference to:
 - a forecast of the amount, type and location of residential and non-residential development anticipated in the City;
 - a review of future capital projects, including an analysis of gross expenditures, funding sources and net expenditures incurred or to be incurred by the City to provide for the expected development, including the determination of the development and non-development-related components of the capital projects; and

- an examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.
- This report identifies the development-related net capital costs attributable to development that is forecast to occur in the City. These costs are apportioned to types of development (residential, non-residential) in a manner that reflects the increase in the need for each service.
- The capital programs contained in this report form the basis of the calculation of the proposed development charges for the City of Clarence-Rockland.

B. ALL SERVICES WITH DEVELOPMENT-RELATED COSTS INCLUDED IN THE ANALYSIS

The following City services have been included in the development charge analysis:

- Library Services
- Parks and Recreation Services
- By-law Services; and
- Development-Related Studies

It should be noted that the services included for development charges recovery in this study relate solely to soft services and hard service By-law 2019-85 continues to be in place.

C. APPROACH USED TO CALCULATE DEVELOPMENT CHARGES

- Development charge rates have been established under the parameters and limitations of the DCA. This study provides the rationale and basis for the calculated rates.
- A City-wide average cost approach is used to calculate development charges for all services. This approach results in uniform charges levied throughout the City.
- The calculated charges are the maximum charges the City may adopt. Lower charges may be approved; however, this will require a reduction in the capital plan and reduced service levels, or financing from other sources, likely property taxes or user fees.

D. DEVELOPMENT FORECAST

- A forecast of the amount, type and location of residential and non-residential development anticipated in the City to 2030 is included in this report and was informed by City planning staff. For the purposes of the development charges calculations, a 10-year planning period from 2021 to 2030 was used for all services.
- A development forecast for the 10-year study period, 2021-2030, estimates that the City's population will grow by 4,388 people.
- About 1,840 households are forecast to be built between 2021 and 2030. Population growth in new housing units is expected to add 4,591 people over the 2021-2030 period.
- Employment in Clarence-Rockland is forecast to grow by 610 employees over the next 10 years. This employment growth is projected to generate about 30,500 square metres of new, non-residential building space between 2021 and 2030.
- The following is a summary of the projected growth for the City:

City-wide Development Forecast	2020 Estimate	10-Year Planning Period 2021 - 2030	
		Growth	Total at 2030
Residential			
Total Occupied Dwellings	10,061	1,840	11,901
Total Population			
Census	26,435	4,388	30,824
<i>Population In New Dwellings</i>		<i>4,591</i>	
Non-Residential			
Employment	5,415	610	6,025
Non-Residential Building Space (sq.m.)		30,500	

E. FUNDING ENVELOPE BASED ON “NET” GROWTH

- In accordance with the DCA, development charges have been calculated (where applicable) at a level no higher than the average service level provided in the City over the 10-year period immediately preceding the preparation of the background study, on a service by service basis.
- The maximum permissible funding envelopes in this study are based on “net” population, employment and household growth.

F. THE CITY HAS AN EXTENSIVE DEVELOPMENT-RELATED CAPITAL FORECAST FOR THE PROVISION OF ELIGIBLE SERVICES

- City staff, in collaboration with Hemson Consulting, has compiled a development-related capital forecast setting out projects that are required to service anticipated development. The capital programs for all services are based on a 10-year planning period. Details of the capital programs are provided in Appendix B.
- The following is a summary of the development-related capital program for all services considered in this study:

SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM (2021-2030)⁽¹⁾

Service	Gross Cost (\$000)	DC Eligible Cost (\$000)
Library Services	\$2,200.8	1,061.4
Parks and Recreation Services	\$13,567.4	\$7,686.8
By-law Services	\$197.6	\$30.2
Development-Related Studies	\$290.0	\$147.5
Total	\$16,255.8	\$8,925.9

Note 1: represents services only considered under this DC Background Study

G. DEVELOPMENT CHARGES ARE CALCULATED WITH FULL REFERENCE TO THE DCA

The following tables summarize the calculated residential and non-residential City-wide development charges for only those services considered under this study.

Service	Charge By Unit Type (1)			Non-Residential (\$/sq.m)
	Single & Semi-Detached	Rows & Other Multiples	Apartments	
Library Services	\$674	\$518	\$360	\$0.00
Parks And Recreation	\$5,121	\$3,939	\$2,739	\$0.00
By-Law Enforcement	\$19	\$15	\$10	\$0.14
Development-Related Studies	\$89	\$68	\$47	\$0.61
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (SERVICES CONSIDERED)	\$5,903	\$4,540	\$3,156	\$0.75

It should be noted that the services included for development charges recovery in this study relate solely to soft services and the hard services incorporated under By-law 2019-85 continues to be in place and would be applied in addition to these soft services (similar to existing practice).

H. NEWLY CALCULATED RATES COMPARED WITH CURRENT RATES

- The fully calculated residential charge for a fully serviced single or semi-detached unit in Clarence-Rockland is \$23,384, which represents an increase of 13 per cent, or \$2,627 over the City's current charge of \$20,757.
- The calculated non-residential charge of \$123.66 per square metre of gross floor area represents a \$0.76, or 0.6 per cent decrease over the City's current non-residential charge of \$124.42 per square metre.
- Fire, Services Related to a Highway, and Engineered Services for which development charges are currently collected for, will continue to be in force at the prevailing rates as set out in By-law 2019-85 (current rates account for indexing which has occurred since by-law passage).

I. COST OF GROWTH ANALYSIS

- Tax supported funding of \$927,500 will be required to support the development-related capital program.

- It is estimated that net operating costs will increase by about \$591,700 by the year 2030 as the facilities and infrastructure included in the capital forecast are operated and maintained.
- By 2031, the City will need to fund an additional \$98,300 per annum in order to properly fund the full life cycle costs of the new City-wide assets supported under the proposed Development Charges By-Law.

1. INTRODUCTION

The City of Clarence-Rockland Development Charges Background Study is presented as part of a process to lead the approval of a new development charge by-law in compliance with the Development Charges Act, 1997 (DCA).

A. LEGISLATIVE CONTEXT

This study is prepared in accordance with the DCA and associated Regulations, including recent legislative amendments. During the study process, multiple legislative changes have occurred. In 2019, the province announced changes to the *DCA* and the *Planning Act* through two key pieces of legislation Bill 108: *More Homes, More Choice Act* and Bill 138: *Plan to Build Ontario Together Act, 2019*. Prior to the end of the consultation process, Canada was impacted by the COVID-19 global pandemic. In response, the province of Ontario introduced legislation to enact the state of emergency and as part of that in July 2020, Bill 197 *COVID-19 Economic Recovery Act, 2020*. Bill 197 reversed many of the initiatives put forward through Bill 108 and 138.

On September 17, 2020, the Province enacted Bill 197 including the following changes:

- Removal of the statutory 10 per cent reduction on “soft” services
- A list of eligible services as listed in subsection 2 (4) of the *DCA*
- Ability to create service classes in subsection 7 (3) of the *DCA*
- Changes related to Community Benefits Charges (not included as part of this DC Study process)
- Others.

Other changes to the *DCA* that came into force on January 1, 2020 as they relate to the “DC Freeze” (Section 26.2 of the *DCA*) and the “DC Deferrals” (Section 26.1 of the *DCA*) are not impacted by the recent legislation introduced through the *COVID-19 Economic Recovery Act, 2020*.

B. PURPOSE OF THE STUDY

The Development Charges Act, 1997 (DCA) and its associated Ontario Regulation 82/98 (O. Reg. 82/98) allow municipalities in Ontario to recover development-related capital costs from new development. The City of Clarence-Rockland Development Charges Background Study is presented as part of a process to lead to the approval of a new development charges by-law for general services in compliance with this legislation.

The City of Clarence-Rockland is experiencing residential development pressure and is also an attractive location for a variety of non-residential development. The anticipated development in Clarence-Rockland will increase the demand on all City services. The City wishes to continue implementing DCs to fund development-related capital projects so that development continues to be serviced in a fiscally responsible manner.

The *DCA* and *O. Reg.* require that a development charges background study be prepared in which development charges are determined with reference to:

- A forecast of the amount, type and location of development anticipated in the City;
- The average level of service provided by the City over the 10 year period immediately preceding the preparation of the background study for some services;
- A review of capital works in progress and anticipated future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred or to be incurred by the City or its local boards to provide for the expected development, including the determination of the growth and non-growth-related components of the capital projects; and
- An examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.
- An asset management plan to deal with all assets whose capital costs are proposed to be funded under the DC By-law, demonstrating that all assets included in the capital program are financially sustainable over their full life cycle.

This study presents the results of the review to determine the net capital costs attributable to new development that is forecast to occur in the City of Clarence-Rockland between 2021 and 2030. These development-related net capital costs are apportioned to various types of development (residential; non-residential) in a manner that reflects the increase in the need for each service.

The *DCA* provides for a period of public review and comment regarding the proposed development charges. Following completion of the consultation process and Council's review of this study, it is intended that Council will pass new development charges for the City.

2. THE METHODOLOGY USES A CITY-WIDE APPROACH TO ALIGN DEVELOPMENT-RELATED COSTS AND BENEFITS

Several key steps are required when calculating any development charge. However, specific circumstances arise in each municipality that must be reflected in the calculation.

Therefore, this study has been tailored specifically for the City of Clarence-Rockland. The approach to the proposed development charges is focused on providing a reasonable alignment of development-related costs with the development that necessitates them.

A. CITY-WIDE DEVELOPMENT CHARGES ARE PROPOSED

The City provides a wide range of services to the community it serves and has an extensive inventory of facilities, land, infrastructure, vehicles and equipment. The *DCA* provides municipalities with flexibility to define services that will be included in the development charge by-laws, provided that the other provisions of the *Act* and its associated regulations are met. The *DCA* also requires that the by-laws designate the areas within which the by-laws shall be imposed. The development charges may apply to all lands in the municipality or to other designated development areas as specified in the by-laws.

i. Services Based on a City-Wide Approach

For all services that the City provides, a range of capital facilities, land, equipment and infrastructure is available throughout the City; libraries, community centres, vehicles and so on. As new development occurs, new facilities will need to be added so that service levels in newly developing areas are provided at levels enjoyed in existing communities. A widely accepted method for sharing the development-related capital costs for such City services is to apportion them over all new development anticipated in the City.

The following services are included in the City-wide development charge calculation:

- Library Services
- Parks and Recreation Services
- By-law Services
- Development-Related Studies

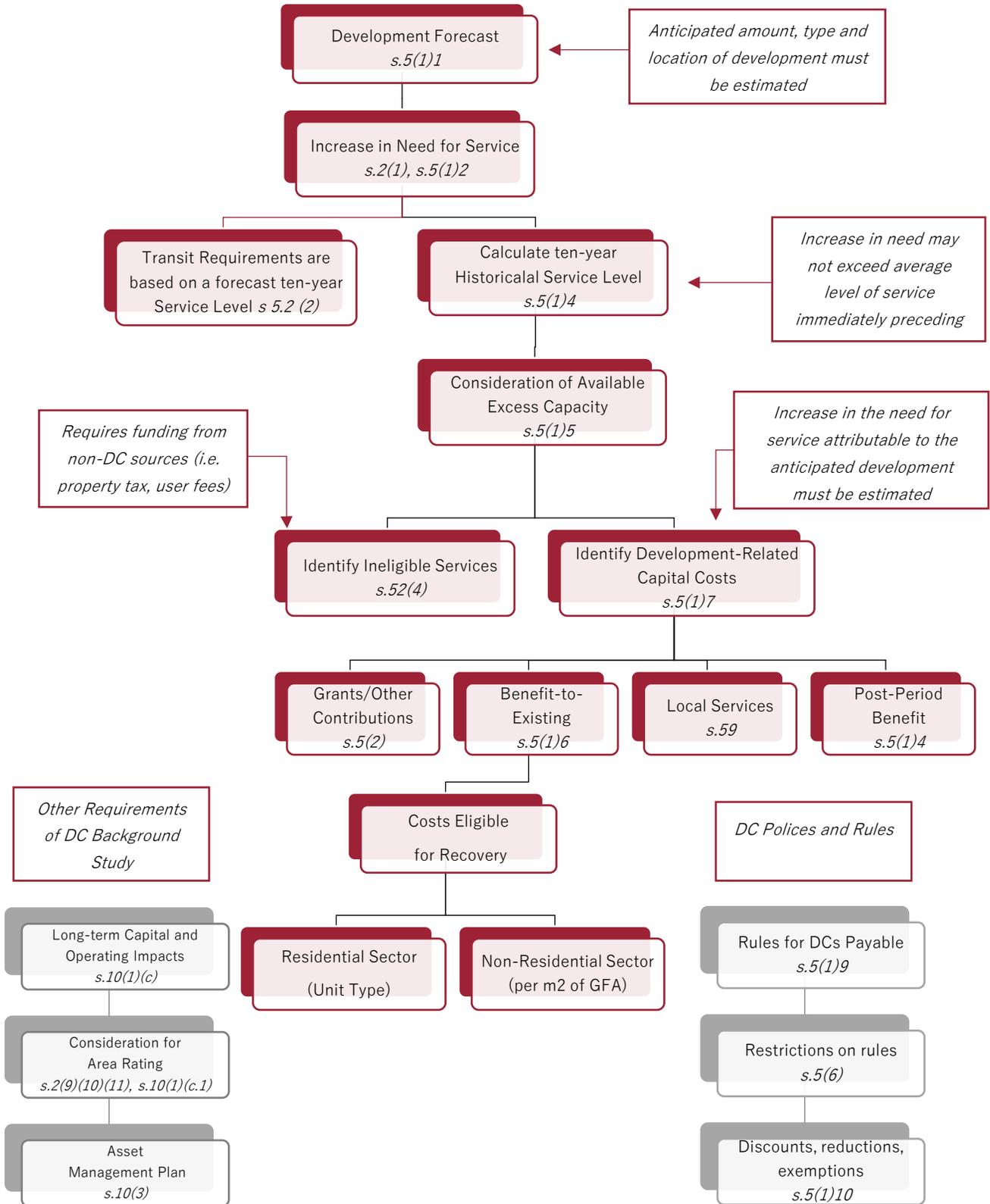
These services form a reasonable basis on which to plan and administer the development charges. It is noted that the analysis of each of these services examines the individual capital facilities and equipment currently in place. The resulting development charge for these services is to be imposed against all development anywhere in the City.

It should be noted that the services included for development charges recovery in this study relate solely to general services (Library, Parks and Recreation, By-law Services, and Development-Related Studies).

B. KEY STEPS IN DETERMINING DEVELOPMENT CHARGES FOR FUTURE DEVELOPMENT-RELATED PROJECTS

Several key steps are required in calculating development charges for future development-related projects. These are summarized below and illustrated in Figure 1.

Figure 1: Statutory Requirements of Development Charge Calculation and Study Process



i. **Development Forecast**

The first step in the methodology requires a development forecast be prepared over the 10-year planning period, 2021-2030. The forecast of the future residential and non-residential development used in this study is based on information provided by City planning staff.

For the residential portion of the forecast, both the net (or Census) population growth and population growth in new units is estimated. The net population growth determines the need for additional facilities and provides the foundation for the development-related capital program.

When calculating the development charge however, the development-related net capital costs are spread over the total additional population that occupy new housing units. This population in new units represents the population from which development charges will be collected.

The non-residential portion of the forecast estimates the Gross Floor Area (GFA) of building space to be developed over the 10-year period. The forecast of GFA is based on the employment forecast for the City. Factors for floor space per worker are used to convert the employment forecast into gross floor areas for the purposes of the development charges study.

ii. **Service Categories and Historical Service Levels**

The DCA provides that the increase in the need for service attributable to anticipated development:

... must not include an increase that would result in the level of service exceeding the average level of that service provided in the municipality over the 10-year period immediately preceding the preparation of the background study...(s. 5. (1) 4.)

Historical 10 year average service levels thus form the basis for development charges. A review of City's capital service levels for buildings, land, vehicles and so on, has therefore been prepared as a reference for the calculation, so that the portion of future capital projects that may be included in the development charge can be determined. The historical service levels used in this study have been calculated based on the period 2011-2020.

iii. **Development-Related Capital Forecast and Analysis of Net Capital Costs to be included in the Development Charges**

A development-related capital forecast has been prepared by the City's departments as part of the present study. The forecast identifies development-related projects and their gross and net costs, after allowing for capital grants, subsidies or other contributions as required by the Act (DCA, s. 5. (2)). The capital forecast provides another cornerstone upon which development charges are based. The DCA requires that the increase in the need for service attributable to the anticipated development may include an increase:

... only if the council of the municipality has indicated that it intends to ensure that such an increase in need will be met. (s. 5. (1) 3.)

In conjunction with DCA, s. 5. (1) 4. referenced above, these sections have the affect of requiring that the development charge be calculated on the lesser of the historic 10- year average service levels or the service levels embodied in future plans of the City. The development-related capital forecast prepared for this study ensures that development charges are only imposed to help pay for projects that have been or are intended to be purchased or built in order to accommodate future anticipated development. It is not sufficient in the calculation of development charges merely to have had the service in the past. There must also be a demonstrated commitment to continue to emplace facilities or infrastructure in the future. In this regard, *Ontario Regulation 82/98*, s. 3 states that:

For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an Official Plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

For some projects in the development-related capital forecast, a portion of the project may confer benefits to existing residents. As required by the DCA, s. 5. (1) 6., these portions of projects and their associated net costs are the funding responsibility of the City from non-development charges sources. The amount of City funding for such non-growth shares of projects is also identified as part of the preparation of the development-related capital forecast.

There is also a requirement in the DCA to reduce the applicable development charge by the amount of any "uncommitted excess capacity" that is available for a service. Adjustments are made in the analysis to meet this requirement of the Act.

iv. Attribution of Types of Development

The next step in the determination of development charges is the allocation of the development-related net capital costs between the residential and non-residential sectors. This is done using apportionments for different services in accordance with the demands placed on the various services and the benefits derived.

Where reasonable data exist, the apportionment is based on the expected demand for, and use of, the service by sector (e.g. shares of population in new units and employment).

Finally, the residential component of the City-wide development charge is applied to different housing types on the basis of average occupancy factors. The non-residential component is applied on the basis of gross building space in square metres.

v. Final Adjustment

The final determination of the development charge results from adjustments made to development-related net capital costs for each service and sector resulting from the application of any unallocated reserve fund balances available to finance the development-related capital costs in the capital forecast. A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are therefore accounted for in the calculation as allowed under the DCA.

3. DEVELOPMENT FORECAST

This section provides the basis for the development forecasts used in calculating the development charges, as well as a summary of the forecast results. The City's residential and non-residential development forecasts are based on forecast data provided by the City of Clarence-Rockland's planning department staff. The tables take into consideration data from the 2016 Census, historical building permit and completion data and the current economic climate. A more detailed summary of the forecasts, including tables illustrating historical trends and forecast results is provided in Appendix A.

A. RESIDENTIAL FORECAST

Development charges are levied on residential development as a charge per new unit. Therefore, for the residential forecast, a projection of both the population growth as well as the population in new units is required.

- The population growth determines the need for additional facilities and provides the foundation for the development-related capital program.
- When calculating the development charge, however, the development-related net capital costs are spread over the total additional population that occupy new housing units. This population in new units represents the population from which development charges will be collected.

Table 1 provides a summary of the residential forecast for the 10-year planning period. The City's Census population is expected to increase by about 4,388 people over the next 10 years. The population residing in new housing units is expected to increase by 4,591 people over the 10-year planning period. About 1,840 households are forecast to be built between 2021 and 2030.

B. NON-RESIDENTIAL FORECAST

Development charges are levied on non-residential development as a charge per square metre of Gross Floor Area (GFA). As with the residential forecast, the non-residential forecast requires both a projection of employment growth as well as a projection of the employment growth associated with new floorspace in the City.

The 10-year forecast projects an increase of approximately 610 employees, which will be accommodated in 30,500 square metres of new non-residential floor space.

TABLE 1

**CITY OF CLARENCE-ROCKLAND
SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL
DEVELOPMENT FORECAST**

City-wide Development Forecast	2020 Estimate	10-Year Planning Period 2021 - 2030	
		Growth	Total at 2030
Residential			
Total Occupied Dwellings	10,061	1,840	11,901
Total Population			
Census	26,435	4,388	30,824
<i>Population In New Dwellings</i>		<i>4,591</i>	
Non-Residential			
Employment	5,415	610	6,025
Non-Residential Building Space (sq.m.)		30,500	

4. SUMMARY OF HISTORICAL CAPITAL SERVICE LEVELS

The DCA and Ontario Regulation 82/98 require that the development charges be set at a level no higher than the average service level provided in the municipality over the 10-year period immediately preceding the preparation of the background study, on a service by service basis.

For Library, Parks and Recreation, and By-law Services, the legislative requirement is met by documenting historical service levels for the preceding 10 years, in this case, for the period 2011-2020.

O. Reg. 82/98 requires that, when determining historical service levels, both quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet per capita. The qualitative aspect is introduced by the consideration of the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of dollars per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be charged to new development reflect not only the quantity (number and size) but also the quality (value or replacement cost) of service provided historically by the City. Both the quantitative and qualitative aspects of service levels used in the present analysis are based on information provided by City staff, and is based on historical records and their experience with costs to acquire or construct similar facilities, equipment and infrastructure.

Table 2 summarizes service levels for all applicable services included in the development charge calculation. Appendix B provides detailed historical inventory data upon which the calculation of service levels is based.

TABLE 2

CITY OF CLARENCE-ROCKLAND
 SUMMARY OF AVERAGE HISTORICAL SERVICE LEVELS 2011 - 2020

Service	2011 - 2020 Service Level Indicator
1.0 LIBRARY SERVICES Buildings Land Materials Furniture And Equipment	\$241.87 per capita \$171.04 per capita \$5.18 per capita \$54.03 per capita \$11.62 per capita
2.0 PARKS AND RECREATION Indoor Recreation Park Facilities	\$3,936.63 per capita \$3,260.28 per capita \$676.35 per capita
3.0 BY-LAW SERVICES Buildings Land Furniture And Equipment	\$6.04 per capita \$1.60 per capita \$0.01 per capita \$4.43 per capita

5. THE DEVELOPMENT-RELATED CAPITAL FORECAST

The DCA requires the Council of a municipality to express its intent to provide future capital facilities at the average historical service level incorporated in the development charges calculation. As noted above in Section II, Ontario Regulation 82/98, s. 3 states that:

For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

A. A DEVELOPMENT-RELATED CAPITAL FORECAST IS PROVIDED FOR COUNCIL'S APPROVAL

Based on the development forecasts summarized in Section III and detailed in Appendix A, City department staff, in collaboration with the consultants have created a development-related capital forecast setting out those projects that are required to service anticipated growth. For all eligible municipal services, the capital plan covers the 10-year period from 2021-2030.

One of the recommendations contained in this Background Study is for Council to adopt the capital forecast created for the purposes of the development charges calculation. It is assumed that future capital budgets and forecasts will continue to bring forward the development-related projects contained herein, that are consistent with the growth occurring in the City. It is acknowledged that changes to the forecast presented here may occur through the City's normal capital budget process.

B. THE DEVELOPMENT-RELATED CAPITAL FORECAST FOR GENERAL SERVICES

A summary of the development-related capital forecast for general services is presented in Table 3. Further details on the capital plan for the general services are available in Appendix B.

The development-related capital forecast estimates a total gross cost of \$16.26 million. Additional funding of \$2.00 million is anticipated from the school board to fund the turf soccer dome. Therefore, the net municipal cost of the capital program will be \$14.26 million.

This capital forecast incorporates those projects identified to be related to development anticipated in the next 10 years. It is not implied that all of these costs are to be recovered from new development by way of development charges (see the following Section 6 for the method and determination of net capital costs attributable to growth). Portions of this capital forecast may relate to providing servicing for development which has occurred prior to 2021 (for which development charge reserve fund balances exist), for replacement of existing capital facilities or for growth anticipated to occur beyond the 2021-2030 planning period.

TABLE 3

**CITY OF CLARENCE-ROCKLAND
SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM
FOR FIRE SERVICES 2021 - 2030
(in \$000)**

Service	Gross Cost	Grants/ Subsidies	Municipal Cost
1.0 LIBRARY SERVICES	\$2,200.8	\$0.0	\$2,200.8
1.1 Branch Expansion	\$1,903.7	\$0.0	\$1,903.7
1.2 Materials and Equipment	\$237.1	\$0.0	\$237.1
1.3 Materials and Equipment	\$60.0	\$0.0	\$60.0
2.0 PARKS AND RECREATION	\$13,567.4	\$2,000.0	\$11,567.4
2.1 Indoor Recreation Debt	\$2,280.4	\$0.0	\$2,280.4
2.2 Indoor Recreation Facilities	\$4,900.0	\$2,000.0	\$2,900.0
2.3 Park Facilities	\$6,312.0	\$0.0	\$6,312.0
2.4 Studies	\$75.0	\$0.0	\$75.0
3.0 BY-LAW SERVICES	\$197.6	\$0.0	\$197.6
3.1 Recovery of Negative Reserve Fund Balance	\$83.1	\$0.0	\$83.1
3.2 Buildings & Equipment	\$114.5	\$0.0	\$114.5
4.0 DEVELOPMENT RELATED STUDIES	\$290.0	\$0.0	\$290.0
4.1 Development-Related Studies	\$290.0	\$0.0	\$290.0
TOTAL - GENERAL SERVICES	\$16,255.8	\$2,000.0	\$14,255.8

6. PROPOSED DEVELOPMENT CHARGES ARE CALCULATED IN ACCORDANCE WITH THE DCA

This section summarizes the calculation of development charges for each service category and the resulting total charges by sector. For all municipal services, the calculation of the “unadjusted” per capita (residential) and per square metre (non-residential) charges is reviewed. Adjustments to these amounts resulting from a cash flow analysis that takes interest earnings and borrowing costs into account are also discussed.

For residential development, the adjusted total per capita amount is then converted to a variable charge by housing unit type using various unit occupancy factors. For non-residential development, the charges are based on gross floor area (GFA) of building space.

It is noted that the calculation of the City-wide development charges does not include any provision for exemptions required under the DCA, such as the exemption for enlargements of up to 50 per cent on existing industrial buildings. Such legislated exemptions, or other exemptions that Council may choose to provide, will result in loss of DC revenue for the affected types of development. However, any such revenue loss may not be made up by offsetting increases in other portions of the calculated charge.

A. DEVELOPMENT CHARGES CALCULATION

A summary of the “unadjusted” residential and non-residential development charges is presented in Tables 5 for general services. Further details of the calculations for each individual City service category are available in Appendix B for the general services.

i. General Services

A summary of the “unadjusted” residential and non-residential development charges for general services is presented in Table 4.

TABLE 4

**CITY OF CLARENCE-ROCKLAND
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES
10-YEAR CAPITAL PROGRAM FOR GENERAL SERVICES**

10 Year Growth in Population in New Units	4,591
10 Year Growth in Square Metres	30,500

Service	Development-Related Capital Program (2021 - 2030)					Residential Share		Non-Residential Share	
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Available DC Reserves (\$000)	Post-2030 Benefit (\$000)	Total DC Eligible Costs for Recovery (\$000)	%	(\$000)	%	(\$000)
	1.0 LIBRARY SERVICES	\$2,200.8	\$0.0	\$103.6	\$1,035.8	\$1,061.4	100%	\$1,061.4	0%
Unadjusted Development Charge Per Capita							\$231.2		
Unadjusted Development Charge Per Sq.M									\$0.00
2.0 PARKS AND RECREATION	\$11,567.4	\$871.4	\$386.8	\$2,622.4	\$7,686.8	100%	\$7,686.8	0%	\$0.00
Unadjusted Development Charge Per Capita							\$1,674.3		
Unadjusted Development Charge Per Sq.M									\$0.00
3.0 BY-LAW SERVICES	\$197.6	\$18.6	\$0.0	\$148.8	\$30.2	88%	\$26.6	12%	\$3.62
Unadjusted Development Charge Per Capita							\$5.8		
Unadjusted Development Charge Per Sq.M									\$0.12
4.0 DEVELOPMENT RELATED STUDIES	\$290.0	\$37.5	\$105.0	\$0.0	\$147.5	88%	\$129.8	12%	\$17.70
Unadjusted Development Charge Per Capita							\$28.3		
Unadjusted Development Charge Per Sq.M									\$0.58
TOTAL 10-YEAR GENERAL SERVICES	\$14,255.8	\$927.5	\$595.3	\$3,807.0	\$8,925.9		\$8,904.6		\$21.3
Unadjusted Development Charge Per Capita							\$1,939.58		
Unadjusted Development Charge Per Sq.M									\$0.70



The capital forecast for general services incorporates those projects identified to be related to development anticipated in the next 10-years. However, not all of the capital costs are to be recovered from new development by way of development charges. Table 4 shows that \$927,500 of the capital forecast relates to replacement of existing capital facilities or for shares of projects that provide benefit to the existing community. These portions of capital costs will have to be funded from non-development charge revenue sources.

Another share of the forecast, \$3.81 million, is attributable to development beyond the 2030 period (and may therefore be recovered under future development charge studies).

The total costs eligible for recovery through development for general services is \$8.92 million. This amount is allocated between the residential and non-residential sectors to derive the unadjusted development charges. Library and Parks and Recreation are deemed to benefit residential development only, while the remaining services are allocated between both sectors based on shares of population in new units and employment growth over the next ten years. The allocation to the residential sector for these services is calculated at 88 per cent and 12 per cent to the non-residential sector.

Approximately \$8.90 million of the general services development charges eligible capital program is deemed to benefit residential development. When this amount is divided by the ten-year growth in population in new housing units an unadjusted charge of \$1,939.58 per capita is the result. The non-residential share of the capital program totals \$21,300 and when this amount is divided by the 10-year forecast of non-residential space growth, an unadjusted charge of \$0.70 per square metre is the result.

ii. **Adjusted Residential and Non-Residential Development Charges**

Final adjustments to the “unadjusted” development charge rates summarized above are made through a cash flow analysis. The analysis, details of which are included in the Appendices, considers the borrowing cost and interest earnings associated with the timing of expenditures and development charge receipts for each service category.

Table 5 summarizes the results of the cash flow adjustments for the residential development charges rates. The adjusted per capita rate increases from \$1,939.58 per capita to \$2,063.79 per capita after the cash flow analysis for the residential charge.

Table 5 also provides the calculated rates by residential unit but only representing the service categories considered under this study. The charge for a single or semi-detached unit is \$5,903 per unit, \$4,540 for a row or other type of multiple unit, and \$3,156 for an apartment unit.

Table 6 shows the non-residential uniform charge also experiences an increase after cash flow considerations, from \$0.70 to \$0.75 per square metre.

Although a development charge is not being recalculated for fire protection and engineered services at this time, the development charges at the existing rates are included in the total charges for illustration purposes and reflected in Tables 7 and 8.

TABLE 5

**CITY OF CLARENCE-ROCKLAND
CITY-WIDE DEVELOPMENT CHARGES
RESIDENTIAL DEVELOPMENT CHARGES**

Service	Unadjusted Charge Per Capita	Adjusted Charge After Cashflow Per Capita	Charge By Unit Type (1)		
			Single & Semi-Detached	Rows & Other Multiples	Apartments
Library Services	\$231.20	\$235.55	\$674	\$518	\$360
Parks And Recreation	\$1,674.32	\$1,790.44	\$5,121	\$3,939	\$2,739
By-Law Enforcement	\$5.79	\$6.78	\$19	\$15	\$10
Development-Related Studies	\$28.27	\$31.02	\$89	\$68	\$47
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (SERVICES CONSIDERED)	\$1,939.58	\$2,063.79	\$5,903	\$4,540	\$3,156
(1) Based on Persons Per Unit of:			2.86	2.20	1.53

TABLE 6

**CITY OF CLARENCE-ROCKLAND
CITY-WIDE DEVELOPMENT CHARGES
NON-RESIDENTIAL DEVELOPMENT CHARGES**

Service	Unadjusted Charge (\$/sq.m)	Non-Residential (\$/sq.m)
Library Services	\$0.00	\$0.00
Parks And Recreation	\$0.00	\$0.00
By-Law Enforcement	\$0.12	\$0.14
Development-Related Studies	\$0.58	\$0.61
TOTAL NON-RESIDENTIAL CHARGE PER SQ.M (SERVICES CONSIDERED)	\$0.70	\$0.75



7. COMPARISON OF CALCULATED AND CURRENT DEVELOPMENT CHARGES

For illustration purposes, Tables 7 and 8 present a comparison of the newly calculated residential and non-residential development charges with currently imposed development charge rates. It illustrates that the residential development charge for a fully serviced single- or semi-detached unit increases by \$2,627 per unit, or 13 per cent.

The current development charge rate for fully serviced non-residential development decreased, from \$124.42 per square metre to \$123.66 per square metre (0.6 per cent).

It should be noted that the services included for development charges recovery in this study relate solely to general services (Library, Parks and Recreation, By-law Services, and Development-Related Studies).

TABLE 7

CITY OF CLARENCE-ROCKLAND COMPARISON OF CURRENT AND CALCULATED RESIDENTIAL DEVELOPMENT CHARGES

Service	Current Residential Charge / SDU	Calculated Residential Charge / SDU	Difference in Charge	
Library Services	\$235	\$674	\$439	187%
Parks And Recreation	\$2,818	\$5,121	\$2,303	82%
By-Law Enforcement	\$5	\$19	\$14	269%
Development-Related Studies	\$218	\$89	(\$129)	(59%)
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (SERVICES CONSIDERED)	\$3,276	\$5,903	\$2,627	80%
OTHER SERVICES - URBAN SERVICED AREA (By-law 2019-85)	\$17,481	\$17,481	\$0	0%
TOTAL RESIDENTIAL CHARGE BY UNIT TYPE (ALL SERVICES)	\$20,757	\$23,384	\$2,627	13%

TABLE 8

CITY OF CLARENCE-ROCKLAND
 COMPARISON OF CURRENT AND CALCULATED
 NON-RESIDENTIAL DEVELOPMENT CHARGES

Service	Current	Calculated	Difference in Charge	
	Non-Residential Charge / Sq.m	Non-Residential Charge / Sq.m		
Library Services	\$0.00	\$0.00	\$0.00	N/A
Parks And Recreation	\$0.00	\$0.00	\$0.00	N/A
By-Law Enforcement	\$0.02	\$0.14	\$0.12	581%
Development-Related Studies	\$1.49	\$0.61	(\$0.88)	(59%)
TOTAL NON-RESIDENTIAL CHARGE PER SQ.M (SERVICES CONSIDERED)	\$1.51	\$0.75	(\$0.76)	(50%)
OTHER SERVICES - URBAN SERVICED AREA (By-law 2019-85)	\$122.91	\$122.91	\$0.00	0%
TOTAL NON-RESIDENTIAL CHARGE BY UNIT TYPE (ALL SERVICES)	\$124.42	\$123.66	(\$0.76)	(0.6%)

8. COST OF GROWTH ANALYSIS

This section provides a brief examination of the long-term capital and operating costs for the capital facilities and infrastructure to be included in the Development Charges By-law. This examination is required as one of the features of the Development Charges Act, 1997.

i. **Net Operating Costs for the City's Services are Estimated to Increase over the Forecast Period**

Table 9 summarizes the estimated increase in net operating costs that the City will experience for additions associated with the planned capital program. Additional details are included in Appendix D.

As shown in Table 9, by 2030, the City's net operating costs are estimated to increase by \$591,700. The most significant portion of this increase relates to the Parks and Recreation capital programs.

ii. **Long-Term Capital Financing from Non-Development Charge Sources Totals \$927,500**

Table 10 also summarizes the components of the development-related capital program that will require funding from non-development charge sources as discussed in Section VI. In total \$927,500 will need to be financed from non-development charge sources over the next ten years. The entire amount is related to capital replacement and for non-growth shares of projects that provide benefit to the existing community. In addition, \$3.81 million in interim financing may be required for projects related to growth in the post-2030 period. It is likely that most of these monies could be recovered from future development charges as the by-laws are revisited at least every five years.

TABLE 9

**CITY OF CLARENCE-ROCKLAND
SUMMARY OF LONG TERM CAPITAL AND
OPERATING COST IMPACTS FOR TAX SUPPORTED SERVICES
(in thousands of constant dollars)**

	at 2030 (\$000)
Net Operating Impacts (1)	
Library Services	\$161.4
Parks and Recreation	\$425.6
By-law Services	\$4.7
Development-Related Studies	\$0.0
NET OPERATING IMPACTS	\$591.7

	Total
Long-term Capital Impact (1)	
Total Net Cost	\$14,255.8
Net Cost From Development Charges	\$8,925.9
Prior Growth Share from DC Reserve Balances (2)	\$595.3
Portion for Post-2030 Development (3)	\$3,807.0
Funding From Non-DC Sources	
Replacement	\$927.5
FUNDING FROM NON-DC SOURCES	\$927.5

Notes:

- 1) See Appendix D.
- 2) Existing development charge reserve fund balances collected from growth prior to 2021 are applied to fund initial projects in development-related capital forecast.
- 3) Post 2030 development related costs may be eligible for development charge funding in future DC by-laws or other growth related funding tools (e.g. Community Benefits Charges).

B. ASSET MANAGEMENT PLAN

The Development Charges Act now requires that municipalities complete an Asset Management Plan before the passing of a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life cycle. Further details relating to the Asset Management Plan are discussed in Appendix D.

i. Annual Capital Provisions for Tax and Rate Supported Assets

Table 10 shows the annual capital provisions required to replace the development eligible and ineligible costs associated with the capital infrastructure identified in the DC Background Study. This estimate is based on information obtained through discussions with municipal staff regarding useful life assumptions and the capital cost of acquiring and/or emplacing each asset.

Table 10 illustrates that, by 2031, the City will need to fund an additional \$98,300 per annum in order to properly fund the full life cycle costs of the new City-wide assets supported under the proposed Development Charges By-Law.

Table 10 Calculated Annual AMP Provisions				
Services	2021-2030 Capital Program		Annual AMP Provision by 2031	
	DC-Eligible	Non DC-Eligible	DC-Related	Non DC-Related
LIBRARY SERVICES	\$1,165,000	\$1,036,000	\$43,400	\$34,000
PARKS AND RECREATION	\$8,074,000	\$5,494,000	\$54,900	\$110,100
BY-LAW SERVICES	\$30,000	\$167,000	\$0	\$6,900
DEVELOPMENT RELATED STUDIES	\$253,000	\$38,000	\$0	\$0
TOTAL	\$9,522,000	\$6,735,000	\$98,300	\$151,000

Note: DC Eligible funding includes 10-year period funding from DCs and DC Reserve Funding

ii. Future Revenue Growth

The calculated annual funding provision should be considered within the context of the City's projected growth. Over the next ten years the City is projected to increase by approximately 1,840 households. In addition, the City will also add 610 new employees that will result in approximately 30,500 square metres of additional non-residential building space.

This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenue to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the Development Charges By-law.

iii. Assets are Deemed to be Financial Sustainable

In summary, the asset management plan and long-term capital and operating analysis included in this appendix demonstrates that the City can afford to invest and operate the identified services infrastructure over the 10-year planning period. Importantly, the City's annual budget review allows staff to continue to monitor and implement mitigating measures should the program become less sustainable.

9. DEVELOPMENT CHARGES ADMINISTRATION

A. DEVELOPMENT CHARGES ADMINISTRATION

No significant changes are recommended to the City's current policies and practices regarding development charge administration. In this regard:

- It is recommended that practices regarding collection of development charges and by-law administration continue to the extent possible.
- As required under the DCA, the City should codify any rules regarding application of the by-laws and exemptions within the development charges by-laws proposed for adoption.
- It is recommended that Council adopt the development-related capital forecast included in this background study, subject to annual review through the City's normal capital budget process.
- It is recommended that limited exemptions, other than those required in the DCA, be formally adopted in the by-laws.

B. CONSIDERATION FOR AREA RATING

In accordance with the DCA, Council must give consideration to the use of area rating, also known as area-specific development charges, as part of the DC Background Study. As part of the City's 2019 DC update, the appropriateness of implementing area-specific development charges for the various City services was examined.

The DCA permits the City to designate, in its DC by-law, the areas where development charges shall be imposed. The charges may apply to all lands in the City or to other designated development areas as specified in the DC by-law.

Most municipalities in the province have adopted uniform, municipal-wide DCs, as has the City of Clarence-Rockland since at least 2009. Based on discussions with staff, and the analysis of the delivery of services, it is proposed that the City continue to calculate and collect DCs on a uniform, City-wide basis. The rationale for maintaining a uniform City-wide approach is based primarily on the fact that 10-year historical service levels can be calculated on a City-wide basis to ensure the emplacement of a service or infrastructure in one particular area of the City does not exceed the service level of that specific community.

As well, City-wide DCs ensure a consistent approach to financing the cost of development-related projects, from both a DC and non-DC revenue source perspective. Finally, an attempt to impose area-specific DCs to a DC regime which has imposed City-wide DCs for a long length of time would cause equity issues during transitions.

APPENDIX A

DEVELOPMENT FORECAST

APPENDIX A – DEVELOPMENT FORECAST

This appendix provides details of the development forecast used to prepare the 2021 Development Charges Background Study for the City of Clarence-Rockland. Forecasts of population, households, employment and non-residential building space were prepared by Hemson with information provided by City planning staff. The tables take into consideration data from the 2016 Census, historical building permit and completion data and the current economic climate. The forecast results are provided in a series of tables.

Table 1	Historical Population, Occupied Households and Employment Summary
Table 2	Historical Annual Housing Completions by Type
Table 3	Historical Households by Period of Construction Showing Household Size
Table 4	Population, Household & Employment Forecast Summary
Table 5	Forecast of Household Growth by Unit Type
Table 6	Forecast of Population Growth in New Households by Unit Type
Table 7	Non-Residential Space Forecast

A. FORECAST APPROACH AND KEY ASSUMPTIONS

The Development Charges Act (DCA) requires the City, as part of its development charge background study, to estimate “the anticipated amount, type and location of development” for which development charges may be imposed. The forecast must cover both residential and non-residential development and be specific enough with regards to the quantum, type, location and timing of such development to allow the City to prepare a reasonable development-related capital program.

In this study, a ten year planning period from 2021-2030 has been used to calculate development charges for all eligible services considered under this study provided by the City.

B. HISTORICAL DEVELOPMENT IN THE CITY OF CLARENCE-ROCKLAND

The City of Clarence-Rockland has experienced steady household and population growth over the last ten years. Historical growth and development figures presented here are based on Statistics Canada Census data. A “Census-based” definition of population is used for the

purpose of the development charges study. This definition does not include the Census net undercoverage, which is typically included in the definition of “total” population commonly used in municipal planning documents. For development charges purposes, a 10-year historical period of 2011 to 2020 is used for calculating historical service levels. Since 2016 was the last year of the Census, figures from 2017 to 2020 are estimated.

Table 1 shows that over the historical period from 2011 to 2020, the City’s Census population increased by roughly 3,800 people (or 17%) to approximately 26,440 people by 2020. The number of occupied household units in the City increased at a higher rate than population (20% or 1,660 units) over the same period. This difference is the result of a decline in the average number of persons residing in household units.

Total employment numbers shown in Table 1 are based on Statistics Canada place of work data. Place of work employment figures record where people work rather than place of residence. The employment figures shown in this table include workers with no fixed address. However, work-at-home employment is excluded from the figures, for development charge purposes, as this type of employment does not require building floorspace for its activities. Table 1 shows that the City’s employment modestly declined over the last decade, from about 5,450 jobs in 2010 to 5,420 jobs in 2020. The rate of employment growth was slower than both the population and household growth trends over the same period, in part because of the 2008 financial crisis and subsequent recession. As a result, the City’s activity rate (the ratio of employment to population) has declined over the historical 10-year period.

Table 2 provides historical annual housing completions from the Canada mortgage and Housing Corporation between 2011 and 2020. The number of completions by household unit type is shown along with the resulting percentages. The vast majority, 65 per cent, of all housing completion over the historical period were for single and semi-detached units. Apartment units accounted for 17 per cent of the unit mix and the remaining 18 per cent were for rows and other multiple unit types.

Table 3 provides details on historical occupancy patterns for permanently occupied dwelling units in the City. The overall average occupancy level in the City for single and semi-detached units is 2.54 persons per housing unit (PPU). Occupancy levels for recently constructed units, between 2006 and 2016, are used in the development charges calculation for single/semi detached units since they better reflect the number of people that are likely to reside in new development. The average PPU of permanent single and semi-detached units built in the City in the period 2006 to 2016 is 2.86. As the sample size for newly constructed units for multiples and apartments is more limited relative to single and semi-

detached new unit construction data, the total PPU of 2.20 for rows and 1.53 for apartment housing is used in the calculation.

C. FORECAST METHOD AND RESULTS

The forecast described herein is consistent with governing legislation and represents a best estimate of the amount and type of development that is likely to occur. Population, household unit and employment forecast numbers are presented in Table 4.

Development charges are levied on residential development as a charge per new unit. Therefore, for the residential forecast, a projection of both the population growth as well as the population in new housing is required.

- The population growth determines the need for additional facilities and provides the foundation for the development-related capital program.
- When calculating the development charge, however, the development-related net capital costs are spread over the total additional population that occupies new household units. This population in new units represents the population from which development charges will be collected.

Development charges are levied on non-residential development as a charge per unit of gross floor area (GFA). The non-residential forecast includes both a projection of employment growth as well as a projection of the employment growth associated with new floorspace in the City.

i. Residential Forecast

The residential forecast is based on a forecast of population and household unit growth, as well as population in new units in the City. The allocation of development-related capital costs between the residential and non-residential sector is based on forecasts of population in new housing units and employment.

As detailed in Tables 4 and 5, the City's Census population is forecast to rise from 26,435 in 2020 to 30,824 in 2030 – this represents an increase of approximately 4,390 persons in the 10-year forecast period.

Over the 10-year planning period from 2021-2030, the total number of occupied household units is forecast to increase from 10,061 in 2020 to 11,901 in 2030 – this represents increases approximately 1,840 units. Of the total household unit growth, approximately 65%

of the units will be of single and semi-detached unit form, about 20% of units will be apartment units and the remaining will be related to rows & other multiple units (Table 5).

In addition to the Census population forecast, a forecast of “population in new units” that will result from the addition of new housing units has been made. The population growth in new units is estimated by applying the following PPU to the dwelling unit forecast: 2.86 for single and semi-detached units; 2.20 for rows and other multiples; and 1.53 for apartments. The per capita residential development charge rates are calculated based on these estimates. As indicated in Table 6, the forecasted population growth in the new household units is anticipated at 4,591 persons over the 10-year period.

ii. **Non-Residential Forecast**

Development charges are levied on non-residential development as a charge per unit of Gross Floor Area (GFA). As with the residential forecast, the non-residential forecast requires both a projection of employment growth, as well as a projection of the employment growth associated with new floor space in the City. As with the residential forecast, the GFA forecast covers the 10-year period from 2021 to 2030 for all DC eligible services.

The floor space assumptions are based on historical floor space trends and averages. An assumed Floor Space per Worker (FSW) is applied to forecast employment numbers in order to estimate the growth in non-residential building space across the City of Clarence-Rockland. The FSW assumption used herein is 50 m² per employee. The employment and floor space forecasts for the City are summarized in Table 7.

Total employment is forecast to grow by 610 employees over the ten-year forecast period from 2021 to 2030. The total floor space growth is forecast at 30,500 square metres over the 10-year planning period.

APPENDIX A - TABLE 1

CITY OF CLARENCE-ROCKLAND
HISTORICAL POPULATION, OCCUPIED HOUSEHOLDS & EMPLOYMENT SUMMARY

Mid-Year	Census Population	Growth	Occupied Households	Household Growth	PPU	Employment by Place of Work	Growth	Activity Rate
2011	23,185	501	8,641	244	2.68	5,799	353	25.0%
2012	23,445	260	8,774	133	2.67	5,667	-132	24.2%
2013	23,707	262	8,909	135	2.66	5,539	-128	23.4%
2014	23,972	265	9,047	138	2.65	5,413	-126	22.6%
2015	24,240	268	9,187	140	2.64	5,290	-123	21.8%
2016	24,512	272	9,329	142	2.63	5,171	-119	21.1%
2017	24,859	347	9,461	132	2.63	5,232	61	21.0%
2018	25,516	657	9,711	250	2.63	5,293	61	20.7%
2019	25,976	460	9,886	175	2.62	5,354	61	20.6%
2020	26,435	460	10,061	175	2.61	5,415	61	20.5%
Growth 2011 - 2020		3,751		1,664			-31	

Source: Statistics Canada, Census of Canada

APPENDIX A - TABLE 2

CITY OF CLARENCE-ROCKLAND
HISTORICAL ANNUAL HOUSING COMPLETIONS (CMHC)

Year	CMHC Annual Housing Completions - Units				Completions - Shares By Unit Type			
	Singles & Semis	Rows	Apts.	Total	Singles & Semis	Rows	Apts.	Total
2011	172	18	80	270	64%	7%	30%	100%
2012	145	23	24	192	76%	12%	13%	100%
2013	124	37	48	209	59%	18%	23%	100%
2014	87	43	0	130	67%	33%	0%	100%
2015	84	11	12	107	79%	10%	11%	100%
2016	85	9	20	114	75%	8%	18%	100%
2017	88	20	24	132	67%	15%	18%	100%
2018	144	46	60	250	58%	18%	24%	100%
2019	81	44	10	135	60%	33%	7%	100%
2020	132	55	20	207	64%	27%	10%	100%
Growth 2011 - 2020	1,142	306	298	1,746	65%	18%	17%	100%
<i>5 Year Avg.</i>	<i>106</i>	<i>35</i>	<i>27</i>	<i>168</i>				

Source: Canada Mortgage and Housing Corporation (CMHC), Housing Market Information

APPENDIX A - TABLE 3

CITY OF CLARENCE-ROCKLAND
HISTORICAL HOUSEHOLDS BY PERIOD OF CONSTRUCTION SHOWING HOUSEHOLD SIZE

Dwelling Unit Type	Period of Construction										Period of Construction Summaries		
	Pre 1945	1946-1960	1961-1970	1971-1980	1981-1990	1991-1995	1996-2000	2001-2005	2006-2010	2011-2016	Pre 2006	2006-2016	Total
Singles and Semis													
Household Population	1,670	605	875	2,675	4,655	2,230	1,150	2,285	2,275	1,790	16,145	4,065	20,210
Households	645	285	365	1,060	1,685	800	415	765	805	615	6,020	1,420	7,440
Household Size	2.59	2.12	2.40	2.52	2.76	2.79	2.77	2.99	2.83	2.91	2.68	2.86	2.72
Rows													
Household Population	0	0	75	0	165	130	60	80	205	275	510	480	990
Households	0	10	30	10	75	60	20	50	90	105	255	195	450
Household Size	0.00	0.00	2.50	0.00	2.20	2.17	3.00	1.60	2.28	2.62	2.00	2.46	2.20
Apartments (excl. Duplexes)													
Household Population	180	60	115	145	205	95	60	205	210	275	1,065	485	1,550
Households	90	45	90	105	155	75	30	130	120	170	720	290	1,010
Household Size	2.00	1.33	1.28	1.38	1.32	1.27	2.00	1.58	1.75	1.62	1.48	1.67	1.53
Duplexes													
Household Population	50	80	170	270	215	60	70	0	35	0	915	35	950
Households	30	50	55	120	90	20	30	10	15	15	405	30	435
Household Size	1.67	1.60	3.09	2.25	2.39	3.00	2.33	0.00	2.33	0.00	2.26	1.17	2.18
All Units													
Household Population	1,900	745	1,235	3,090	5,240	2,515	1,340	2,570	2,725	2,340	18,635	5,065	23,700
Households	765	390	540	1,295	2,005	955	495	955	1,030	905	7,400	1,935	9,335
Household Size	2.48	1.91	2.29	2.39	2.61	2.63	2.71	2.69	2.65	2.59	2.52	2.62	2.54

Source: Statistics Canada, 2016 National Household Survey Special Run.

APPENDIX A - TABLE 4

CITY OF CLARENCE-ROCKLAND
POPULATION, HOUSEHOLD & EMPLOYMENT FORECAST SUMMARY

Mid-Year	Census Population	Census Pop'n Growth	Occupied Households	Total Household Growth	Household Size	Employment by POW	Employment by POW Growth	Activity Rate
2021	26,895	460	10,236	175	2.61	5,476	61	20%
2022	27,178	283	10,413	177	2.61	5,537	61	20%
2023	27,645	467	10,592	179	2.61	5,598	61	20%
2024	28,118	472	10,773	181	2.61	5,659	61	20%
2025	28,595	478	10,956	183	2.61	5,720	61	20%
2026	29,078	483	11,141	185	2.59	5,781	61	20%
2027	29,340	262	11,328	187	2.59	5,842	61	20%
2028	29,829	490	11,517	189	2.59	5,903	61	20%
2029	30,324	495	11,708	191	2.59	5,964	61	20%
2030	30,824	500	11,901	193	2.59	6,025	61	20%
2021-2030		4,388		1,840			610	

Source: City of Clarence-Rockland and Hemson Consulting, 2020

APPENDIX A - TABLE 5

CITY OF CLARENCE-ROCKLAND
FORECAST OF HOUSEHOLD GROWTH BY UNIT TYPE

Mid-Year	Annual Growth in Total Occupied Households				Shares By Unit Type			
	Singles & Semis	Rows & Other Multiples	Apartments	Total New Households	Singles & Semis	Rows & Other Multiples	Apartments	Total
2021	114	26	35	175	65%	15%	20%	100%
2022	115	27	35	177	65%	15%	20%	100%
2023	116	27	36	179	65%	15%	20%	100%
2024	118	27	36	181	65%	15%	20%	100%
2025	119	27	37	183	65%	15%	20%	100%
2026	120	28	37	185	65%	15%	20%	100%
2027	122	28	37	187	65%	15%	20%	100%
2028	123	28	38	189	65%	15%	20%	100%
2029	124	29	38	191	65%	15%	20%	100%
2030	125	29	39	193	65%	15%	20%	100%
2021-2030	1,196	276	368	1,840	65%	15%	20%	100%

Source: Hemson Consulting Ltd. 2020

APPENDIX A - TABLE 6

CITY OF CLARENCE-ROCKLAND
FORECAST POPULATION GROWTH IN NEW HOUSEHOLDS BY UNIT TYPE*

Mid-Year	Singles & Semis	Rows & Other Multiples	Apartments	Total Population in New Households
2021	325	58	54	437
2022	329	58	54	441
2023	333	59	55	447
2024	337	60	55	452
2025	340	60	56	456
2026	344	61	57	462
2027	348	62	57	467
2028	351	62	58	471
2029	355	63	58	476
2030	359	64	59	482
2021-2030	3,421	607	563	4,591

*Based on PPU's

2.86

2.20

1.53

Source: Hemson Consulting Ltd., 2020

APPENDIX A - TABLE 7

CITY OF CLARENCE-ROCKLAND
NON-RESIDENTIAL SPACE FORECAST

Average Sq.M. Per Employee

50.0 m² per employee

Mid-Year	Place of Work Employment	Annual Growth	Growth in Space (m ²)
2021	5,476	61	3,050
2022	5,537	61	3,050
2023	5,598	61	3,050
2024	5,659	61	3,050
2025	5,720	61	3,050
2026	5,781	61	3,050
2027	5,842	61	3,050
2028	5,903	61	3,050
2029	5,964	61	3,050
2030	6,025	61	3,050
2021-2030		610	30,500

Source: City of Clarence-Rockland and Hemson Consulting, 2020

APPENDIX B
GENERAL SERVICES
TECHNICAL APPENDIX

This appendix provides the detailed analysis undertaken to establish the development charge rates for each of the eligible general services provided by the City of Clarence-Rockland. Four general services have been analysed as part of this Development Charges (DC) Background Study:

Appendix B.1 Library

Appendix B.2 Parks and Recreation

Appendix B.3 By-law Services

Appendix B.4 Development Related Studies

Every sub-section, with the exception of Development Related Studies, contains a set of three tables. The tables provide the background data and analysis undertaken to arrive at the calculated development charge rates for that particular service. An overview of the content and purpose of each of the tables is given below.

TABLE 1 HISTORICAL SERVICE LEVELS

Table 1 presents the data used to determine the ten-year historical service level. The *DCA* and *Ontario Regulation 82/98* require that development charges be set at a level no higher than the average service level provided in a City over the ten-year period immediately preceding the preparation of the background study, on a service by service basis. For the purpose of this study, the historical inventory period is defined as 2011–2020.

O. Reg. 82/98 requires that when defining and determining historical service levels, both the quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet. The qualitative aspect is introduced by considering the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of cost per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be funded by new growth reflect not only the quantity (number and size), but also the quality (replacement value or cost) of service provided by the City in the past. Both the quantitative and qualitative aspects of service levels used in the current analysis are based on information provided by City staff in consultation with Hemson Consulting Ltd. This information is generally based on historical records and experience with costs to acquire or construct similar facilities, equipment and infrastructure.

The approach used to calculate service levels and maximum funding envelopes is described as follows: for those services with only a residential impact (Library and Parks and Recreation), the service level measure of net population has been utilized. For the remaining services that levy both a residential and non-residential charge, the service level measure of net population + employment has been utilized.

There is also a requirement in the *DCA* to consider “excess capacity” within the City’s existing infrastructure that may be available to partially meet future servicing requirements. If Council has expressed its intent before or at the time the capacity was created to recoup the cost of providing the capacity from new development, it is considered “committed excess capacity” under the *DCA*, and the associated capital cost is eligible for recovery. This requirement has been addressed through the use of “net” population and employment in the determination of maximum permissible funding envelopes.

Table 1 also shows the calculation of the maximum allowable funding envelope. The maximum allowable funding envelope is defined as the ten-year historical service level (expressed as \$/capita or \$/population and employment) multiplied by the forecast increase in net population or net population and employment over the future planning period. The resulting figure is the value of capital infrastructure that would have to be constructed for that particular service so that the ten-year historic service level is maintained.

TABLE 2 2021 – 2030 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE DEVELOPMENT CHARGES

The *DCA* requires that Council express its intent to provide capital facilities to support future development. Based on the development forecasts presented in Appendix A, City staff in collaboration with consultants, have created a development-related capital forecast that sets out the projects required to service anticipated development for the ten-year period from 2021 – 2030.

To determine the share of the program that is eligible for recovery through development charges, the project costs are reduced by any anticipated grants, subsidies or other recoveries, and “replacement” shares and benefit to existing shares.

A replacement share represents the portion of a capital project that will benefit the existing community. It could for example, represent a portion of a new facility that will, at least in part, replace a facility that is demolished, redeployed or will otherwise not be available to serve its former function. The replacement share of the capital program is not deemed to be development-related and is therefore removed from the development charge calculation.

The capital cost for replacement will require funding from non-development charge sources, typically property taxes or user fees.

The capital program less any replacement shares or benefit to existing shares yields the development-related costs. Although deemed development-related, not all of the net development-related capital program may be recoverable from development charges in the period from 2021 to 2030. For some services, reserve fund balances may be available to fund a share of the program. In addition, a portion of the capital program may service growth occurring beyond 2030. This portion of the capital program is deemed “pre-built” service capacity and is considered as committed excess capacity to be recovered under future development charges, or is a service level increase.

The remaining portion of the net capital program represents the development-related cost that may be included in the DC calculation. In all cases, as required, this amount is equal to or less than the maximum allowable capital amount as calculated at the end of Table 1. The result is the discounted development-related net capital costs eligible for recovery against growth over the forecast period from 2021 to 2030.

i. Calculation of the Development Charges Rates

The section below the capital program displays the calculation of the calculated development charge rates.

The first step in determining the development charge rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For all general services with the exception of Library Service and Parks & Recreation the development-related costs have been apportioned as 88 per cent residential and 12 per cent non-residential. This apportionment is based on the anticipated shares of population growth in new units and employment growth in new space over the ten-year forecast period.

The development-related costs associated with Library, Parks & Recreation, have been allocated 100 per cent to the residential sector, as the need for these services is driven by residential development.

The residential share of the 2021 – 2030 DC eligible costs is then divided by the forecasted population growth in new dwelling units. This gives the calculated residential development charge per capita. The non-residential development-related net capital costs are divided by the forecasted increase in non-residential gross floor area (GFA). This yields a charge per square metre of new non-residential development.

TABLE 3 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are accounted for in the calculation as allowed under the DCA. Based on the development forecast, the analysis calculates the DC rate required to finance the net development-related capital spending plan, including provisions for any borrowing costs or interest earnings on the reserve funds. The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible.

In order to determine appropriate development charge rates reflecting borrowing and earnings necessary to support the net development-related funding requirement, assumptions are used for the inflation rate and interest rate. An inflation rate of 2.0 per cent is used for the funding requirements, an interest rate of 5.5 per cent is used for borrowing on the funds and an interest rate of 3.5 per cent is applied to positive balances.

Table 3 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential development charges.

APPENDIX B.1

LIBRARY SERVICE

The Clarence-Rockland Public Library provides library services from two branches in the City. The libraries offer an array of collection materials and delivers various community services such as virtual story time, summer youth clubs for children and teens, and virtual programs such as mindful meditation and book clubs.

TABLE 1 HISTORICAL SERVICE LEVELS

Table 1 displays the ten-year historical inventory for buildings, land, materials and furniture and equipment (excluding computer equipment) for Library Service in the City of Clarence-Rockland. The two library branches located in the City total approximately 10,800 square feet and are valued at \$3.79 million. The library occupies 0.15 hectares of land, which is worth approximately \$124,200. Collection materials total \$1.32 million and the total value of all furniture and equipment, other than computer equipment adds approximately \$312,800 to the total value of the inventory.

The combined replacement value of the inventory of capital assets for Library Services is \$5.54 million, resulting in a ten-year historical average service level of \$241.88 per capita. This historical service level, multiplied by the ten-year net population growth (4,388), results in a ten-year maximum allowable funding envelope of \$1.06 million.

TABLE 2 2021-2030 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE DEVELOPMENT CHARGES

The development-related capital program for Library Service totals \$2.20 million and provides for a branch expansion, additional parking spaces, and additional materials and equipment. There is no additional funding or contributions and there are no items included in the capital program that is related to benefit-to-existing and replacement shares, therefore, the entire amount will be eligible for development charge funding.

The City has \$103,564 in DC reserves to offset a portion of the DC eligible capital costs. The share of eligible costs exceeding the maximum permissible funding envelope, \$1.04 million is determined to benefit development beyond 2030 and will be eligible for funding under subsequent development charge studies. The remaining share of \$1.06 million is eligible for recovery through development charges in the 2021 to 2030 period.

The development-related net capital cost is allocated entirely to residential development and, when divided by the ten-year growth in population in new dwelling units (4,591), a charge of \$231.20 per capita results.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the residential calculated charge increases to \$235.55 per capita. The following table summarizes the calculation of the Library Services development charge:

LIBRARY SERVICES SUMMARY						
10-year Hist.	2021 - 2030		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per capita	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$241.88	\$2,200,810	\$1,061,431	\$231.20	\$0.00	\$235.55	\$0.00

**APPENDIX B.1
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
LIBRARY SERVICES**

BUILDINGS Branch Name	# of Square Feet										UNIT COST (\$/sq.ft.)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
New Rockland	8,980	8,980	8,980	8,980	8,980	8,980	8,980	8,980	8,980	8,980	\$350
Bourget	1,836	1,836	1,836	1,836	1,836	1,836	1,836	1,836	1,836	1,836	\$350
Clarence Creek	780	780	780	780	780	780	780	780	-	-	\$350
Hammond	770	770	770	770	770	770	-	-	-	-	\$350
Saint-Pascal de Baylon	83	83	83	83	83	83	83	83	-	-	\$350
Total (sq.ft.)	12,449	12,449	12,449	12,449	12,449	12,449	11,679	11,679	10,816	10,816	
Total (\$000)	\$4,357.2	\$4,357.2	\$4,357.2	\$4,357.2	\$4,357.2	\$4,357.2	\$4,087.7	\$4,087.7	\$3,785.6	\$3,785.6	

LAND Branch Name	# of Hectares										UNIT COST (\$/ha)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
New Rockland	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	\$870,000
Bourget	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	\$235,000
Clarence Creek	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	-	-	\$235,000
Hammond	0.01	0.01	0.01	0.01	0.01	0.01	-	-	-	-	\$235,000
Saint-Pascal de Baylon	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	0.0007	-	-	\$235,000
Total (ha)	0.17	0.17	0.17	0.17	0.17	0.17	0.16	0.16	0.15	0.15	
Total (\$000)	\$128.3	\$128.3	\$128.3	\$128.3	\$128.3	\$128.3	\$126.7	\$126.7	\$124.2	\$124.2	

**APPENDIX B.1
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
LIBRARY SERVICES**

MATERIALS Type of Collection	# of Collection Materials										UNIT COST (\$/item)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
All 5 Branches	57,834	52,180	52,909	53,762	46,879	37,275	43,404	48,180	48,310	48,810	\$27.03
Total (#)	57,834	52,180	52,909	53,762	46,879	37,275	43,404	48,180	48,310	48,810	
Total (\$000)	\$1,563.3	\$1,410.5	\$1,430.2	\$1,453.2	\$1,267.2	\$1,007.6	\$1,173.2	\$1,302.3	\$1,305.9	\$1,319.4	

FURNITURE AND EQUIPMENT Branch Name	Total Value of Furniture and Equipment (\$)									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
New Rockland	160,000	165,000	169,000	172,000	175,440	201,094	201,094	224,644	248,922	253,900
Bourget	41,000	41,000	42,000	43,000	43,000	43,000	43,000	43,000	43,860	58,860
Clarence Creek	25,000	26,000	26,000	27,000	24,254	24,254	24,254	24,254	-	-
Hammond	23,000	24,000	24,000	25,000	22,192	22,192	22,192	-	-	-
Saint-Pascal de Baylon	10,000	10,000	11,000	11,000	9,741	9,741	9,741	9,741	-	-
Total (\$000)	\$259.0	\$266.0	\$272.0	\$278.0	\$274.6	\$300.3	\$300.3	\$301.6	\$292.8	\$312.8

**APPENDIX B.1
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
CALCULATION OF SERVICE LEVELS
LIBRARY SERVICES**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Historic Population	23,185	23,445	23,707	23,972	24,240	24,512	24,859	25,516	25,976	26,435

INVENTORY SUMMARY (\$000)

Buildings	\$4,357.2	\$4,357.2	\$4,357.2	\$4,357.2	\$4,357.2	\$4,357.2	\$4,087.7	\$4,087.7	\$3,785.6	\$3,785.6
Land	\$128.3	\$128.3	\$128.3	\$128.3	\$128.3	\$128.3	\$126.7	\$126.7	\$124.2	\$124.2
Materials	\$1,563.3	\$1,410.5	\$1,430.2	\$1,453.2	\$1,267.2	\$1,007.6	\$1,173.2	\$1,302.3	\$1,305.9	\$1,319.4
Furniture And Equipment	\$259.0	\$266.0	\$272.0	\$278.0	\$274.6	\$300.3	\$300.3	\$301.6	\$292.8	\$312.8
Total (\$000)	\$6,307.8	\$6,161.9	\$6,187.6	\$6,216.7	\$6,027.3	\$5,793.3	\$5,687.8	\$5,818.3	\$5,508.4	\$5,541.9

SERVICE LEVEL (\$/capita)												Average Service Level
Buildings	\$187.93	\$185.85	\$183.79	\$181.76	\$179.75	\$177.76	\$164.43	\$160.20	\$145.74	\$143.20	\$171.04	
Land	\$5.53	\$5.47	\$5.41	\$5.35	\$5.29	\$5.23	\$5.10	\$4.96	\$4.78	\$4.70	\$5.18	
Materials	\$67.43	\$60.16	\$60.33	\$60.62	\$52.28	\$41.11	\$47.20	\$51.04	\$50.27	\$49.91	\$54.03	
Furniture And Equipment	\$11.17	\$11.35	\$11.47	\$11.60	\$11.33	\$12.25	\$12.08	\$11.82	\$11.27	\$11.83	\$11.62	
Total (\$/capita)	\$272.06	\$262.82	\$261.00	\$259.33	\$248.65	\$236.35	\$228.81	\$228.03	\$212.06	\$209.64	\$241.88	

**CITY OF CLARENCE-ROCKLAND
CALCULATION OF MAXIMUM ALLOWABLE
LIBRARY SERVICES**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2011 - 2020	\$241.88
Net Population Growth 2021 - 2030	4,388
Discounted Maximum Allowable Funding Envelope	\$1,061,431



APPENDIX B.1

TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
LIBRARY SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2021-2030	Post 2030
1.0 LIBRARY SERVICES										
1.1 Branch Expansion										
1.1.1 Rockland Branch Expansion - Study	2022	\$ 40,000	\$ -	\$ 40,000	0%	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -
1.1.2 Rockland Branch Expansion - 3,000 sq.ft	2026	\$ 1,050,000	\$ -	\$ 1,050,000	0%	\$ -	\$ 1,050,000	\$ -	\$ 882,881	\$ 167,119
1.1.3 Rockland Branch Expansion - Furniture & Equipment	2026	\$ 84,000	\$ -	\$ 84,000	0%	\$ -	\$ 84,000	\$ -	\$ -	\$ 84,000
1.1.4 5 Additional Parking Spaces	2026	\$ 25,000	\$ -	\$ 25,000	0%	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
1.1.5 Bourget Branch Expansion - Land	2026	\$ 4,710	\$ -	\$ 4,710	0%	\$ -	\$ 4,710	\$ -	\$ -	\$ 4,710
1.1.6 Bourget Branch Expansion - 2,000 sq.ft	2028	\$ 700,000	\$ -	\$ 700,000	0%	\$ -	\$ 700,000	\$ -	\$ -	\$ 700,000
Subtotal Branch Expansion		\$ 1,903,710	\$ -	\$ 1,903,710		\$ -	\$ 1,903,710	\$ 40,000	\$ 882,881	\$ 980,829
1.2 Materials and Equipment										
1.2.1 Additional Collections Materials	Various	\$ 237,100	\$ -	\$ 237,100	0%	\$ -	\$ 237,100	\$ 63,564	\$ 118,550	\$ 54,986
Subtotal Materials and Equipment		\$ 237,100	\$ -	\$ 237,100		\$ -	\$ 237,100	\$ 63,564	\$ 118,550	\$ 54,986
1.3 Materials and Equipment										
1.3.1 Book Mobile	2025	\$ 60,000	\$ -	\$ 60,000	0%	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -
Subtotal Materials and Equipment		\$ 60,000	\$ -	\$ 60,000		\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -
TOTAL LIBRARY SERVICES		\$ 2,200,810	\$ -	\$ 2,200,810		\$ -	\$ 2,200,810	\$ 103,564	\$ 1,061,431	\$ 1,035,815

Residential Development Charge Calculation		
Residential Share of 2021 - 2030 DC Eligible Costs	100%	\$1,061,431
10-Year Growth in Population in New Units		4,591
Unadjusted Development Charge Per Capita		\$231.20
Non-Residential Development Charge Calculation		
Non-Residential Share of 2021 - 2030 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		30,500
Unadjusted Development Charge Per Square Metre		\$0.00

2021 - 2030 Net Funding Envelope	\$1,061,431
Reserve Fund Balance	
Balance as at December 31, 2020	\$103,564



**APPENDIX B.1
TABLE 3**

**CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
LIBRARY SERVICES
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

LIBRARY SERVICES	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
OPENING CASH BALANCE	\$0.0	\$92.7	\$191.4	\$297.0	\$409.6	\$463.1	(\$412.3)	(\$322.5)	(\$224.4)	(\$117.2)	
2021 - 2030 RESIDENTIAL FUNDING REQUIREMENTS											
- Library Services: Non Inflated	\$11.9	\$11.9	\$11.9	\$11.9	\$71.9	\$894.7	\$11.9	\$11.9	\$11.9	\$11.9	\$1,061.4
- Library Services: Inflated	\$11.9	\$12.1	\$12.3	\$12.6	\$77.8	\$987.9	\$13.4	\$13.6	\$13.9	\$14.2	\$1,169.5
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	441	447	452	456	462	467	471	476	482	4,591
REVENUE											
- DC Receipts: Inflated	\$102.9	\$106.0	\$109.5	\$113.0	\$116.3	\$120.2	\$123.9	\$127.4	\$131.4	\$135.7	\$1,186.2
INTEREST											
- Interest on Opening Balance	\$0.0	\$3.2	\$6.7	\$10.4	\$14.3	\$16.2	(\$22.7)	(\$17.7)	(\$12.3)	(\$6.4)	(\$8.3)
- Interest on In-year Transactions	\$1.6	\$1.6	\$1.7	\$1.8	\$0.7	(\$23.9)	\$1.9	\$2.0	\$2.1	\$2.1	(\$8.4)
TOTAL REVENUE	\$104.5	\$110.8	\$117.9	\$125.1	\$131.3	\$112.5	\$103.1	\$111.7	\$121.1	\$131.4	\$1,169.5
CLOSING CASH BALANCE	\$92.7	\$191.4	\$297.0	\$409.6	\$463.1	(\$412.3)	(\$322.5)	(\$224.4)	(\$117.2)	\$0.0	

2021 Adjusted Charge Per Capita	\$235.55
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Allocation of Capital Program	
Residential Sector	100.0%
Non-Residential Sector	0.0%
Rates for 2021	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX B.2

PARKS & RECREATION

The City of Clarence-Rockland Parks, Facilities and Recreation Department is responsible for all indoor recreation facilities and programs, and all parks (including parkland and trails, and park facilities).

TABLE 1 HISTORICAL SERVICE LEVELS

The ten-year historical inventory of capital assets for indoor recreation facilities includes 230,000 square feet of recreation building space located throughout the City. For the purposes of the DC calculation, about 5,800 square feet is deducted from the inventory (and associated value to reflect the excess capacity associated with the outstanding debt on the recreation complex and area. The total value of these facilities (after the excess capacity is considered) is \$73.45 million. The land associated with the various community centres, arenas, and multi-use facility totals 13.55 hectares, and is valued at \$8.58 million. The City owns and maintains a substantial amount of furniture and equipment used to provide indoor recreation services. The total replacement value of all indoor recreation equipment in 2020 is \$1.70 million.

The ten-year historical inventory of capital assets for Clarence-Rockland's parks includes 83.2 hectares of developed parkland. Various types of parks have been included in the inventory, including neighbourhood parks and an off leash dog park. The combined value of all developed parkland amounts to \$5.61 million. A development cost of \$120,000 per hectare has been used in the inventory, which represents the site preparation and servicing costs to the City to develop basic land into a useable park.

The City also owns and maintains a variety of park facilities. The combined value of play fields, courts, and outdoor skating rinks in 2020 is \$6.04 million. Playgrounds and other park facilities such as waterparks, skateboard parks, boat launch and docks are value at \$2.47 million. Park buildings make up \$2.55 million of the inventory with 0.32 hectares of land for the Recreation Garage Help Centre valued at \$278,400. Additionally, the 3.1 kilometres of developed trails adds \$332,400 to the value of the inventory. Lastly, parks fleet and equipment adds \$599,500 to the value of the inventory

The total combined value of capital assets for Parks and Recreation in the City of Clarence-Rockland amounts to \$101.62 million in 2020. The ten-year historical average service level is \$3,936.64 per capita, and this, multiplied by the ten-year net population growth (4,388), results in a ten-year maximum allowable funding envelope of \$17.27 million.

TABLE 2 2021-2030 DEVELOPMENT-RELATED PROGRAM & CALCULATION OF THE DEVELOPMENT CHARGES

The 2021-2030 development-related capital program for Parks and Recreation totals \$13.57 million and is largely related to the recovery of indoor recreation debt, indoor recreation facilities, various park facilities, and a Parks and Recreation Master Plan.

Of the gross capital costs of \$13.57 million, approximately \$2.00 million in grants, subsidies and other recoveries are assumed to help offset the cost of the soccer dome. A share of 11 percent, or \$171,400, has been netted off as a benefit to existing share of the debt recovery for the complex. In addition, a benefit to existing share of 50 per cent (or \$700,000) related to the Bourget Train Station, Bourget Skate Park, and Bourget Baseball Diamond have also been netted off the net municipal cost. The City has \$386,758 in DC reserves to offset a portion of the DC eligible capital costs. The 2021-2030 in-period DC eligible cost is \$7.69 million. It is important to recognize that the City has shifted the recovery of certain projects, and debt payments associated with the recreation complex recovery, post-period (total \$2.62 million), in an effort to minimize the magnitude of the rate increase. This share of costs will be recovered through future DCs. The remaining DC costs eligible for recovery post 2030 amount to \$2.62 million, which is allocated entirely against future residential development in the City. This results in a development charge of \$1,674.32 per capita.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the residential calculated charge increases to \$1,790.44 per capita largely associated to the timing of the capital projects. The following table summarizes the calculation of the Parks and Recreation development charge:

PARKS AND RECREATION SUMMARY						
10-year Hist.	2021 - 2030		Unadjusted		Adjusted	
Service Level per capita	Development-Related Capital Program Total	Net DC Recoverable	Development Charge \$/capita	\$/sq.m	Development Charge \$/capita	\$/sq.m
\$3,936.64	\$13,567,412	\$7,686,810	\$1,674.32	\$0.00	\$1,790.44	\$0.00

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TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
INDOOR RECREATION

BUILDINGS Facility Name	# of Square Feet										UNIT COST (\$/sq. ft.)	
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
Community Centres												
Bourget	10,686	10,686	10,686	10,686	10,686	10,686	10,686	10,686	10,686	10,686	10,686	\$230
Hammond (Alphonse-Carrière)	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	2,296	\$230
Saint-Pascal de Baylon (Ronald Lalonde)	5,756	5,756	5,756	5,756	5,756	5,756	5,756	5,756	5,756	5,756	5,756	\$230
Clarence Creek	7,012	7,012	7,012	7,012	7,012	7,012	7,012	7,012	7,012	7,012	7,012	\$350
Jean-Marc Lalonde	4,605	4,605	4,605	4,605	4,605	4,605	4,605	4,605	4,605	4,605	4,605	\$350
Recreation Complex	49,173	49,173	49,173	49,173	49,173	49,173	49,173	49,173	49,173	49,173	49,173	\$370
<i>Recreation Complex (Committed Excess Capacity)</i>	<i>(3,634)</i>	\$370										
Centre Chamberland	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128	2,128	\$230
Arenas												
Clarence Creek	20,978	20,978	20,978	20,978	20,978	20,978	20,978	20,978	20,978	20,978	20,978	\$350
Jean-Marc Lalonde (Arena)	26,767	26,767	26,767	-	-	-	-	-	-	-	-	\$350
Clarence-Rockland Arena (AETC)	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$350
<i>Committed Excess Capacity</i>	<i>-</i>	<i>(2,184)</i>	\$350									
Others												
Jean-Marc Lalonde (Multi-Use Facility)	-	-	-	-	26,767	26,767	26,767	26,767	26,767	26,767	26,767	\$230
Total (sq.ft.)	125,767	223,583	223,583	196,816	223,583							
Total (\$000)	\$42,425.3	\$76,660.9	\$76,660.9	\$67,292.5	\$73,448.9							

LAND Facility Name	# of Hectares										UNIT COST (\$/ha)	
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
Bourget	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$235,000
Hammond	1.55	1.55	1.55	1.55	1.55	1.55	1.55	1.55	1.55	1.55	1.55	\$235,000
Saint-Pascal de Baylon	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	\$235,000
Clarence Creek	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$235,000
Jean-Marc Lalonde (Arena/Multi-Use Facility)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$870,000
Recreation Complex	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	\$870,000
Clarence-Rockland arena AETC	-	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	\$870,000
Total (ha)	8.55	13.55										
Total (\$000)	\$4,231.8	\$8,581.8										



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**CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
INDOOR RECREATION**

FURNITURE & EQUIPMENT Facility Name	Total Value of Furniture & Equipment (\$)									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Community Centres										
Bourget	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000	\$161,000
Hammond (Alphonse-Carrière)	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000
Saint-Pascal de Baylon (Ronald Lalonde)	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
Clarence Creek	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Jean-Marc Lalonde (Arena)	\$115,000	\$115,000	\$115,000	\$110,000	\$11,000	\$11,000	\$110,000	\$110,000	\$110,000	\$110,000
Recreation Complex	\$922,000	\$922,000	\$922,000	\$922,000	\$922,000	\$922,000	\$922,000	\$922,000	\$922,000	\$922,000
Centre Chamberland	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Clarence-Rockland Arena										
Clarence Arena Zamboni	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Rockland Arena Zamboni	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Clarence Arena Edger	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200
Rockland Arena Edger	\$6,200	\$6,200	\$6,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electronic Board Clarence and JML Arena	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
Total (\$000)	\$1,714.4	\$1,714.4	\$1,714.4	\$1,703.2	\$1,604.2	\$1,604.2	\$1,703.2	\$1,703.2	\$1,703.2	\$1,703.2

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TABLE 1**

**CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK FACILITIES**

PARK LAND Park Name	# of Hectares										UNIT COST (\$/ha)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Du Moulin	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93	\$120,200
Richelieu Grande Rivière	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57	\$120,200
Patricia Charron	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	\$120,200
Laviollette	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	\$120,200
Dalrymple	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	1.02	\$120,200
Dutrisac	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	1.51	\$120,200
Simon	4.93	4.93	4.93	4.93	4.93	4.93	4.93	4.93	4.93	4.93	\$120,200
Alain Potvin	-	-	-	-	-	-	-	-	3.01	3.01	\$120,200
Mountainview	-	-	-	-	-	-	-	0.50	0.50	0.50	\$120,200
Deschamps	-	-	-	0.77	0.77	0.77	0.77	0.77	0.77	0.77	\$120,200
Bellevue	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	\$120,200
Clarence Creek	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	2.23	\$120,200
Jules-Saumure	-	-	-	2.48	2.48	2.48	2.48	2.48	2.48	2.48	\$120,200
St Pascal	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	\$120,200
Bourget	5.62	5.62	5.62	5.62	5.62	5.62	5.62	5.62	5.62	5.62	\$120,200
Cheney	3.24	3.24	3.24	3.24	3.24	3.24	3.24	3.24	3.24	3.24	\$120,200
Hammond	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	2.63	\$120,200
Cathy Cain	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	\$120,200
Naturel Lavigne	46.13	46.13	46.13	46.13	46.13	46.13	46.13	46.13	46.13	46.13	\$25,000
Parc de Chien sans laisse - Off leash dog park	-	-	-	-	1.11	1.11	1.11	1.11	1.11	1.11	\$120,200
James & Marie Fox	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	\$120,200
Héritage	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	\$120,200
Total (ha)	75.4	75.4	75.4	78.6	79.7	79.7	79.7	80.2	83.2	83.2	
Total (\$000)	\$4,665.5	\$4,665.5	\$4,665.5	\$5,056.1	\$5,189.6	\$5,189.6	\$5,189.6	\$5,249.7	\$5,611.5	\$5,611.5	

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CITY OF CLARENCE-ROCKLAND
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PARKS AND RECREATION
PARK FACILITIES

BASEBALL DIAMONDS Park Name	# of Fields										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Bourget	1	1	1	1	1	1	1	1	1	1	\$400,000
Clarence Creek	1	1	1	1	1	1	1	1	1	1	\$400,000
Hammond	1	1	1	1	1	1	1	1	1	1	\$400,000
Simon - (Not Lit, Mini)	1	1	1	1	1	1	1	1	1	1	\$170,000
Simon - Lit	1	1	1	1	1	1	1	1	1	1	\$400,000
St Pascal (on School Property)	1	1	1	1	1	1	1	1	1	1	\$400,000
Total (#)	6										
Total (\$000)	\$2,170.0										

SOCCER FIELDS Park Name	# of Fields										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Bourget	1	1	1	1	1	1	1	1	1	1	\$144,000
Cathy-Cain	1	1	1	1	1	1	1	1	1	1	\$144,000
Patricia-Charron	1	1	1	1	1	1	1	1	1	1	\$144,000
Cheney - (Lit)	2	2	2	2	2	2	2	2	2	2	\$346,000
Clarence Creek	1	1	1	1	-	-	-	-	-	-	\$144,000
Dutrisac	1	1	1	1	1	1	1	1	1	1	\$144,000
School Leased Fields (Un-lit) - RDHS	1	1	1	1	1	1	1	1	1	1	\$144,000
School Leased Fields (Lit) - L'Escale	1	1	1	1	1	1	1	1	1	1	\$346,000
Clarence-Rockland (AETC)	3	3	3	3	3	3	3	3	3	3	\$144,000
Total (#)	12	12	12	12	11	11	11	11	11	11	
Total (\$000)	\$2,334.0	\$2,334.0	\$2,334.0	\$2,334.0	\$2,190.0	\$2,190.0	\$2,190.0	\$2,190.0	\$2,190.0	\$2,190.0	

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CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK FACILITIES

TENNIS COURTS Park Name	# of Courts										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Clarence Creek	1	1	1	1	1	1	1	1	1	1	\$120,000
Hammond	2	2	2	2	2	2	2	2	2	2	\$120,000
Simon	4	4	4	4	4	4	4	4	4	4	\$120,000
Total (#)	7										
Total (\$000)	\$840.0										

BASKETBALL COURTS Park Name	# of Courts										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Bellevue	1	1	1	1	1	1	1	1	1	1	\$40,000
Cathy-Cain	1	1	1	1	1	1	1	1	1	1	\$40,000
Cheney	1	1	1	1	1	1	1	1	1	1	\$40,000
Clarence Creek	1	1	1	1	1	1	1	1	1	1	\$40,000
Hammond	1	1	1	1	1	1	1	1	1	1	\$40,000
Lavolette	1	1	1	1	1	1	1	1	1	1	\$40,000
Richelieu Grand Riv.	1	1	1	1	1	1	1	1	1	1	\$40,000
Simon	1	1	1	1	1	1	1	1	1	1	\$40,000
Mountainview	-	-	-	-	-	1	1	1	1	1	\$40,000
Total (#)	8	8	8	8	8	9	9	9	9	9	
Total (\$000)	320	\$320.0	\$320.0	\$320.0	\$320.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0

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INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK FACILITIES

PLAYGROUNDS Park Name	# of Playgrounds										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Bellevue	1	1	1	1	1	1	1	1	1	1	\$70,000
Bourget	1	1	1	1	1	1	1	1	1	1	\$70,000
Cathy-Cain	1	1	1	1	1	1	1	1	1	1	\$70,000
Grand Tronc	1	1	1	1	1	1	1	1	1	1	\$70,000
Clarence Creek	1	1	1	1	1	1	1	1	1	1	\$70,000
Dalrymple	1	1	1	1	1	1	1	1	1	1	\$70,000
DuMoulin	1	1	1	1	1	1	1	1	1	1	\$144,000
Dutrisac	1	1	1	1	1	1	1	1	1	1	\$70,000
Hammond	1	1	1	1	1	1	1	1	1	1	\$200,000
Lavolette	1	1	1	1	1	1	1	1	1	1	\$70,000
Richelieu Grand Riv.	1	1	1	1	1	1	1	1	1	1	\$70,000
Simon	1	1	1	1	1	1	1	1	1	1	\$133,000
Deschamps	-	1	1	1	1	1	1	1	1	1	\$144,088
Jules Saumure	-	1	1	1	1	1	1	1	1	1	\$144,088
Mountainview	-	-	-	-	-	1	1	1	1	1	\$80,000
Total (#)	12	14	14	14	14	15	15	15	15	15	
Total (\$000)	\$1,107.0	\$1,395.2	\$1,395.2	\$1,395.2	\$1,395.2	\$1,475.2	\$1,475.2	\$1,475.2	\$1,475.2	\$1,475.2	

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PARK FACILITIES

OUTDOOR SKATING RINKS Park Name	# of Rinks										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Bourget	1	1	1	1	1	1	1	1	1	1	\$98,000
Cathy-Cain	1	1	1	1	1	1	1	1	1	1	\$63,000
Grand Tronc	1	1	1	1	1	1	1	1	1	1	\$63,000
Dalrymple	1	1	1	1	1	1	1	1	1	1	\$63,000
Hammond	1	1	1	1	1	1	1	1	1	1	\$63,000
Lavolette	1	1	1	1	1	1	1	1	1	1	\$63,000
Richelieu Grand Riv.	1	1	1	1	1	1	1	1	1	1	\$63,000
Simon	1	1	1	1	1	1	-	-	-	-	\$8,100
St-Pascal	1	1	1	1	1	1	1	1	1	1	\$8,100
Clarence Creek	1	1	1	1	1	1	-	-	-	-	\$3,500
Total (#)	10	10	10	10	10	10	8	8	8	8	
Total (\$000)	\$495.7	\$495.7	\$495.7	\$495.7	\$495.7	\$495.7	\$484.1	\$484.1	\$484.1	\$484.10	

OTHER PARK FACILITIES Park Name	# of Units										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Waterparks											
Parc Simon	-	-	-	1	1	1	1	1	1	1	\$175,000
Parc Jules Saumure	-	-	-	-	-	1	1	1	1	1	\$175,000
Parc Bourget	-	-	-	-	-	1	1	1	1	1	\$175,000
Skateboard Parks											
Bourget	1	1	1	1	1	1	1	1	1	1	\$125,000
Rockland	-	1	1	1	1	1	1	1	1	1	\$250,000
Boat Launch and Docks											
DuMoulin	23	23	23	23	23	23	23	23	23	23	\$4,000
Total (#)	24	25	25	26	26	28	28	28	28	28	
Total (\$000)	\$217.0	\$467.0	\$467.0	\$642.0	\$642.0	\$992.0	\$992.0	\$992.0	\$992.0	\$992.00	

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**CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK FACILITIES**

PARK BUILDINGS Description	# of Square Feet										UNIT COST (\$/sq.ft)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Bourget Pavillion	995	995	995	995	995	995	995	995	1,595	1,595	\$80
St. Pascal Pavillion	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$100
Fanfare Pavillion	756	756	756	756	756	756	756	756	756	756	\$170
Tennis Clubhouse	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	\$170
Chalet - Forest Hill Park	384	384	384	384	384	384	384	384	384	384	\$90
Chalet Dalrymple	384	384	384	384	384	384	384	384	384	384	\$90
Chalt Laviolette	320	320	320	320	320	320	320	320	320	320	\$90
Chalet Cheney	384	384	384	384	384	384	384	384	384	384	\$90
Recreation Garage HelpCentre	6,312	6,312	6,312	6,312	6,312	6,312	6,312	6,312	6,312	6,312	\$230
Soccer Offices Laurier St.	800	800	800	800	800	800	800	800	800	800	\$210
Shelter - Simon Park	-	-	-	-	-	-	600	600	600	600	\$50
Bourget Shelter	-	-	-	-	-	-	-	1,200	1,200	1,200	\$50
St-Pascal Baseball Field Shelter	-	-	-	-	-	-	-	-	600	600	\$50
Alain Potvin Park Shelter	-	-	-	-	-	-	-	-	-	900	\$100
Total (sq.ft)	12,719	12,719	12,719	12,719	12,719	12,719	13,319	14,519	15,719	16,619	
Total (\$000)	\$2,295.6	\$2,295.6	\$2,295.6	\$2,295.6	\$2,295.6	\$2,295.6	\$2,325.6	\$2,385.6	\$2,463.6	\$2,553.64	

PARK BUILDINGS LAND Description	# of Hectares										UNIT COST (\$/ha)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Recreation Garage HelpCentre	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	\$ 870,000
Total (ha)	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	
Total (\$000)	\$278.4	\$278.4	\$278.4	\$278.4	\$278.4	\$278.4	\$278.4	\$278.4	\$278.4	\$278.40	

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PARKS AND RECREATION
PARK FACILITIES

PARKS EQUIPMENT Description	# of Pieces of Equipment										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Tools	1	1	1	1	1	1	1	1	1	1	\$50,000
Dumping Trailer	1	1	1	1	1	1	1	1	1	1	\$15,000
Covered Trailer + Electrical	1	1	1	1	1	1	1	1	1	1	\$10,000
Tym	1	-	1	1	1	1	1	1	-	-	\$50,000
Kubota - 50HP	-	-	-	-	-	-	-	-	1	1	\$70,000
Case - 80HP	-	-	-	-	-	-	-	1	1	1	\$90,000
John Deere	1	1	1	1	1	1	1	-	-	-	\$80,000
Sky Jack Lift	1	1	1	1	1	1	1	1	1	1	\$15,000
Flat bed trailer	-	1	1	1	1	1	1	1	1	1	\$6,000
Kubota Lawn mower	-	-	-	-	1	1	1	1	1	1	\$26,000
Kubota Sweeper	-	-	-	-	-	1	1	1	1	1	\$60,000
Total (#)	6	6	7	7	8	9	9	9	9	9	
Total (\$000)	\$220.0	\$176.0	\$226.0	\$226.0	\$252.0	\$312.0	\$312.0	\$322.0	\$342.0	\$342.00	

TRAILS Description	# of Km										UNIT COST (\$/km)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Paved - Dutrisac	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	\$107,400
Paved - Parc Jule Saumure	-	-	-	-	-	-	-	-	0.17	0.17	\$107,400
Paved - Parc Dairyple	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	\$107,400
Paved - Parc Laviolette	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	\$107,400
Paved - Parc Richelieu Grande Rivière	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	\$107,400
Paved - Parc Simon	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	\$107,400
Paved - Parc Deschamps	-	-	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	\$107,400
Paved - Parc Bourget	-	-	-	-	-	-	-	-	0.11	0.11	\$107,400
Paved - Parc Hammond	-	-	-	-	-	-	-	-	0.33	0.33	\$107,400
Paved - Parc Alain Potvin	-	-	-	-	-	-	-	-	-	0.50	\$107,400
Paved - Morris village	-	-	-	-	-	-	-	-	0.70	0.70	\$107,400
Total (#)	0.98	0.98	1.29	1.29	1.29	1.29	1.29	1.29	2.60	3.10	
Total (\$000)	\$104.7	\$104.7	\$138.5	\$138.5	\$138.5	\$138.5	\$138.5	\$138.5	\$278.7	\$332.40	

APPENDIX B.2
TABLE 1

CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK FACILITIES

FLEET Description	# of Fleet										UNIT COST (\$/unit)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Pick up (1/2 ton)	1	1	1	1	1	1	1	1	1	1	\$35,000
Pick up (3/4 ton)	1	1	1	1	1	1	1	1	1	1	\$40,000
Pick up (1 ton)	1	1	1	1	1	1	1	1	1	1	\$40,000
Cube Van	1	1	1	1	1	1	1	2	1	1	\$65,000
Service Van						-	1	1	1	1	\$55,000
Skidoo	1	1	1	1	1	1	1	1	1	2	\$10,000
GPS	4	4	4	4	4	4	4	5	5	5	\$500
Total (#)	9	9	9	9	9	9	10	12	11	12	
Total (\$000)	\$192.0	\$192.0	\$192.0	\$192.0	\$192.0	\$192.0	\$247.0	\$312.5	\$247.5	\$257.50	

**APPENDIX B.2
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
CALCULATION OF SERVICE LEVELS
PARKS AND RECREATION**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Historic Population	23,185	23,445	23,707	23,972	24,240	24,512	24,859	25,516	25,976	26,435

INVENTORY SUMMARY (\$000)

Indoor Recreation	\$48,371.4	\$86,957.1	\$86,957.1	\$77,577.4	\$83,634.8	\$83,634.8	\$83,733.8	\$83,733.8	\$83,733.8	\$83,733.8
Park Facilities	\$15,239.9	\$15,734.1	\$15,818.0	\$16,383.6	\$16,399.0	\$16,929.0	\$17,002.4	\$17,198.0	\$17,733.0	\$17,886.7
Total (\$000)	\$63,611.4	\$102,691.2	\$102,775.0	\$93,961.0	\$100,033.8	\$100,563.8	\$100,736.2	\$100,931.8	\$101,466.8	\$101,620.5

SERVICE LEVEL (\$/capita)											Average Service Level
Indoor Recreation	\$2,086.32	\$3,708.98	\$3,667.99	\$3,236.17	\$3,450.28	\$3,411.99	\$3,368.37	\$3,281.66	\$3,223.57	\$3,167.50	\$3,260.28
Park Facilities	\$657.32	\$671.11	\$667.23	\$683.45	\$676.53	\$690.64	\$683.96	\$674.02	\$682.68	\$676.62	\$676.35
Total (\$/capita)	\$2,743.64	\$4,380.09	\$4,335.22	\$3,919.62	\$4,126.81	\$4,102.64	\$4,052.33	\$3,955.68	\$3,906.25	\$3,844.12	\$3,936.64

**CITY OF CLARENCE-ROCKLAND
CALCULATION OF MAXIMUM ALLOWABLE
PARKS AND RECREATION**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2011 - 2020	\$3,936.64
Net Population 2021 - 2030	4,388
Maximum Allowable Funding Envelope	\$17,274,984



APPENDIX B.2
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
PARKS AND RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2021-2030	Post 2030
2.0 PARKS AND RECREATION										
2.1 Indoor Recreation Debt										
2.1.1 Complex Debt Recovery (Principal)	Various	\$ 1,516,053	\$ -	\$ 1,516,053	11%	\$ 171,431	\$ 1,344,623	\$ -	\$ 667,289	\$ 677,333
2.1.2 Clarence-Rockland Arena Debt Recovery (Principal)	2021	\$ 146,733	\$ -	\$ 146,733	0%	\$ -	\$ 146,733	\$ 86,758	\$ 59,975	\$ -
2.1.3 Clarence-Rockland Arena Debt Recovery (Principal)	2022	\$ 149,740	\$ -	\$ 149,740	0%	\$ -	\$ 149,740	\$ -	\$ 149,740	\$ -
2.1.4 Clarence-Rockland Arena Debt Recovery (Principal)	2023	\$ 152,809	\$ -	\$ 152,809	0%	\$ -	\$ 152,809	\$ -	\$ 152,809	\$ -
2.1.5 Clarence-Rockland Arena Debt Recovery (Principal)	2024	\$ 155,940	\$ -	\$ 155,940	0%	\$ -	\$ 155,940	\$ -	\$ 155,940	\$ -
2.1.6 Clarence-Rockland Arena Debt Recovery (Principal)	2025	\$ 159,136	\$ -	\$ 159,136	0%	\$ -	\$ 159,136	\$ -	\$ 159,136	\$ -
Subtotal Indoor Recreation Debt		\$ 2,280,412	\$ -	\$ 2,280,412		\$ 171,431	\$ 2,108,981	\$ 86,758	\$ 1,344,890	\$ 677,333
2.2 Indoor Recreation Facilities										
2.2.1 Bourget Train Station	2022	\$ 900,000	\$ -	\$ 900,000	50%	\$ 450,000	\$ 450,000	\$ -	\$ 450,000	\$ -
2.2.2 Soccer Dome (turf)	2025	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	0%	\$ -	\$ 2,000,000	\$ -	\$ 1,246,920	\$ 753,080
Subtotal Indoor Recreation Facilities		\$ 4,900,000	\$ 2,000,000	\$ 2,900,000		\$ 450,000	\$ 2,450,000	\$ -	\$ 1,696,920	\$ 753,080

APPENDIX B.2
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
PARKS AND RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2021-2030	Post 2030
2.0 PARKS AND RECREATION CONTINUED										
2.3 Park Facilities										
2.3.1 Rockland Park Development - Morris Village (8 Acres)	2022			\$ -	0%	\$ -	\$ -	\$ -	\$ -	\$ -
2.3.2 Regional Group Park Development	2021	\$ 300,000	\$ -	\$ 300,000	0%	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -
2.3.3 Waterfront Development	2025	\$ 2,000,000	\$ -	\$ 2,000,000	0%	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -
2.3.4 Brigil Park Development	2026	\$ 300,000	\$ -	\$ 300,000	0%	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -
2.3.5 Bike Trails and Network	Various	\$ 400,000	\$ -	\$ 400,000	0%	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
2.3.6 Bourget Skate Park	2025	\$ 200,000	\$ -	\$ 200,000	50%	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ -
2.3.7 Baseball Hub (Land)	2026	\$ 300,000	\$ -	\$ 300,000	0%	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -
2.3.8 Baseball Hub (2 soccer and 2 baseball - lit fields)	2030	\$ 1,192,000	\$ -	\$ 1,192,000	0%	\$ -	\$ 1,192,000	\$ -	\$ -	\$ 1,192,000
2.3.9 Bourget Baseball Diamond	2022	\$ 300,000	\$ -	\$ 300,000	50%	\$ 150,000	\$ 150,000	\$ -	\$ 150,000	\$ -
2.3.10 Rockland Splash Pad	2028	\$ 220,000	\$ -	\$ 220,000	0%	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -
2.3.11 Cheney Playground	2025	\$ 100,000	\$ -	\$ 100,000	0%	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
2.3.12 Hammond Skate Park	2027	\$ 300,000	\$ -	\$ 300,000	0%	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -
2.3.13 St-Pascal Playground	2023	\$ 50,000	\$ -	\$ 50,000	0%	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
2.3.14 Rockland Dog Park	2023	\$ 250,000	\$ -	\$ 250,000	0%	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -
2.3.15 Trillium Project - Park Development	2025	\$ 200,000	\$ -	\$ 200,000	0%	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
2.3.16 Loda - Park development	2023	\$ 200,000	\$ -	\$ 200,000	0%	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
Subtotal Park Facilities		\$ 6,312,000	\$ -	\$ 6,312,000		\$ 250,000	\$ 6,062,000	\$ 300,000	\$ 4,570,000	\$ 1,192,000
2.4 Studies										
2.4.1 Parks and Recreation Master Plan	2023	\$ 75,000	\$ -	\$ 75,000	0%	\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
Subtotal Studies		\$ 75,000	\$ -	\$ 75,000		\$ -	\$ 75,000	\$ -	\$ 75,000	\$ -
TOTAL PARKS AND RECREATION		\$ 13,567,412	\$ 2,000,000	\$ 11,567,412		\$ 871,431	\$ 10,695,981	\$ 386,758	\$ 7,686,810	\$ 2,622,413

Residential Development Charge Calculation		
Residential Share of 2021 - 2030 DC Eligible Costs	100%	\$7,686,810
10-Year Growth in Population in New Units		4,591
Unadjusted Development Charge Per Capita		\$1,674.32
Non-Residential Development Charge Calculation		
Non-Residential Share of 2021 - 2030 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		30,500
Unadjusted Development Charge Per Square Metre		\$0.00

2021 - 2030 Net Funding Envelope	\$17,274,984
Reserve Fund Balance	
Balance as at December 31, 2020	\$386,758



**APPENDIX B.2
TABLE 3**

**CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PARKS AND RECREATION
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

PARKS AND RECREATION	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
OPENING CASH BALANCE	\$0.00	\$578.84	\$488.84	\$436.90	\$1,017.73	(\$2,406.65)	(\$2,429.68)	(\$2,095.80)	(\$1,630.35)	(\$852.75)	
2021 - 2030 RESIDENTIAL FUNDING REQUIREMENTS											
- Principal Payments on Complex Debt	\$57.6	\$59.4	\$61.4	\$63.3	\$65.4	\$67.5	\$69.7	\$71.9	\$74.3	\$76.7	\$667.3
- Principal Payments on Clarence-Rockland Arena D	\$60.0	\$149.7	\$152.8	\$155.9	\$159.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$677.6
- Parks And Recreation: Non Inflated	\$40.0	\$640.0	\$615.0	\$40.0	\$3,686.9	\$640.0	\$340.0	\$260.0	\$40.0	\$40.0	\$6,341.9
- Parks And Recreation: Inflated	\$157.54	\$862.0	\$854.0	\$261.6	\$4,215.4	\$774.1	\$452.6	\$370.6	\$121.2	\$124.5	\$8,193.7
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	441	447	452	456	462	467	471	476	482	4,591
REVENUE											
- DC Receipts: Inflated	\$782.4	\$805.4	\$832.7	\$858.8	\$883.7	\$913.3	\$941.6	\$968.7	\$998.5	\$1,031.4	\$9,016.5
INTEREST											
- Interest on Opening Balance	\$0.0	\$20.3	\$17.1	\$15.3	\$35.6	(\$132.4)	(\$133.6)	(\$115.3)	(\$89.7)	(\$46.9)	(\$429.6)
- Interest on In-year Transactions	\$10.9	(\$1.6)	(\$0.6)	\$10.5	(\$91.6)	\$2.4	\$8.6	\$10.5	\$15.4	\$15.9	(\$19.7)
- Interest Payments on Complex Debt	(\$42.2)	(\$40.3)	(\$38.4)	(\$36.5)	(\$34.4)	(\$32.2)	(\$30.0)	(\$27.9)	(\$25.4)	(\$23.0)	(\$330.4)
- Interest Payments on Clarence-Rockland Arena De	(\$14.8)	(\$11.8)	(\$8.7)	(\$5.6)	(\$2.4)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$43.2)
TOTAL REVENUE	\$736.4	\$772.0	\$802.1	\$842.5	\$791.0	\$751.1	\$786.5	\$836.0	\$898.8	\$977.3	\$8,193.7
CLOSING CASH BALANCE	\$578.8	\$488.8	\$436.9	\$1,017.7	(\$2,406.6)	(\$2,429.7)	(\$2,095.8)	(\$1,630.3)	(\$852.8)	\$0.0	

2021 Adjusted Charge Per Capita	\$1,790.44
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Allocation of Capital Program	
Residential Sector	100.0%
Non-Residential Sector	0.0%
Rates for 2021	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX B.3

BY-LAW SERVICES

The Clarence-Rockland has enacted several by-laws to protect the health, safety and peace of every resident in the Municipality. These by-laws are enforced by Municipal Law Enforcement Officers and include animal control, property maintenance, and noise control.

TABLE 1 HISTORICAL SERVICE LEVELS

Table 1 displays the ten-year historical inventory for buildings, land, furniture and equipment for By-law services. The building area totals 120 square feet with a replacement value of \$48,000. The land associated with the facility is estimated is negligible. In addition, various types of equipment, including animal control, personal safety, office, vehicle, bike patrol, and technical equipment are also included in the service level calculations.

The 2020 combined replacement value of the inventory of capital assets for By-law services is \$194,900, resulting in a ten-year historical average service level of \$6.04 per capita and employee. The historical service level, multiplied by the ten-year net population and employment growth (4,998), results in a ten-year maximum allowable funding envelope of about \$30,200.

TABLE 2 2021–2030 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE DEVELOPMENT CHARGES

The 2021 to 2030 development-related capital program includes the recovery of a negative reserve balance, construction of additional dog pound facility space, and a new service patrol truck and additional protective equipment.

In total, the By-law Services capital program amounts to \$197,600. A deduction of \$18,600 is made to this amount to account for the replacement shares of animal shelter space. There is negative balance of \$83,030 in DC reserves that will be recovered during the current planning period. Of the total DC eligible costs, approximately \$146,600 is deemed to provide benefit to development beyond 2030. The remaining \$30,200 is related to development in the 2021-2030 planning period and is eligible for DC recovery.

The development-related net capital cost is allocated 88 per cent to residential development (\$26,567) and 12 per cent (\$3,623) to non-residential development. The residential share of the net development-related capital cost is divided by the ten-year growth in population in new dwelling units to derive a charge of \$5.79 per capita. The non-residential share of the net growth related capital cost is divided by the ten-year forecast growth in floor space by sector, resulting in a charge of \$0.12 per square metre.

TABLE 3 CASH FLOW ANALYSIS

The cash-flow analysis is displayed in Table 3 and considers the timing of the development charges revenues to determine the adjusted rates. After cash flow considerations, the residential development charge increases to \$6.78 per capita. The non-residential development charge increases to \$0.14 per square metre.

BY-LAW SERVICES SUMMARY						
10-year Hist.	2021 - 2030		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per capita	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$6.04	\$197,580	\$30,189	\$5.79	\$0.12	\$6.78	\$0.14

**APPENDIX B.3
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
INVENTORY OF CAPITAL ASSETS
BY-LAW SERVICES**

BUILDINGS	# of Square Feet										UNIT COST (\$/sq.ft.)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Facility Name											
Dog Pound Facility	120	120	120	120	120	120	120	120	120	120	\$400
Total (#)	120	120	120	120	120	120	120	120	120	120	
Total (\$000)	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0

LAND	# of Hectares										UNIT COST (\$/ha)
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Facility Name											
Dog Pound Facility	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	\$235,000
Total (ha)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total (\$000)	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2

FURNITURE AND EQUIPMENT	Total Value of Furniture & Equipment (\$)									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Description										
Animal Control	\$1,380	\$7,970	\$7,970	\$7,970	\$7,970	\$7,970	\$7,970	\$7,970	\$7,970	\$7,970
Personal Safety	\$7,490	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990
Office	\$17,290	\$19,830	\$19,830	\$19,830	\$19,830	\$19,830	\$19,830	\$19,830	\$19,830	\$19,830
Vehicle Patrol - Off Road	\$11,530	\$17,870	\$17,870	\$17,870	\$17,870	\$17,870	\$0	\$0	\$0	\$0
Bike Patrol	\$3,460	\$2,310	\$2,310	\$2,310	\$2,310	\$2,310	\$2,310	\$2,310	\$2,310	\$2,310
Technical	\$2,540	\$13,080	\$13,080	\$13,080	\$13,080	\$13,080	\$13,080	\$13,080	\$13,080	\$13,080
Vehicles	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$90,000	\$90,000	\$90,000
GPS	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,500	\$1,500	\$1,500
Total (\$000)	\$104.7	\$134.1	\$134.1	\$134.1	\$134.1	\$134.1	\$116.2	\$146.7	\$146.7	\$146.7



**APPENDIX B.3
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
CALCULATION OF SERVICE LEVELS
BY-LAW SERVICES**

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Historic Population	23,185	23,445	23,707	23,972	24,240	24,512	24,859	25,516	25,976	26,435
Historic Population	<u>5,799</u>	<u>5,667</u>	<u>5,539</u>	<u>5,413</u>	<u>5,290</u>	<u>5,171</u>	<u>5,232</u>	<u>5,293</u>	<u>5,354</u>	<u>5,415</u>
Total Historical Population & Employment	28,984	29,112	29,246	29,385	29,530	29,683	30,091	30,808	31,329	31,850

INVENTORY SUMMARY (\$000)

Buildings	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0	\$48.0
Land	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
Furniture And Equipment	\$104.7	\$134.1	\$134.1	\$134.1	\$134.1	\$134.1	\$116.2	\$146.7	\$146.7	\$146.7
Total (\$000)	\$152.9	\$182.3	\$182.3	\$182.3	\$182.3	\$182.3	\$164.4	\$194.9	\$194.9	\$194.9

SERVICE LEVEL (\$/capita)

											Average Service Level
Buildings	\$1.66	\$1.65	\$1.64	\$1.63	\$1.63	\$1.62	\$1.60	\$1.56	\$1.53	\$1.51	\$1.60
Land	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Furniture And Equipment	\$3.61	\$4.60	\$4.58	\$4.56	\$4.54	\$4.52	\$3.86	\$4.76	\$4.68	\$4.61	\$4.43
Total (\$/capita)	\$5.28	\$6.26	\$6.23	\$6.20	\$6.17	\$6.14	\$5.46	\$6.33	\$6.22	\$6.12	\$6.04

**CITY OF CLARENCE-ROCKLAND
CALCULATION OF MAXIMUM ALLOWABLE
BY-LAW SERVICES**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2011 - 2020	\$6.04
Net Population Growth 2021 - 2030	4,998
Maximum Allowable Funding Envelope	\$30,189



APPENDIX B.3
TABLE 2

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
BY-LAW SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2021-2030	Post 2030
3.0 BY-LAW SERVICES										
3.1 Recovery of Negative Reserve Fund Balance										
3.1.1 Recovery of Negative Reserve Fund Balance	2021	\$ 83,080	\$ -	\$ 83,080	0%	\$ -	\$ 83,080	\$ -	\$ 30,189	\$ 52,890
Subtotal Recovery of Negative Reserve Fund Balance		\$ 83,080	\$ -	\$ 83,080		\$ -	\$ 83,080	\$ -	\$ 30,189	\$ 52,890
3.2 Buildings & Equipment										
3.2.1 Service Patrol Car	2024	\$ 50,000	\$ -	\$ 50,000	0%	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
3.2.2 Protective Equipment	2022	\$ 2,500	\$ -	\$ 2,500	0%	\$ -	\$ 2,500	\$ -	\$ -	\$ 2,500
3.2.3 Dog Pound Facility - Design	2023	\$ 2,000	\$ -	\$ 2,000	30%	\$ 600	\$ 1,400	\$ -	\$ -	\$ 1,400
3.2.4 Dog Pound Facility - Construction	2025	\$ 60,000	\$ -	\$ 60,000	30%	\$ 18,000	\$ 42,000	\$ -	\$ -	\$ 42,000
Subtotal Buildings & Equipment		\$ 114,500	\$ -	\$ 114,500		\$ 18,600	\$ 95,900	\$ -	\$ -	\$ 95,900
TOTAL BY-LAW SERVICES		\$ 197,580	\$ -	\$ 197,580		\$ 18,600	\$ 178,980	\$ -	\$ 30,189	\$ 148,790

Residential Development Charge Calculation		
Residential Share of 2021 - 2030 DC Eligible Costs	88%	\$26,567
10-Year Growth in Population in New Units		4,591
Unadjusted Development Charge Per Capita		\$5.79
Non-Residential Development Charge Calculation		
Non-Residential Share of 2021 - 2030 DC Eligible Costs	12%	\$3,623
10-Year Growth in Square Metres		30,500
Unadjusted Development Charge Per Square Metre		\$0.12

2021 - 2030 Net Funding Envelope	\$30,189
Reserve Fund Balance	
Balance as at December 31, 2020	(\$83,080)



**APPENDIX B.3
TABLE 3**

**CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
BY-LAW SERVICES
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

BY-LAW SERVICES	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
OPENING CASH BALANCE	\$0.0	(\$24.3)	(\$22.5)	(\$20.5)	(\$18.3)	(\$15.9)	(\$13.3)	(\$10.4)	(\$7.2)	(\$3.8)	
2021 - 2030 RESIDENTIAL FUNDING REQUIREMENTS											
- By-Law Services: Non Inflated	\$26.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$26.6
- By-Law Services: Inflated	\$26.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$26.6
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	441	447	452	456	462	467	471	476	482	4,591
REVENUE											
- DC Receipts: Inflated	\$3.0	\$3.1	\$3.2	\$3.3	\$3.3	\$3.5	\$3.6	\$3.7	\$3.8	\$3.9	\$34.2
INTEREST											
- Interest on Opening Balance	\$0.0	(\$1.3)	(\$1.2)	(\$1.1)	(\$1.0)	(\$0.9)	(\$0.7)	(\$0.6)	(\$0.4)	(\$0.2)	(\$7.5)
- Interest on In-year Transactions	(\$0.6)	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	(\$0.1)
TOTAL REVENUE	\$2.3	\$1.8	\$2.0	\$2.2	\$2.4	\$2.6	\$2.9	\$3.2	\$3.5	\$3.8	\$26.6
CLOSING CASH BALANCE	(\$24.3)	(\$22.5)	(\$20.5)	(\$18.3)	(\$15.9)	(\$13.3)	(\$10.4)	(\$7.2)	(\$3.8)	(\$0.0)	

2021 Adjusted Charge Per Capita	\$6.78
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Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2021	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



**APPENDIX B.3
TABLE 3**

**CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
BY-LAW SERVICES
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

BY-LAW SERVICES	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
OPENING CASH BALANCE	\$0.00	(\$3.28)	(\$3.02)	(\$2.74)	(\$2.42)	(\$2.09)	(\$1.72)	(\$1.33)	(\$0.90)	(\$0.44)	
2021 - 2030 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- By-Law Services: Non Inflated	\$3.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$3.6
- By-Law Services: Inflated	\$3.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$3.6
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	30,500
REVENUE											
- DC Receipts: Inflated	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5	\$4.7
INTEREST											
- Interest on Opening Balance	\$0.0	(\$0.2)	(\$0.2)	(\$0.2)	(\$0.1)	(\$0.1)	(\$0.1)	(\$0.1)	(\$0.0)	(\$0.0)	(\$1.0)
- Interest on In-year Transactions	(\$0.1)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.0)
TOTAL REVENUE	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5	\$3.7
CLOSING CASH BALANCE	(\$3.3)	(\$3.0)	(\$2.7)	(\$2.4)	(\$2.1)	(\$1.7)	(\$1.3)	(\$0.9)	(\$0.4)	\$0.1	

2021 Adjusted Charge Per Square Metre	\$0.14
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Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2021	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX B.4

DEVELOPMENT RELATED STUDIES

Subsection 7 (3) of the *DCA* allows for a development related studies class in respect of any service in subsection 2 (4). This appendix covers the costs included for recovery of development-related studies.

TABLE 1 2021–2030 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE DEVELOPMENT CHARGES

As shown in Table 1, the 2021–2030 development-related gross cost for this service area is \$290,000. The capital program relates to various development-related studies, including a special area secondary plan, DC background studies, a zoning by-law update, and an Official Plan update.

As many of these studies are related to growth in the City of Clarence-Rockland, most projects are entirely attributable to new development. However, benefit to existing shares have been considered for certain projects including the Zoning By-law and Official Plan updates, which total \$37,500. In addition, the City’s available development related studies reserve fund total \$105,021, which will fund a share of the total DC eligible costs. The resulting 2021-2030 DC eligible cost considered for recovery under this by-law is \$147,479.

This amount is apportioned 88 per cent (\$129,782) to residential development and 12 per cent (\$17,698) to non-residential development. The resulting development charges for Development Related Studies are \$28.27 per capita and \$0.58 per square metre of new non-residential building space.

TABLE 2 CASH FLOW ANALYSIS

The cash-flow analysis is displayed in Table 2 and considers the timing of the development charges revenues to determine the adjusted rates. After cash flow considerations, the residential development charge increases to \$31.02 per capita. The non-residential development charge increases to \$0.61 per square metre.

DEVELOPMENT RELATED STUDIES SUMMARY					
2021 - 2030		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$290,000	\$147,479	\$28.27	\$0.58	\$31.02	\$0.61

APPENDIX B.4
TABLE 1

CITY OF CLARENCE-ROCKLAND
DEVELOPMENT-RELATED CAPITAL PROGRAM
DEVELOPMENT RELATED STUDIES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					BTE (%)	Replacement & BTE Shares		Available DC Reserves	2021-2030	Post 2030
4.0 DEVELOPMENT RELATED STUDIES										
4.1 Development-Related Studies										
4.1.1 Special Area Secondary Plan	2021	\$ 150,000	\$ -	\$ 150,000	0%	\$ -	\$ 150,000	\$ 105,021	\$ 44,979	\$ -
4.1.2 Development Charges Study	2021	\$ 20,000	\$ -	\$ 20,000	0%	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
4.1.3 Zoning By-law Update	2023	\$ 25,000	\$ -	\$ 25,000	50%	\$ 12,500	\$ 12,500	\$ -	\$ 12,500	\$ -
4.1.4 Development Charges Study	2024	\$ 45,000	\$ -	\$ 45,000	0%	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -
4.1.5 Official Plan Update	2026	\$ 50,000	\$ -	\$ 50,000	50%	\$ 25,000	\$ 25,000	\$ -	\$ 25,000	\$ -
Subtotal Development-Related Studies		\$ 290,000	\$ -	\$ 290,000		\$ 37,500	\$ 252,500	\$ 105,021	\$ 147,479	\$ -
TOTAL DEVELOPMENT RELATED STUDIES		\$ 290,000	\$ -	\$ 290,000		\$ 37,500	\$ 252,500	\$ 105,021	\$ 147,479	\$ -

Residential Development Charge Calculation		
Residential Share of 2021 - 2030 DC Eligible Costs	88%	\$129,782
10-Year Growth in Population in New Units		4,591
Unadjusted Development Charge Per Capita		\$28.27
Non-Residential Development Charge Calculation		
Non-Residential Share of 2021 - 2030 DC Eligible Costs	12%	\$17,698
10-Year Growth in Square Metres		30,500
Unadjusted Development Charge Per Square Metre		\$0.58

Reserve Fund Balance	
Balance as at December 31, 2020	\$105,021

**APPENDIX B.4
TABLE 2**

**CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
DEVELOPMENT RELATED STUDIES
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

DEVELOPMENT RELATED STUDIES	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
OPENING CASH BALANCE	\$0.0	(\$44.8)	(\$33.1)	(\$31.9)	(\$61.5)	(\$49.3)	(\$60.7)	(\$47.5)	(\$33.0)	(\$17.2)	
2021 - 2030 RESIDENTIAL FUNDING REQUIREMENTS											
- Development Related Studies: Non Inflated	\$57.2	\$0.0	\$11.0	\$39.6	\$0.0	\$22.0	\$0.0	\$0.0	\$0.0	\$0.0	\$129.8
- Development Related Studies: Inflated	\$57.2	\$0.0	\$11.4	\$42.0	\$0.0	\$24.3	\$0.0	\$0.0	\$0.0	\$0.0	\$134.9
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	437	441	447	452	456	462	467	471	476	482	4,591
REVENUE											
- DC Receipts: Inflated	\$13.6	\$14.0	\$14.4	\$14.9	\$15.3	\$15.8	\$16.3	\$16.8	\$17.3	\$17.9	\$156.2
INTEREST											
- Interest on Opening Balance	\$0.0	(\$2.5)	(\$1.8)	(\$1.8)	(\$3.4)	(\$2.7)	(\$3.3)	(\$2.6)	(\$1.8)	(\$0.9)	(\$20.9)
- Interest on In-year Transactions	(\$1.2)	\$0.2	\$0.1	(\$0.7)	\$0.3	(\$0.2)	\$0.3	\$0.3	\$0.3	\$0.3	(\$0.4)
TOTAL REVENUE	\$12.4	\$11.7	\$12.7	\$12.4	\$12.2	\$12.9	\$13.3	\$14.5	\$15.8	\$17.2	\$134.9
CLOSING CASH BALANCE	(\$44.8)	(\$33.1)	(\$31.9)	(\$61.5)	(\$49.3)	(\$60.7)	(\$47.5)	(\$33.0)	(\$17.2)	\$0.0	

2021 Adjusted Charge Per Capita	\$31.02
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Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2021	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



**APPENDIX B.4
TABLE 2**

**CITY OF CLARENCE-ROCKLAND
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
DEVELOPMENT RELATED STUDIES
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

DEVELOPMENT RELATED STUDIES	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
OPENING CASH BALANCE	\$0.00	(\$6.09)	(\$4.49)	(\$4.28)	(\$8.03)	(\$6.41)	(\$7.72)	(\$6.01)	(\$4.15)	(\$2.15)	
2021 - 2030 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Development Related Studies: Non Inflated	\$7.8	\$0.0	\$1.5	\$5.4	\$0.0	\$3.0	\$0.0	\$0.0	\$0.0	\$0.0	\$17.7
- Development Related Studies: Inflated	\$7.8	\$0.0	\$1.5	\$5.4	\$0.0	\$3.0	\$0.0	\$0.0	\$0.0	\$0.0	\$17.7
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	30,500
REVENUE											
- DC Receipts: Inflated	\$1.9	\$1.9	\$1.9	\$2.0	\$2.0	\$2.1	\$2.1	\$2.1	\$2.2	\$2.2	\$20.5
INTEREST											
- Interest on Opening Balance	\$0.0	(\$0.3)	(\$0.2)	(\$0.2)	(\$0.4)	(\$0.4)	(\$0.4)	(\$0.3)	(\$0.2)	(\$0.1)	(\$2.7)
- Interest on In-year Transactions	(\$0.2)	\$0.0	\$0.0	(\$0.1)	\$0.0	(\$0.0)	\$0.0	\$0.0	\$0.0	\$0.0	(\$0.1)
TOTAL REVENUE	\$1.7	\$1.6	\$1.7	\$1.7	\$1.6	\$1.7	\$1.7	\$1.9	\$2.0	\$2.2	\$17.7
CLOSING CASH BALANCE	(\$6.1)	(\$4.5)	(\$4.3)	(\$8.0)	(\$6.4)	(\$7.7)	(\$6.0)	(\$4.2)	(\$2.2)	\$0.0	

2021 Adjusted Charge Per Square Metre	\$0.61
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Allocation of Capital Program	
Residential Sector	88.0%
Non-Residential Sector	12.0%
Rates for 2021	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%



APPENDIX C

RESERVE FUNDS

APPENDIX C – DEVELOPMENT CHARGES RESERVE FUNDS

The Development Charges Act requires that a reserve fund be established for each service for which development charges are collected. Table 1 presents the uncommitted reserve fund balances, as at December 31, 2020, that are available to help fund the development-related net capital costs identified in this study.

As shown in Table 1, the December 2020 total reserve fund balance was in a positive position of \$512,263. These funds are assigned to projects in the initial years of the capital program for each service. This has the effect of reducing and deferring capital costs brought forward to the development charge calculation and the cash flow analysis. Where there is a negative balance, the amount is brought forward in the DC capital program for recovery through future development charges.

**APPENDIX C
TABLE 1**

**CITY OF CLARENCE-ROCKLAND
DEVELOPMENT CHARGE RESERVE FUND BALANCE BY ACCOUNT
YEAR ENDING DECEMBER 31, 2020**

Service	Uncommitted Reserve Funds
Library Services	\$103,564
Parks And Recreation	\$386,758
By-Law Services	(\$83,080)
Development Related Studies	\$105,021
Total Development Charge Reserves	\$512,263

APPENDIX D

COST OF GROWTH

APPENDIX D – COST OF GROWTH

A. ASSET MANAGEMENT PLAN

The *DCA* now requires that municipalities complete an Asset Management Plan before passing a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets funded under the development charges by-law are financially sustainable over their full life cycle.

Asset Types

A summary of the future municipal-owned assets and estimated useful life assumptions for eligible DC services considered as part of the study are outlined in Table 1. Although all capital assets considered in the study have been identified, not all assets necessitate future replacement or ongoing maintenance activities. The exception and the justification is as follows:

- Some of the works identified may represent one-time expenditures and may be temporary in nature. Therefore, the assets would not be required to be replaced and no ongoing operation and maintenance costs exist. Such assets are identified as “not a long-term asset” in the table.
- Some projects do not relate to the emplacement of a tangible capital asset – some examples include the acquisition of land or the undertaking of development-related studies. These projects/costs do not necessarily require future replacement or ongoing maintenance. Such projects are identified as “not infrastructure” in the table.
- For assets that have been constructed (i.e. recovery of past commitments) it is assumed that the related contribution is already included within the City’s annual provision. As such, these projects are identified as “not applicable” in the table.

It should be noted that the capital cost estimates prepared for each of the projects identified in this section include grouped costs of various individual elements, which as a stand-alone item, may have its own useful life (ex. New buildings include: HVAC, structural elements, roof, etc.). Accordingly, the average useful life assumptions noted below are applicable to all project components.

TABLE 1
SUMMARY OF MUNICIPAL ASSETS

SERVICE AND AMENITIES	ESTIMATED USEFUL LIFE
<p>Library Services</p> <ul style="list-style-type: none"> ▪ Branch Expansion ▪ Materials and Equipment 	<ul style="list-style-type: none"> ▪ 10-50 years ▪ 10 years
<p>Parks and Recreation Services</p> <ul style="list-style-type: none"> ▪ Debt Recovery ▪ Indoor Recreation Facilities ▪ Park Facilities 	<ul style="list-style-type: none"> ▪ Not Applicable ▪ 30-50 years
<p>By-law Services</p> <ul style="list-style-type: none"> ▪ Reserve Fund Recovery ▪ Building and Equipment 	<ul style="list-style-type: none"> ▪ Not Applicable ▪ 10-50 years
<p>Development-Related Studies</p> <ul style="list-style-type: none"> ▪ Development-Related Studies 	<ul style="list-style-type: none"> ▪ Not Applicable

Annual Provision

When assets require rehabilitation or are due for replacement, the source of funds is limited to reserves or contributions from operating. Capital expenditures to carry out the rehabilitation and replacement of aging infrastructure are not growth-related and are therefore not eligible for funding through development charge revenues or other developer contributions.

Based on the information obtained from City staff regarding useful life assumptions and the capital cost of acquiring and/or replacing each asset, a provision for infrastructure replacement has been calculated for all services considered in this study. Provisions for infrastructure replacement are initially calculated for each asset based on their useful life and the anticipated cost of replacement. The aggregate of all individual provisions form the required annual capital provision. In calculating the annual provisions, a number of assumptions are made to account for inflation (2.0 per cent) and interest (3.5 per cent).

Consistent with the requirements of the *DCA*, assets that are proposed to be funded under the development charges by-law have been included in the analysis. As a result, the total calculated annual provision for development charge related infrastructure has been netted down to consider the replacement of existing infrastructure or benefit-to-existing development. However, for reference, the annual replacement provisions associated with the non-development charge funded costs; including costs related to the benefit-to-existing and post-period benefit have also been calculated.

Table 2 provides the calculated annual asset management contribution for both the gross capital expenditures and the share related to the 2021-2030 DC recoverable portion. The year 2031 have been included to calculate the annual contribution for the 2021-2030 periods as the expenditures in 2030 will not trigger asset management contributions until 2031. As shown in Table 2, by 2031, the City will need to fund an additional \$98,300 per annum in order to properly fund the full life cycle costs of the new assets supported under the development charges by-law.

Table 2				
Calculated Annual AMP Provisions				
Services	2021-2030 Capital Program		Annual AMP Provision by 2031	
	DC-Eligible	Non DC-Eligible	DC-Related	Non DC-Related
LIBRARY SERVICES	\$1,165,000	\$1,036,000	\$43,400	\$34,000
PARKS AND RECREATION	\$8,074,000	\$5,494,000	\$54,900	\$110,100
BY-LAW SERVICES	\$30,000	\$167,000	\$0	\$6,900
DEVELOPMENT RELATED STUDIES	\$253,000	\$38,000	\$0	\$0
TOTAL	\$9,522,000	\$6,735,000	\$98,300	\$151,000

Financial Sustainability of the Program

Future Revenue Growth

The calculated annual funding provision should be considered within the context of the City's projected growth. Over the next ten years (to 2030) the City is projected to increase by over 1,800 households, which represents nearly a 20 per cent increase over the existing base. In addition, the City will also add 610 new employees across all sectors that will result in approximately 30,500 square metres of additional non-residential building space. This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenues to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the development charges by-law. The collection of these funds is intended to be allocated to the City's reserves for the future replacement of these assets.

B. LONG-TERM CAPITAL AND OPERATING IMPACT ANALYSIS

As shown in Table 3, by 2030, the City's net operating costs are estimated to increase by \$591,700 for property tax supported services. Increases in net operating costs will be experienced as new facilities such as the Rockland and Bourget Branch expansions are opened and as additions to the City's park facilities are made.

Capital costs related to studies are not expected to have an impact on property tax supported costs.

Table 4 summarizes the components of the development-related capital forecast that will require funding from non-DC sources. In total, \$927,500 will need to be financed from non-DC sources over the 2021-2030 planning period. In addition, \$3.81 million in interim DC financing related to post-period shares of projects may be required. However, because DC by-laws must be revisited at least every five years, it is difficult to determine the quantum of interim financing that may be necessary.

The share of the development-related capital forecast requiring funding from non-DC sources consists of two components. Approximately \$927,500 is related to replacement and benefit to existing shares of existing City infrastructure. Council is made aware of these factors, so that they understand the operating and capital costs that will not be covered by DCs as it adopts the development-related capital forecast set out in the study.

C. THE PROGRAM IS DEEMED FINANCIALLY SUSTAINABLE

In summary, the asset management plan and long-term capital and operating analysis included in this appendix demonstrates that the City can afford to invest and operate the identified services infrastructure over the ten-year planning period. Importantly, the City's annual budget review allows staff to continue to monitor and implement mitigating measures should the program become less sustainable.

TABLE 3

CITY OF CLARENCE-ROCKLAND
ESTIMATED NET OPERATING COST OF THE PROPOSED
DEVELOPMENT-RELATED CAPITAL PROGRAM
(in constant 2021 dollars)

Category	Cost Driver (in 2020 \$)			Additional Operating Costs at 2030 (\$000)
	\$	unit measure	Quantity	
Library Services				\$161.4
- New Library Materials	\$0.01	per \$1.00 of add'l capital	\$297,100	\$3.0
- New Furniture and Equipment	\$0.10	per \$1.00 of new infrastructure	\$84,000	\$8.4
- Rockland Branch Expansion (3,000 sqft)	\$30	per sq.ft. added		\$90.0
- Bourget Branch Expansion (2,000 sqft)	\$30	per sq.ft. added		\$60.0
Parks and Indoor Recreation				\$425.6
- Development-Related Capital Projects Parks	\$0.05	per \$1.00 of add'l capital	\$8,512,000	\$425.6
By-law Services				\$4.7
- Additional Equipment and Vehicle	\$0.01	per \$1.00 of add'l capital	\$52,500	\$0.5
- Dog Pound Facility	\$0.10	per \$1.00 of new infrastructure	\$42,000	\$4.2
Development Related Studies				\$0.0
- Development-Related Capital Projects	N/A			\$0.0
				\$0.0
TOTAL ESTIMATED OPERATING COSTS				\$591.7

TABLE 4

CITY OF CLARENCE-ROCKLAND
SUMMARY OF TAX AND RATE SUPPORTED FUNDING REQUIREMENTS
CAPITAL PROGRAM FOR NON-DISCOUNTED SERVICES

Service	Development-Related Capital Program (2021 - 2030)					Total DC Eligible Costs for Recovery (\$000)
	Net Municipal Cost (\$000)	Replacement & Benefit to Existing (\$000)	Direct Developer Contributions (\$000)	Available DC Reserves (\$000)	Post-Period Benefit (\$000)	
1.0 LIBRARY SERVICES	\$2,200.8	\$0.0	\$0.0	\$103.6	\$1,035.8	\$1,061.4
2.0 PARKS AND RECREATION	\$11,567.4	\$871.4	\$0.0	\$386.8	\$2,622.4	\$7,686.8
3.0 BY-LAW SERVICES	\$197.6	\$18.6	\$0.0	\$0.0	\$148.8	\$30.2
4.0 DEVELOPMENT RELATED STUDIES	\$290.0	\$37.5	\$0.0	\$105.0	\$0.0	\$147.5
TOTAL 10 YEAR NON-DISCOUNTED SERVICES	\$14,255.8	\$927.5	\$0.0	\$595.3	\$3,807.0	\$8,925.9

APPENDIX E
DRAFT DC BY-LAW
BY-LAW AVAILABLE UNDER SEPARATE COVER