

ECONOMISTS LTD.

2024 Development Charges Background Study and By-law

Development Charges Stakeholders Sub-Committee: Meeting #3 November 9, 2023

Agenda



- Recap of Last Sub-Committee Meeting
- Area Specific Development Charges
- Development Charge Exemptions Review
- Development Charge Exemptions Assessment with Recommendations
- Local Service Policy Discussion
- Draft Capital Water, Wastewater, Stormwater, and Transportation (including Transit)
- Draft Development Charge Rates
- Next Steps
- Discussion/Questions

Recap of Last D.C. Stakeholders Sub-Committee Meeting

2024 Development Charges Background Study and By-law

Recap of Sub-Committee Presentation



- Presented to Sub-Committee on September 18, 2023 to provide:
 - An overview of the Development Charges exemption review
 - Draft service standards and capital project listings for all services other than water, wastewater, stormwater, and transportation (including transit)
 - A preliminary discussion on Area Specific Development Charges
 - An overview of the proposed changes to the local service policy

Area Specific Development Charges

2024 Development Charges Background Study and By-law Area Specific Development Charges (ASDCs)

- Under Section 10(2)(c.1) of the DC Act, municipalities are required to examine the use of ASDCs, however, it is not mandatory to impose
- While there are no specific "prescribed" services, the Act identified that the background study must provide consideration for ASDCs to reflect the different needs for different areas

Area Specific DC (ASDC) Considerations

• Pros to ASDCs:



- Higher perceived equity as funds collected in a specific area are used only for that area
- Ensures investment of funds collected in areas where development is occurring
- Cons to ASDCs:
 - Development Charges (D.C.s) collected for a service are restricted to the area in which they are collected for
 - Smaller collection areas result in a smaller pool of D.C. funds results in higher need for debt to fund projects as funds are isolated to individual service areas
 - Many services are not restricted to use by residents of one specific area and are often used by all residents (e.g. roads, parks, recreation, library, police)
 - Increased administrative burden \rightarrow full time equivalent (FTE) impacts
 - Higher charges in one area versus another may impact competitiveness where housing prices are similar and increase developer complaints around the established borders
 - All services other than water, wastewater, stormwater, and transit require a 15-year service standard to be calculated to establish an upper ceiling on the amount which can be collected from development. In certain cases, utilizing an ASDC can significantly reduce the total funds collected (see next slide)

Results of Soft-Services Analysis



Service	Capital Included in City-Wide	Reduction In Capital included in Calculation Due to ASDC Approach
Police	35,381,208	(19,730,630)
Fire	40,018,798	(14,987,731)
Public Works*	46,410,529	No impact
Library	55,643,756	(14,506,659)
LT Care*	3,348,243	No Impact
Child Care	No Capital N	leeds Identified
POA*	1,802,189	No Impact
Public Health*	1,185,496	No Impact
Ambulance	9,162,668	(1,529,719)
Waste Diversion*	8,903,611	No Impact
Total	201,856,498	(50,754,740)

*Not collecting up to service standard

**Parks & Recreation analysis not undertaken, however, the impact would be the same i.e. reduction in recoverable amounts

An ASDC calculation based on the former municipalities was undertaken

- The amount of capital costs that could be recovered through D.C.s would decrease by 24% if the City moved to an ASDC calculation approach
 - For services where no impact has been identified (given that the service level cap is not met), there is a reduction in the overall service standard
 - If needs are identified in the future, there is a decreased ability to collect D.C.s relative to the City-wide approach
 - Recommendation: Do not undertake ASDCs continue with current City-wide approach for all soft services

ASDCs – Stormwater



- Stormwater works tend to be specific to watersheds and subwatersheds rather than neighbourhoods/sub-communities
 - There are no fundamental or significant differences between the City's watersheds to warrant an ASDC
- However, there are significant differences between the Combined and Separated service areas for storm drainage
- Differences in stormwater works between areas:
 - Combined Service Area: servicing through on-site controls only (i.e. 100% developer responsibility)
 - Separated Service area: centralized stormwater management facilities and other works to address watercourse stability and erosion
- Recommendation: continue with current ASDC approach for combined vs. separated sewer service areas given the difference in works required

ASDCs – Water/Wastewater



- Many outlying/specific areas within the City rely on upgrades to trunk components and/or treatment within other areas of the City
 - Generating an accurate and fair area-specific charge can be challenging as a result
- Area-specific options were reviewed as part of previous iterations of the D.C. study:
 - Delineation by former municipality
 - Delineation by Greenfield vs. Intensification areas
- It was determined that a non-area specific charge was the preferred approach given the interconnectedness of the City's network and negligible difference in the D.C. rate (see staff report FCS18034)
- Since the capital project list and forecast period is the same, undertaking the analysis would yield the same results
- An area-specific approach can be reconsidered through the ongoing master plan process which is identifying needs to 2051
- Recommendation: continue with current approach in uniform rate for all urban areas

ASDCs – Roads



- As a best practice across the Province, roads infrastructure is treated as a network. As such, capacity increases in one area of the City generally benefits the total network
- Aligning benefit of specific road projects to various areas would have defensibility challenges, and a high risk of appeal to the Ontario Land Tribunal (OLT)
- This would apply to all areas including roads and active transportation
- Recommendation: continue with current approach of City-wide D.C. for roads

ASDCs – Transit



- The analysis through the masterplan process has treated transit as a City-wide network
- Hamilton Street Railway (HSR) has identified a need for additional buses based on the Ten Year Local Transit Strategy and early forecasting for the LRT opening.
- It is acknowledged that further work will be required, including route-level planning as part of the ongoing HSR (re)Designed Network study.
- Recommendation: continue with current approach in uniform rate for all areas

Area Specific vs. City-Wide D.C.s



- Generally, with fewer area-specific charges the City is better able to:
 - Fund its infrastructure priorities from a larger pool of D.C. funds.
 - Maintain flexibility and respond quicker to infrastructure needs, (e.g. advance growth-related infrastructure as a catalyst for economic development opportunities).
 - Be more strategic in its provision of services.
 - Ensure new growth users of a service, pay their share:
 - Monies collected for services in relation to D.C.s cannot be used for another purpose therefore, care must be taken in the definition of D.C. collection areas. If areas are too finely established it may remove users of the new service from the requirement to pay the relevant D.C.s (i.e. those located outside of the defined area).

ASDC Recommendations

ASDC Recommendations are included in Staff Report titled Area Specific and Local Service Policies – 2024 Development Charges Background Study and By-law Update (FCS23104)

Development Charge Exemptions Review

2024 Development Charges Background Study and By-law

D.C. Exemptions Review

Overview



- The Development Charges Act sets out a number of mandatory D.C. exemptions; however, under section 5 (1) 10 of the Act, Council can enact exemptions on a discretionary basis
- Discretionary exemptions reduce in part or in whole the D.C. for types of development, location of development, or classes of development (e.g., industrial or places of worship)
- Historically, the City has provided many discretionary exemptions; however, as part of the 2019 D.C. study process, an exemptions review was undertaken, and many exemptions were removed following a market analysis
- This exemptions review and analysis was undertaken again as part of the 2024 D.C. study process

D.C. Exemptions Review

Current Exemptions

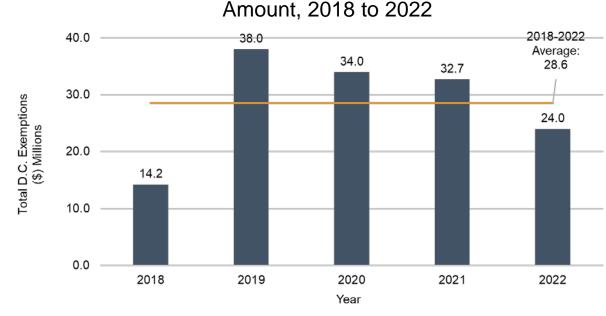


Discretionar	y (Non-Statutory)	Mandatory (Statutory)
 Downtown Hamilton CIPA (40) Heritage Building Transition Policy Downtown Public Art Council Granted 	0% discount except for office 70%)	 Existing Industrial Building Expansion (Attached) Residential Intensification School Boards Academic Additional Residential Units
 <u>Residential</u> Redevelopment for Residential Facility 	 <u>Non-Residential</u> Industrial Building Expansion (Detached) Industrial Rate Reduced (also applies to Production and Artist Studios) Stepped Non-Industrial Rates Non-Industrial Expansion Agricultural Use Place of Worship 	 New (under Bill 23: More Homes Built Faster Act) Additional Residential Units Affordable and Attainable Units Affordable Inclusionary Zoning Units Non-Profit Housing Phase-in D.C.s Rental Housing Discount (based on number of bedrooms: 15% to 25%)

D.C. Exemptions Review

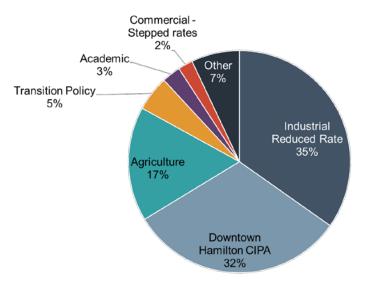
Total Discretionary D.C. Exemption Amount, 2018 to 2022 period

- Over the past five years (2018 to 2022), the discretionary D.C. exemption amount totalled \$142.9 million, 44% higher than the previous five-year period (2013 to 2017)
- Two-thirds (67%) of the total discretionary D.C. exemptions dollar amount over the 2018 to 2022 period attributed to the Industrial Reduced Rate and Downtown Hamilton CIPA



City of Hamilton Annual Discretionary D.C. Exemption

City of Hamilton Discretionary D.C. Exemptions by Category (share of total dollars), 2018 to 2022



D.C. Exemptions Assessment with Recommendations

2024 Development Charges Background Study and By-law

Evaluation of D.C. Exemption Practices

Considerations

- Quantum of D.C. exemptions
- Best practices in comparator municipalities
- D.C. exemptions' historical performance at achieving intended objectives
 - Meeting economic objectives? (e.g., economic/employment growth)
 - Meeting planning objectives? (e.g., intensification and growth targets)
 - Meeting fiscal objectives? (e.g., growth in assessment and property tax revenue)
- Market conditions and development feasibility
- Cost of D.C. discounts/exemptions to the rate and taxpayers of the City of Hamilton

D.C. Exemptions Assessment with Recommendations



- Assessed all current discretionary exemptions
- Recommend changes to the following current discretionary exemptions:
 - Downtown CIPA
 - Industrial Reduced Rate
 - Industrial Building Expansion (Detached)
 - Downtown Public Art
- Review considered introducing a D.C. discount for high density (i.e., low-, midand high-rise) residential and mixed-use development within some Major Transit Station Areas (M.T.S.A.s)
 - D.C. discount is not recommended

D.C. Exemptions Assessment with Recommendations



Downtown CIPA

Market/Feasibility Factors	Planning/Economic Factors	Fiscal and D.C. Best Practice Factors
 Residential development market	 Strong population and housing growth	 Fiscal impact significant (\$45.1 million)
has improved significantly since	in the past five years – tracking well to	due to lost D.C. collections over the
2018; strong feasibility	achieve intensification targets Need for additional non-residential	2018 to 2022 period Fiscal impact expected to become more
fundamentals and development	development and stronger employment	significant over the forecast period with
activity Limited non-residential	growth to continue to achieve more	higher growth projected Purpose-built rentals subject to new
development over the past five	balanced growth and development of	mandatory D.C. discount Few surveyed municipalities have
years Major office development continues	complete community over the next	location-specific D.C. exemptions in
to have major feasibility challenges	decade	place

Recommendations

- Remove D.C. exemption of 40% for residential development
- Continue to provide 40% CIPA exemption for all non-residential development (standalone and mixed-use) and 70% CIPA exemption for standalone major office developments (Class A) greater than 20,000 sq.ft. gross floor area

D.C. Exemptions Assessment and Recommendations



Industrial Reduced Rate and Industrial Expansion (Detached)

Market/Feasibility Factors	Planning/Economic Factors	Fiscal and D.C. Best Practice Factors
 Industrial market has improved significantly in Hamilton over the past five years – strong development activity combined with relatively high market rents and historically low vacancy rates Analysis suggests that industrial projects that build to lease have favourable feasibility 	 Hamilton is relatively cost competitive for industrial development – elimination of exemption has marginal impact on relative ranking Hamilton is highly competitive in a number of key industrial sectors – consider more than just cost environment A large share of projects that have benefitted from D.C. exemptions have been warehousing-related projects – not providing high employment yields/quality of employment 	 D.C. exemption amount for Industrial Reduced Rate and Industrial Expansion (Detached) over the 2018 to 2022 period has totalled \$49.7 million and \$1 million, respectively Limited number of surveyed municipalities in the outer Greater Golden Horseshoe and in southwestern Ontario offer an industrial D.C. exemption (e.g., London, Woodstock, Niagara Region)

Recommendations

- Reduced rate exemption (37% reduction) should be removed for industrial development; maintain discount for Production and Artist Studios
- Remove industrial expansion (detached) D.C. exemption for all City-wide industrial developments

D.C. Exemptions Assessment and Recommendations



Potential for New D.C. Discount in Select M.T.S.A. Locations

Market/Feasibility Factors	Planning/Economic Factors	Fiscal and D.C. Best Practice Factors
 Generally favourable feasibility for high-density residential development Recent residential development activity and units in development approvals largely in line with growth targets (only about 10% of locations exhibiting less than favourable market conditions and development activity) 	 Hamilton has 20 M.T.S.A.s – 17 along the light rail transit corridor and 3 GO Transit stations The City's M.T.S.A.s are anticipated to accommodate a range of population and employment growth through 2051, assisting the City in achieving its intensification targets, through the development of compact, complete and transit-supportive communities Locations are potentially subject to inclusionary zoning and provision for affordable housing units in market developments 	 New (under Bill 23: <i>More Homes Built Faster Act</i>) mandatory exemptions for affordable inclusionary zoning housing units and purpose-built rentals will assist with the feasibility of a range of residential development projects Few surveyed municipalities have areaspecific D.C. exemptions in place A share of M.T.S.A. locations within CIPA/Business Improvement Areas and corresponding non-residential development already eligible for applicable D.C. exemptions under the current framework

Recommendations

• A new D.C. discount for high-density residential and mixed-use development in M.T.S.A. locations is not recommended

Fiscal Obligations 2023 to 2032 (in millions) – Discretionary Exemptions Recommended Policy

D.C. Exemption	Under Current Policy	Under Recommended Policy	Difference (Recommended vs. Status Quo)
Downtown CIPA	\$168.9	\$11.7	\$157.2
Industrial Reduced Rate	\$132.6	\$0*	\$132.6
Industrial Expansion (Detached)	\$2.6	\$0	\$2.6
Non-Industrial Expansion	\$4.9	\$4.9	\$0
Non-Industrial Stepped Rate (New Construction)	\$9.4	\$9.4	\$0
Transitional Rates	\$26.8	\$26.8	\$0
Agricultural	\$63.5	\$63.5	\$0
Heritage Building	\$1.1	\$1.1	\$0
Place of Worship	\$3.6	\$3.6	\$0
Other Discretionary Exemptions	\$7.4	\$7.4	\$0
Total	\$420.9	\$128.6	\$292.4

*Artist/production studios not forecasted separately as part of this analysis

Watson Recommendations



Discretionary D.C. Exemption	Current Policy	Recommendation	Recommended Policy*
Downtown CIPA	Downtown Community Improvement Project Area (CIPA) - 40% D.C. discount except for office development 70%	Modify	 Remove D.C. exemption of 40% for residential development Maintain 40% CIPA exemption for all non-residential development (standalone and mixed-use) and 70% CIPA exemption for standalone major office developments (Class A) greater than 20,000 sq.ft. gross floor area
Industrial Reduced Rate	City-wide 37% discount of the current industrial D.C. rate -applicable for industrial developments	Modify	 Remove reduced rate exemption (37% reduction) for industrial development Maintain discount for Production and Artist Studios
Industrial Building Expansion (Detached)	No D.C.s on new industrial buildings on the same lot as an existing building(s), up to 50% of the combined gross floor area of the existing building	Remove	 Remove industrial expansion (detached) D.C. exemption for all City-wide industrial developments
Downtown Public Art	In Downtown CIPA, 10% of D.C.s can be repurposed to contribute to the Public Art Reserve	Remove	 Remove D.C. exemption. Similar benefit through new C.B.C.

Watson Recommendations



Discretionary D.C. Exemption	Current Policy	Recommendation
Heritage Building	City-wide 100% D.C. exemption for adaptive reuse of a Protected Heritage Property	Keep with no change
Redevelopment for Residential Facility	City-wide 50% D.C. exemption provided for redevelopment of an existing residential development for the purpose of creating residential facilities within existing building envelope	Keep with no change
Stepped Non-Industrial Rates	 The rates for new non-industrial developments (excluding medical clinic) within a CIPA or BIA is phased as follows: 1st 5,000 square feet: 50% of charge 2nd 5,000 square feet: 75% of charge 10,000+ square feet: 100% of charge 	Keep with no change
Non-Industrial Expansion	Initial 5,000 sq.ft. of gross floor area of a non-industrial building expansion (medical clinic excluded) is D.C. exempt (City-wide)	Keep with no change
Agricultural Use	100% D.C. exemption for bona fide farming/agriculture uses.	Keep with no change
Place of Worship	100% D.C. exemption (must be exempted from property taxes)	Keep with no change
Transition Policy	Honour the previous DC rates if the permit is issued within 6 months of the rate increase	Keep with no change

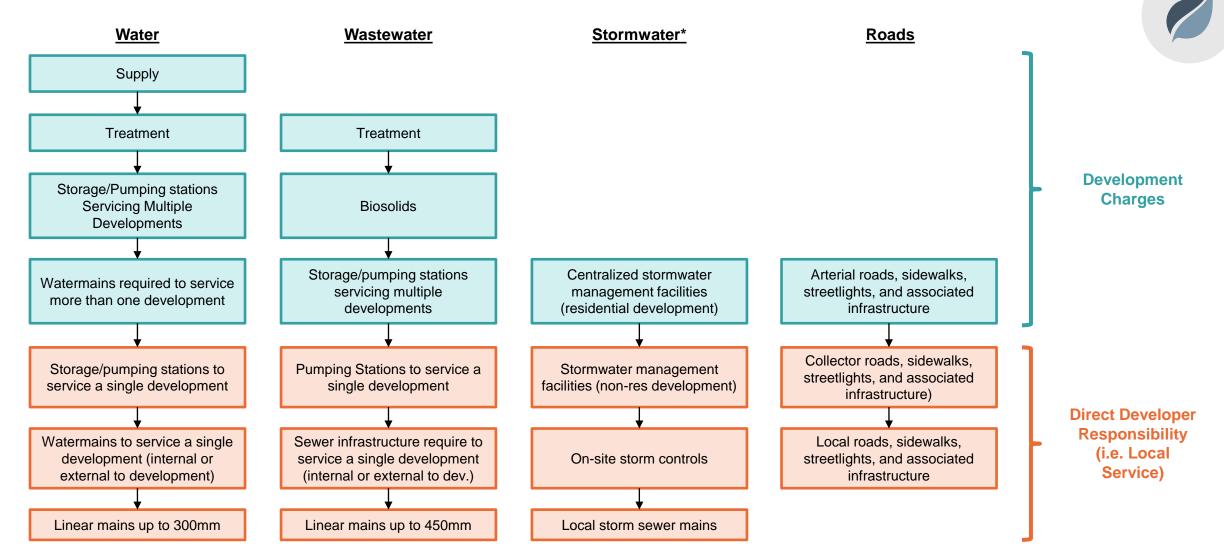
Local Service Policy Discussion

2024 Development Charges Background Study and By-law

Local Service Policies

- Section 59.1(1) and (2) of the Act "No Additional Levies" prohibits municipalities from imposing additional payments or requiring construction of a service not authorized under the D.C.A. therefore, need to be clear:
 - What will be included in the D.C.; and
 - What will be required by developers as part of their development agreements
- Items considered in Local Service Policies may include:
 - Local, rural, collector & arterial roads,
 - Intersection improvements & traffic signals,
 - Streetlights & sidewalks,
 - Bike Routes/Bike Lanes/Bike Paths/Multi-Use Trails/Naturalized Walkways,
 - Noise Abatement Measures,
 - Land dedications/easements,
 - Water, Wastewater & Stormwater, and
 - Park requirements.

Current City of Hamilton Local Service Policy Schematic



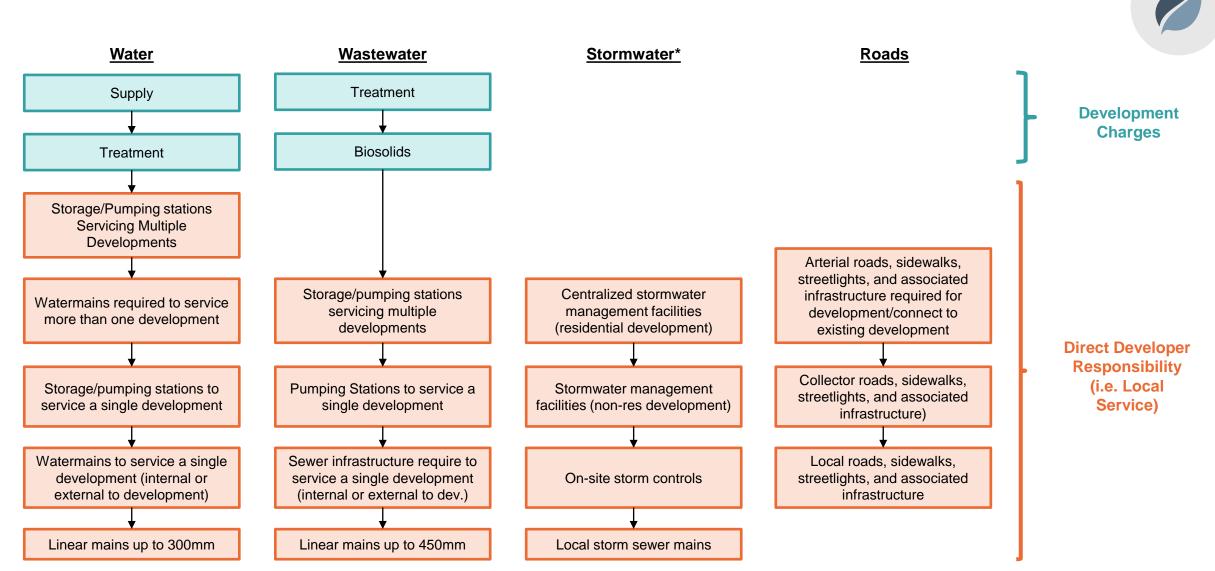
Note: Stormwater infrastructure in the combined sewer system area is 100% developer responsibility

Local Service Policy (LSP) Overview



- Based on discussions with staff and engineering subconsultants, the existing local service policy has been subdivided based on location of development as follows:
 - Within the Urban Boundary as set out in OPA 167 as adopted by Council on June 8, 2022, and without the Minister modifications approved on November 4, 2022 ("Council-adopted Urban Boundary") – traditional local service policy requirements
 - Outside "Council-adopted Urban Boundary" (if connecting to municipal water/wastewater) developer would be responsible for:
 - All roads, water, wastewater, and stormwater infrastructure (external to urban boundary) required to service the development including potential oversizing costs
 - Certain linear water/wastewater/stormwater works that are oversized (post-period benefit), within the urban boundary, to accommodate flows
 - Development would be required to pay municipal-wide D.C.s and water/wastewater treatment D.C.s

Proposed LSP Schematic (Outside "Council-adopted Urban Boundary")



Note: Stormwater infrastructure in the combined sewer system area is 100% developer responsibility

Note 1: oversizing of works identified within "Council-adopted Urban Boundary" to be direct developer responsibility

Note 2: Downstream and/or upstream water and wastewater infrastructure located within "Council-adopted Urban Boundary" required to support development outside the "council-adopted Urban Boundary" would be a direct developer responsibility.

LSP – Projects Outside "Council-adopted Urban Boundary"



- Given the Provincial changes to the City's OP, projects outside of the "Council-adopted Urban Boundary" are now considered 100% post-period benefit (PPB)
- Although there would be no impact to the D.C. calculation, consideration was made as to how
 projects outside the "Council-adopted Urban Boundary" should/should not be captured in the
 study.
 - The following three options were considered:
 - Include projects, with a 100% PPB deduction
 - Include projects, with a 100% other deduction attributed to LSP

Approach Taken

• Exclude projects from listing entirely

Draft Capital – Water, Wastewater, Stormwater, and Transportation (including Transit)

2024 Development Charges Background Study and By-law

Growth Forecast Periods

Water, Wastewater, Stormwater, Roads, and Transit



- Capital needs for water, wastewater, stormwater, and transportation (roads) have been identified to 2031
- The Development Charges Act (D.C.A.) requires a ten-year forecast period for transit

Draft Capital Project Summary (millions \$)



				Less: Potential D.C.			Less: Potential D.C. Recovera			Less:		ble Cost
Service/Class of Service	Forecast Period	Gross Capital Cost Estimate (2023\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Benefit to Existing Development	Grants and Subsidies Attributable to New Development	Other Contributions	Total	Residential Share	Non- Residential Share	
Transportation (Excluding Transit)	2023-2031	1,390	479	8	904	287	-	-	617	441	176	
Transit Services	2023-2032	525	52	-	472	232	183	-	57	42	15	
Water Services	2023-2031	396	73	-	323	119	-	10	194	144	51	
Wastewater Treatment	2023-2031	1,057	101	-	955	502	274	-	179	132	46	
Wastewater - Linear	2023-2031	377	34	-	343	60	-	10	273	202	71	
Stormwater - Combined	2023-2031	22	-	-	22	-	-	-	22	22	-	
Stormwater - Separated	2023-2031	512	7	-	506	36	-	147	322	292	31	
Subtotal Hard Services		4,279	746	8	3,525	1,236	457	167	1,664	1,274	390	
Subtotal All Other Services		938	148	14	776	274	5	-	497	444	53	
Total All Services		5,217	894	22	4,301	1,510	462	167	2,161	1,719	443	

Note: Capital project costs are in draft

Draft Development Charge Rates

2024 Development Charges Background Study and By-law

Rate Comparison



Residential (Single Detached)

Service/Class of Service	Current	Calculated (2023\$)	80% Phase-in (Year 1)
Municipal Wide Services/Classes:			
Services Related to a Highway	14,608	23,073	18,458
Public Works	1,092	1,310	1,048
Transit Services	2,600	1,612	1,290
Fire Protection Services	626	1,130	904
Policing Services	711	999	799
Parks and Recreation*	3,518 6,695	10,836	8,669 -
Library Services	1,554	2,044	1,635
Growth Studies**	549	-	-
Long-term Care Services	246	117	94
Child Care and Early Years Programs	21	-	-
Provincial Offences Act including By-Law Enforcement	55	51	41
Public Health Services	3	41	33
Ambulance	201	319	255
Waste Diversion	990	339	271
Total Municipal Wide Services/Classes	33,469	41,871	33,497
Water and Wastewater Urban Area Charges			
Wastewater Facilities	5,491	6,971	5,577
Wastewater Linear Services	7,346	10,643	8,514
Water Services	6,466	7,579	6,063
Total Water and Wastewater Urban Area Services	19,303	25,193	20,154
Stormwater Services - Combined Sewer System			
Stormwater Drainage and Control Services	5,355	7,576	6,061
Stormwater Services - Separate Sewer System			
Stormwater Drainage and Control Services	14,192	18,182	14,546
Grand Total - City Wide	33,469	41,871	33,497
Grand Total - Urban Area - Combined Sewer Sytem	58,127	74,640	59,712
Grand Total - Urban Area - Separate Sewer Sytem	66,964	85,246	68,197

*Parks & Recreation now combined as one D.C. eligible service

 $^{\ast\ast}\mbox{Growth}$ studies are no longer eligible when a new by-law is passed under Bill 23

Note: Rates will be indexed at by-law implementation to 2024\$

Non-Residential (per sq.ft.)

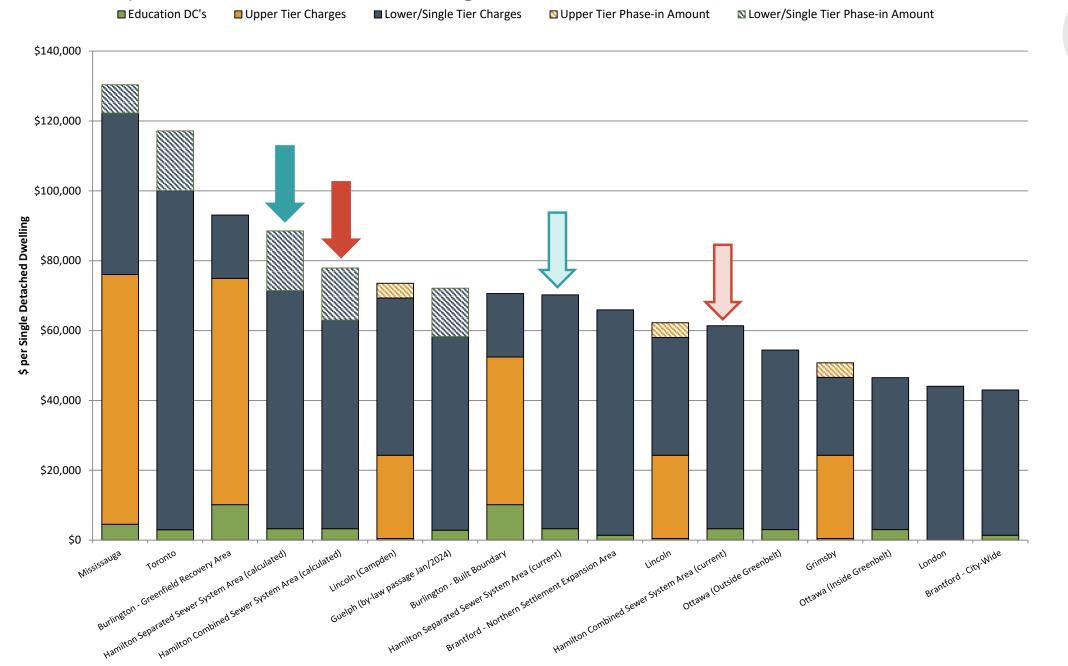
Service/Class of Service	Current	Calculated (2023\$)	80% Phase-in (Year 1)
Municipal Wide Services/Classes:			
Services Related to a Highway	10.92	16.93	13.54
Public Works	0.56	0.80	0.64
Transit Services	1.32	0.99	0.79
Fire Protection Services	0.31	0.69	0.55
Policing Services	0.36	0.61	0.49
Parks and Recreation*	0.16 0.30	0.94	0.75
Library Services	1.36	0.18	0.14
Growth Studies**	0.28	-	-
Long-term Care Services	0.02	0.02	0.02
Child Care and Early Years Programs	-	-	-
Provincial Offences Act including By-Law Enforcement	0.02	0.03	0.02
Public Health Services	-	0.01	0.01
Ambulance	0.02	0.06	0.05
Waste Diversion	0.17	0.03	0.02
Total Municipal Wide Services/Classes	15.80	21.29	17.03
Water and Wastewater Urban Area Charges			
Wastewater Facilities	2.65	4.53	3.62
Wastewater Linear Services	3.53	6.92	5.54
Water Services	3.10	4.92	3.94
Total Water and Wastewater Urban Area Services	9.28	16.37	13.10
Stormwater Services - Combined Sewer System			
Stormwater Drainage and Control Services	-	-	-
Stormwater Services - Separate Sewer System			
Stormwater Drainage and Control Services	2.93	4.13	3.30
Grand Total - City Wide	15.80	21.29	17.03
Grand Total - Urban Area - Combined Sewer Sytem	25.08	37.66	30.13
Grand Total - Urban Area - Separate Sewer Sytem	28.01	41.79	33.43

*Parks & Recreation now combined as one D.C. eligible service

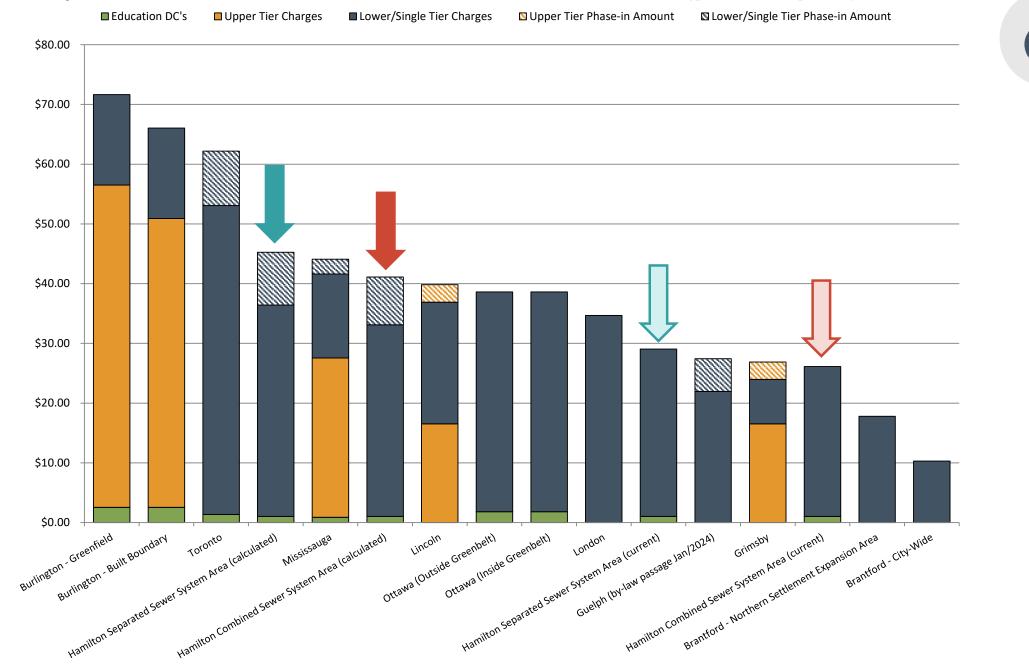
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Note: Rates will be indexed at by-law implementation to 2024\$

D.C. Survey – Residential Single Detached (per unit)



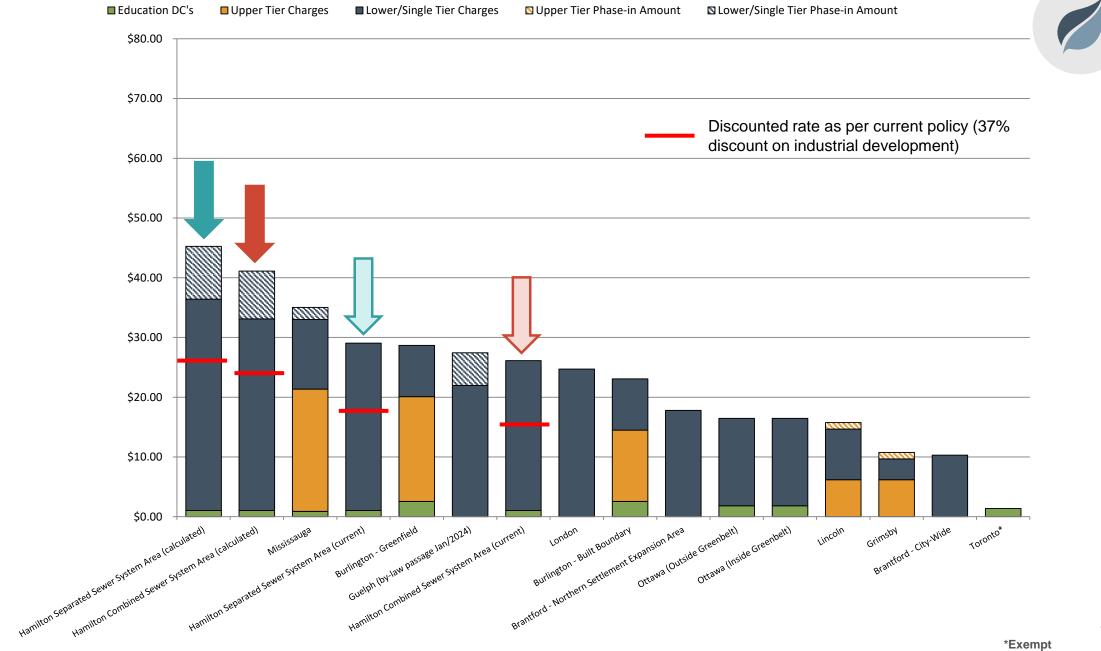
D.C. Survey – Non-Residential – Commercial (per sq.ft.)



39

\$ per ft²

D.C. Survey – Non-Residential – Industrial (per sq.ft.)



*Exempt

Next Steps and Discussion

2024 Development Charges Background Study and By-law

Summary of Recommendations

Area Specific and Local Service Policies – 2024 Development Charges Background Study and By-law Update (FCS23104)

Exemptions and Policies – 2024 Development Charges Background Study and By-law Update (FCS23103)

Next Steps



