

Public Consultation Summary— City of Brandon Development Charges Project



Development Services Division

June 2017

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1.0 Consultation Background

1.1 Objectives

There were three objectives to holding public consultation about how to pay for growth in Brandon

1. To communicate information about development charges as a new tool (to Brandon) to share the cost of growth
2. To collect information from the public that will help set some policy direction about paying for growth in Brandon
3. To collaborate with stakeholders in formulating a development charge proposal for Council's consideration

1.2 Methodology

The City of Brandon used three consultation methods to communicate and gain public input to the project.

1.2.1 Public Events

The City of Brandon held five public events throughout the course of the project as follows:

DATE	INTENT
January 26, 2016	Introduction of the project
November 24, 2016	Present preliminary calculations and draft policy for discussion
March 8, 2017	Present and seek feedback on the draft background study and by-law
March 27, 2017	Focus on The HUB for presentation and feedback
April 3, 2017	Share and discuss feedback received to date
June 12, 2017	Share and discuss proposed "Made-in-Brandon" development charge

These events were held at the Brandon Design Studio in the Cultural Resource Centre, A.R. McDiarmid Civic Complex, 638 Princess Avenue. The City provided notices through the project webpage, City of Brandon website, Brandon Sun, and Planning, Property & Buildings Department subscription service. Summaries of these meetings are found under **Section 2.0 Summary of Consultations** in this report, while more detailed information from these meetings are found under Appendices C and D. Appendix A provides the full list of public events.

1.2.2 Stakeholder Meetings

The City of Brandon held thirteen meetings with stakeholder groups, most of them during February and March 2017. Appendix A is the full list of stakeholder meetings. Stakeholder groups included but were not limited to developers, major local institutions, and construction and commercial industry groups.

Section 2.0 Summary of Consultations includes a summary of these groups' feedback. A list of stakeholder invitees is found in Appendix B and notes from these meetings are found in Appendix E.

1.2.3 Project Webpage

The City of Brandon developed a project webpage to direct interested individuals to a central location where they could find all background and current information about the project and view information presented to the public. The webpage (<http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>), accessed through the Planning, Property & Buildings Department website, provides an overview of the project, background information, a Frequently Asked Questions page, public notices, and opportunities to provide feedback, comments and

questions, including the completion of a survey. A summary of the survey responses is found under **Section 3.0 Summary of Written Responses**. Details are included in Appendix G.

2.0 Summary of Consultations

2.1 Summary of Findings

The following is the City of Brandon's summary of findings from our comprehensive development charge public consultation process:

- Overwhelming recognition that Brandon must grow and that growth requires significant investment in new infrastructure
- Development charges are needed to support new infrastructure related to growth
- Development charges should be funded through new development benefitting from the new infrastructure
- Development charges should not be fully applied to:
 - Infill development
 - Downtown development
 - Low-income housing
 - Non-profit housing
 - Upper storey residential development downtown
 - Re-development of heritage buildings
- Development charges should be charged on a per-unit basis
- Considerations should be taken to address implementation of the charge and the City's commitment to proactively construct growth-related infrastructure.

2.2 Summary of Meetings

The following are summaries of stakeholder meetings and public events. Detailed notes on these meetings and events are found under Appendix E.

2.2.1 Public Event—January 26, 2016

The City of Brandon held this initial “meet-and-greet” event to introduce the concept of development charges and the City of Brandon's consultant on this project, Watson & Associates Economists Ltd. Attendees networked with the consultant and the City of Brandon, and gained an understanding of the process leading up to a draft by-law.

2.2.2 Public Event—November 24, 2016

The City of Brandon, with Watson & Associates Economists Ltd., held this event to review the process to date and present the preliminary capital servicing costs in association with designated growth areas. The City of Brandon provided a breakdown of the draft development charge calculations to maintain transparency of the process. Attendees were encouraged to ask questions and provide feedback.

2.2.3 Stakeholder Meeting with Waverly Developments Ltd.—February 24, 2017

The draft Development Charge Background Study and By-law, as released to the public on February 3, 2017, was reviewed and discussed, with open communication and feedback encouraged.

2.2.4 Stakeholder Meeting with Brandon Neighbourhood Renewal Corporation—February 24, 2017

The draft Development Charge Background Study and By-law was discussed. The City of Brandon highlighted key areas in the by-law which will affect redevelopment and not-for-profit housing. Feedback received reflected concern about the detrimental impact development charges would have on low-income and not-for-profit housing.

2.2.5 Stakeholder Meeting with Westman Seniors Co-op—February 27, 2017

The draft Development Charge Background Study and By-law was discussed. The City of Brandon highlighted key areas in the by-law which will affect infill development for seniors housing. Feedback received reflected concern about the detrimental impact development charges would have on upfront capital costs on projects, which would make their projects unfeasible.

2.2.6 Stakeholder Meeting with Construction Association of Rural Manitoba—February 27, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Attendees expressed concern about how development charges would raise housing costs and create an unaffordable market for new homes. Attendees also expressed that new homes generate property taxes, which should pay for new growth infrastructure. Representatives of the development industry voiced opinions that new growth supports strong economy and that the City as a whole should contribute to new growth infrastructure costs through property taxes.

2.2.7 Stakeholder Meeting with Brandon Real Estate Board—February 28, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Feedback received addressed various topics, such as the minimal impact infill development has on the existing system, and the ability to use development charges as a policy tool to direct development and the best, highest use of property. Attendees expressed concern about affordability of properties and upfront costs to homebuyers.

2.2.8 Stakeholder Meeting with Assiniboine Community College—March 1, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Feedback received reflected the need to exempt institutional development from development charges.

2.2.9 Stakeholder Meeting with Renaissance Brandon—March 2, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Feedback received reflected concern about how application of development charges to The HUB will be detrimental to redevelopment, and how higher development costs will deter businesses and builders from providing affordable housing and new business to support revitalization of The HUB. One of the suggestions offered by Renaissance Brandon included exemptions to cover infill residential and commercial development, development in The HUB and development of heritage properties.

2.2.10 Stakeholder Meeting with Chamber of Commerce—March 6, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Attendees expressed concerns about the timing of the study and by-law going to City Council, the implementation of development charges, the commitment by the City of Brandon to construct the infrastructure, and how the City of Brandon will manage the reserve accounts. Attendees also suggested that industrial development be exempt from development charges.

2.2.11 Stakeholder Meeting with Brandon University—March 6, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Feedback received reflected the need to exempt institutional development from development charges, as well as the importance of revitalizing The HUB.

2.2.12 Stakeholder Meeting with Habitat for Humanity—March 8, 2017

The draft Development Charge Background Study and By-law, along with the online map, were briefly reviewed. Attendees' suggestions included reviewing how Winnipeg dealt with their exemptions, and that similar exemptions be considered for not-for-profit and low-income housing supported by government agencies.

2.2.13 Public Event—March 8, 2017

The City of Brandon held this meeting to update the public on the draft Development Charge Background Study, By-Law and online map released for public viewing on February 3, 2017. A presentation by the City of Brandon outlined revised infrastructure projects covered under development charges, the updated net capital cost for infrastructure and a new development charge. Further discussion included who should pay development charges, benefitting areas of the new infrastructure or citywide taxpayers, and possible exemptions. Feedback of attendees was finance oriented, and attendees requested further information on what the charge would look like if applied across the City and paid through property taxes.

2.2.14 Public Event/Downtown Consultation—March 27, 2017

The City of Brandon held this meeting to update The HUB stakeholders on the project to date. Items presented at the March 8th public event were also presented at this meeting. Attendees were encouraged to discuss how development charges would affect The HUB. Discussions included but were not limited to

- A possible exemption to all development in The HUB except for a City-wide wastewater and water treatment charge
- How the charge will push development away from The HUB instead of supporting it
- The detrimental impact development charges would have on low-income, infill and not-for-profit housing
- How development charges can be used to shape the City of Brandon

2.2.15 Development Charges – Public Discussion on Finances —March 29, 2017

The City of Brandon Finance Department presented attendees information on the financial implications of development charges. The presentation outlined the City of Brandon operating budget, an explanation on why property taxes do not pay for growth and an estimated percentage increase on taxes if the City paid for growth. Discussions also included utility rates, cost allocation and payment of new infrastructure to existing benefitting areas through property taxes, and the need for property tax increases.

2.2.16 Public Event—April 3, 2017

The City of Brandon presented a project update based on feedback received through the various public engagement events and stakeholder meetings. Discussion included but were not limited to

- How the cost of growth should be shared
- Timing of development charges and infrastructure
- Industrial development
- Water and wastewater treatment
- The impact on The HUB as well as infill, not-for-profit and low-income housing

Attendees reviewed and discussed revised calculations based on different options. Attendees supported growth of the City of Brandon and appreciated the need for development charges, but expressed that the City needed to ensure accurate numbers accounting for existing benefitting areas.

2.2.17 Stakeholder Meeting with CARM – June 6, 2017

The City of Brandon presented the final draft Development Charge Policy and By-Law that will be presented to Council for their consideration.

2.2.18 Public Event – June 12, 2017

The City of Brandon presented the final draft Development Charge Policy and By-Law. Details highlighted in the presentation included:

- Infrastructure challenges
- Community feedback
- Summary of the development charge approach being presented to Council
- Details of the proposed charge by-law

Attendees participated in discussion on the Council process to review the draft policy and by-law and the importance of Council's commitment to construct infrastructure. Attendees communicated appreciation to administration's transparent approach and engagement through the process.

3.0 Summary of Written Responses

3.1 Letters

The following are summaries of letters the City of Brandon received about this project. Copies of these letters are found under Appendix F.

3.1.1 Brandon Chamber of Commerce, received from Terry Burgess, President

The Brandon Chamber of Commerce agreed about the challenges a municipality faces funding growth. However, as a community, an equitable and transparent approach must be determined. The Brandon Chamber of Commerce is concerned about the timing of the project as they want to pursue independent consultation to review the background study. They submitted an anticipated review timeline by MNP and expressed hope of teamwork and open dialogue with the City.

3.1.2 Servants of Service, received from Jim Brannan, Chair

Servants of Service requested that affordable housing in The HUB be exempt of development charges, as the charge will make projects more expensive to build. Furthermore, development in The HUB is a priority of City Council, and affordable housing is the foundation for individual success, health and well-being, which benefits the community as a whole.

3.1.3 Canadian Mental Health Association (CMHA) Westman, received from Glen Kruck

CMHA Westman requested that not-for-profit organizations and infill housing development be exempt from development charges. CMHA Westman also expressed that affordable housing benefits the community as a whole and contributes to mental health and wellness, healthy family dynamics and successful employment.

3.1.4 Resland Development Corp., received from Bob Carpenter

Resland Development Corp. expressed their previous experience of development charges in other jurisdictions, citing high costs when leasing or selling a development. By introducing development charges in Brandon, Resland Development Corp. believes the City of Brandon will be raising costs for purchasing and renting. Resland Development Corp. further believes the entire community should pay for growth, and that the City should be investing money into a reserve account and borrowing for immediate needs.

3.1.5 Habitat for Humanity, received from Steve Krahn

Habitat for Humanity expressed their concern that currently the draft by-law does not speak to any exemptions in place for Habitat for Humanity or other non-profit housing providers. Even with the proposed lower fee for development within established areas, support of an exemption for non-profit housing is important.

3.2 Surveys

The following are summaries of survey results about this project. Detailed survey responses are found under Appendix G.

3.2.1 Online Survey

As of April 20, 2017, the City of Brandon received 57 responses. The following is a summary of the responses:

- 50.91% of respondents answered that development charges/new development benefitting from the infrastructure should pay for new growth, while 21.82% answered property taxes should pay for new growth. 27.27% answered a combination of both is preferred

- 66.67% of respondents answered some new developments should be exempt from the charges, while 33.33% answered no exemptions should be allowed. Of those respondents in favour of exemptions:
 - 67.57% said low-income housing projects should be exempt
 - 64.86% said infill development should be exempt
 - 56.76% said not-for-profit developments should be exempt
 - 45.95% said redevelopment of heritage properties should be exempt
 - 45.95% said upper-storey residential development in The HUB should be exempt
 - 40.54% said new development in The HUB should be exempt
 - 32.43% said Brandon University and the Assiniboine Community College should be exempt
 - 16.22% said brownfield development and rental apartments should be exempt
- 62.75% of respondents preferred a per-unit charge, while 37.25% preferred a per-hectare charge
- 53.57% of respondents believed parks, community centers, fire halls and police stations should be included in development charges in the future, while 46.43% believed charging for sewer, water, transportation and drainage was sufficient

3.2.2 November 24, 2016 Public Event Survey

The following results were formulated from a voluntary, anonymous survey conducted at the November 24th, 2017 public meeting:

- 50% agreed development charges should be adopted while 50% were undecided.
- 33% answered that current practice for new growth contribution works fine while 16% agreed development charges are necessary but to separate low, medium and high-density to encourage higher density development.

3.2.3 Downtown Consultation Survey

In a voluntary survey conducted at the Downtown consultation public event, the following results were formulated:

- 2 out of 3 people agreed downtown should be exempt from development charges.
- 2 out of 3 people agreed downtown should pay a water and wastewater treatment charge.
- 100% of the people that took the survey agreed exemptions should be considered.
- Comments included appreciation for a public and transparent process, the desire to use development charges as a tool to revitalize the downtown and the belief that charging the downtown for urban sprawl will cripple downtown growth.

3.2.4 June 12, 2017 Public Meeting Survey

Administration handed the survey out to attendees of the June 12, 2017 meeting. However, no feedback was received.

Appendices

The appendices to this report are as follows:

- A. Public Engagement Schedule
- B. List of Invitees
- C. Event Invitations and Handouts
- D. PowerPoint Presentations
 - 1. City of Brandon Development Cost Charges, Stakeholder Presentation—November 24, 2016
 - 2. Paying for Growth—March 8, 2017
 - 3. Paying for Growth in Downtown Brandon—March 27, 2017
 - 4. Paying for Growth, Public Discussion—April 3, 2017
 - 5. Paying for Growth, Public Discussion—June 12, 2017
- E. Notes from Public Events and Meetings with Stakeholder Organizations
- F. Feedback Letters from Individuals
- G. Survey Results
 - 1. Online Survey Results as of April 20, 2017
 - 2. November 24, 2016 Public Event Surveys
 - 3. March 27, 2017 Downtown Consultation Surveys
 - 4. June 12, 2017 Public Event Survey
- H. Summary of Public Discussion Issues

Appendix A—Public Engagement Schedule

3				
Meeting Date	Classification	Location	Event/Meeting	Intent
January 26, 2016	Public Event	Brandon Design Studio	Financing Future Growth Meet and Greet	<ul style="list-style-type: none"> • Introduction to project • Opportunity to meet consultant • Learn understanding of process
November 17, 2016	Brandon Sun Advertisement	Newspaper	<i>Paying for Growth in Brandon</i>	<ul style="list-style-type: none"> • Advertise public event
November 24, 2016	Public Event	Brandon Design Studio	Paying for Growth in Brandon	<ul style="list-style-type: none"> • Updated preliminary calculations • Responses to policy items • Updated draft Local Service Policy • Outstanding Items • Q & A / Open Forum
February 3, 2017	Online	City website	Release of draft background study and by-law to the public	<ul style="list-style-type: none"> • Review and consideration of draft background study and by-law
February 24, 2017	Meeting	Kavanagh Room	Discussion and review of study with Waverly	<ul style="list-style-type: none"> • Notes taken by Jacquie
February 24, 2017 2:30 p.m.	Meeting	Kavanagh Room	Discussion and review of study with BNRC	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication
February 27, 2017 10:00 a.m.	Meeting	Kavanagh Room	Discussion and review of study with Westman Seniors Co-op	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication
February 27, 2017 12:00 p.m.	Meeting	Brandon Design Studio	Discussion and review of study with CARM	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication
February 28, 2017 10:30 a.m.	Meeting	Brandon Real Estate Board	Discussion and review of study with Brandon Real Estate Board	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication
March 1, 2017 3:00 p.m.	Meeting	Kavanagh Room	Discussion and review of study with ACC	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication
March 2, 2017 12:00 p.m.	Meeting	Brandon Design Studio	Discussion and review of study with Renaissance Brandon	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication
March 6, 2017 8:00 a.m.	Meeting	Chamber of Commerce	Discussion and review of study with Chamber of Commerce	<ul style="list-style-type: none"> • Review • Question and Answer • Opportunity for open communication

Meeting Date	Classification	Location	Event/Meeting	Intent
March 6, 2017 11:30 a.m.	Meeting	Brandon University	Discussion and review of study with Brandon University	<ul style="list-style-type: none">• Review• Question and Answer• Opportunity for open communication
March 8, 2017 1:00 p.m.	Meeting	Kavanagh Room	Discussion and Review of study with Habitat for Humanity	<ul style="list-style-type: none">• Review• Question and Answer• Opportunity for open communication
March 2, 2017	Brandon Sun Advertisement	Newspaper	<i>Paying for Growth in Brandon</i>	<ul style="list-style-type: none">• Advertise public event
March 8, 2017	Public Event	Brandon Design Studio	Paying for Growth in Brandon	<ul style="list-style-type: none">• Presentation of background study and by-law• Discussion / Q & A
March 27, 2017	Public Event	Brandon Design Studio	Development Charges - Downtown Consultation	<ul style="list-style-type: none">• Presentation specific to downtown• Discussion / Q & A
March 29, 2017	Meeting	All Stakeholders	<i>Development Charges - Finance Discussion</i>	<ul style="list-style-type: none">• Presentation by City Treasurer• Discussion / Q & A
March 30, 2017	Brandon Sun Advertisement	Newspaper	<i>Paying for Growth in Brandon</i>	<ul style="list-style-type: none">• Advertise public event
April 3, 2017	Public Event	Brandon Design Studio	Paying for Growth in Brandon	<ul style="list-style-type: none">• Presentation of feedback• Attended by Consultant• Discussion / Q & A
April 4, 2017	Meeting	Kavanagh Room	Feedback Update meeting with CARM	<ul style="list-style-type: none">• Presentation of feedback• Discussion / Q & A
June 6, 2017	Meeting	CARM Boardroom	Presentation of final draft Policy and By-Law	<ul style="list-style-type: none">• Presentation of final draft policy and by-law• Discussion / Q & A
June 8, 2017	Brandon Sun Advertisement	T.E. Snure Multi-Purpose Room	Paying for Growth in Brandon - A Made-in-Brandon Approach	<ul style="list-style-type: none">• Advertise public event
June 12, 2017	Public Event	T.E. Snure Multi-Purpose Room	Paying for Growth in Brandon - A Made-in-Brandon Approach	<ul style="list-style-type: none">• Presentation of final draft policy and by-law• Discussion / Q & A

Total Number of Meetings:	Thirteen (13)
Total Number of Public Events:	Six (6)
Total Number of Attendees:	Eighty seven (87)

Meeting Information				
Meeting Date	Classification	Location	Event/Meeting	Intent

Appendix B—List of Invitees

Organization	Name	Events							
		Stakeholder Consultations	January 26, 2016 Public Meeting	November 24, 2016 Public Meeting	January 26, 2017 Public Meeting	March 8, 2017 Public Meeting	Link to Survey	Development Charge Finance Discussion	April 3, 2017 Public Meeting
Public /Subscribers			Advertised	Advertised	Advertised	Advertised	Emailed	N/A	Advertised
BNRC	Leann Petrin	February 24, 2017				Invited	Emailed	Invited	Invited
Westman Seniors Co-op	Harvey Douglas	February 27, 2017				Invited	Emailed	Invited	Invited
CARM	Karen Roe	February 28, 2017				Invited	Emailed	Invited	Invited
	Glen Newton					Invited	Emailed	Invited	Invited
	Daniel Burns					Invited	Emailed	Invited	Invited
	Kelvin Orr					Invited	Emailed	Invited	Invited
	Steve McMillan					Invited	Emailed	Invited	Invited
	Derek Cullen					Invited	Emailed	Invited	Invited
	Mike Moore					Invited	Emailed	Invited	Invited
Brandon Real Estate Board	Cam Toews	February 28, 2017				Invited	Emailed	Invited	Invited
	Charla Albrecht					Invited	Emailed	Invited	Invited
	Michael Barrett					Invited	Emailed	Invited	Invited
	Sandy Donald					Invited	Emailed	Invited	Invited
	Glen Tosh					Invited	Emailed	Invited	Invited
	Jenn Pearson					Invited	Emailed	Invited	Invited
ACC	Jim Simmons	March 1, 2017					Emailed	Invited	Invited
Renaissance Brandon	Elisabeth Saftiuk	March 2, 2017				Invited	Emailed	Invited	Invited
	Ariel Bryant					Invited	Emailed	Invited	Invited
	Mike Maendal					Invited	Emailed	Invited	Invited
	Chris Desjarlias					Invited	Emailed	Invited	Invited
	Lorne Collins					Invited	Emailed	Invited	Invited
	Patrick Sullivan					Invited	Emailed	Invited	Invited
	Michael Cox					Invited	Emailed	Invited	Invited
Chamber of Commerce	Carolyn Cancade	March 6, 2017				Invited	Emailed	Invited	Invited
	Cathy Snelgrove					Invited	Emailed	Invited	Invited
	Terry Burgess					Invited	Emailed	Invited	Invited
Brandon University	Scott Lamont	March 6, 2017					Emailed	Invited	Invited
Habitat for Humanity	Steve Krahn	March 8, 2017				Invited	Emailed	Invited	Invited
	Margaret Schnonnewille					Invited	Emailed	Invited	Invited
Development Stakeholders	Chad Martin			Invited	Invited	Invited	Emailed	Invited	Invited
	Brad Dodds								
	Jarrett Kehler								
	John Burgess								
	Stephen Montague								
	Mark Bailey								
	Josh Church								
	Evan Keller								
	Jeff Sim								
	Jeff Roziere								
	Jared Jacobson								
	Jason Thorpe								
	Jordan Ludwig								
	Jordan Trotter								
	An Van Nguyen								
	Rod Lindenburg								
	CM Builders								
	Brian Jaska								
	Dwayne Fluker								
	Geoff Gregoire								
	Jarod Crane								
	PJ Crane								
	Brian Dornn								
	Ed Dornn								
	Ray Burgess								
	Ryan Lamont								
	Ron Faye								
	Marge Ursel								
	Van Bi Lee								
	Westman Premiere Homes								
	Phil Dornn								
	Altus Geomatics								
	Prairie Benchmark								
	Glen Lang								

Appendix C—Event Invitations and Handouts

City of Brandon Development Charges FAQs

Residential, commercial and industrial growth requires municipal infrastructure. Development Charges are one way to pay for this new infrastructure. Development Charges are levied against new development and increased residential units on a property.

Q: Why does Brandon need a Development Charge?

A: The City of Brandon requires new municipal services to grow the population and economy. These services include off-site improvements (external to a development) to the transportation, water, wastewater and storm water facilities and networks. Development Charges provide a consistent, fair and transparent method of funding the construction of these services.

Q: Which services are supported by Development Charges?

A: The City provides a wide range of services to its residents and has the ability to collect for the many services it provides through property taxes. Capital works included in the Development Charge calculation are:

- Transportation
- Water
- Wastewater
- Storm water (drainage)

Q: How are Development Charge rates calculated?

A: The charge to development is determined by calculating two primary values:

1. the total cost of funding the new services (transportation water, wastewater, storm water) required to service designated lands (residential, commercial, institutional, industrial) in the City of Brandon (with reductions for grants and benefits to existing areas), which is then divided by
2. the total number of homes and businesses that will benefit from the new infrastructure. The residential rate is calculated as a charge per dwelling unit and the commercial/industrial rate is calculated as a charge per square footage.

The growth plan for the City of Brandon describes the new development that will require services. The City anticipates almost 23,000 new residents and over 10,000 new employees over the life of the current plan. This translates into 9,450 new residential units and 672 hectares of non-residential development.

Q: Who will have to pay Development Charges?

A: Those applying for the construction of brand new buildings would pay Development Charges on a per unit basis for residential or square metre basis for non-residential. This would not include replacement buildings with no net increase impact on infrastructure.

Q: When are Development Charges paid?

A: The study recommends that Development Charges be paid at the time of a building permit under the authority of Section 232(2) of the Municipal Act.

Q: How will Development Charges be applied?

A: The funds collected by the Development Charge will be used to construct growth related sewer, water, transportation and storm water improvements identified in the 10-year capital budget. The City will time the works to meet the anticipated demands of development identified in adopted City plans such as the Brandon and Area Development Plan, Brandon Area Road Network Plan and Secondary Plans.

Funds would be collected under the Development Charge Reserve Fund Policy. All money collected into a reserve fund for a specific service must be invested in the particular service for which the money was originally collected.

Q: How does the municipality account for Development Charges collected?

A: The Study recommends that Development Charges (and associated interest) be placed in separate reserve funds. A Development Charge Reserve Fund Policy has been drafted for consideration as an appendix to the City of Brandon Development Charge Background Study.

Q: How do City of Brandon Development Charges compare to other municipalities?

A:

Manitoba Municipalities

RM	Year	Single Family
East St Paul	2013	\$19,200
Springfield	2014	\$14,350
Tache (Lorette)	2016	\$14,000
MacDonald	2004	\$10,000
West St Paul	2012	\$6,100
Headingley	2007	\$4,500
Ritchot	2013	\$3,380
Winnipeg*	2016	~ \$9,000

*Note: Winnipeg charges on a per m² basis (\$54.73 per m²)

Small Prairie Cities (Residential Neighbourhoods)

Municipality	Year	Total (dwelling unit)	Water	Sewer	Storm	Roads	Other
Weyburn	2014	\$8,170	\$2,941	\$2,941	\$163	\$1,307	\$817
Prince Albert	2014	\$6,558	\$1,332	\$918	\$1,312	\$1,902	\$918
Lethbridge	2017	\$13,526	\$2,976	\$2,705	\$2,705	\$5,140	
Medicine Hat	2016	\$10,894	\$3,268	\$2,179	\$763	\$4,358	

Other Canadian Municipalities

City	Year	Single Family
Surrey	2014	\$29,000
Abbotsford	2013	\$25,600
Richmond	2010	\$25,000
Saskatoon	2012	\$22,900
Calgary	2011	\$14,000
Regina	2014	\$13,200
Edmonton	2013	\$12,200

Q: What impact will public feedback have on the process of determining and implementing a Development Charge?

A: Transparent and consistent public engagement and communication on Development Charges is a high priority of City Council and Administration. All questions, concerns, and comments will influence the content of the final draft of the Study and Administration's recommendations to City Council. Staff will document, summarize and present all feedback to Council. Public input will influence Council's considerations and final decision on the matter of Development Charges.

Q: Will Development Charges impact housing and commercial growth?

A: The establishment of a Development Charge policy often requires an acceptable balance between two competing realities:

- The first is that high non-residential Development Charges can, to some degree, represent a barrier to increased economic activity and sustained industrial/commercial growth, particularly for capital-intensive uses. Also, in many cases, residential Development Charges can ultimately be expected to be

recovered via higher housing prices and can impact project feasibility in some cases (i.e. rental apartments).

- On the other hand, growth cannot occur without new infrastructure. The City must find funding sources to build the infrastructure required for new homes and businesses. A Development Charge places the cost on the new houses and new businesses rather than on all existing houses and business. The idea being that existing homes and businesses have already paid the capital costs of the infrastructure they enjoy and now pay property taxes to maintain, renew, and replace it when necessary.

Q: Will Development Charges affect first time homebuyers?

A: Should a first time homebuyer choose to build a new home, the building permit applicant would be required to pay a Development Charge at the time the building permit is issued.

Development Charges would not be applied to existing homes.

Q: Why is the City proposing an average, overall Development Charge versus a charge specific to identified growth areas?

A: Sometimes, larger municipalities are more likely to have area-specific charges but Brandon is a relatively small geographic area. Brandon requires new servicing regardless of which area is being developed. A uniform charge means all new development pays the same. It is also easier to administer a uniform charge.

Q: Will Development Charges help the City of Brandon's infrastructure deficit?

A: Development charges will not help the City's existing infrastructure deficit. Funds collected would only be used to construct new improvements (roads, pipes, etc) to service new growth. The existing infrastructure deficit remains the burden of all property tax payers to maintain and renew existing infrastructure.

Q: What happens if Development Charges are not adopted and implemented in the City of Brandon?

A: Without future revenue from Development Charges, the City could fund the infrastructure required for new growth by:

- The developer front-ending the required infrastructure in anticipation of pay-back from future benefitting properties. In this case, the costs would still be attributed to the land under development (new houses or industries). The City would endeavour to collect contributions from future developers to pay back the original investor with interest, or
- An overall increase in property taxes for all Brandon ratepayers to cover the cost of the new infrastructure.

Alternatively, the City could decide that new growth is not affordable at this time.

Q: Do the property taxes from new homes cover the cost of the new infrastructure required?

A: No. Property taxes pay for core municipal services including protective services, infrastructure maintenance and renewal, recreation, sanitation, and transit. All of these services increase with new residents and businesses. Property taxes are 54% of the \$82.8 million cost of running the City of Brandon (2017 City of Brandon budget). These costs do not include the cost of new infrastructure for new development.

For further information, please visit our website:

<http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>

Or contact Ryan Nickel, Chief Planner at 204-729-2124

PLEASE JOIN US

**Financing Future Growth Meet and Greet
at
Brandon Design Studio, 638 Princess Avenue – East Entrance
January 26th, 2016
5:00 – 6:00 P.M.**

The City of Brandon, in consultation with Watson and Associates Economists Ltd. is undertaking a process to establish a charging framework to fund infrastructure needed to grow the community. The charging framework will result in the establishment of a Development Charge By-law, which will create accountability, predictability, consistency and transparency in the City's administration of development cost charges.

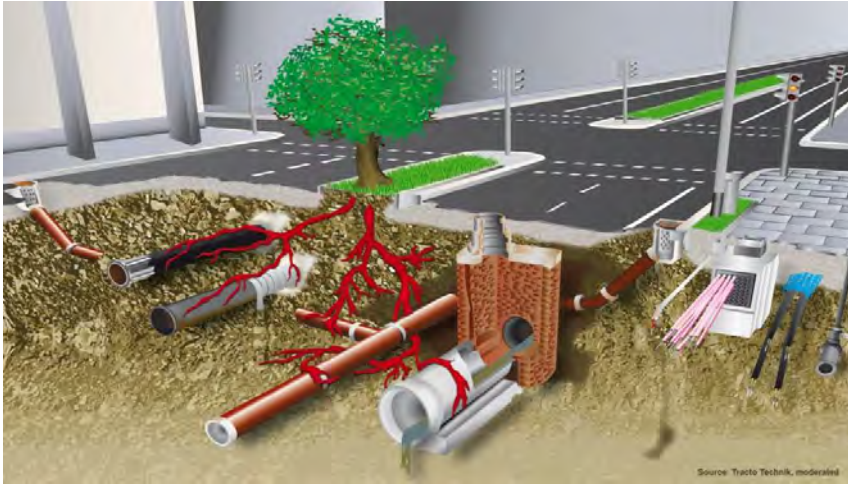
Watson and Associates Economists Ltd. are a leader in the development cost charge field, having successfully completed by-laws and studies in many other municipalities in Canada. They will be working closely with Dillon Consulting Ltd on facilitating a process that engages all stakeholders in the creation of the by-law.

The informal "Meet and Greet" event will provide an opportunity to network with the Consultants and City staff and an understanding of the process which will lead to the drafting of the proposed by-law.

Your attendance is important, as the City believes continuous dialogue and consultation will lead to a better understanding of all perspectives, and ultimately a by-law which serves the best interest of the community.

For more information contact the Manager of Development & Transportation, Coenraad Fourie, by e-mail @ c.fourie@brandon.ca or 204-729-2215.

(Please use the Cultural Resources Centre entrance at the east side of the A.R. McDiarmid Civic Complex. Additional visitors parking is available at the parking lot at the corner of Princess Avenue and 6th Street).



Community Discussion

DATE: Thursday November 24, 2016

TIME: 5:00 p.m. – 7:00 p.m.

LOCATION: Brandon Design Studio
638 Princess Avenue

Refreshments to be provided

Please use the Cultural Resources Centre entrance at the northeast corner of the A.R. McDiarmid Civic Complex. Street parking is available at the parking lot at the corner of Princess Avenue and 6th Street

PAYING FOR GROWTH IN BRANDON

The City of Brandon is exploring new ways of funding growth-related infrastructure.

Currently, the sharing of infrastructure costs for the development of new properties is negotiated between the City and its Developers. When the City is unable to capture all of the costs for new infrastructure, existing taxpayers end up sharing the new growth burden.

Please join us in a discussion about one infrastructure funding tool that is currently being considered. Development Cost Charges systematically allocate the costs of new infrastructure to those properties that ultimately benefit from the new infrastructure. This tool helps to fairly allocate the costs of growth while reducing subsidization by existing taxpayers.

For further information, please contact Tiffany Stokes at t.stokes@brandon.ca or 204.729.2218

FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☐ YES. Why?

☐ NO. Why not?

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?

3. Other comments:

4. How did you hear about this event?

- ☐ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☐ Public Notice ☐ Other: _____

5. What did you like about this event?

6. What suggestions do you have to improve upon this event?

7. General comments about this event:

8. Do you have any suggestions or topics of interest for future events?

DEVELOPMENT CHARGES

Paying for Growth in Brandon



Please join us to discuss development charges as a way to pay for new growth in Brandon.

Municipal infrastructure is our community's foundation. When supported by good planning, infrastructure benefits thriving neighbourhoods and supports strong economic growth. As a municipality, we have to find new and better ways to pay for the infrastructure we need.

This community discussion is to assist the public in navigating the Development Charge Draft Background Study and to provide an opportunity to share thoughts, concerns and questions with City administration.

Your input and feedback is strongly encouraged and significantly beneficial in this community endeavour.

Time: 5:00 – 7:00 p.m.

Presentation: 5:15 – 5:45 p.m.

Date: Wednesday, March 8, 2017

Location: Brandon Design Studio, 638 Princess Avenue
** Refreshments to be served

Please download your copy of the study at: <http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>

Please use the Cultural Resources Centre entrance at the northeast corner of the A.R. McDiarmid Civic Complex. Additional visitor parking is available in the parking lot at the corner of Princess Avenue and 6th Street.

FEEDBACK SURVEY

Development Charges – Paying for Growth March 8, 2017

Development charges would be **fees** collected from developers. The **fees** help pay for the cost of infrastructure required to provide municipal services to **new** development, such as roads, drainage, water and sewer infrastructure.

1. How should we pay for new infrastructure required for new growth in the City of Brandon?

- ☐ **Property taxes** (we should all share the burden and pay through property taxes)
- ☐ **Development charges** (new development benefitting from the new infrastructure should pay for the new infrastructure)
- ☐ A combination of property taxes and development charges. Please explain below.

2. Should any new developments be exempt from Development Charges?

- ☐ Yes
- ☐ No

If you chose “yes”, what kind of new development should be exempt from Development Charges?

- ☐ New development in downtown Brandon
- ☐ Infill development (development in older parts of the city on existing roads with existing water and sewer services)
- ☐ Low-income housing projects
- ☐ Rental apartments
- ☐ Universities and colleges

- ☐ Upper story residential development downtown
- ☐ Non-profit developments
- ☐ Re-development of heritage building
- ☐ Brownfield developments (former industrial or commercial sites where future use is affected by real or perceived environmental contamination)
- ☐ Other, please list below.

3. Should the development charge be charged against each unit (per residential dwelling) or on an area (per hectare) basis?

- ☐ Permit
- ☐ Per hectare

Explain: _____

4. The current study includes new **water, sewer, land drainage** and **roads** in the Development Charge. Should any other infrastructure be included now or in the future?

- ☐ No. Water, sewer, land drainage, and roads are enough to help the city grow.
- ☐ Yes. Other new infrastructure costs should also be supported through Development Charges:

- ☐ Community centres
- ☐ Fire hall
- ☐ Police station
- ☐ Parks and recreation facilities
- ☐ Other, please list

DEVELOPMENT CHARGES

Paying for Growth in Downtown Brandon



You have been identified as a partner in developing the downtown (The HUB) in the City of Brandon. We need your input in discussing development charges as a tool to pay for infrastructure in Downtown Brandon.

The Downtown (The HUB) is the oldest neighbourhood in the city with similarly aging infrastructure. New ways of funding infrastructure must be explored for the downtown to achieve its vision of a vibrant neighbourhood where residents live, work and play.

This stakeholder discussion is to assist downtown developers, businesses and groups in navigating the Development Charge Draft Background Study and to provide an opportunity to share thoughts, concerns and questions with City administration.

Your input and feedback is strongly encouraged and significantly beneficial in how this community endeavour will affect development in Downtown Brandon.



Time: 5:00 – 7:00 p.m.
Presentation: 5:15 – 5:30 p.m.
Date: Monday, March 27, 2017
Location: Brandon Design Studio, 638 Princess Avenue
****Refreshments to be served**

Please download your copy of the study at: <http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>

Please use the Cultural Resources Centre entrance at the northeast corner of the A.R. McDiarmid Civic Complex. Additional visitor parking is available in the parking lot at the corner of Princess Avenue and 6th Street.

FEEDBACK SURVEY

Downtown Meeting – Paying for Growth

November 27, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Should Development Charges be applied downtown:

☐ YES. Why?

☐ NO. Why not?

2. If yes, how should a Development Charge be applied?

☐ Charge for all infrastructure (treatment and network)

☐ Charge for treatment only

3. Should any new developments downtown be exempt from Development Charges?

- ☐ Yes
- ☐ No

If yes, what kind of new developments should be exempt from Development Charges Downtown?

- ☐ Upper storey residential development in existing buildings
- ☐ Any new development in the entertainment and shopping character area
- ☐ Any new development with a mix of uses (commercial and residential) along Rosser and Princess
- ☐ Universities and Colleges
- ☐ Re-development of heritage buildings
- ☐ Brownfield developments
- ☐ Market housing projects
- ☐ Low income housing projects
- ☐ Restaurants and specialty retail
- ☐ Non-profit development
- ☐ Other, please list below.

4. Other comments:

DEVELOPMENT CHARGES

Paying for Growth in Brandon



Please join us in a discussion on development charges as a way to pay for new growth in the City of Brandon.

This community discussion is to share the feedback gathered so far through stakeholder and public engagement sessions and to explore options on how the charge will be administered, when it will be collected and possible exemptions that may be considered.

Your input and feedback is strongly encouraged and will significantly benefit this community endeavour.

Time:	4:30 – 6:30 p.m.
Presentation:	4:45 – 5:30 p.m.
Date:	Monday, April 3, 2017
Location:	Brandon Design Studio, 638 Princess Avenue ** Refreshments to be served

Please download your copy of the study at: <http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>

Please use the Cultural Resources Centre Entrance A at the northeast corner of the A.R. McDiarmid Civic Complex. Additional visitor parking is available on 6th Street.

Appendix D—PowerPoint Presentations

Appendix D-1

**City of Brandon Development Cost Charges, Stakeholder
Presentation—November 24, 2016**

City of Brandon Development Cost Charges

Stakeholder Presentation

Watson & Associates Economists Ltd.
Dillon Consulting Ltd.

November 24, 2016

Outline of Presentation

1. Introduction and Opening Remarks
2. Review of Process to Date
3. Assumed Growth Needs by Area
4. Review of Capital Costs by Service Area
5. Preliminary DCC Calculations
6. Policies
7. Potential Reductions/Exemptions
8. Next Steps
9. Questions

DCC Study Process Overview

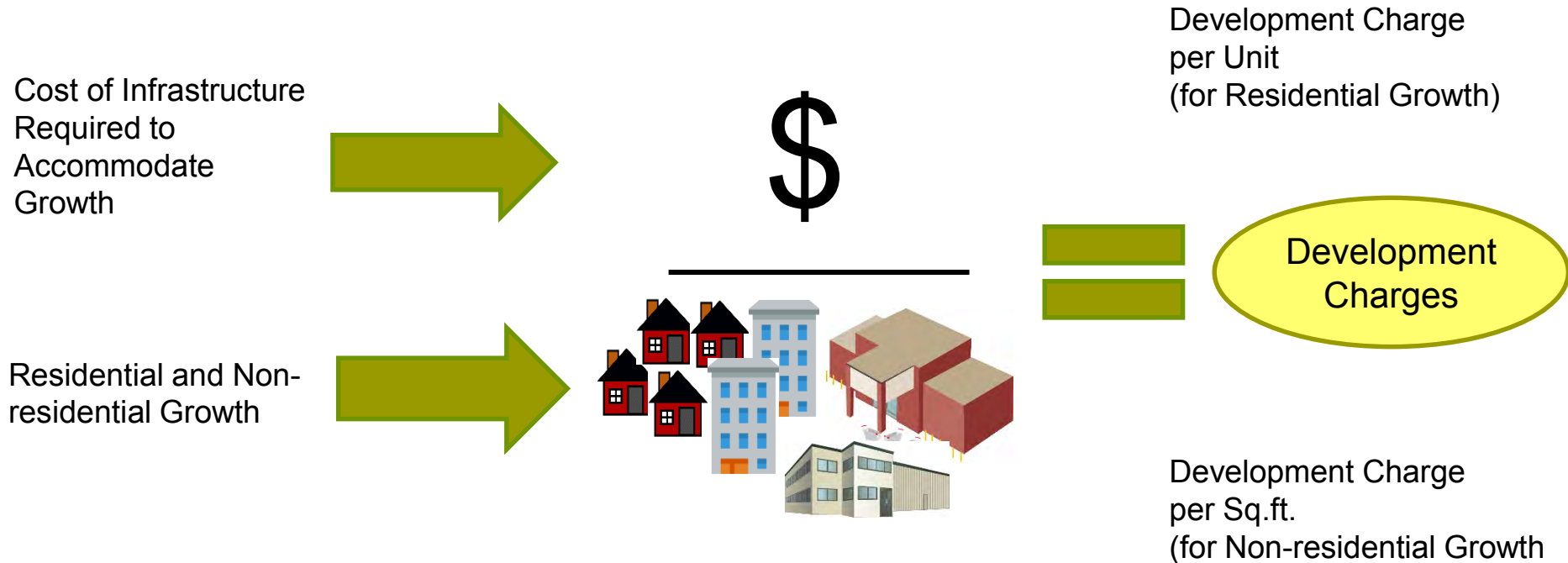
- ✓ Project Initiation
- ✓ Review and Identification of Infrastructure needs and Costing
- ✓ Data Collection
- ✓ Growth Projections
- ✓ Preliminary DCC Calculations
- ❖ Council and Development Community Consultation
- Policy Development
- Draft and Final Study and By-law
- Public Consultation – discuss methodology, policies, calculations, capital works, draft DCC's
- Council Review/ Consideration of Policies and By-law

Development Cost Charges

Purpose:

- ❑ Development Cost Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property
- ❑ The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development

How Development Cost Charges Work



Location of Growth-related Capital Costs

□ On-site

- Typically deemed a Local Service and constructed at the developer's expense as per the City's Local Service Policy

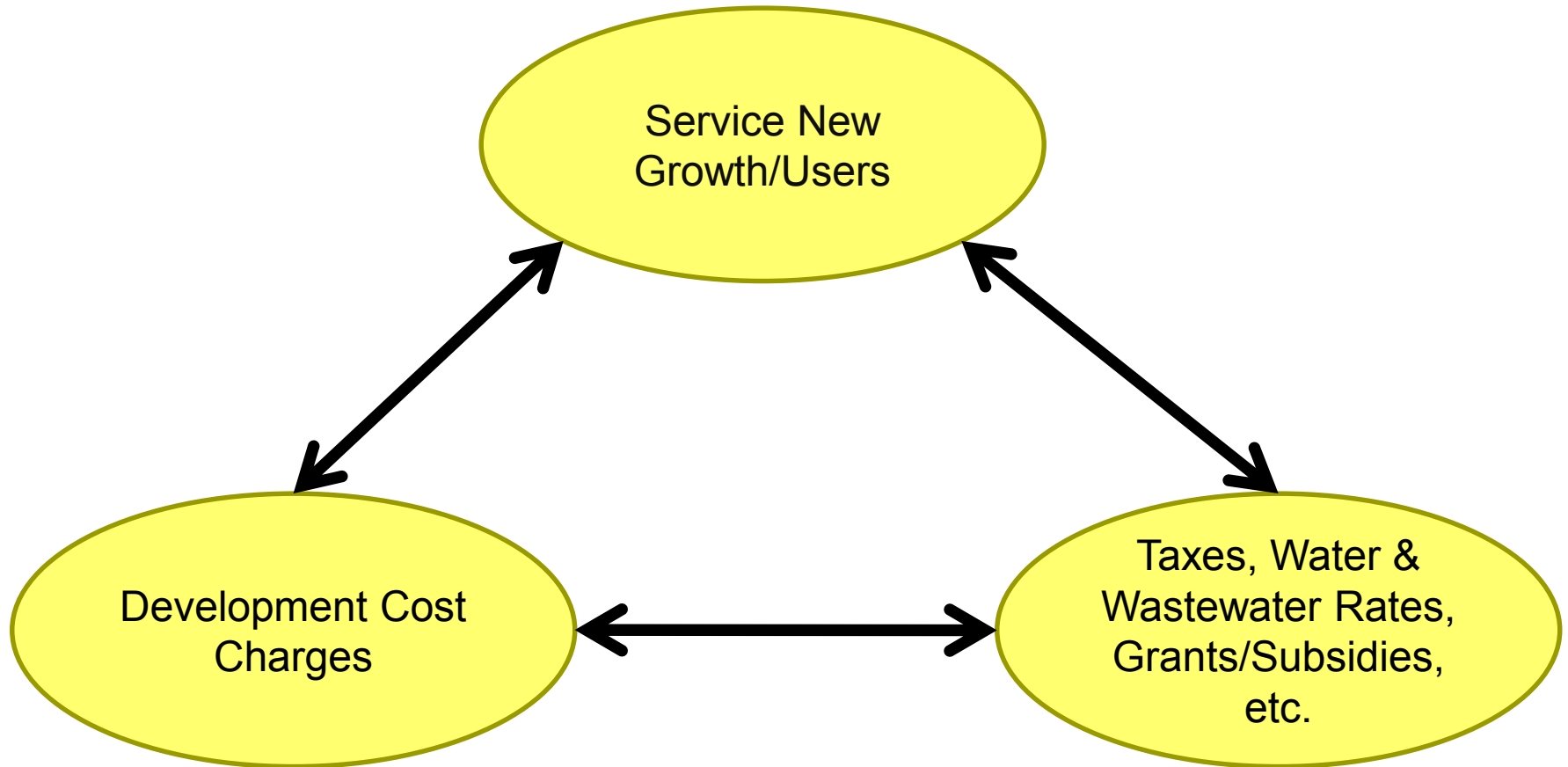
□ Boundary Improvements

- Sidewalks, Roads, signalization, etc. adjacent to a development area
- Can be included in the DCC or deemed a Local Service as per the City's Local Service Policy

□ Off-site Works

- Roads, Water and Wastewater Treatment Facilities and mains, etc. located outside of a development area but required due to growth

Relationship Between Needs to Service Growth vs. Funding



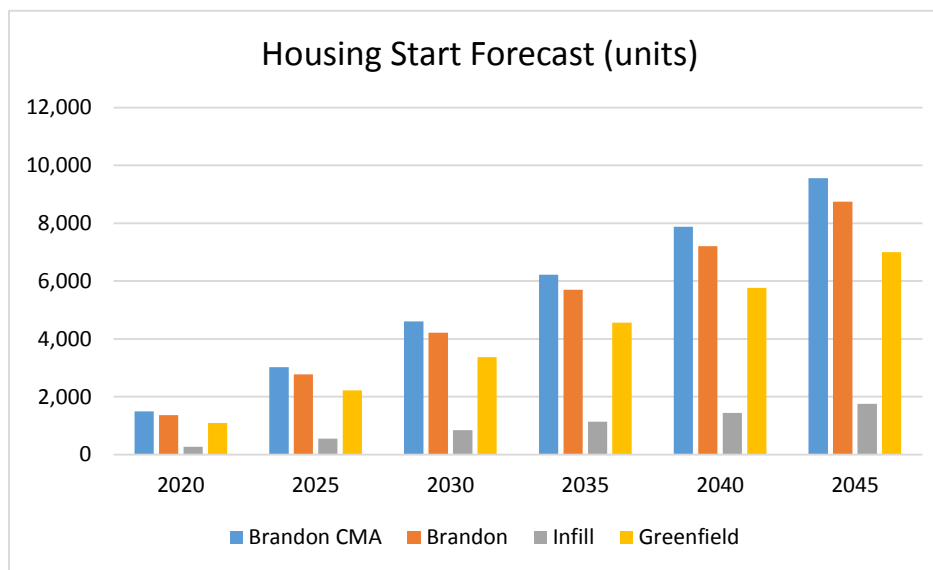
Current City of Brandon Policy on Recovering Costs for Growth-related Infrastructure

- ❑ Negotiated on a site-by-site basis

Limitations

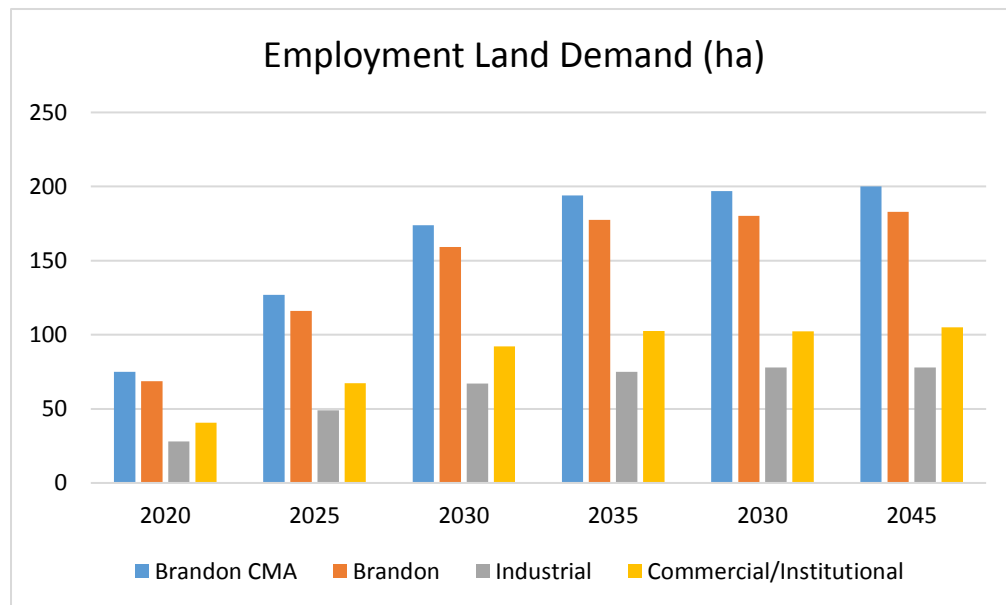
- ❑ Inconsistency
- ❑ Only funds improvements adjacent or close to the site
- ❑ Does not reflect full cost of growth

Assumed Growth in the City of Brandon - Residential



High Growth	2020	2025	2030	2035	2040	2045
Brandon CMA	1,489	3,637	5,698	7,362	9,062	10,789
Brandon	1,362	3,328	5,214	6,736	8,292	9,872
Infill	272	666	1,043	1,347	1,658	1,974
Greenfield	1,090	2,662	4,171	5,389	6,633	7,898
Land Demand	73	177	278	359	442	527

Assumed Growth in the City of Brandon – Non-residential



High Growth	2020	2025	2030	2035	2040	2045
Brandon CMA	78	147	194	214	217	220
Brandon	71	135	178	196	199	201
Industrial	31	69	87	95	95	96
Commercial/Institutional	40	66	91	101	104	105

Assumed Growth by Area



Assumed Growth – Residential & Non-Residential

Residential Units	Low & Medium Density (67%)	High Density (33%)	Low & Medium Density (2.742ppu)	High Density (1.774ppu)	Total Population
9,450	6,332	3,119	17,362	5,533	22,894

Non-Residential Area (ha)	Commercial Sq. Ft.	Commercial Employment	Industrial Sq. Ft.	Industrial Employment
612.95	2,909,220	4,476	8,645,650	5,357

Services with Growth Related Costs Considered

□ **Transportation**

- Road Construction
- Intersections

□ **Water**

- Distributions (mains)
- Treatment Facility

□ **Wastewater**

- Domestic Facilities (i.e. lift stations & force mains)
- Transmission (mains)
- Treatment Facility

□ **Land Drainage (Stormwater Management)**

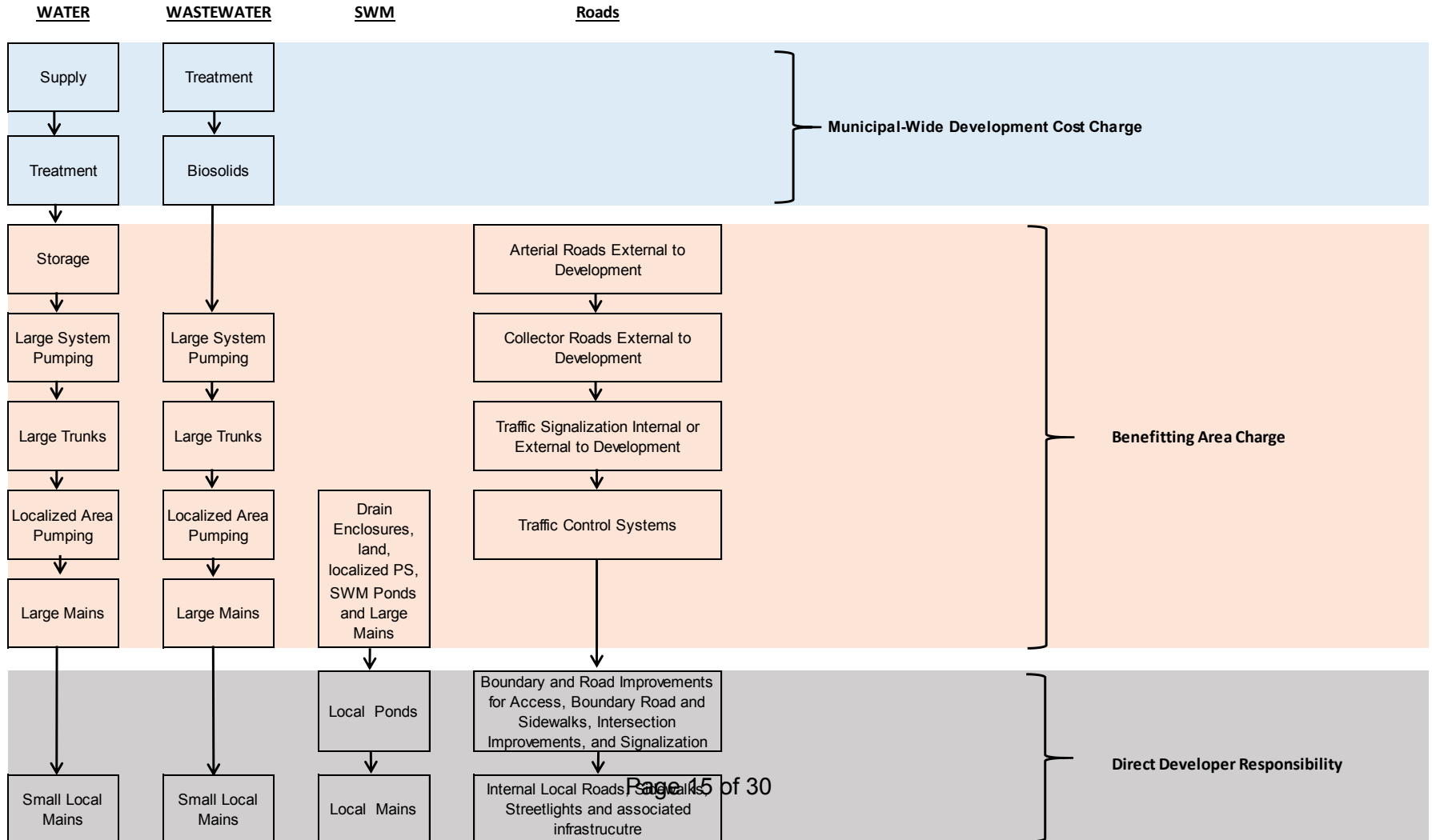
- Mains
- Ditches
- Retention Ponds

Services NOT Considered

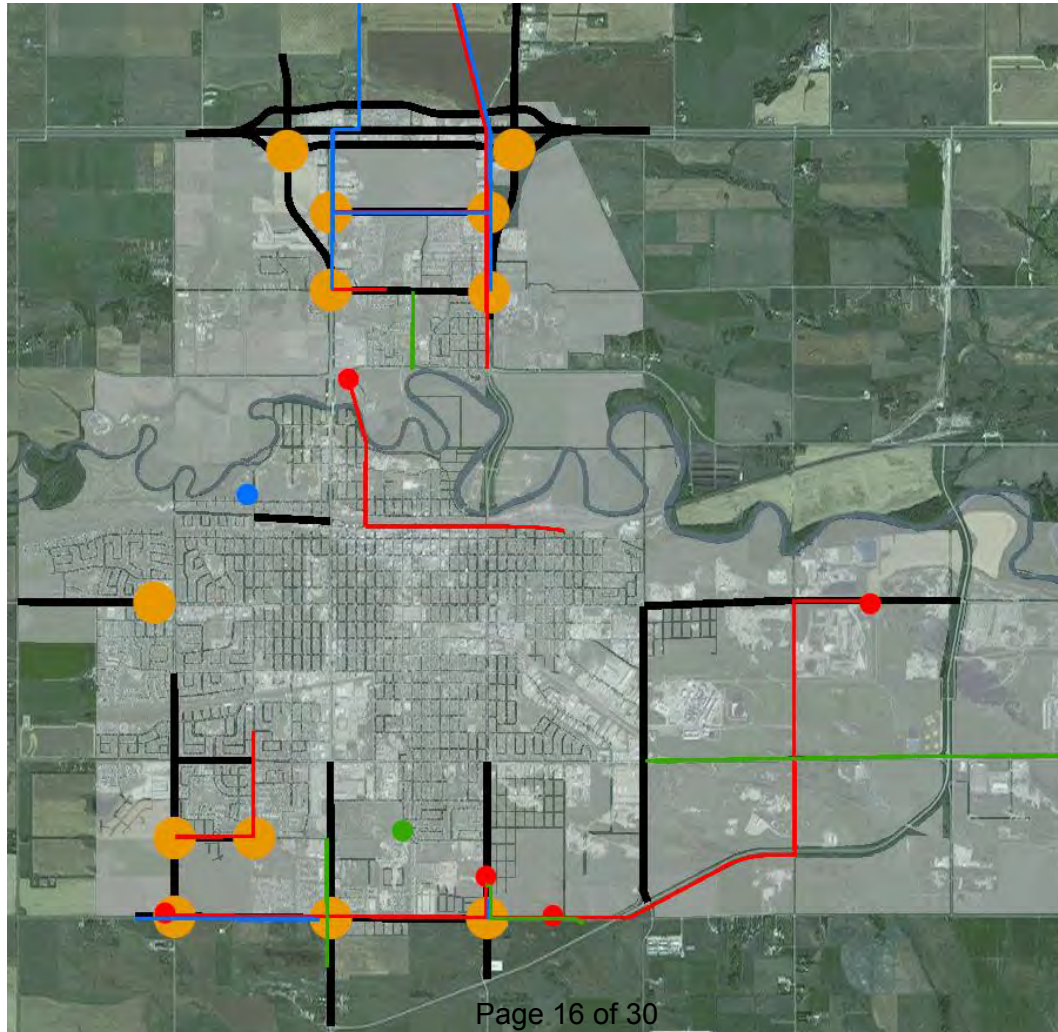
- ❑ Fire
- ❑ Police
- ❑ Paramedics
- ❑ Indoor Recreation
- ❑ Outdoor Recreation
- ❑ Libraries
- ❑ Administration Studies
- ❑ Waste Management
- ❑ Transit
- ❑ Cemeteries
- ❑ Cultural

Capital Works to Be Considered

Local Service Schematic for The City of Brandon



Infrastructure Required to Service Growth



Capital Costs by Service Area

Infrastructure	Gross Cost
Transportation Cost	43,000,000
Wastewater Domestic Facilities Cost	14,000,000
Wastewater Distribution Cost	11,000,000
Wastewater Treatment Facilities (Net) Cost	27,000,000
Total Wastewater Cost	52,000,000
Water Distribution Cost	7,000,000
Water Treatment Facilities (Net) Cost	20,000,000
Total Water Cost	27,000,000
Storm Sewer Cost	14,000,000
Total Cost	214,000,000

Sample Net Capital Cost Calculation (Transportation- Intersections)

Intersections

Description of Work	Facility Type	Cost (\$)	Less: Benefit to Existing Development (\$)	Less: Grants/Subsidies (\$)	Less: Other (\$)	Net Capital Cost (\$)
Highland Ave & PTH No. 10 (18th St N)	Roundabout	380,000	95,000	190,000	-	95,000
Highland Ave & PTH No. 1A (1st St N)	Roundabout	380,000	95,000	190,000	-	95,000
Clare Ave & PTH No. 10 (18th St N)	Roundabout	380,000	95,000	190,000	-	95,000
Clare Ave and PTH No. 1A (1st St N)	Roundabout	380,000	95,000	190,000	-	95,000
Braecrest Dr & PTH No. 10 (18th St N)	Signals	300,000	-	150,000	-	150,000
Braecrest Dr & PTH No. 1A (1st St N)	Signals	300,000	-	150,000	-	150,000
36th St & PTH No. 1A (Victoria Ave)	Signals	300,000	-	150,000	-	150,000
34th St & Maryland Ave	Roundabout	380,000	190,000	-	-	190,000
26th St & Maryland Ave	Roundabout	380,000	190,000	-	-	190,000
34th St & Patricia Ave	Roundabout	380,000	190,000	-	-	190,000
Patricia Ave & PTH No. 10 (18th St)	Roundabout	380,000	-	380,000	-	-
Patricia Ave & 1st St	Roundabout	380,000	190,000	-	\$ 9,000	181,000
		\$ 4,320,000	\$ 1,140,000	\$ 1,590,000	\$ 9,000	\$ 1,581,000

Sample Net Capital Cost Calculation (Water Treatment Facility)

Capital Infrastructure Costs - Water Treatment Facilities

Item	Cost	Residential	Non-Residential
Treatment Plant	\$ 60,000,000		
Less Subsidies and Recoveries	40,000,000		
Net Cost to City	20,000,000		
Plant Size - Design Flows (m3/day)	25,777		
Cost Per m3/day	\$ 776		
Design Flows			
Per Capita/Per Employee		0.239	0.239
Cost Per m3/day		776	\$ 776
Cost per Capita/Employee		185	185
Residential Charge Per Unit:			
Low/Medium Density (PPU)		2.74	
Charge per Unit		\$ 508	
High Density (PPU)		1.77	
Charge per Unit		\$ 329	
Non-Residential Cost Per Sq. Ft. of Building Space			
Sq. Ft. per Employee - Commercial (650)			\$ 0.29
Sq. Ft. per Employee - Industrial (1600)			\$ 0.12

Preliminary Calculations (Uniform City-wide Charges)

Service	Residential %	Non-Residential %
Transportation	41%	41%
Wastewater	33%	33%
Water	13%	13%
Storm Sewer	13%	13%
Total	100%	100%

	Per Unit
Low/Medium Density	\$ 8,950
High Density	\$ 5,750

	Per Sq. Ft.
Commercial /Institutional	\$ 5.00
Industrial	\$ 2.00

Policies – Local Service Requirements

- ❑ Draft Service Policy to be included in Background Study
- ❑ Service Policy clarifies developer responsibilities and which improvements are included in DCC calculation (handouts available)

Policies – Timing of Collection

- DCC's may be calculated and collected upon:
 - Issuance of a building permit; or
 - Execution of subdivision agreements

Policies – Indexing

- ❑ DCC's may be indexed according to Statistics Canada Non-residential Building Construction Price Index (Canada Series)
- ❑ This allows growth-related capital costs to keep pace with inflation
- ❑ No indexing would be included in the initial bylaw but would be considered in future bylaws

Potential Reductions/Exemptions

- ❑ Industrial
- ❑ Parking
- ❑ Downtown
- ❑ Brownfield
- ❑ Non-profit
- ❑ Redevelopment Credits

Policies – Phasing

- DCC's may be phased-in over the life of the proposed DCC by-law
- Potential to phase-in whole, or reduced, charge

Comparison of Charges

Manitoba Municipalities

RM	Year	Single Family
East St Paul	2013	\$19,200
Springfield	2014	\$14,350
Tache (Lorette)	2016	\$14,000
MacDonald	2004	\$10,000
West St Paul	2012	\$6,100
Headingley	2007	\$4,500
Ritchot	2013	\$3,380
Winnipeg*	2016	~ \$9,000

*Note: Winnipeg charges on a per m² basis (\$54.73 per m²)

Source: 2016 Winnipeg Growth Study

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Comparison of Charges

Other Canadian Municipalities

City	Year	Single Family
Surrey	2014	\$29,000
Abbotsford	2013	\$25,600
Richmond	2010	\$25,000
Saskatoon	2012	\$22,900
Calgary	2011	\$14,000
Regina	2014	\$13,200
Edmonton	2013	\$12,200

Source: 2016 Winnipeg Growth Study

Comparison of Charges

Greenfield Residential Neighbourhood

Municipality	Total (dwelling unit)	Water	Sewer	Storm	Roads	Other
Brandon	\$7,350	\$956	\$2,425	\$956	\$2940	
Weyburn	\$8,170	\$2,941	\$2,941	\$163	\$1,307	\$817
Prince Albert	\$6,558	\$1,332	\$918	\$1,312	\$1,902	\$918
Lethbridge	\$13,526	\$2,976	\$2,705	\$2,705	\$5,140	
Medicine Hat	\$10,894	\$3,268	\$2,179	\$763	\$4,358	

Next Steps

- ❑ Incorporate Council and Developers' feedback into calculations and policies
- ❑ Provide staff with draft Background Study for their review
- ❑ Finalize DCC Background Study based on feedback
- ❑ Present final report to City of Brandon. Discuss recommendations with stakeholders
- ❑ Consideration of DCC By-law

Questions?

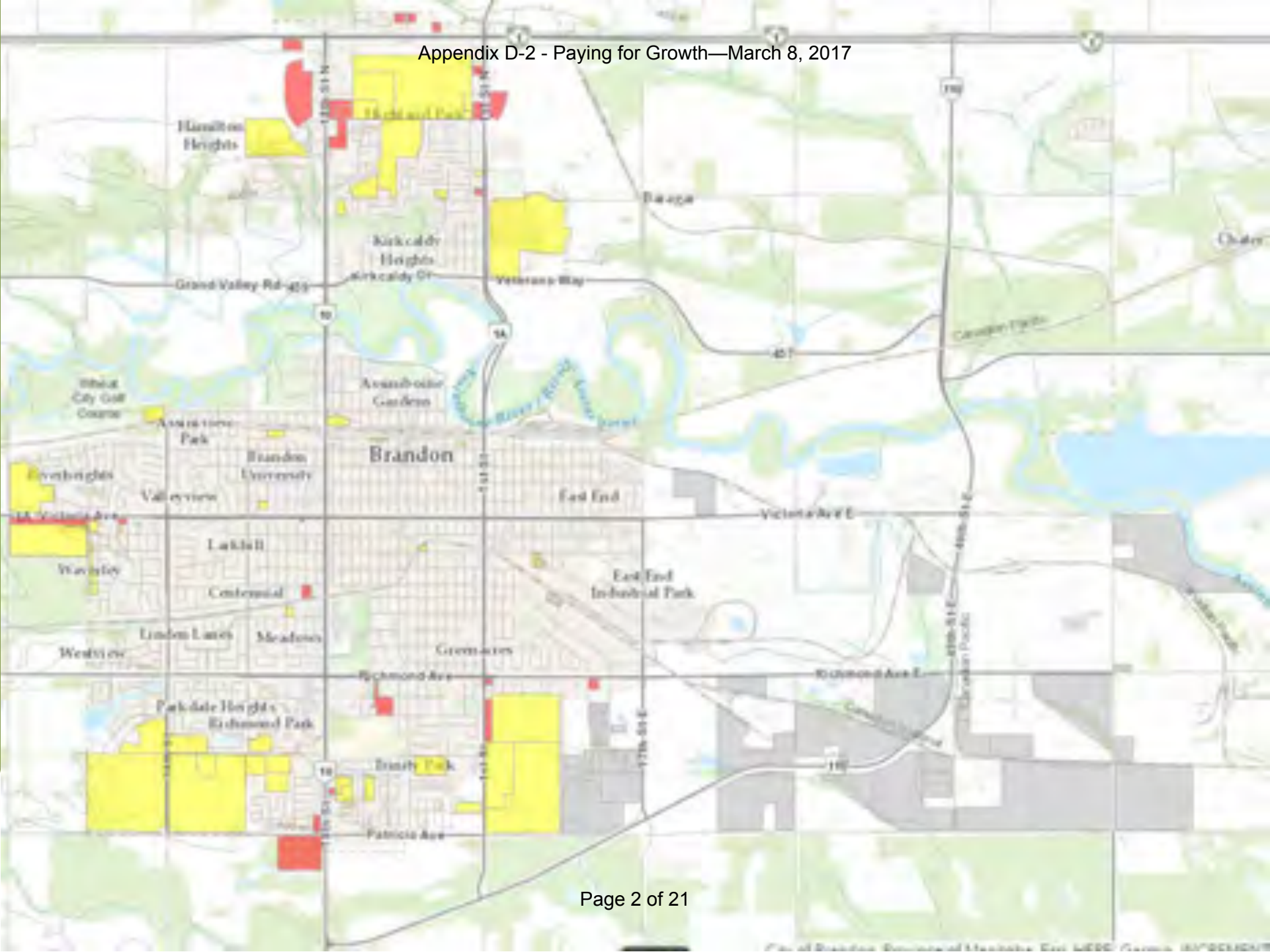
Appendix D-2

Paying for Growth—March 8, 2017

Paying for Growth

Development Charges

<https://youtu.be/fvUPT50EMZM>



Step 1 - Anticipated Development

Residential

- 23,000 residents
- 9,450 units
- 67% low/medium
- 33% apartments

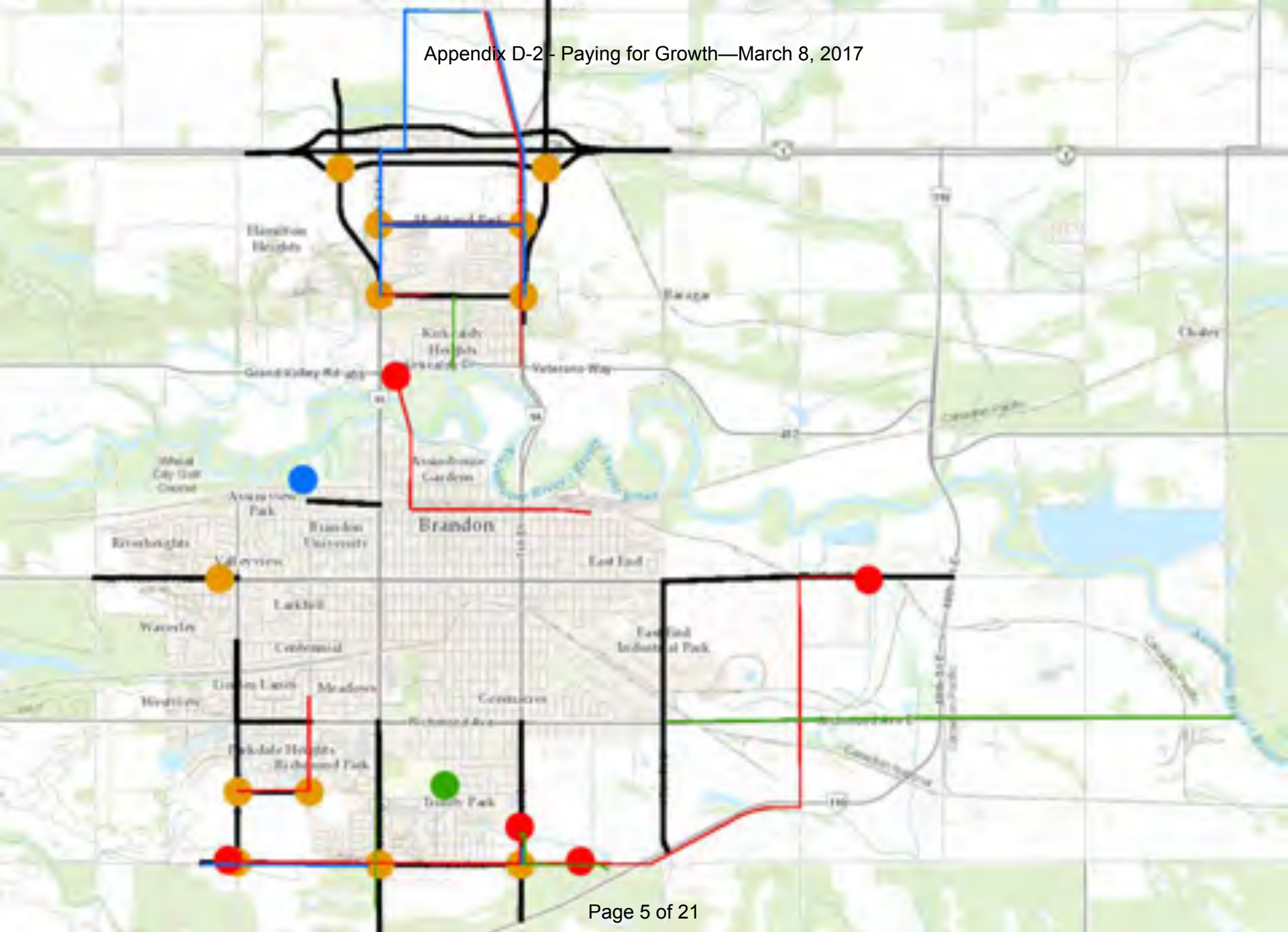
Non-residential

- 11,000 employees
- 672 hectares
- = 12.65 million ft²
- 75% industrial
- 25% commercial

Step 2 – Increased Service Need

- Land drainage
- Streets
- Intersections
- Water pipes
- Sewer pipes





New & Upgraded Land Drainage (6)

Braecrest Dr to Kirkcaldy Dr	1,620,000
Outflow for Retention Pond South of Crocus Plains Regional Secondary School	1,800,000
Brandon Cemetery Retention Pond	300,000
18th St (Maryland Ave to Wetland South of Brandon)	880,000
Richmond Ave E (17th St E to PTH 110)	5,760,000
Richmond Ave E (PTH 110 to Assiniboine River)	1,340,000
	\$ 11,700,000

New & Upgraded Roads (16)

Appendix D-2 - Paying for Growth—March 8, 2017

PTH No. 1 West Functional	-
Clare Ave - 1st St N to 18th St N	2,805,104
Braecrest Dr - 1st St N to 18th St N	1,718,240
Pacific Ave - 18th to 26th St	758,164
PTH No. 1A - 34th St to 50th St	1,284,377
Richmond Ave - 26th St to 34th St	2,507,594
Maryland Ave - 26th St to 34th St	1,412,399
34th St - Richmond Ave to Patricia Ave	2,121,950
34th St - Richmond Ave to Park Ave	834,296
Patricia Ave - 18th St to 38th St	3,086,472
Patricia Ave - 1st St to 18th St	1,987,794
PTH No. 10 - Richmond Ave to Commercial South of Patricia Ave	-
1st St - Richmond Ave to Patricia Ave	1,998,301
1st St - Patricia Ave to PTH No. 110	277,491
17th St E - PTH No. 110 to Victoria Ave E	4,981,824
Victoria Ave E - 17th St E to PTH No. 110	4,981,824
	\$ 30,755,830

New & Upgraded Intersections (12)

Highland Ave & PTH No. 10 (18th St N)	95,000
Highland Ave & PTH No. 1A (1st St N)	95,000
Clare Ave & PTH No. 10 (18th St N)	95,000
Clare Ave and PTH No. 1A (1st St N)	95,000
Braecrest Dr & PTH No. 10 (18th St N)	150,000
Braecrest Dr & PTH No. 1A (1st St N)	150,000
36th St & PTH No. 1A (Victoria Ave)	150,000
34th St & Maryland Ave	190,000
26th St & Maryland Ave	190,000
34th St & Patricia Ave	190,000
Patricia Ave & PTH No. 10 (18th St)	-
Patricia Ave & 1st St	181,000
	\$ 1,581,000

New Water Pipes (7)

Brandon Municipal Airport to PTH No. 1 (East Connection along existing Easement)	119,000
Brandon Municipal Airport to PTH No. 1 (Looping Connection to 18th St N)	119,000
1st St N - PTH No. 1 to Braecrest Dr	1,806,250
18th St N - PTH No. 1 to Braecrest Dr	1,806,250
Clare Ave - 1st St N to 18th St N	2,000,000
Patricia Ave (Currie Blvd to Brookwood South Access)	1,300,000
1st St (Portola Dr to South of Patricia Ave)	130,000
	\$ 7,280,500

New Domestic Sewer Pipes (11)

Brandon Municipal Airport to PTH No. 1	93,500
1st St N - PTH No. 1 to Kirkcaldy Dr	1,168,750
Clare Ave - 1st St N to 18th St N	400,000
Braecrest Ave - 18th St N to Pine Ridge Golf Course Internal North/South	150,000
Pacific Ave - 14th St to 1st St	2,500,000
Pacific Ave - 1st St to Douglas St	540,000
Patricia Ave - 34th St to 1st St Lift Station (Forcemain)	2,035,000
1st St along PTH No. 110 to Existing WWTP (Forcemain) (Shared Cost - 75%)	2,776,125
Maryland Avenue & 26th Street	1,330,000
1st St along PTH No. 110 to Existing WWTP (Forcemain) (Shared Cost - 25%)	925,375
	\$ 11,918,750

Water & Wastewater Treatment

Water Treatment

Residential

- **\$508** per unit for low/medium density
- **\$329** per unit for apartments

Non-residential

- **\$185** per employee

\$6,200,000

Wastewater Treatment

Residential

- **\$867** per unit for low/medium density
- **\$561** for apartments

Non-residential

- **\$316** per employee

\$10,600,000

Net Capital Cost

1. Land drainage
2. Transportation:
 - Roads
 - Intersections
3. Water pipes
4. Domestic sewer pipes
5. Treatment

\$ 93,919,720

City of Brandon Local Service Schematic

WATER

WASTEWATER

SWM

Roads

Supply

Treatment

Treatment

Biosolids

Storage

Large System
Pumping

Large Trunks

Localized Area
Pumping

Localized Area
Pumping

Large Mains

Small Local
Mains

Arterial Roads External to
Development

Collector Roads External to
Development

Traffic Signalization Internal or
External to Development

Traffic Control Systems

Boundary and Road Improvements
for Access, Boundary Road and
Sidewalks, Intersection
Improvements, and Signalization

Internal Local Roads, Sidewalks,
Streetlights and associated
infrastructure

Drain
Enclosures,
land,
localized PS,
SWM Ponds
and Large
Mains

Local Ponds

Local Mains

Broader System-wide Costs

Localized Servicing Costs

Direct Services (Developer Responsibility)

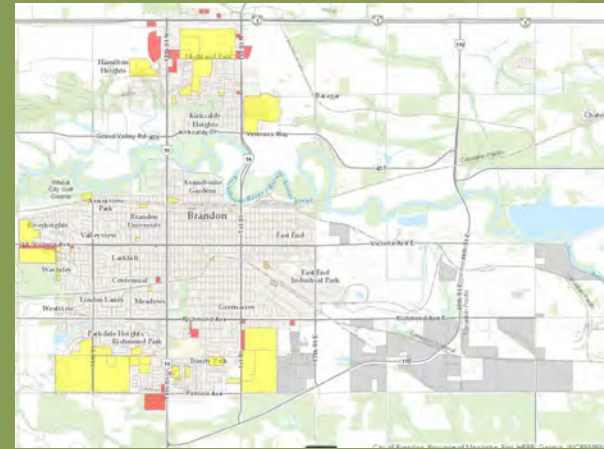
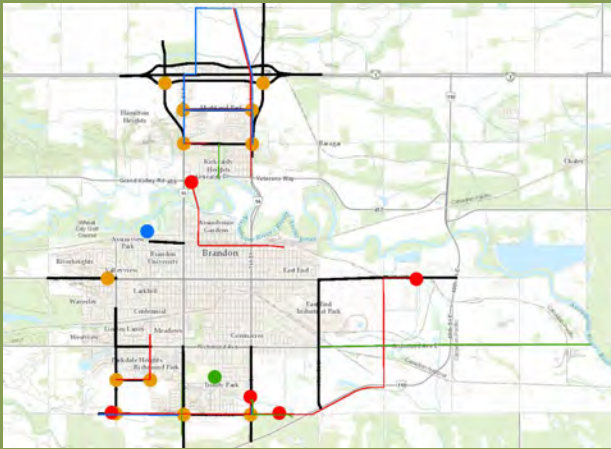
Step 3 – Deciding how to pay

On-site Infrastructure

1. Development Agreements
2. Development Standards
3. Water & Sewer By-law
4. Traffic By-law
5. Lot Grading By-law

Off-site Infrastructure

1. Property Taxes
2. User Fees
3. Local Improvement Levies
4. **Development Charges**
5. Government Grants



New infrastructure cost
\$ 93,919,720

- New PPU for residential (68%)
- New Ft2 per employee for commercial & industrial (32%)



Development Charge

Development Charges

Table 6-3
City of Brandon

City-Wide DC Calculation - Option 1 - Differentiated Industrial vs. Commercial/Institutional Charge

Service	Residential DC (per unit)		Non-residential DC (per Sq. Ft.)	
	Low/Medium Density	High Density	Industrial	Commercial/Institutional
City-wide				
Transportation	2,636	1,705	0.60	1.48
Wastewater	2,965	1,918	0.68	1.66
Water	1,102	713	0.25	0.62
Storm Sewer	954	617	0.22	0.54
Total	7,656	4,953	1.75	4.30

Authority

Municipal Act, s. 232(2) – provides that a municipality may establish fees or other charges for services, activities or things provided or done by the municipality – this would include capital charges for various services including water, sewer, stormwater management, and transportation.

Municipality	Year	Total (dwelling unit)	Water	Sewer	Storm	Roads	Other
Weyburn	2014	\$8,170	\$2,941	\$2,941	\$163	\$1,307	\$817
Prince Albert	2014	\$6,558	\$1,332	\$918	\$1,312	\$1,902	\$918
Lethbridge	2017	\$13,526	\$2,976	\$2,705	\$2,705	\$5,140	
Medicine Hat	2016	\$10,894	\$3,268	\$2,179	\$763	\$4,358	

RM	Year	Single Family
East St Paul	2013	\$19,200
Springfield	2014	\$14,350
Tache (Lorette)	2016	\$14,000
MacDonald	2004	\$10,000
West St Paul	2012	\$6,100
Headingley	2007	\$4,500
Ritchot	2013	\$3,380
Winnipeg*	2016	~ \$9,000

City	Year	Single Family
Surrey	2014	\$29,000
Abbotsford	2013	\$25,600
Richmond	2010	\$25,000
Saskatoon	2012	\$22,900
Calgary	2011	\$14,000
Regina	2014	\$13,200
Edmonton	2013	\$12,200

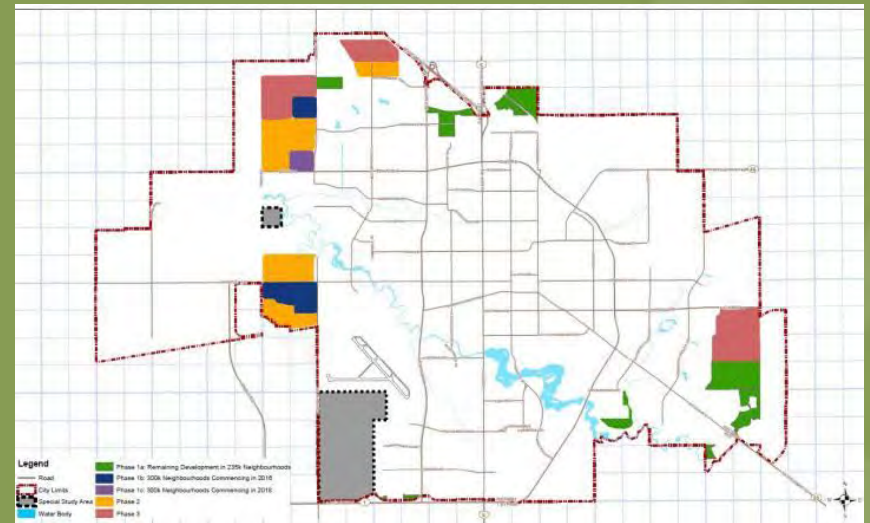
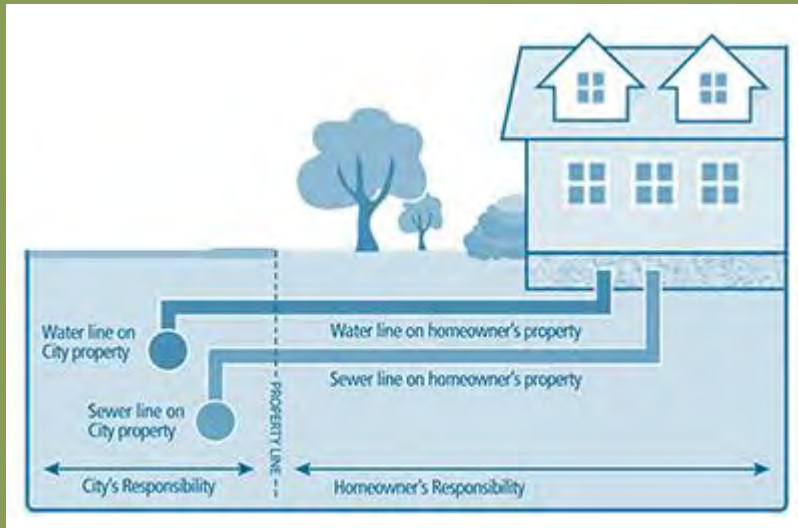
Potential Exemptions

- Downtown (all)
- Downtown (priority areas)
- Downtown (upper story residential)
- Infill
- Non-profits
- University & college
- Rental apartments
- Upper story residential
- Low-income / affordable housing
- Heritage buildings
- Brownfields
- Provincial & Federal Government projects
- Others?

Charge application options

Per Unit

Per Hectare



Tentative Schedule – Next Steps

2016

Introduce
Project
(January)

Public
Meeting
(November)

February

Background
Study online
(Feb 3)

Stakeholder
meetings

March

Stakeholder
meetings

Public
Meeting (Mar
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Draft policy
options

Industry
follow-up
meetings

April

Informal
Council
(Apr 3)

Public
Meeting
(Apr 3)

Industry
Advisory
Group (Apr 5)

Report Edits

May

Public
Meeting

Council First
Reading

June

Formal Public
Hearing

Appendix D-3

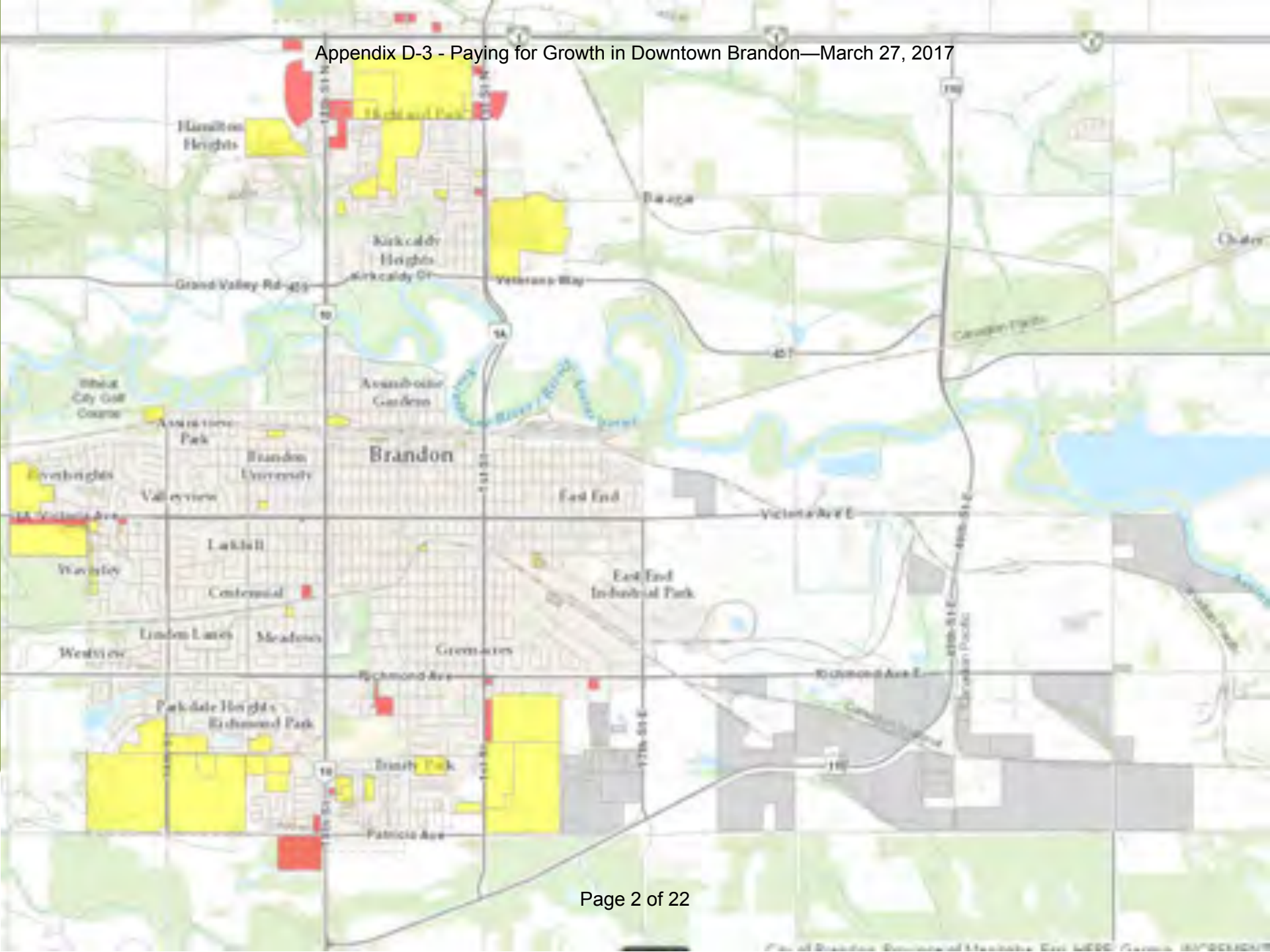
Paying for Growth in Downtown Brandon—March 27, 2017

Paying for Growth in Downtown Brandon

Development Charges

<https://youtu.be/fvUPT50EMZM>

<http://bdnmb.maps.arcgis.com/apps/webappviewer/index.html?id=5b4949cf81644c60acf14d1a0df30ee9>



Step 1 - Anticipated Development

Residential

- 23,000 residents
- 9,450 units
- 67% low/medium
- 33% apartments

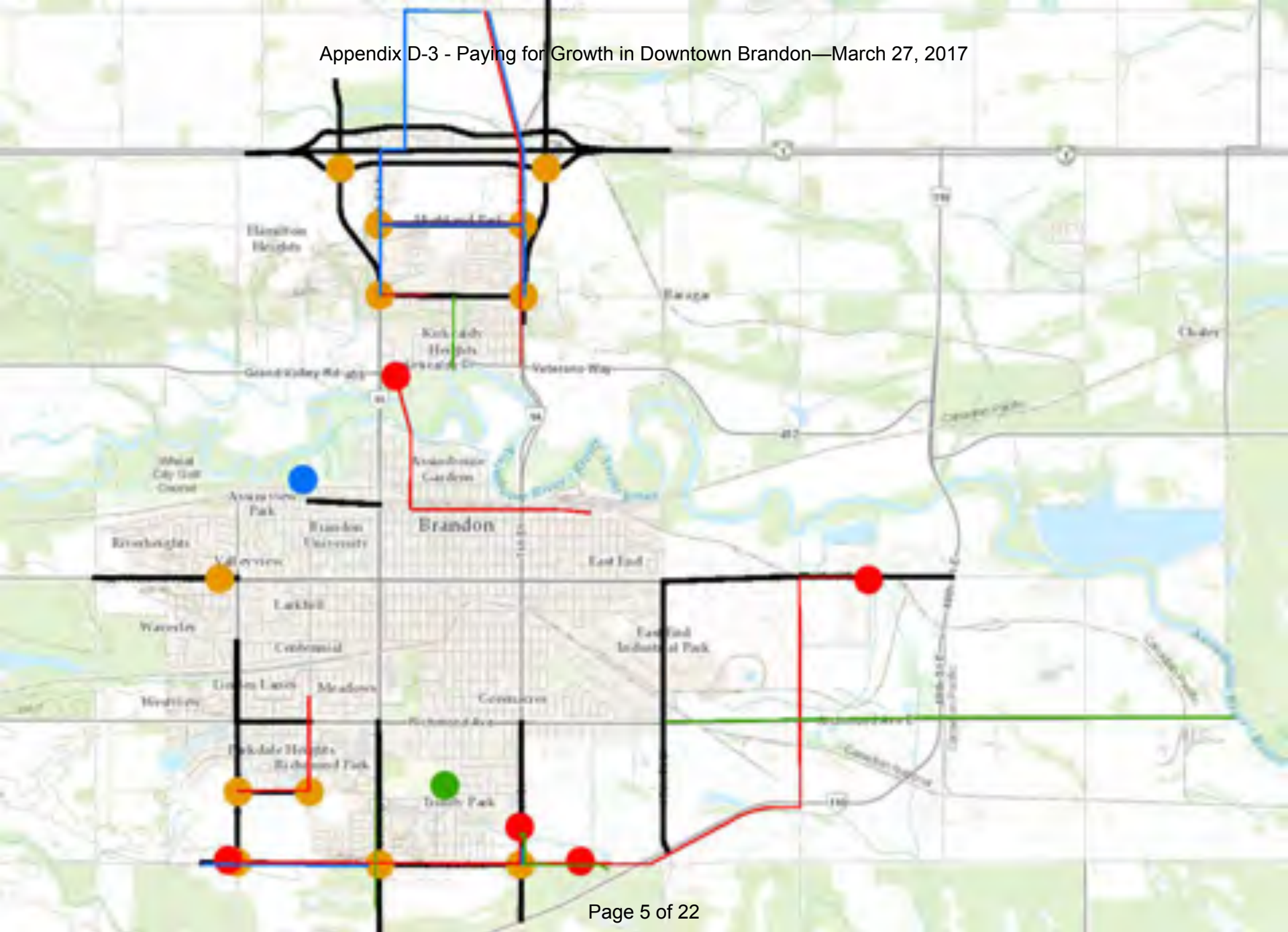
Non-residential

- 11,000 employees
- 672 hectares
- = 12.65 million ft²
- 75% industrial
- 25% commercial

Step 2 – Increased Service Need

- Land drainage
- Streets
- Intersections
- Water pipes
- Sewer pipes
- Water Treatment
- Wastewater Treatment





Net Capital Cost

1. Land drainage
2. Transportation:
 - Roads
 - Intersections
3. Water pipes
4. Domestic sewer pipes
5. Treatment

\$ 93,919,720

City of Brandon Local Service Schematic

WATER

WASTEWATER

SWM

Roads

Supply

Treatment

Treatment

Biosolids

Storage

Large System
Pumping

Large Trunks

Localized Area
Pumping

Localized Area
Pumping

Large Mains

Small Local
Mains

Arterial Roads External to
Development

Collector Roads External to
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Traffic Signalization Internal or
External to Development

Traffic Control Systems

Boundary and Road Improvements
for Access, Boundary Road and
Sidewalks, Intersection
Improvements, and Signalization

Internal Local Roads, Sidewalks,
Streetlights and associated
infrastructure

Drain
Enclosures,
land,
localized PS,
SWM Ponds
and Large
Mains

Local Ponds

Local Mains

Broader System-wide Costs

Localized Servicing Costs

Direct Services (Developer Responsibility)

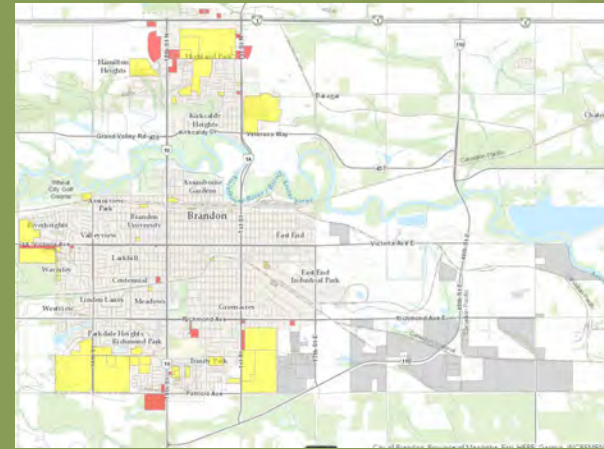
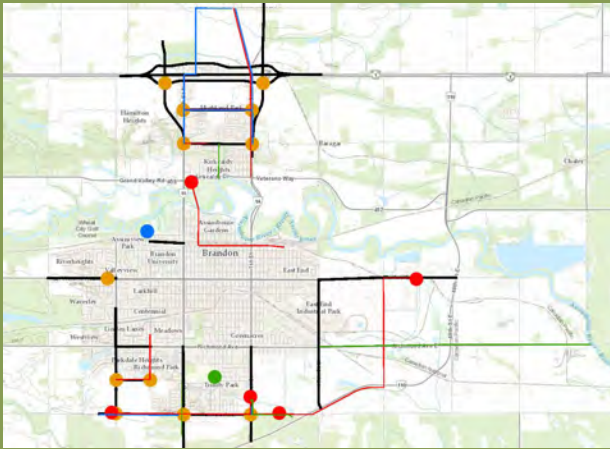
Step 3 – Deciding how to pay

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Off-site Infrastructure

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2. User Fees
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5. Government Grants



New infrastructure cost
\$ 93,919,720

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- New Ft2 per employee for commercial & industrial (32%)



Development Charge

Development Charges

Table 6-3
City of Brandon

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Total	7,656	4,953	1.75	4.30

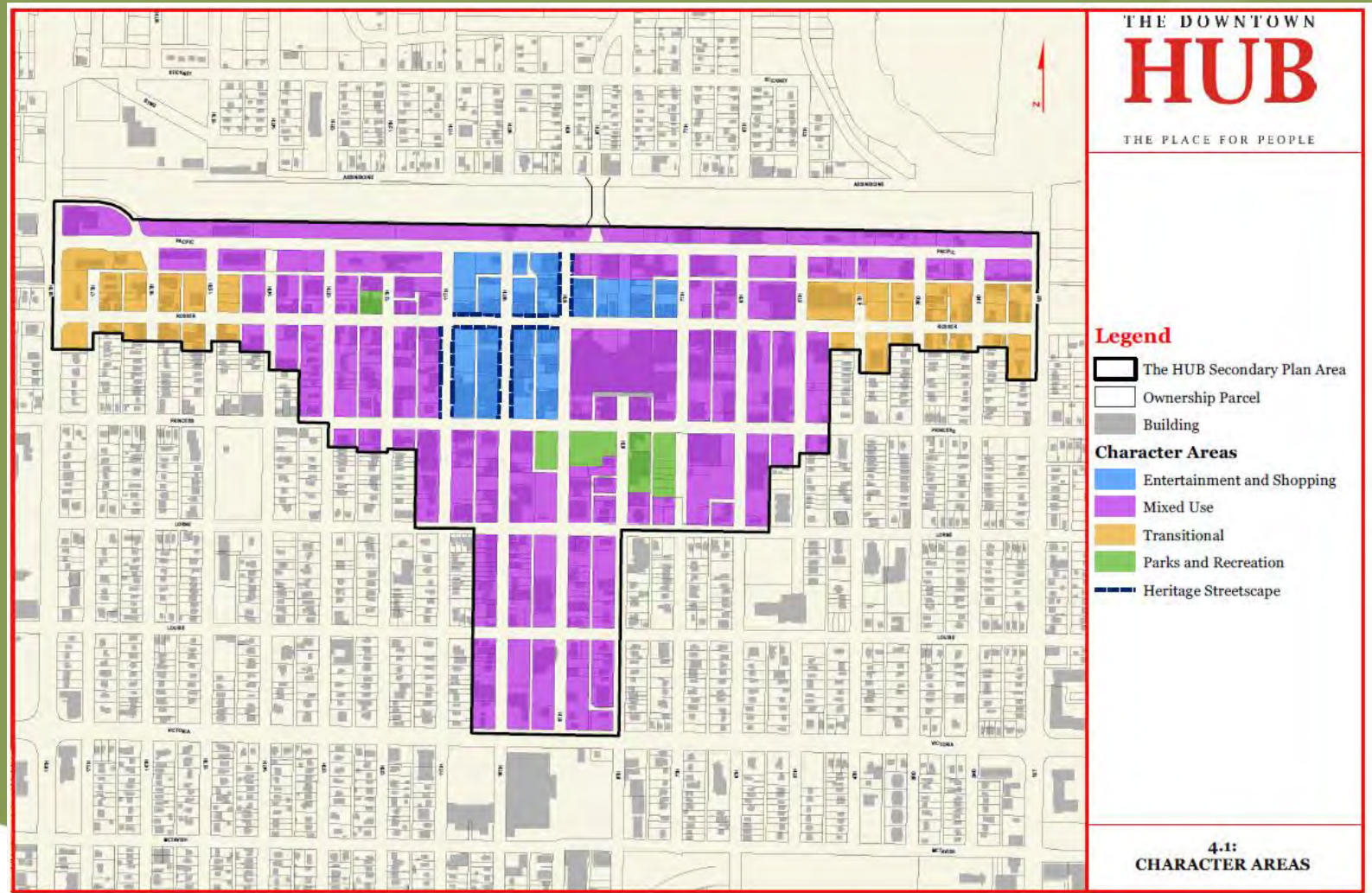
Development Charges

Service	Net Growth Related Cost	Residential			
		68%	Cost Per Capita	Low/Medium Density DC	High Density DC
Transportation	32,336,830	22,009,633	961.38	2,636	1,705.50
Wastewater	25,735,150	17,516,288	765.11	2,098	1,357.31
Wastewater Treatment	27,000,000			867	560.65
Water	7,280,500	4,955,376	216.45	594	383.99
Water Treatment	20,000,000			508	328.91
Storm Sewer	11,700,000	7,963,450	347.84	954	617.08
Total	124,052,480	52,444,747		7,656	4,953

Downtown - Area



Downtown – Character Areas/Zones



HUB Secondary Plan

Six Organizing Themes:

- *People on Display*
- *Mixed Use Development*
- *Pedestrian Friendly*
- *Active and Engaged Merchants*
- *Life after Dark*
- *Building Blocks*



Downtown is a unique neighbourhood

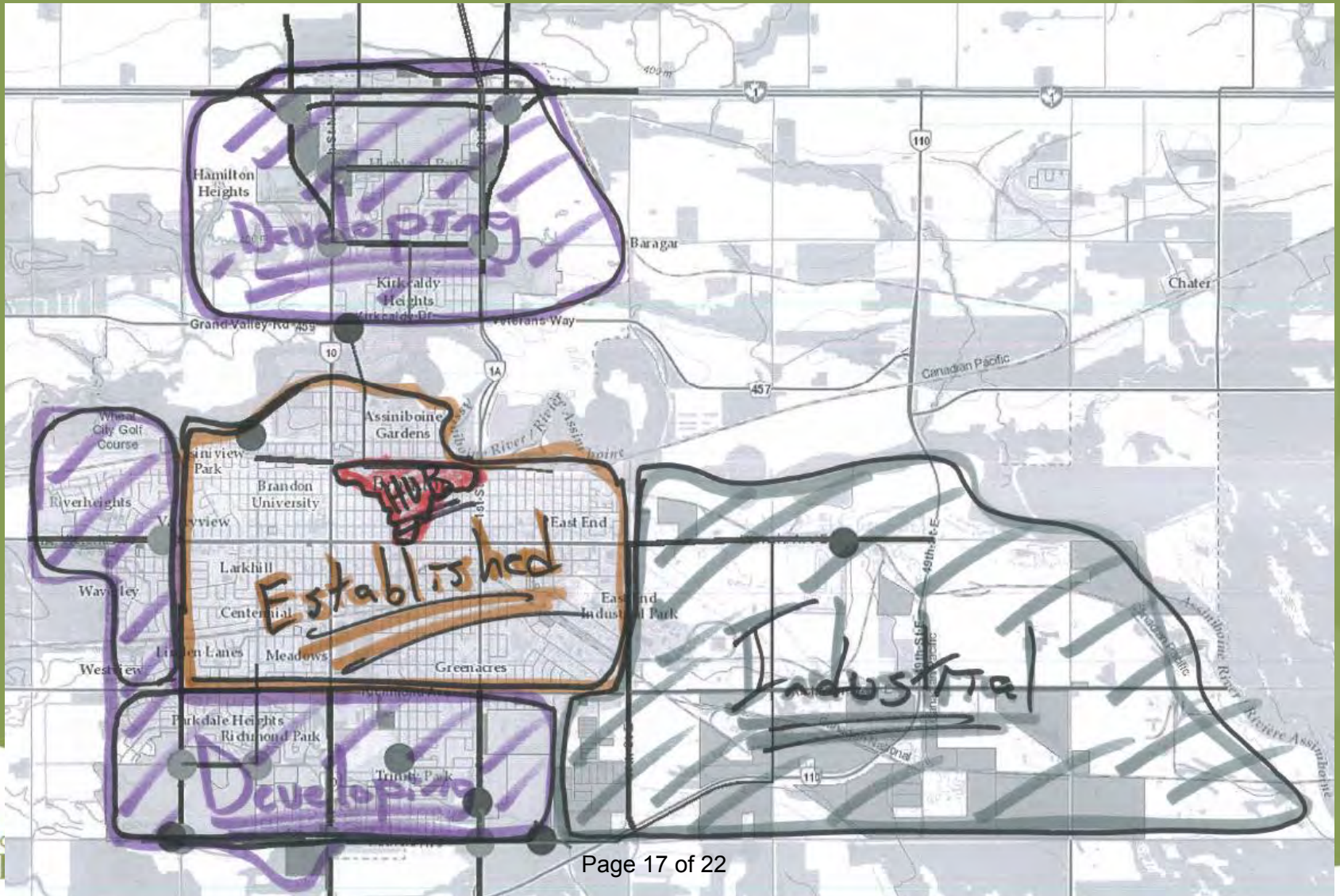
- **Oldest neighbourhood in City**
- **High demand for replacement infrastructure**
- **Pedestrian streetscape (sidewalks, lighting, street furniture, buildings)**
- **Highest Intensity commercial neighbourhood in City**
- **Planned as highest density residential neighbourhood in City**
- **Prioritized in Council Strategic Plan, the Development Plan and the HUB Secondary Plan**

Downtown Development Charge

What we have heard...

- Full development charge Downtown (same charge City-wide)
- Only Treatment Development Charge Downtown (no network charge)
- No Development Charges Downtown
- No Development Charge for a specific area of downtown
- No Development Charge for adaptive reuse of existing buildings (eg: upper storey units)
- Development Charge as a policy tool to direct investment
- Establish downtown as a benefiting area (local improvement area)
- Development agreements on a site specific basis
- Property taxes to pay for new infrastructure downtown
- Expand use of charges downtown (beyond transportation, water, waste, drainage)

Downtown – Development Charges



Downtown – Development Charges

1. Should Development Charges be applied downtown:

☐ YES. Why?

☐ NO. Why not?

Downtown – Development Charges

Should Development Charges be applied downtown:

- ☐ YES. Why?
- ☐ NO. Why not?

Downtown – Development Charges

If yes, how should a Development Charge be applied?

- ☐ Charge for all infrastructure (treatment and network)
- ☐ Charge for treatment only

Downtown – Development Charges

Should any new developments downtown be exempt from Development Charges?

- ☐ Yes
- ☐ No

If yes, what kind of new developments should be exempt from Development Charges Downtown?

- ☐ Upper storey residential development in existing buildings
- ☐ Any new development in the entertainment and shopping character area
- ☐ Any new development with a mix of uses (commercial and residential) along Rosser and Princess
- ☐ Universities and Colleges
- ☐ Re-development of heritage buildings
- ☐ Brownfield developments
- ☐ Market housing projects
- ☐ Low income housing projects
- ☐ Restaurants and specialty retail
- ☐ Non-profit development
- ☐ Other, please list below.

Tentative Schedule – Next Steps

2016

Introduce
Project
(January)

Public
Meeting
(November)

February

Background
Study online
(Feb 3)

Stakeholder
meetings

March

Stakeholder
meetings

Public
Meeting (Mar
8)

Draft policy
options

Industry
follow-up
meetings

April

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Council
(Apr 3)

Public
Meeting
(Apr 3)

Industry
Advisory
Group (Apr 5)

Report Edits

May

Public
Meeting

Council First
Reading

June

Formal Public
Hearing

Appendix D-4

Paying for Growth, Public Discussion—April 3, 2017

Paying for Growth

Development Charges

Public Discussion April 3, 2017

Project Update

1. What we have heard
2. How we have responded
 1. Revisit land included in the DC formula
 2. Revisit infrastructure including in the DC formula
3. Revised Development Charges & Options

Consultation Program

- 16 meetings & public events to date
- 10 organizations
- 84 participants
- Survey – March 2017



Discussion Themes

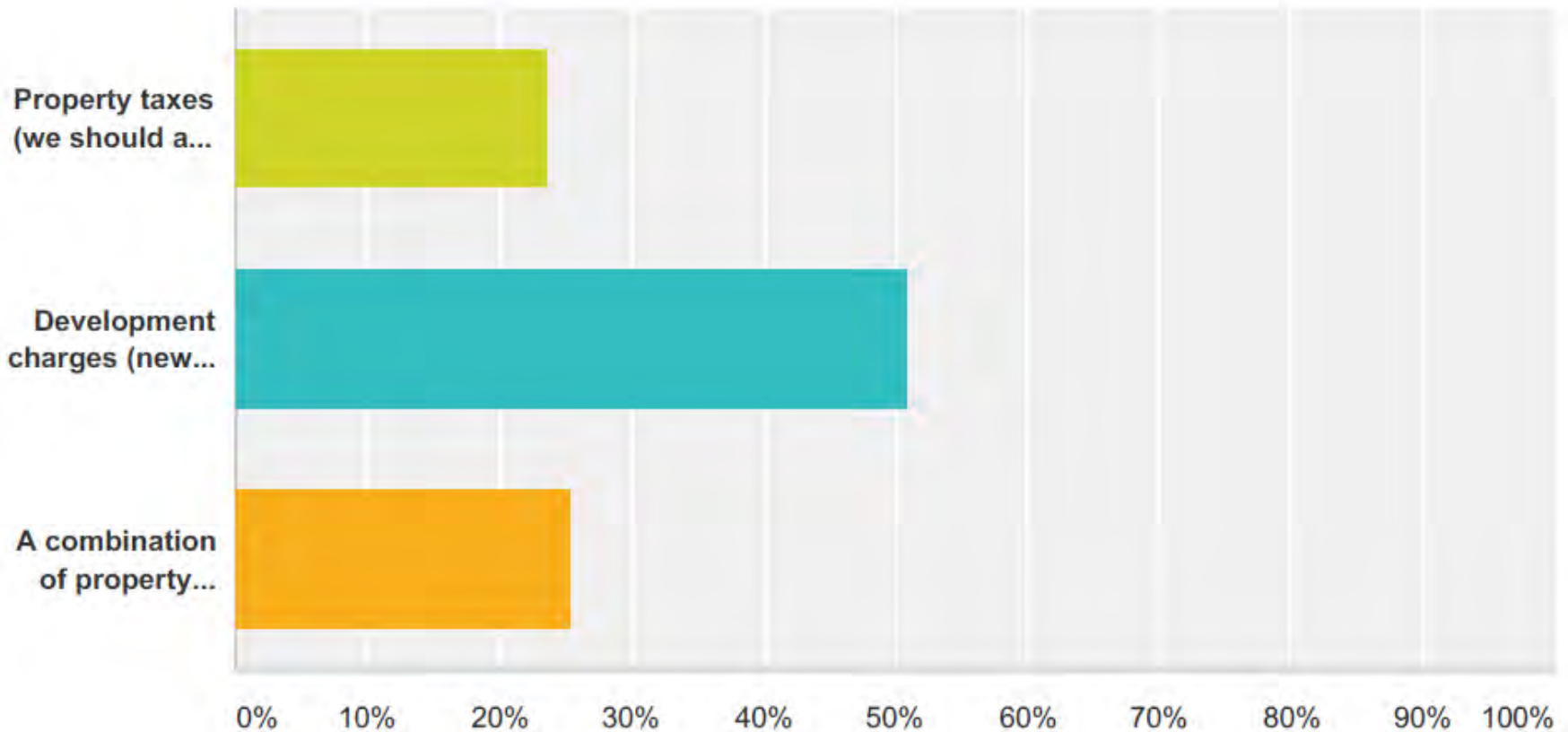
- How should the cost of growth be shared?
- Timing of DC & timing infrastructure
- City commitment to build infrastructure
- Inclusion of industrial lands
- Up front capital cost impact on downtown, infill, non-profits, low-income housing
- W and WW treatment
- Chamber independent review by MNP

Q1 How should we pay for new

Appendix D.4 Paying for Growth, Public Discussion—April 3, 2017

infrastructure required for new growth in the City of Brandon?

Answered: 51 Skipped: 2



How we do we pay for growth now?

Developers

- Development Agreements
 - Negotiated case by case at time of subdivision, zoning or conditional use
 - Require up-front construction of infrastructure

City of Brandon

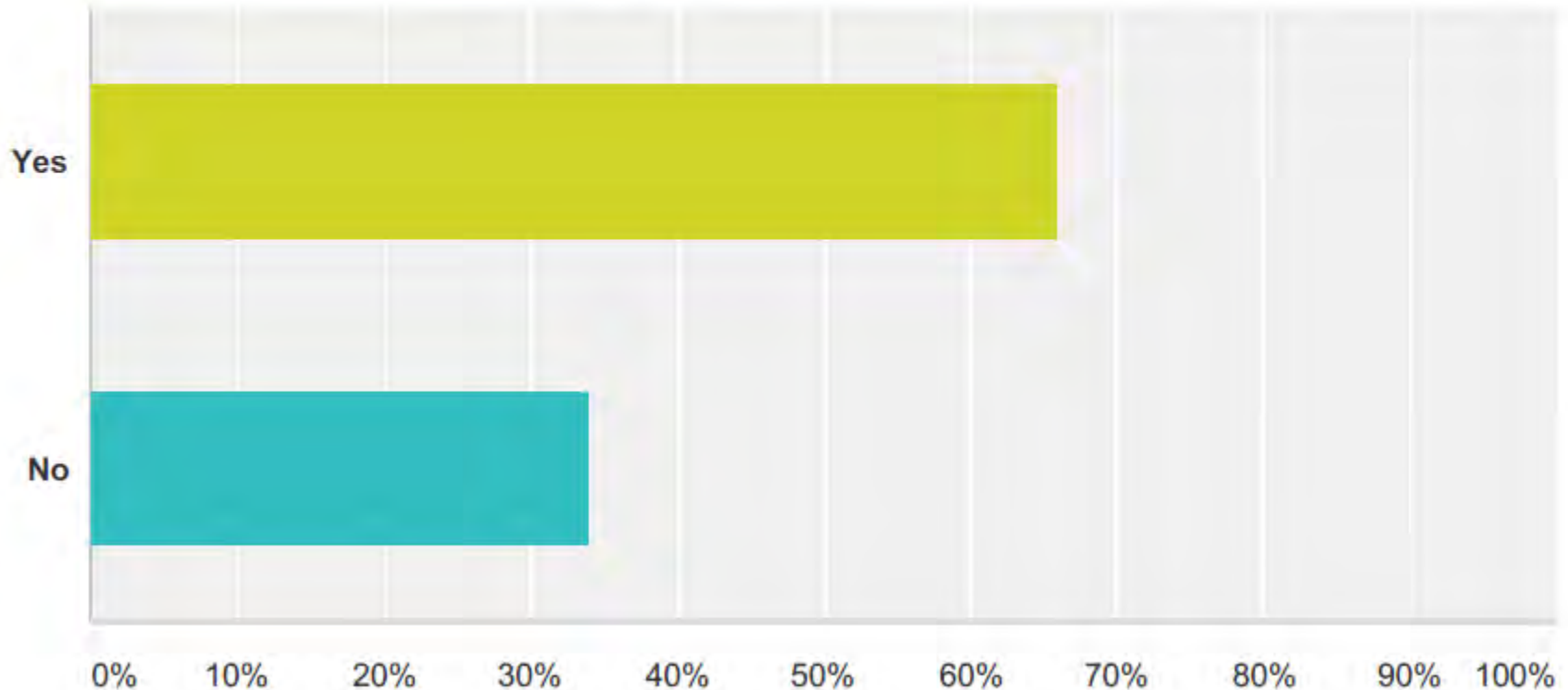
- Property Taxes
 - ex) SE drainage (\$1.8M)
 - Roundabouts on 34th (joint)
- Utility Rates
 - New WWTP
- Government Grants
 - ex) Province – streets (18th, 1st, Victoria, Trans Canada & bridges)

Historical developer contributions

YEAR	CONTRIBUTION	UNITS	CONTRIBUTION PER UNIT
2011	\$ 55,575.92	76	\$ 731.26
2012	\$ 65,004.32	79	\$ 823.35
2013	\$ 306,751.38	264	\$ 1,161.93
2014	\$ 483,621.83	207	\$ 2,336.34
2015	\$ 60,131.48	138	\$ 435.74
2016	\$ 450,000.00	323	\$ 1,393.00
	\$ 1,421,084.93		
Total Units		1,087	
Avg Cost per Unit			\$ 1,307.35

Q2 Should any new developments be exempt from Development Charges?

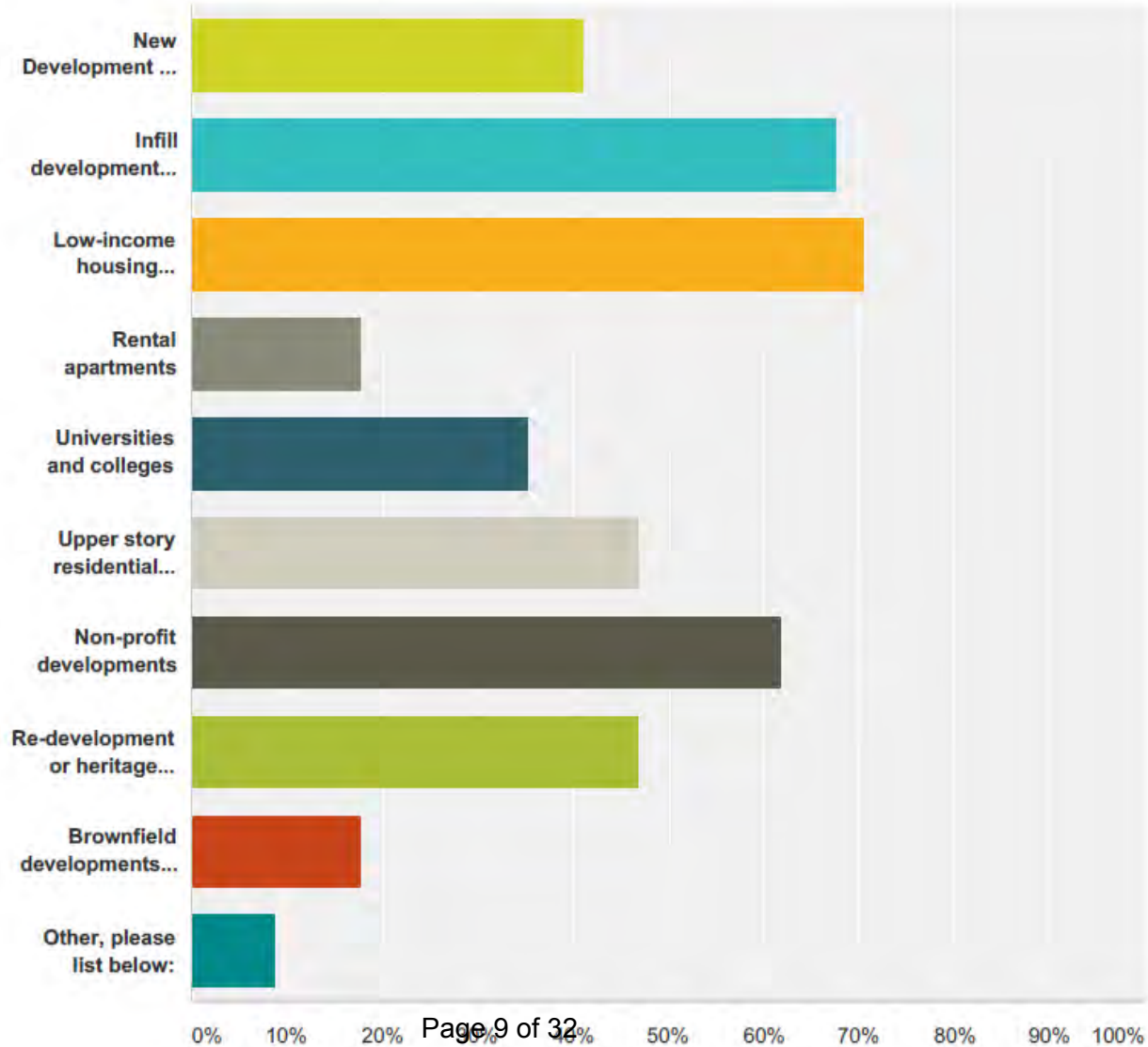
Answered: 53 Skipped: 0



Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

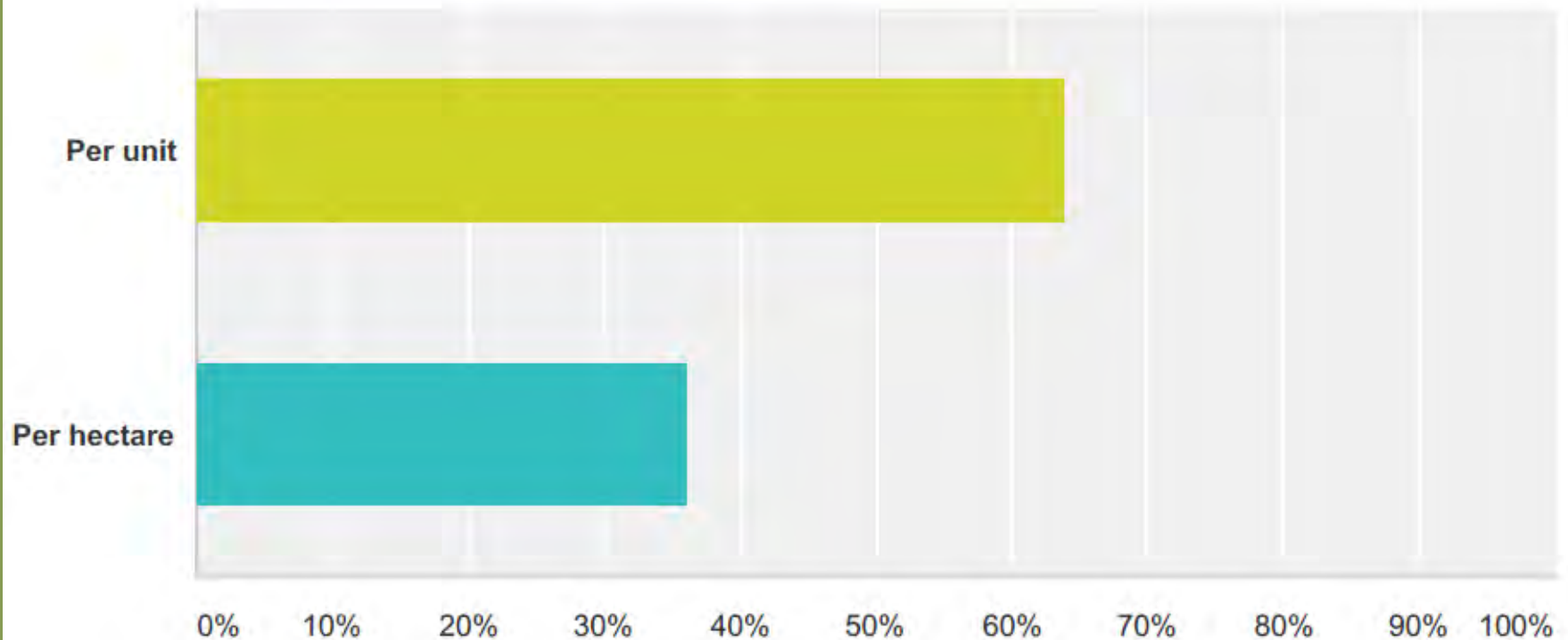
Q3 If you chose "yes", what kind of new development should be exempt from Development Charges

Answered: 34 Skipped: 19



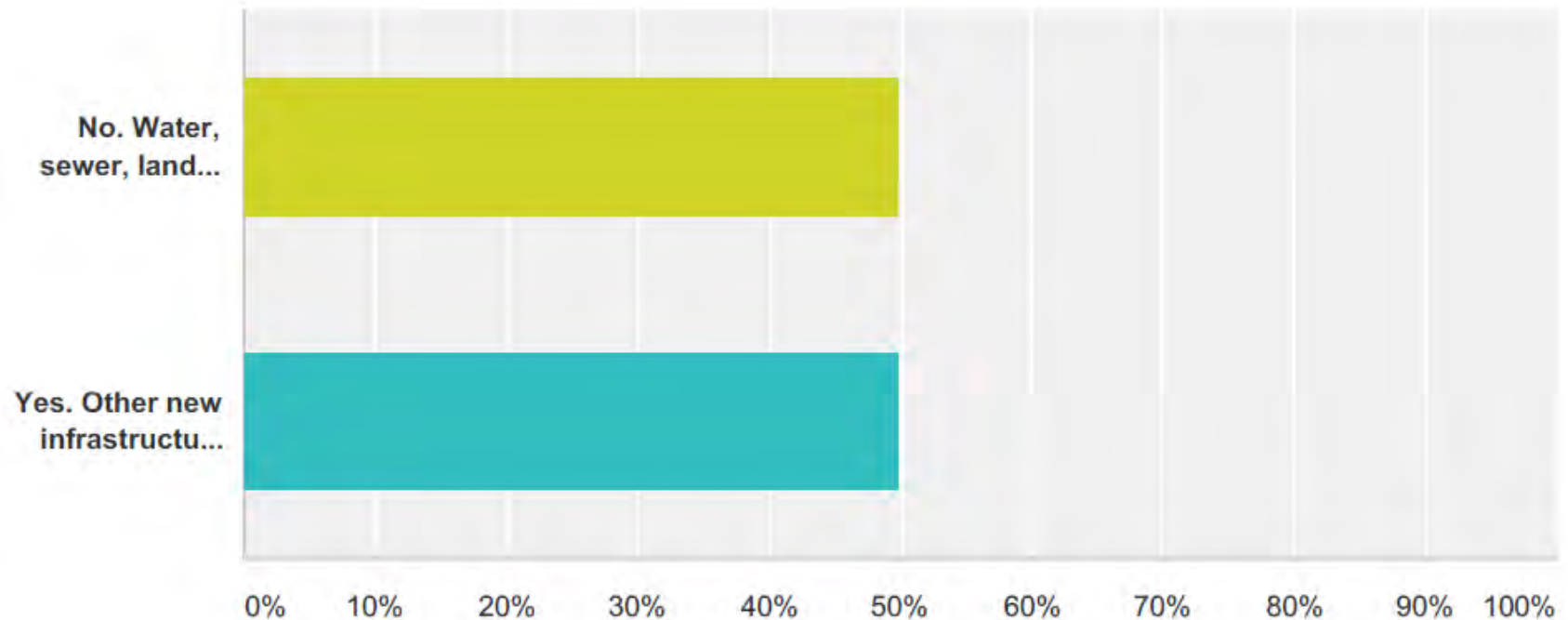
Q4 Should the development charge be charged against each unit (per residential dwelling) or on an area (per hectare) basis?

Answered: 47 Skipped: 6



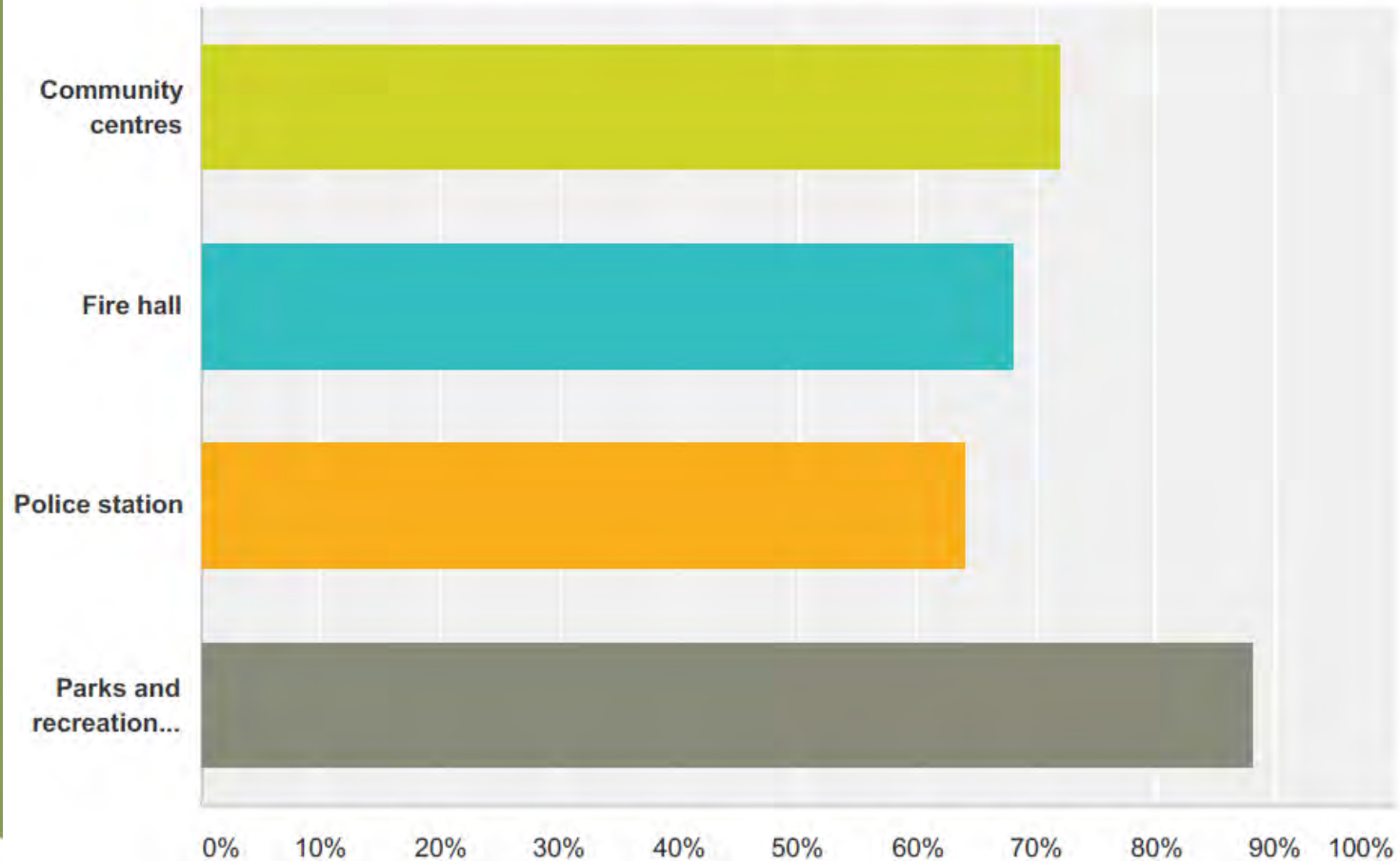
Q5 The current study includes new water, sewer, land drainage and roads in the Development Charge. Should any other infrastructure be included now or in the future?

Answered: 52 Skipped: 1



Q6 If you chose "yes", what other new infrastructure costs should also be supported through Development Charges?

Answered: 25 Skipped: 28



Revised Calculation

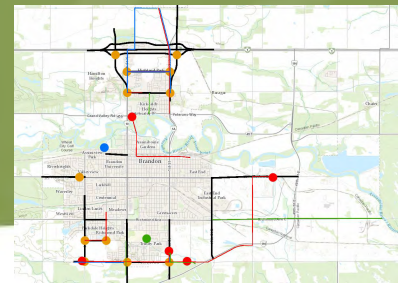
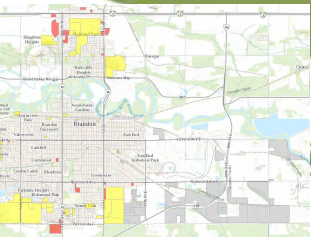
Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

Land

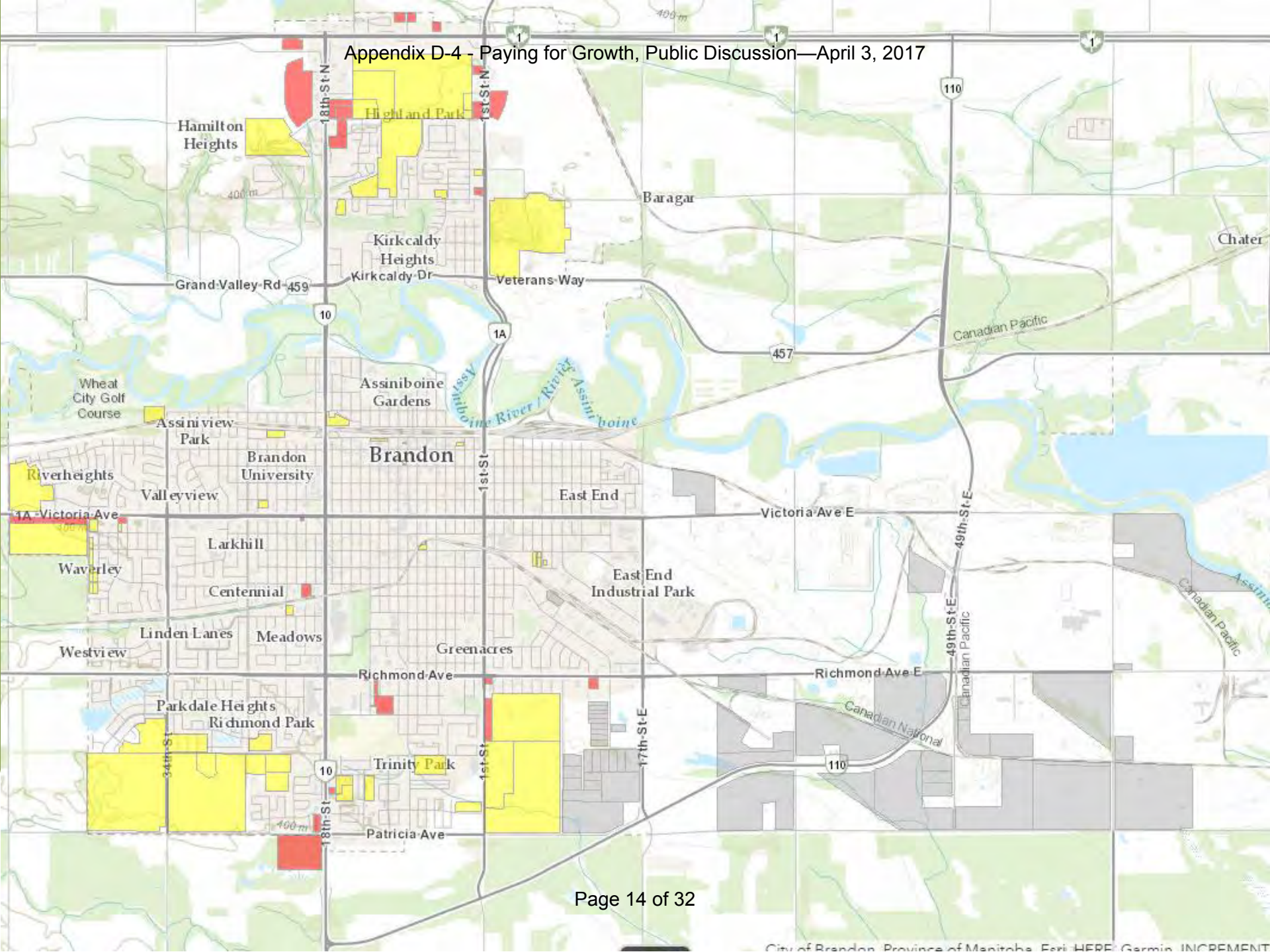
- Remove all lands / units where infrastructure currently exists
- Removed the SE industrial lands
- Institutional lands removed from residential
- Errors & omissions

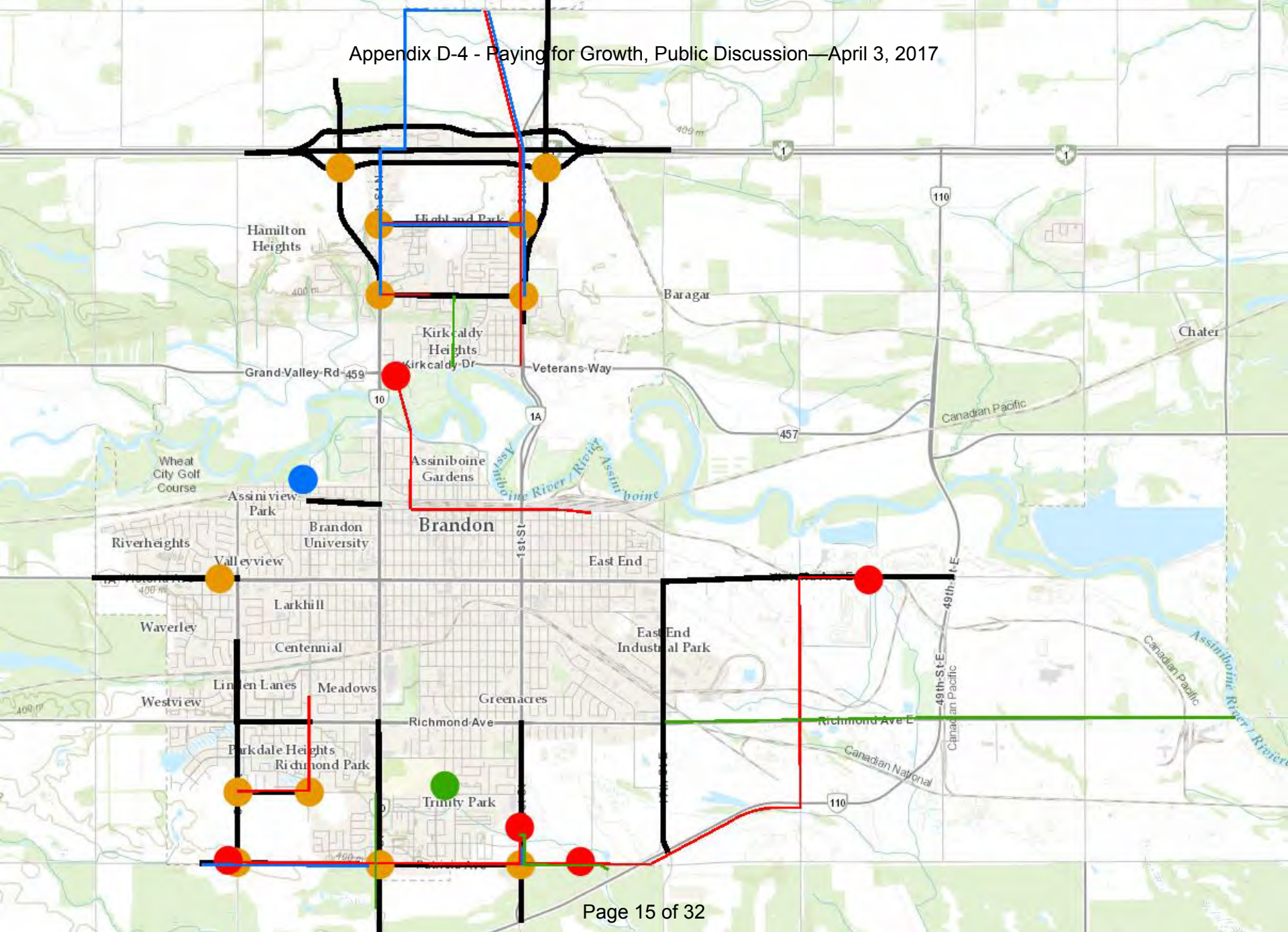
Infrastructure

- Removed “infill”-related services (Pacific)
- Removed industrial-related infrastructure
- Revised portioning of infrastructure benefit to increase burden on existing lands
- Remove unnecessary improvements



Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017





New & Upgraded Land Drainage (3)

Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

Description of Work	Net Capital Cost (\$) Feb. 3/17	Net Capital Cost (\$) April 3/17
Braecrest Dr to Kirkcaldy Dr	\$ 1,620,000	\$ 1,620,000
Outflow for Retention Pond South of Crocus Plains Regional Secondary School	\$ 1,800,000	\$ -
Brandon Cemetary Retention Pond	\$ 300,000	\$ -
18th St (Maryland Ave to Wetland South of Brandon)	\$ 880,000	
Richmond Ave E (17th St E to PTH 110)	\$ 5,760,000	\$ 576,000
Richmond Ave E (PTH 110 to Assiniboine River)	\$ 1,340,000	\$ 134,000
Total	\$ 11,700,000	\$ 2,330,000

New & Upgraded Roads (14)

Appendix D-4 - Paying for Growth, Public Discussion - April 3, 2017

Description of Work	Standard	Net Capital Cost (\$) Feb. 3/17	Net Capital Cost (\$) April 3/17
PTH No. 1 West Functional	Upgrade to Expressway	\$ -	\$ -
Clare Ave - 1st St N to 18th St N	2LU - Two-Lane Undivided - Minor Collector	\$ 2,805,104	\$ 2,805,104
Braecrest Dr - 1st St N to 18th St N	2LU - Two-Lane Undivided - Minor Collector	\$ 1,718,240	\$ 566,240
Pacific Ave - 18th to 26th St	2LU - Two-Lane Undivided - Minor Collector	\$ 758,164	\$ -
PTH No. 1A - 34th St to 50th St	4LD - Four-Lane Divided - Primary Arterial	\$ 1,284,377	\$ 750,000
Richmond Ave - 26th St to 34th St	4LD - Four-Lane Divided - Arterial	\$ 2,507,594	\$ 1,184,297
Maryland Ave - 26th St to 34th St	2LU - Two-Lane Undivided - Major Collector	\$ 1,412,399	\$ 1,412,399
34th St - Richmond Ave to Maryland	2LU - Two-Lane Undivided		\$ 636,585
34th St - Richmond Ave to Patricia Ave	2LU - Two-Lane Undivided	\$ 2,121,950	\$ 1,060,975
34th St - Richmond Ave to Park Ave	Urban Standard - Arterial	\$ 834,296	\$ 834,296
Patricia Ave - 18th St to 38th St	2LU - Urban Standard - Arterial	\$ 3,086,472	\$ 3,086,472
Patricia Ave - 1st St to 18th St	2LU - Urban Standard - Arterial	\$ 1,987,794	\$ 341,676
PTH No. 10 - Richmond Ave to Commercial South of Patricia Ave	Upgrade to Arterial	\$ -	\$ -
1st St - Richmond Ave to Patricia Ave	2LU - Two-Lane Undivided - Arterial	\$ 1,998,301	\$ 1,235,201
1st St - Patricia Ave to PTH No. 110	2LU - Two-Lane Undivided - Arterial	\$ 277,491	\$ -
17th St E - PTH No. 110 to Victoria Ave E	2LU - Two-Lane Undivided - Minor Collector	\$ 4,981,824	\$ 4,981,824
Victoria Ave E - 17th St E to PTH No. 110	2LU - Two-Lane Undivided - Minor Collector	\$ 4,981,824	\$ 4,981,824
Page 17 of 32			
Total		\$ 30,755,830	\$ 23,876,893

Industrial Related Servicing - Industrial Charge under Consideration



New & Upgraded Intersections (12)

Description of Work	Net Capital Cost (\$) Feb. 3/17	Net Capital Cost (\$) April 3/17
Highland Ave & PTH No. 10 (18th St N)	95,000	95,000
Highland Ave & PTH No. 1A (1st St N)	95,000	95,000
Clare Ave & PTH No. 10 (18th St N)	95,000	95,000
Clare Ave and PTH No. 1A (1st St N)	95,000	95,000
Braecrest Dr & PTH No. 10 (18th St N)	150,000	150,000
Braecrest Dr & PTH No. 1A (1st St N)	150,000	150,000
36th St & PTH No. 1A (Victoria Ave)	150,000	150,000
34th St & Maryland Ave	190,000	190,000
26th St & Maryland Ave	190,000	190,000
34th St & Patricia Ave	190,000	190,000
Patricia Ave & PTH No. 10 (18th St)	-	-
Patricia Ave & 1st St	181,000	181,000
Total	\$ 1,581,000	\$ 1,581,000

New Water Pipes (7)

Description of Work	Net Capital Cost (\$) Feb. 3/17	Net Capital Cost (\$) April 3/17
Brandon Municipal Airport to PTH No. 1 (East Connection along existing Easement)	\$ 119,000	\$ 59,500
Brandon Municipal Airport to PTH No. 1 (Looping Connection to 18th St N)	\$ 119,000	\$ 59,500
1st St N - PTH No. 1 to Braecrest Dr	\$ 1,806,250	\$ 2,018,750
18th St N - PTH No. 1 to Braecrest Dr	\$ 1,806,250	\$ 2,018,750
Clare Ave - 1st St N to 18th St N	\$ 2,000,000	\$ 2,000,000
Patricia Ave (Currie Blvd to Brookwood South Access)	\$ 1,300,000	\$ 1,300,000
1st St (Portola Dr to South of Patricia Ave)	\$ 130,000	\$ 65,000
Total	\$ 7,280,500	\$ 7,521,500

New Sewer Pipes & Facilities (10)

Description of Work	Improvement Type	Net Capital Cost (\$) Feb. 3/17	Net Capital Cost (\$) April 3/17
Brandon Municipal Airport to PTH No. 1	Upgrade of Existing	\$ 93,500	\$ 46,750
1st St N - PTH No. 1 to Kirkcaldy Dr	Off-Site	\$ 1,168,750	\$ 1,306,250
Clare Ave - 1st St N to 18th St N	Off-Site	\$ 400,000	\$ 400,000
Braecrest Ave - 18th St N to Pine Ridge Golf Course Internal North/South	Off-Site	\$ 150,000	\$ 150,000
Pacific Ave - 14th St to 1st St	Upgrade of Existing	\$ 2,500,000	\$ 2,500,000
Pacific Ave - 1st St to Douglas St	Upgrade of Existing	\$ 540,000	\$ 540,000
Patricia Ave - 34th St to 1st St Lift Station (Forcemain)	Off-Site	\$ 2,035,000	\$ 2,035,000
1st St along PTH No. 110 to Existing WWTP (Forcemain) (Shared Cost - 75%)	Off-Site	\$ 2,776,125	\$ 2,776,125
Maryland Avenue & 26th Street	Off-Site	\$ 1,330,000	\$ 1,330,000
1st St along PTH No. 110 to Existing WWTP (Forcemain) (Shared Cost - 25%)	Off-Site	\$ 925,375	\$ 925,375
South East of Kirkcaldy Dr & 18th St N Intersection	Lift Station & Forcemain	\$ 1,057,200	\$ 1,057,200
West of 1st street & North of Portola	Lift Station	\$ 1,759,200	\$ 1,759,200
North West of 34th St & Patricia Ave Intersection	Lift Station	\$ 5,000,000	\$ 5,000,000
South West of Patricia Ave & 18th St Intersection	Lift Station	\$ 1,000,000	\$ -
Patricia Ave & Percy St	Lift Station	\$ 5,000,000	\$ 5,000,000
Total		\$ 25,735,150	\$ 24,825,900

Industrial Related Servicing - Industrial Charge under Consideration

Water Treatment

April 2017

Feb 3 Study

Residential

- **\$508** per unit for low/medium density
- **\$329** per unit for apartments

Commercial

- 0.29 per ft²

Industrial

- 0.12 per ft²

\$20,000,000

Population in 2017	48,000
Population in 2047	60,000
Growth	12,000
Growth (%)	20.00%
Costs	
Upgrade	\$60,000,000
Less Funding (2/3)	-\$40,000,000
City's Portion	\$20,000,000
City's portion attributed to growth (20%)	
	\$4,000,000

Wastewater Treatment

April 2017

Feb 3 Study

Residential

- **\$867** per unit for low/medium density
- **\$561** for apartments

Commercial

- 0.49 per ft²

Industrial

- 0.20 per ft²

\$27,000,000

Population in 2005	46,000
Population in 2035	55,000
Growth	9,000
Growth (%)	16.36%
Costs	
Upgrade	\$79,000,000
Less Funding 2/3)	-\$57,200,000
City's Portion	\$21,800,000
City's portion attributed to growth	\$5,109,375

Net Capital Cost in DC

1. Land drainage
2. Transportation:
 - Roads
 - Intersections
3. Water pipes
4. Domestic sewer pipes
5. Treatment

Feb Report

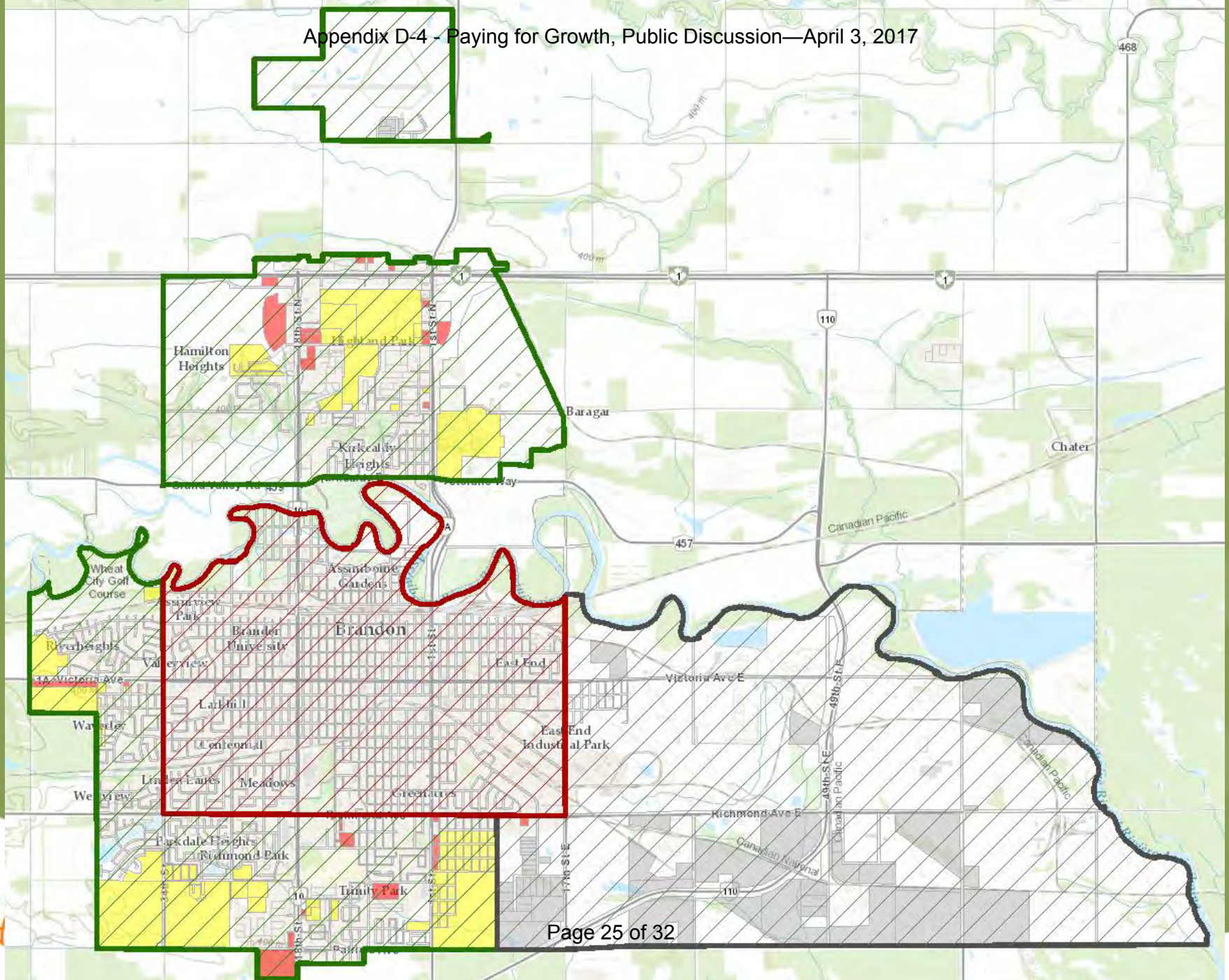
\$ 124,052,480

Revised

\$69,244,668

Sharing the cost of growth

	Gross Costs of Infrastructure Improvements	Less: Expected Grants & Other Revenues	= Net Cost to City	less: Amounts Recovered by Development Charges	= Remainder to be Borne by Benefiting Areas & Taxpayers
Land Drainage	\$ 10,820,000	\$ -	\$ 10,820,000	\$ 2,330,000	\$ 8,490,000
Water Distribution	\$ 70,060,000	\$ 40,000,000	\$ 30,060,000	\$ 11,521,500	\$ 18,538,500
Domestic Sewer	\$ 117,066,500	\$ 68,553,600	\$ 48,512,900	\$ 29,935,275	\$ 18,577,625
Transportation	\$ 41,663,002	\$ 6,220,120	\$ 35,442,882	\$ 25,457,893	\$ 9,984,990
Total	\$ 239,609,502	\$ 114,773,720	\$ 124,835,782	\$ 69,244,668	\$ 55,591,115
30 Year Annual Cost			\$ 4,161,193		\$ 1,853,037
% Increase in Taxes			9.7%		4.3%



Development Charges – Feb 3

Table 6-3
City of Brandon

City-Wide DC Calculation - Option 1 - Differentiated Industrial vs. Commercial/Institutional Charge

Service	Residential DC (per unit)		Non-residential DC (per Sq. Ft.)	
	Low/Medium Density	High Density	Industrial	Commercial/Institutional
City-wide				
Transportation	2,636	1,705	0.60	1.48
Wastewater	2,965	1,918	0.68	1.66
Water	1,102	713	0.25	0.62
Storm Sewer	954	617	0.22	0.54
Total	7,656	4,953	1.75	4.30

Development Charge (DC) Options

1. Infill (including downtown) treatment cost only
2. City-wide DC including industrial lands & infrastructure
3. City-wide DC excluding industrial lands & infrastructure
4. City-wide DC excluding industrial lands & infrastructure based on an area charge

Option 1

Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

Development Charge - Infill

- Water and Wastewater “connection fee” only

City of Brandon Infill DC Calculation				
Service	Residential DC (per unit)		Non-residential DC (per Sq. Ft.)	
	Low/Medium Density	High Density	Industrial	Commercial/ Institutional
Infill				
Wastewater Treatment	405	262	0.09	0.23
Water Treatment	317	205	0.07	0.18
Total	722	467	0.16	0.41

Option 2

Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

City Wide DC – include industrial

City of Brandon City-Wide DC Calculation				
Service	Residential DC (per unit)		Non-residential DC (per Sq. Ft.)	
	Low/Medium Density	High Density	Industrial	Commercial/ Institutional
City-wide				
Transportation	2,176	1,408	0.49	1.21
Wastewater	2,122	1,373	0.48	1.18
Wastewater Treatment	405	262	0.09	0.23
Water	643	416	0.15	0.36
Water Treatment	317	205	0.07	0.18
Storm Sewer	199	129	0.05	0.11
Total	5,862	3,792	1.33	3.27

Option 3

Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

City Wide DC exclude industrial

City of Brandon
City-Wide DC Calculation - No Industrial

Service	Residential DC (per unit)		Non-residential DC (per Sq. Ft.)
	Low/Medium Density	High Density	Commercial/ Institutional
City-wide			
Transportation	1,621	1,049	0.90
Wastewater	2,500	1,617	1.39
Wastewater Treatment	487	315	0.28
Water	787	509	0.44
Water Treatment	382	247	0.22
Storm Sewer	230	149	0.13
Total	6,006	3,886	3.35

Option 4

Appendix D-4 - Paying for Growth, Public Discussion—April 3, 2017

City-wide DC exclude industrial Area-based charge

City of Brandon
City-Wide DC Calculation - No Industrial

<i>Per unit basis</i>	Residential DC (per unit)		Non-residential DC (per Sq. Ft.)
Service	Low/Medium Density	High Density	Commercial/ Institutional
City-wide			
Wastewater Treatment	499	323	0.29
Water Treatment	391	253	0.22
Total	890	576	0.51

DC per Net Hectare

Service	Net Developable Hectare Charge
Transportation	40,484
Wastewater	62,448
Water	19,652
Storm Sewer	5,738
Total	128,321

Tentative Schedule – Next Steps

2016

Introduce
Project
(January)

Public
Meeting
(November)

February

Background
Study online
(Feb 3)

Stakeholder
meetings

March

Stakeholder
meetings

Public
Meeting
(Mar 8)

Draft policy
options

Industry
follow-up
meetings

April

Informal
Council (Apr
3)

Industry
Advisory
Group (Apr5)

Report Edits

May

Public
Meeting

Council First
Reading

June

Public
Hearing

Appendix D-5

Paying for Growth, Public Discussion—June 12, 2017

Paying for Growth

Development Charges –
A Made-in-Brandon Approach
Public Discussion
June 2017

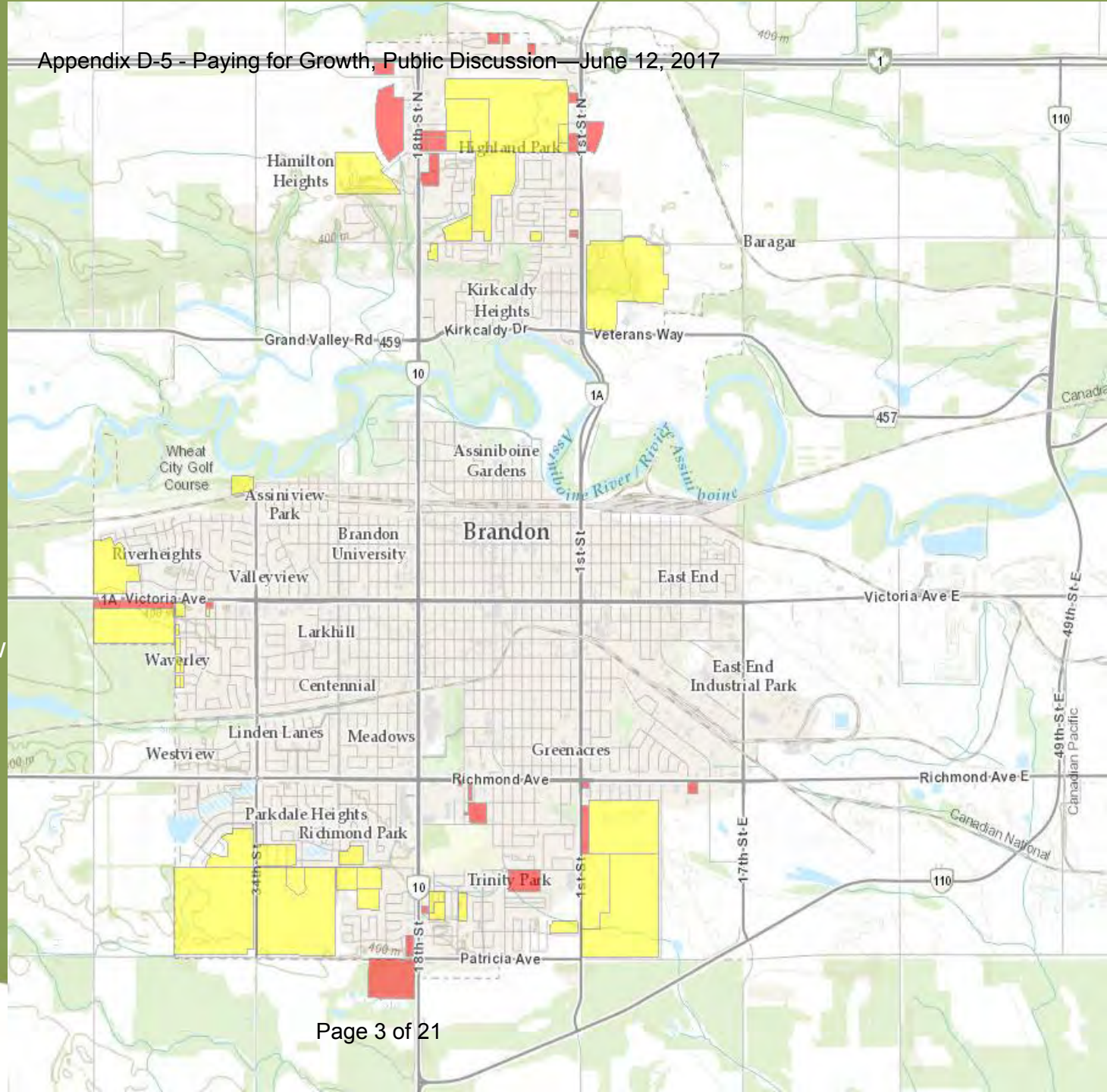
Summary

1. Defining the infrastructure dilemma
2. What we heard from the community
3. A made-in-Brandon approach
4. Details of the proposed charge by-law

PLANNED AREAS FOR GROWTH

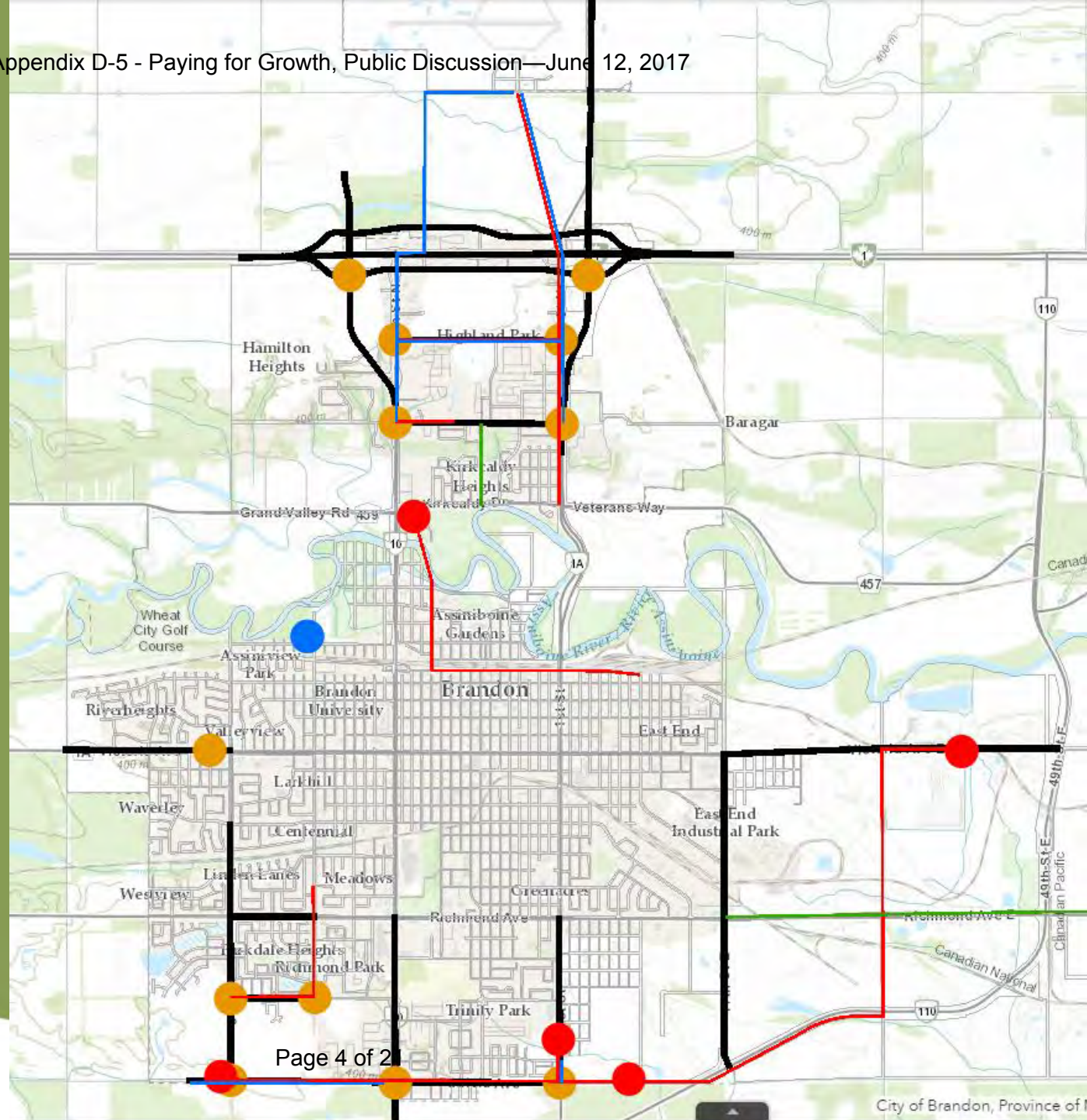
Yellow – neighbourhoods
Red – commercial

As designated in the
Brandon and Area
Development Plan By-law



GROWTH-RELATED INFRASTRUCTURE

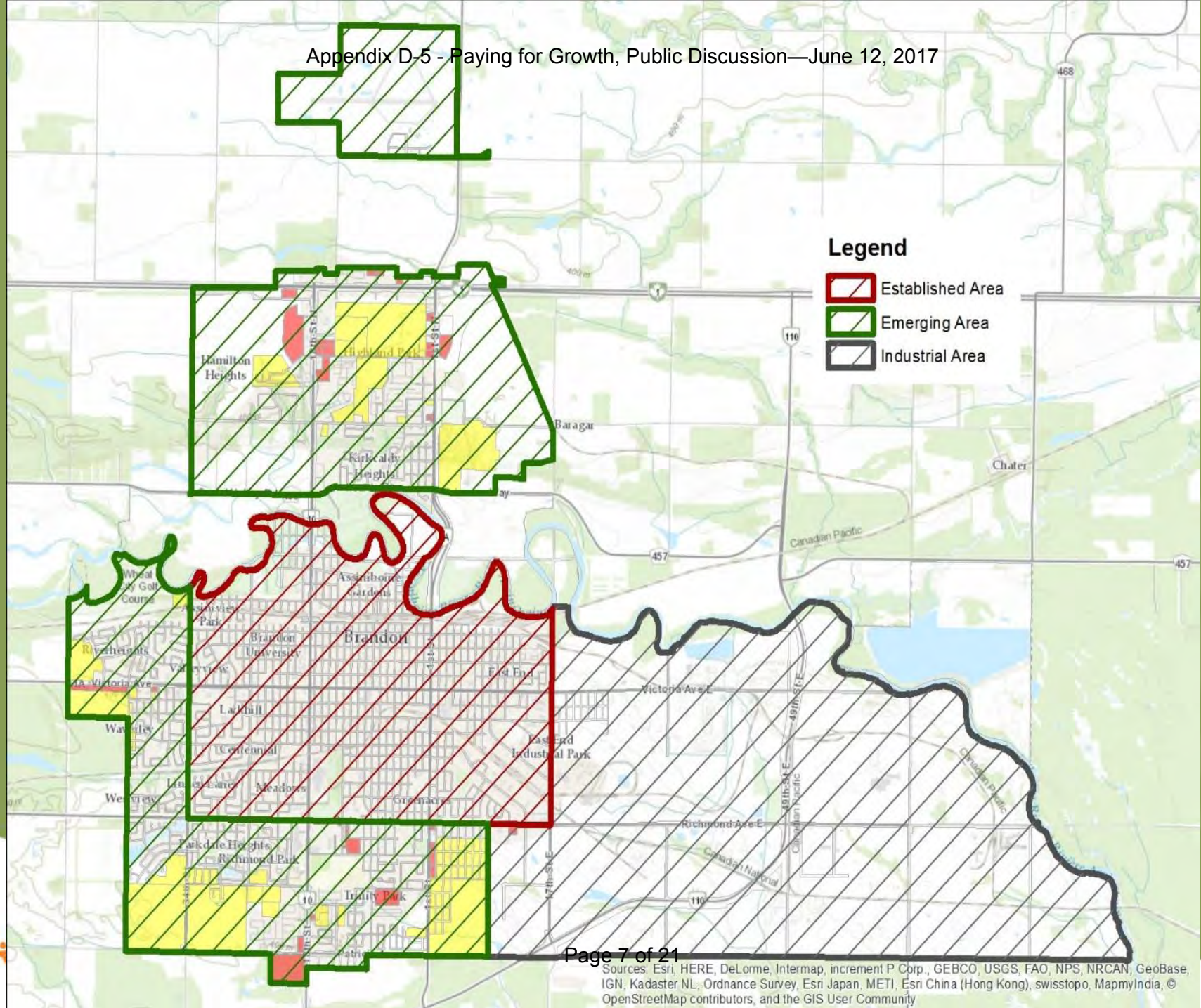
- Water pipes
- Sewer pipes
- Land drainage
- Streets
- Intersections
- Lift stations
- Booster stations
- Future plant expansions



The cost of growth

		Gross Costs of Infrastructure Improvements	Less: Expected Grants & Other Revenues	= Net Cost to City
Wastewater (treatment)	\$	79,000,000	\$ 57,200,000	\$ 21,800,000
Water (treatment)	\$	60,000,000	\$ 40,000,000	\$ 20,000,000
Transportation	\$	41,663,002	\$ 6,220,120	\$ 35,442,882
Wastewater (network)	\$	38,066,500	\$ 11,353,600	\$ 26,712,900
Water (network)	\$	10,060,000	\$ -	\$ 10,060,000
Storm Sewer	\$	10,820,000	\$ -	\$ 10,820,000
Total	\$	239,609,502	\$ 114,773,720	\$ 124,835,782
30 Year Annual Cost				\$ 4,161,193
% Increase in Taxes				9.7%

Public and industry feedback	
Appendix D-5 - Paying for Growth, Public Discussion—June 12, 2017	
Keep it status quo!	✓
Infill development should not pay DCs	✓
How to collect for the treatment plants	✓
Promote land efficiency (area-based charge)	✓
Remove industrial lands	✓
Promote development downtown. Treat downtown differently.	✓
Charge at development agreement or building permit stage?	✓
Localize charges using local improvement levies	✓
Make the charge a growth levy that separate but added to taxes	✓
Calculate the charge based on benefitting areas	✓
Exempt non-profits and affordable housing from DCs	✓
Share the burden of the cost of growth with all taxpayers	✓
The City must commit to investing in growth-related infrastructure	✓



Sharing the cost of growth

		Gross Costs of Infrastructure Improvements	Less: Expected Grants & Other Revenues	= Net Cost to City		less: Amounts Recovered by Development	= Remainder to be Borne by Taxpayers and other collection
Wastewater (treatment)	\$	79,000,000	\$ 57,200,000	\$ 21,800,000	\$	5,109,375	\$ 16,690,625
Water (treatment)	\$	60,000,000	\$ 40,000,000	\$ 20,000,000	\$	4,000,000	\$ 16,000,000
Transportation	\$	41,663,002	\$ 6,220,120	\$ 35,442,882	\$	15,494,245	\$ 19,948,638
Wastewater (network)	\$	38,066,500	\$ 11,353,600	\$ 26,712,900	\$	23,900,525	\$ 2,812,375
Water (network)	\$	10,060,000	\$ -	\$ 10,060,000	\$	7,521,500	\$ 2,538,500
Storm Sewer	\$	10,820,000	\$ -	\$ 10,820,000	\$	2,196,000	\$ 8,624,000
Total	\$	239,609,502	\$ 114,773,720	\$ 124,835,782	\$	58,221,645	\$ 66,614,138
30 Year Annual Cost				\$ 4,161,193		\$	2,220,471
% Increase in Taxes				9.7%			5.2%

A Made-in-Brandon Development Charge

Area of the City	W & WW connection		Per Hectare (50% of network charge)		Per Unit (50% of network charge)
Established Area Residential Low Residential High Non-Residential	\$ 754 / unit \$ 488 / unit \$ 0.43 / ft ²		Status quo for off-site infrastructure impacts		Status quo for off-site infrastructure impacts
Emerging Area Residential Low Residential High Non-Residential	\$ 754 / unit \$ 488 / unit \$ 0.43 / ft ²	plus	\$ 62,093 / ha	plus	\$ 2,631 / unit \$ 1,702 / unit \$ 1.50 / ft ²
SE Industrial Area	n/a		Status quo for off-site infrastructure impacts		Status quo for off-site infrastructure impacts

Pros and Cons of the “Brandon” DC

Pros	Cons	Other
<ul style="list-style-type: none"> • Shares network infrastructure cost between developers and builders • Encourages efficient use of land at the time of subdivision • Directs uses with large storage components to industrial area (or RM's) • Encourages investment on existing developed sites (unit network charge only) • Minimum and Maximum charges not a concern 	<ul style="list-style-type: none"> • Complicated to administer (different charge every time) • Exemptions or reductions may need to be considered (small units, secondary suites) 	<ul style="list-style-type: none"> • Ontario & Manitoba is typically a per unit charge for residential development • Saskatchewan and Alberta is typically a charge per hectare

The Development Charge By-Law

What services are included in Charge

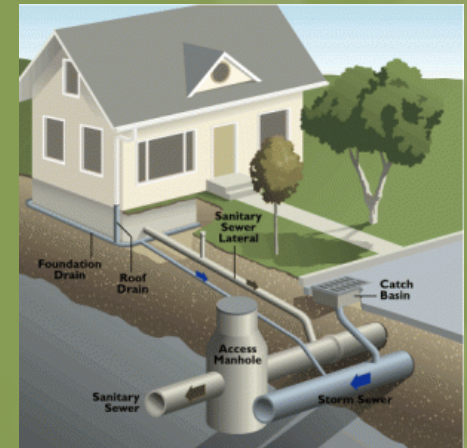
Transportation Services

- Arterial Roads
- Collector Roads
- Signalization
- Roundabouts



Drainage Services

- Sewers
- Major Retention Facilities



Water Services

- Linear Infrastructure
- Treatment

Wastewater Services

- Linear Infrastructure
- Treatment



Use of Development Charge Funds

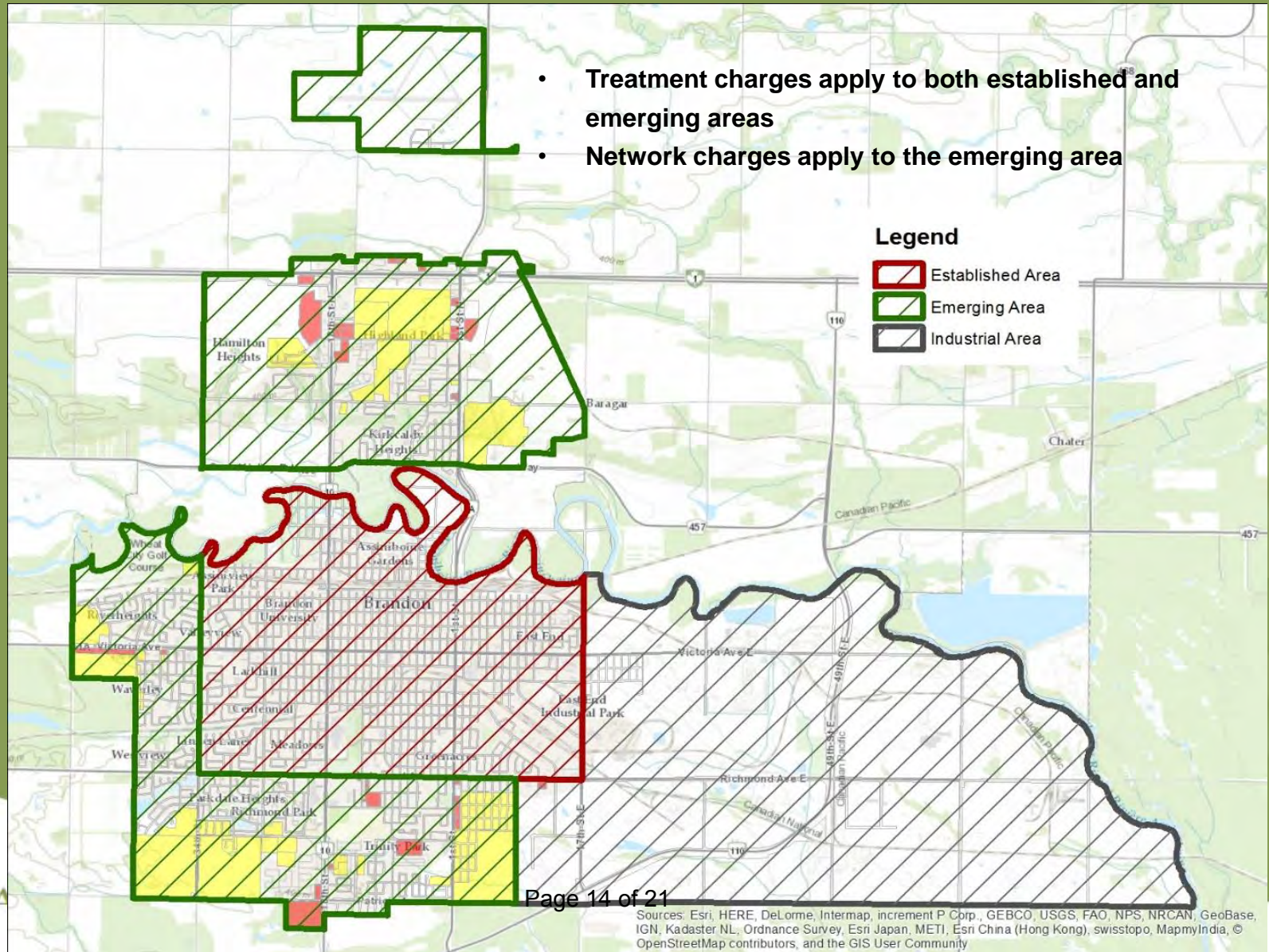
The funds collected by the development charge:

- (a) will be used to fund services required for growth; and
- (b) will be placed in separate reserve funds as per *The Planning Act*.

Council shall include the services identified for growth in the 10-year capital budget.

The timing for constructing the services identified for growth in the 10-year capital budget shall be determined by the City of Brandon Growth Strategy.

What areas are included in the Charge



Amount of Charge – some details

- All development (established and emerging area) pay treatment charge
- Development in emerging area pays treatment and network charge
- Mixed use sites (res and non res) pay the residential per unit charge and the non-res per square foot charge
- Non-res accessory buildings pay a per square foot charge
- Res and mixed use accessory buildings do not pay a square foot charge
- Mobile/modular homes pay the low density per unit charge
- Secondary Suites pay the high density per unit charge



- [illegible]

Reductions to Charge

Sites which are redeveloped get a credit for what existed on the site previously (Max timeframe of five years)

Existing DA Charge:

Land = \$31,000

Building = \$6,294

Total (Credit) = \$37,294

New DA Charge:

Land = \$31,000

Building = \$67,550

Total = \$98,550

Charge = \$61,256



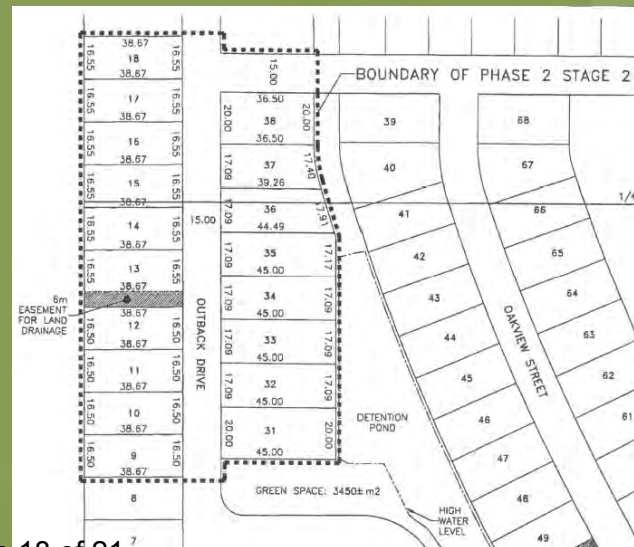
From This



To This

Transitional Rules

- Developments with existing development agreements (signed) will be exempt from the By-law (for the “life” of this by-law).
- These developments will be subject to any future development charge by-law (updated every three years).
- Developments which have received conditional approval (subdivision or conditional use) prior to the dev charge by-law being passed will have six months to execute a development agreement.



Consultation

- **At a minimum, City administration shall consult with development and building industry representatives prior to recommending amendments to this by-law or recommending the adoption of a new development charge by-law.**
- **Before amending this by-law Council must hold a public hearing and give notice at least 14 days before the hearing.**

Schedule

2016

Introduce
Project
(January)

Public
Meeting
(November)

February

Background
Study online
(Feb 3)

Stakeholder
meetings

March

Stakeholder
meetings

Public
Meeting (Mar
8)

Draft policy
options

Industry
follow-up
meetings

April

Industry
Advisory
Group (Apr5)

Report Edits

Report Online

May

Informal
Council
(May 16)

By-law Edits
(May 26)

June

Public Info
Session

**Council First
Reading
(June 19)**

July

Public Hearing

Questions?

Appendix E—Notes from Public Events and Meetings with Stakeholder Organizations

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: February 24, 2017

ORGANIZATION: Brandon Neighbourhood Renewal Corporation

ATTENDEES: **City Administration** **Members (1)**
 Jacquie East Leann Petrin
 Tiffany Stokes

THEME/CODE
Affordable Housing
Exemptions
Political
General Comments
Property Taxes
New Growth

QUESTIONS:
What can the BNRC do to advocate for affordable housing?
CONCERNS:
Development charges would be cost prohibiting for affordable housing even with the affordable housing grants.
COMMENTS / SUGGESTIONS:
What if there was an affordable housing and downtown hub exemption?
Any housing project that applies to the Multi-Family Rental Construction By-Law No. 6917 would be exempt from the bylaw?
Any housing projects that fall under the Upper Storey Redevelopment Program (defined by Ren Brandon) could be exempt?
STEP homes be exempt.
Perhaps the backlash from the big development companies could be controlled if they were given the option to pay development charges on new buildings however, convert existing rentals units into low income housing to therefore receive the grants and tax abatement. This could make up for paying the charges on the new building and create affordable housing.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: February 27, 2017
ORGANIZATION: Westman Seniors Co-op
ATTENDEES: **City Administration**
 Jacquie East
 Tiffany Stokes

Members (1)
 Harvey Douglas

THEME/CODE
Affordable Housing
Exemptions
Political
General comments
Property Taxes
New Growth

QUESTIONS:
Why are we in this predicament now?
There is new development and there is development in the hub; if seniors housing is developed in a new area, how will development charges affect seniors co-ops?
What would the charge mean for seniors if an infill lot was developed? Infill could be exempt?
Could downtown development be exempt?
CONCERNS:
It would be a concern to add extra charges to seniors housing projects; adds cost to suites that makes a project unfeasible
COMMENTS/SUGGESTIONS:
In the 50s, the city used to develop and debenture the project.
Non-profit / seniors housing should be exempt.
Life lease legislation doesn't allow for a seniors school tax exemption.
Under the Elderly and Infirm Housing Act, one does not pay more than 30% of their income for housing; this allows for the school tax exemption
With the growth that the city had over the last 20 years, cheap houses are not cheap anymore. As a senior, income doesn't double but taxes are more than double over years
Developers who do the new development need to be accountable for the infrastructure issues they create.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: February 28, 2017
ORGANIZATION: CARM

ATTENDEES: **City Administration**
 Jacquie East

Ryan Nickel
 Patrick Pulak
 Tiffany Stokes

Members (7)
 Glen Newton

Daniel Burns
 Karen Roe
 Calvin Orr
 Steve McMillan
 Derek Cullen
 Mike Moore

THEME/CODE

Policy & By-Law considerations/suggestions

Possible exemptions

Options for payment

Construction of identified infrastructure

QUESTIONS:

Are the numbers in the long range budget consistent with Brandon 10 year capital budget?
 Does the policy/by-law speak to how the numbers/costs will change with time?
 Will the specific infrastructure being charged for be identified in the by-law?
 Where did the numbers/costs come from? Is there back up on the numbers/costs?
 Who has the ability to change the infrastructure map? Does it need to go back to Council?
 Which company did the draft by-law?
 Will exemptions change the development charge?
 How will the exemptions affect new home owners who paid the charge and who are also paying for exempted properties
 If a developer gets an exemption in a new area, is that a savings for other developers?
 Does all development have to pay the charge or just developers developing in the identified areas on the map?
 What other alternatives have been explored to fund growth? Could there be a blend of a charge and increases to property taxes?
 What will this do to the millrate? Will it stay the same?
 Can the City increase utility rates?
 What is the average operational cost of an average household on the City?
 What is the cost of allocating police, fire and other City services vs. servicing costs?
 Taxation – is there any other tax that targets one other group? (new development)
 Is this a development charge or a growth fee?
 Can there be a special levy to a development on an ongoing basis? Can the city tax a \$400k new house more than a \$400k house in an older area?
 One could kick around the idea that the developer fronts some of the development costs and on a ongoing basis, the property could be charged through a local improvement to the specific land to pay the rest of the costs for the infrastructure that was needed to develop?
 Why would I buy in the City Of Brandon when I can pay much less in taxes in the RM?
 What is the sense we are getting from council? Is there an appetite for alternate things?
 Do these calculations take into consideration the immediate tax revenue coming from new development?
 Is it a deterrent if a house cost \$400k or \$407k?
 Does the city of Brandon have a plan in place that determines order of new infrastructure that needs to be built?
 Has there been a discussion of a percentage of the building permit paid as a development charge? Like a per dollar charge? House costs \$200k so the development charge on based on the permit value (square footage). \$400k house would cost more for the charge.

CONCERNS:

The City cannot say that developers are not paying for development when there is a cost to develop.
 When infill will be further developed, the infrastructure will be worked harder. Further discussion is needed on infill and downtown.
 Everyone can agree the City needs infrastructure. This issue has been discussed for years within City administration, not the development community. The Chamber requested a 6 month period to review the policy/by-law.
 Brookwood south and Bellafield were annexed in years ago and the work could have been done but it wasn't
 What is really the cost of doing this through taxes? If you take 300 units developed a year and times it by the charge, is that a 20% increase? There is something missing in the analysis of the numbers; theres two different types of finance scenarios being used.
 The comparison is the issue. The cost of borrowing is included in the tax scenario. The cost of borrowing is not included in the development charge. The tax increase is cheaper. The cost to implement this will also be higher than the development charge.
 Negotiations about costs may not happen anymore but exemptions will begin to become the basis of negotiations
 The development charge will hurt the entry level home owner.
 Time is tight on the public engagement; take the time and it can go smoother.

COMMENTS/SUGGESTIONS:

The City needs to steer the direction on what type of development they wish to encourage and promote. Urban or infill/downtown.
 Members would like to review all details of the study/map. i.e - Pacific Ave extension has been added to the City budget but is also included in the development charge.
 This is not all or nothing. There are other ways the City can look at dealing with this. There is taxes, user fees, local improvements and development charges. Or a hybrid of all.
 Apparently this isn't a deterrent to a home buyer. i.e. high land transfer tax. However, it has been proven that large upfront fees to a developer is a deterrent.
 The city needs to encourage development in the city.
 Apartments should be exempt – not feasible in costs to build apartments
 East and west st. pauls charges cover the service costs to hook up to the house; charges in Brandon would not pay for the private lot servicing.
 Rate payers can generally support paying more in taxes for commercial development i.e. ikea or Costco but not support paying for residential growth to make some developer rich. Dollars is not dollars
 Regina and Winkler service industrial land and developers pay for residential growth.
 New roads will benefit the whole city, not just new development. Some infrastructure is not just needed or used by new development.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

In a new development, services are not used as often as an old neighbourhood i.e. fire, street, etc. 20 years of income with little servicing costs.

If you look at new development, in the early years, the house is making money. Taking the money and putting it in an acct, in x amount of years, the city could pay for the replacement costs that street would need.

20% increase each year, not over 25 years

There will only be enough money collected if the City grows over the 30 years.

Fairness to all developers is a good thing

If the charges are going to be paid, the developer will be expecting the upgrades to be completed for when they want to develop.

The city needs to invest in the infrastructure where the market is.

Does anyone know what it costs a developer per house for off-sites by the time they move someone in? approx. \$2000?? Is it way less than the development charge? The upfront costs are inconsistent with every development agreement.

The city needs the money but there needs to be a balance that promotes development in order to get this accepted by the community.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: February 28, 2017

ORGANIZATION: Brandon Real Estate Board

ATTENDEES:

City Administration	Members (6)
Jacquie East	Cam Toews
Ryan Nickel	Charla Albrecht
Tiffany Stokes	Michael Barrett
	Sandy Donald
	Glen Tosh
	Jenn Pearson

THEME/CODE
Affordable Housing
Exemptions
Political
General Comments
Property Taxes
New Growth

QUESTIONS:

Does the infrastructure on the map tie into existing properties or just new growth?

Can the cost of infrastructure be amortized in different ways?

By putting the cost for new infrastructure on taxes, does that mean everyone in Brandon pays for growth?

Could the charge be based on a square foot basis or value of home?

This fee would only be for new homes? Not additions?

Do we have any idea, breaking it up, how much of the \$124 million would be a portion to residential and how much would be for industrial?

Does the map include infill development?

Is there an end date to the fee?

Could frontage be considered?

Could there be two charges; SFD vs. Multi-family

Affordable housing is big with initial costs and therefore, no exemptions city wide and using tax grants and incentives to make up the charge will not help the affordable housing initiative because the costs are still very high in the beginning

Is there an option to involve the BREB in the Industry Advisory Group?

Will the public event on Wednesday be addressing concerns and questions that were discussed today?

In rural areas where they bring in water services and the property owners have the choice to pay up from or over time, could we do that?

Could part of the charge be paid by the developers at the development phase and the rest of the charge paid at the time of the building permit?

Will there be exemptions? Like for Habitat?

CONCERNS:

If the charge goes onto taxes, that could be the difference in people affording their homes with extremely high property taxes.

Theoretically, the additional cost to our clients for new houses could end up not being the full charge because developers have been paying charges and the clients could have been paying \$2000 and now the increase will be \$4500.

Developers will not absorb the cost of the exemptions, the entire city would through taxes

If you actively force an increase in price and if the bar is set at 100k and you put 10k on something across the board, one is forcing the increase so the people have no choice to pay

Could the \$7000 charge be amortized off the property taxes with the benefitting group paying over a period of 5 years

COMMENTS/SUGGESTIONS:

There is no overall legend on the map.

Infill does affect the existing system.

Most feedback is reactionary which is generally small picture. This may be a necessary evil

Realtors are looking at short terms issues with getting someone into a house like land transfer tax and now the charge will add to that issue.

For the \$124,000,000.00, there will be a portion that will be a benefit to the entire City so the entire city should have a certain cost.

Higher density may be the key to solving the infrastructure deficit problem.

The process of involving all the groups is the right way before going to council.

This can be used as a policy tool to direct the way the City wishes the city to develop i.e. infill/downtown

A realtor never can know what the contribution amount to infrastructure will be when selling a property (commercial) to someone to develop; this charge will now just cover it.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: March 1, 2017

ORGANIZATION: Assiniboine Community College (ACC)

ATTENDEES: **City Administration** **Members (1)**
 Jacquie East Jim Simmons
 Erin Meagher

THEME/CODE
Affordable Housing
Exemptions
Political
General Comments
Property Taxes
New Growth

QUESTIONS:
Are there any exemptions for ACC such as non profit/institutional?
Are there any exemption for the improvements and upgrades to the infastructure if classified as non profit/institutional?
CONCERNS:
The Development Cost Charges currently does not include clasues regarding possible exemptions
What kind of exemptions will be included in the Development Cost Charges?
COMMENTS/SUGGESTIONS:
Exemptions and all the different kinds of exemptions will need to be reviewed and included in an revised draft of the DCC

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: March 2, 2017

ORGANIZATION: Renaissance Brandon

ATTENDEES: **City Administration**
 Jacque East
 Ryan Nickel
 Tiffany Stokes
 Patrick Pulak

Members (9)
 Rick Chrest
 Elisabeth Saftiuk
 Ariel Byrant
 Steve McMillan
 Mike Maendal
 Chris Desjalias
 Gord Collins
 Patrick Sullivan
 Michael Cox

THEME/CODE
Affordable Housing
Exemptions
Political
General comments
Property Taxes
New Growth

QUESTIONS:

What do you imagine the process of making policy decisions?

How do you use this tool to shape the community to encourage the city to develop?

So this the charge is for physical infrastructure. Not maintenance?

Why wouldn't water treatment just be added to the water bill over the life of the utility?

If there is construction of a 8 unit apartment in SW Brandon and the redevelopment of a space in the downtown that creates 8 units, why would the downtown have to pay for the new growth because it was technically not new growth?

Do we know how many municipalities consider the downtown exempt? And do we have any research that indicates it had become an incentive to develop downtown?

Has there been conversations on affordable housing and how the charge would be detrimental to low income housing.

How will the charge impact the local developer mom and pop shop developer?

Is there any reason not to exempt downtown?

Could the downtown be exempt but still pay the fee for water treatment as they need water treatment?

CONCERNS:

So why didn't the city include fire and police? Is it a non issue; do we have capacity? If we allow the city to urbanly expand infinitely, one day we may not be able to afford those extra services.

The downtown interest must be reflected in these conversations

The report says the charge will be charged to all of Brandon but is for "new growth". There is a big difference in how the charge will impact existing development and how it will effect new development.

It is very important that redevelopment does not pay the charge.

If we take the Sneath redevelopment project, the rough calculations would be around \$60,000.00 for offsites and Ren Brandon is giving them this much.

Downtown development is difficult at the best of times so if we are adding a fee that the suburbs are paying, it will hinder development.

So at the least, if we cant entirely exempt, then can there at least be a less fee or have a portion of the fee subsidized. This fee would be very detrimental to development downtown.

If the charge has to apply, it may mean losing a unit or units.

The Mckenzie Seeds building is a good example where development almost came through but was ditched because of the mortgage rates.

Now the building will sit vacant for more years. This charge will be another reason why development may not occur and leave buildings vacant.

COMMENTS/SUGGESTIONS:

Crocus outflow – map says \$2.8 million, policy chart says \$1.8 million

There are many city services that are not funded through development charges.

We have areas of the city that have services like infrastructure; how can we shape the growth of the city to encourage development there instead of just growing where we want and then use the money to improve our other city services like police and transit.

Where the line gets drawn on how services are chosen would be hard. A suggestion would have been to include street sweeping and snow clearing.

At the very least, infill should be exempt to the extent that the infrastructure was built to in the past.

Ren Brandon needs to control the exemption to shape the type of development that happens downtown because then everyone will flock downtown to develop just anything downtown and the downtown will get over built and old buildings are being torn down.

Commercial frontages are needed on Princess and Rosser.

Everyone could pay but in the downtown, the charge would go into an account that was managed with Ren Brandon to use the money to enhance the downtown. Or it could be the pocket money that pays for other grants.

If there will be an exemption for affordable housing, there may be an appetite from developers to start building some affordable housing.

Affordable housing is a one room space with a bathroom. A three bedroom is not considered affordable housing.

If Ren Brandon has control over what kind of development goes up, Ren Brandon could provide a full exemption to commercial going in on the main floor and residential goes on the remainder of the units for example.

Maybe not exempt the entire downtown. Maybe exempt the priority area, heritage, Princess, Rosser?

Maybe core is 100% exempt and phased as you move out?

Development downtown may go through even with the charge however, the outcome of the development may be very different with respect to quality.

A mechanism to review case by case of each development may be needed. A pub may require more flushes then a 10 unit residential.

The Brandon Sun property is an example of different kinds of use. Sooner rather than later, that property will need to be redeveloped and that is huge piece of property that could have the potential to be huge which currently is only being used by 20 to 30 people. Usage of services will be different depending on use.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: March 6, 2017

ORGANIZATION: Chamber of Commerce

ATTENDEES:

City Administration Jacquie East Ryan Nickel Patrick Pulak Tiffany Stokes	Members (4) Caroline Cancade Cathy Snelgrove Steve McMillan Terry Burgess
--	--

THEME/CODE
Affordable Housing
Exemptions
Political
General Comments
Property Taxes
New Growth

QUESTIONS:

When will the by-law be done?

When will the exemptions be determined?

Will there be a list of what infrastructure would be constructed in each debenture should the City add all the growth onto taxes

If there was only one debenture, would the City get all the money and build all the infrastructure in one year?

What does soft services include?

Should infrastructure be needed for a development but there is not enough money in the reserves, what would the City do to make up the remainder of the money?

In the case of shortfall, will the city fund the development or will the development stop?

How will the development charge reserves be managed?

Will Council have the appetite to invest in the shortfall?

Can the development charge go up over time?

What is front ending by the developer?

Is there any comparison data for commercial costs?

CONCERNS:

The numbers in the report do not add up in the first two years

The industrial land will probably not build out in over 50 years, is it fair to include industrial development in the charge when industrial build out will go beyond the build out proposed in the report/policy?

COMMENTS/SUGGESTIONS:

The Chamber has held two stakeholder meetings

The Chamber would like to have enough time to thoroughly review all the information and data

They will be hiring a consultant to review the City's data; could be September by the time someone is hired

The consultant will be looking at what infrastructure as listed in the report if related to growth

They are speaking with Myers Norris Penny as the company has done similar work with Winnipeg

New development bring in big taxes

The City does in fact have reserves for new growth i.e the firehall

Generally, everyone can agree the City needs to invest in infrastructure. The uncertainty comes from wanting to confirm the numbers and determining who pays the tag when there isn't enough money in the reserves to build the infrastructure.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: March 6, 2017
ORGANIZATION: Brandon University
ATTENDEES: **City Administration**
 Jacquie East
 Tiffany Stokes

Members (1)
 Scott Lamont

THEME/CODE
Affordable Housing
Exemptions
Political
General comments
Property Taxes
New Growth

QUESTIONS:
<p>If everyone is charged \$7500 for new development, does that mean that nothing is going on property taxes?</p> <p>Why should someone building a house on an existing street pay the charge to pay for new infrastructure for a new development on the outskirts of town?</p> <p>Did the city project how many units could be developed within the entire city? Infill and new development or just the new development areas?</p> <p>How can we be helpful in this process? Letter?</p>
CONCERNS:
COMMENTS/SUGGESTIONS:
<p>When you revitalize the downtown, development is important</p>

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE: March 8, 2017
ORGANIZATION: Habitat for Humanity
ATTENDEES: **City Administration**
 Jacquie East
 Tiffany Stokes

Members (2)
 Steve Krahn
 Margaret Schonewille

THEME/CODE
Affordable Housing
Exemptions
Political
General comments
Property Taxes
New Growth

QUESTIONS:
How did the City of Winnipeg write their exemptions section?
What is the best time to reach out the Mayor and Council?
CONCERNS:
COMMENTS/SUGGESTIONS:
Habitat would like a follow up meeting.

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE:	March 27, 2017				THEME/CODE
ORGANIZATION:	Downtown Consultation				Affordable Housing
ATTENDEES:	City Administration	Attendees			Exemptions
	Jacque East	Steve McMillan	Carly Gasparini		Political
	Ryan Nickel	Michael Cox	Alf Kennedy		General comments
	Tiffany Stokes	Tim Wiebe	Jason Sneath		Property Taxes
	Patrick Pulak	Evan Keller	Jim Brannan		New Growth
	Sandy Trudel	Ron Faye	Arnold Grambo		
	Rod Sage	Elisabeth Saftiuk	Ron Fay		
		Robyn Sneath	Scott Lamont		
		Phil Dorn	Rod Lindenburg		
		Mr. Allen	Fez		
QUESTIONS:					
<p>What does a charge for treatment only mean?</p> <p>Could there be a substitutional charge or consideration if a big use (BU) came in and there was a nearby area where a use used to be (hotel) and is turned into say a skate park and no longer requires capacity. Could the big use take the freed up capacity. Transfer of development credits</p> <p>So if development charges were not applied in downtown, could downtown development still proceed with a development agreement, be site specific, and remain status quo?</p> <p>Has the city explored other options for treatment i.e. treatment lagoons.</p> <p>What is the basis for the projected growth numbers? The number is a bit of a guess. On the engineering side, is it approximate as well?</p> <p>What if engineering numbers are out? What if the charges exceed what the city really needs? What if they are too low?</p> <p>There are no new pipes needed downtown? Why should a development charge be charged downtown?</p> <p>Will big projects that require upgrades to services i.e. sprinklers, be required to be paid by the developer or upgraded by the developer?</p> <p>What happens when a new development downtown uses all the capacity in the area and next year someone else comes in the year after and theres no capacity left?</p> <p>Why should I have to pay these charges when I have a net zero usage/capacity??</p>					
CONCERNS:					
<p>This is just pushing growth further away from downtown.</p> <p>Development downtown around Brandon is not sustainable.</p> <p>\$500 a unit shouldn't kill a project, \$5000 a unit will</p> <p>The group that has suffered the most is low income housing</p> <p>How can you make subsidized housing work when you have to pay a \$5000 charge per unit.</p> <p>Grants are shrinking through the government</p> <p>Have there been any discussion or calculations on what will happen if the downtown area doesn't develop? What cost would there be to the city if downtown doesn't develop?</p>					
COMMENTS/SUGGESTIONS:					
<p>Yes, someone needs to pay for infrastructure.</p> <p>There is a notion that replacement buildings shouldn't have to pay. For the last 100 years, the residents of downtown have been paying taxes and that money went to the entire city while the downtown infrastructure wasn't being taken care of. Could there be an assessment of the capacity downtown to see what is available to see if the pipes could handle downtown development?</p> <p>The Strand (BU development) and the Mckenzie Seeds building were built and connected to infrastructure that wasn't designed to expect the build out that is now occurring. However, if you were building on a site where a higher use existed and it now requires less capacity, you should be able to use that capacity.</p> <p>Development chares are how you pay for growth, not existing development</p> <p>What if development charges were done according to usage i.e litres? There is an average water usage on a house, so the city knows what is being used.</p> <p>Amortization of the charges</p> <p>The charge could be more specific is you estimated a charge per litre of usage.</p> <p>Some of the pipes in the downtown streets have been replaced and over sized i.e. 9th street. And these charges are not expected to pay for maintenance.</p> <p>If the City believes that everyone should pay for the infrastructure, then just raise the taxes and be done with it.</p> <p>All the background work is impressive and is great to have.</p> <p>On the outside of the city, the developer should pay for what they need. Downtown development shouldn't have to pay what an outside developer pays for on the outskirts.</p> <p>Exempt downtown</p> <p>If a developer needs to upsize a pipe downtown, they should pay for it</p> <p>It is unlikely all systems i.e hydrants and sprinkler systems would go off at once and that is considered when designed</p> <p>These costs can be fairly spread out over all the users of the system. This policy should be used a tool to shape our City. If the city is required to implement this type of policy then it is the responsibility of the city to ensure they are using all resources and means available to grow the city.</p> <p>This is really important opportunity to provide incentive to develop downtown.</p> <p>Should a fee be the same, we must consider how long our empty buildings will remain vacant. Projects will not go through</p> <p>All the suggestions in the slides should be exempt</p> <p>Development charges should not be applied downtown because they would cripple any further downtown growth. This should be used to incentivize developers to build, develop and redevelop in the downtown.</p> <p>Focus most on the hub and exempt upper storey residential development in existing buildings, new entertainment and shopping, mixed use on Rosser and Princess, university and colleges, heritage buildings, brownfield, market housing projects, low income housing, restaurants and specialty retail, non-profit.</p> <p>Downtown is in the early stages of becoming an attractive palce to develop/run a business. Don't force downtown to pay for the costs of sprawl at the edge of the City.</p> <p>Charging for treatment is the only charge that makes sense.</p> <p>All new developments should be exempt for downtown.</p> <p>Exempt all infill housing developments. Infrastructure is already in place. This would provide an incentive for infill in the downtown which is priority of Council.</p> <p>Exempt not for profit developments. There is already limited funds. Affordable housing is a priority of Council. Should developers of affordable/low income</p> <p>Thank you for the meeting. Use this tool to guide the vision for downtown revitalization.</p> <p>Resland Development Corp - every property owner in the city should be paying for infrastructure as we all benefit from these required services. The City should consider sinking funds to fund future costs of this nature and borrow now for immediate needs.</p> <p>Communication is the most important tool we can use.</p>					

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE:	March 29, 2017		
ORGANIZATION:	Finance Discussion		
ATTENDEES:	City Administration Jacquie East Ryan Nickel Tiffany Stokes Patrick Pulak Dean Hammond Rod Sage Dan Fontaine	Attendees Steve McMillan Michael Cox John Burgess Leann Petrin Karen Roe Glen Newton Daniel Burns Kelvin Orr Stephen Montague	Elisabeth Saftiuk Caroline Cancade Cathy Snelgrove Chad Martin Brad Dodds Jarrett Kelher Mark Bailey Cam Toews
QUESTIONS:			
How much of the DA contributions taken over the last three years went to infrastructure? Are utilities built into the development charges? What is the increase to taxes that is will be added to the benefitting areas? I.e the new infrastructure that is needed has a certain portion taken off for benefitting areas. That cost will be covered by tax payers. What is the increase to taxes for that portion? How does a debenture work? Can you take money from a reserve to pay a deficit? Will a developer still need to pave a backlane if the charges are adopted? What guidance will be put into place on how the city will collect the charge i.e in year one, you collect \$7000 and next year there isnt enough money to develop the pipe. Could the city start charging \$14000 to get that money?			
CONCERNS:			
The upgrade to the water treatment plant is covered under the increased utility rates and its also covered in the development charge? If there is no commitment from council to construct this infrastructure, then this charge shouldn't be adopted.			
COMMENTS/SUGGESTIONS:			
Cut City salaries to find money in the budget Council is using the tax revenue generated from new growth to pay for the cut to the tax increases so essentially new growth is responsible for the no tax increase to the entire city. The charge is simply to pay for the new growth, then once that infrastructure is built the City budget starts to pay for the maintenance. So when we talk about making Council be more diligent in salaries and protective services; that is a very important piece to think about on election day. So if the idea is to fairly distribute the cost of growth across the board, increase taxes. It is unacceptable to say to the developers, "we need x amount for new infrastructure, developer you pay for it." If the city collects \$7000 a unit for 100 units a year and has \$700,000 to pay for infrastructure the next year, the city will need to take out a debenture and then the tax payers end up paying the interest on the debenture anyways. So tax payers are paying for something.			

Appendix E - Notes from Public Events and Meetings with Stakeholder Organizations

DATE:	April 3, 2017	THEME/CODE <div>Affordable Housing</div> <div>Exemptions</div> <div>Political</div> <div>General comments</div> <div>Property Taxes</div> <div>New Growth</div>
ORGANIZATION:	Public Discussion - Feedback Update	
ATTENDEES:	<div> City Administration Jacquie East Ryan Nickel Tiffany Stokes Patrick Pulak Sandy Trudel Rod Sage </div> <div> Attendees Ken Haugen Colleen Haugen Charla Albrecht Steve McMillan Mike Moore Scott Bromley Brad Dodds Steve Hayward Stephen Montague Daniel Burns Jack Lindsay Elisabeth Saftiuk Steve Krahn </div> <div> Jarett Kehler Leann Petrin Lisa Howery Michael Cox John Burgess Kathryn Graham Ken Campbell Cam Toews Chad Martin Cathy Snelgrove Margaret Schonewille Kim James </div>	
QUESTIONS:		
<p>Would the mall be charged if they build new buildings?</p> <p>What is existing wastewater treatment capacity for the city?</p> <p>Does infill exemptions include commercial infill?</p> <p>So if one builds in the red area identified on the new map, do they have to pay the charge?</p> <p>Do we imagine the process will allow for a developer to sit down with engineering to find out what capacity is available before they design a site?</p> <p>Is there a plan with the city that represents where the city sees the growth into the future?</p> <p>Is there appreciation in the charges?</p> <p>How did the City decide what the red area was? i.e the mall is very established and is showing in the green which is new commercial</p> <p>The upgrade that connects to trans Canada highway has been needed for years. Why is growth paying for that when it was needed 10 years ago?</p> <p>Are the upgrades identified in the blue are still included in the charge?</p> <p>Why is Clare avenue in the charge if the need for Clare is based on infill?</p> <p>Is there an existing benefitting area south of Clare?</p> <p>Based on the feedback received; what is being recommended to be exempt?</p> <p>Are the new projected numbers based on 300 units built a year?</p> <p>Is the new tax revenue from growth included in the sharing the cost of growth slide tax numbers?</p> <p>Does the city have a cost per unit for maintenance?</p> <p>Did the PUB consider the rates for new capacity on the treatment plants?</p> <p>Does the charge include interest that would be charged for a debenture?</p> <p>How was the benefitting area figured out vs. what cost will go towards growth?</p> <p>Will there be by-laws for the reserves created?</p> <p>Is there a plan to cash flow this over the next 30 years? If the city doesn't grow in the industrial area, the city growth will stall. Does the city have plans to cash flow this?</p> <p>When/If council approves the charges, are they approving the projects that come with the charge?</p> <p>What is the cost per unit for the property taxes?</p>		
CONCERNS:		
<p>If tax money doesn't go into new infrastructure, how do we budget for the growth infrastructure?</p> <p>Even though the capacity may not be required until 2035, people building now still need to pay towards the upgrade in 2035.</p> <p>The transparency part is hard to understand because there are many questions being asked.</p> <p>What is the impact if the development charges are not approved? How will the city pay \$55 million?</p>		
COMMENTS/SUGGESTIONS:		
<p>Its pretty hard to say Brandon's per hectare charge is average across the board when we don't know what other cities are collecting for</p> <p>Maybe downtown should pay the treatment charge – is the city still looking into capacity that is available downtown?</p>		

Appendix F—Feedback Letters from Individuals

Appendix F - Feedback Letters from Individuals



BRANDON CHAMBER OF COMMERCE

1043 Rosser Avenue
Brandon, Manitoba
R7A 0L5

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(204) 571-5340

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info@brandonchamber.ca

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*"Setting the Pace
for a Greater
Brandon
Since 1883"*

Dear Jacqueline,

Thank you to you and your team for taking the time to meet with us on March 6, 2017 to discuss the City of Brandon Development Charge Background Study.

From the meeting, there were a number of things I believe we could both agree on; the funding of growth is a challenge and there are only so many avenues afforded to a municipality to fund growth; as a community, we need to come up with an equitable and transparent approach which requires stakeholders to be active and involved; the better we all understand the impacts, the easier it will be to make adjustments in each of our operating models to mitigate the risks.

The one concern we raised in our discussion was related to timeframe. As you know, we are in the process of engaging an independent consultant to review the information and appreciate your offer to have our consultant actively work with your team to validate the numbers. Of course, we will encourage them to do so. On the other side, we acknowledge your desire to continue to move this process forward and understand our request for an extension of time, might be seen as a stall tactic, without context being provided to the request.

I can assure you we are committed to continuing to work through this and thought it best to lay out our plan, hopefully allowing you and your team to better understand this request:

- March 31, 2017 – Secure funding to hire MNP to conduct an independent review.
- April 3, 2017 – Engage MNP (assuming funding is secured). MNP has indicated they will start one week from signing.
- April 10, 2017 – Commence project.
- May 15, 2017 – Receive draft report and issue the findings to funding stakeholders for review (5 weeks from the start)
- May 15 – 29, 2017 – Review document
- May 29 – June 9, 2017 – Conduct meetings with funding stakeholders and with the City of Brandon on the findings of the review.
- June 16, 2017 – Finalize the report with MNP.

We intend to keep an open dialogue and provide status updates along the way, related to these efforts. As you have indicated in your letter and in the presentations, the plan is to have your study finalized by the end of May for presentation to Council. Our request is you consider delaying this, until you have also taken into consideration the findings of our review.

We appreciate the efforts you and your team have made to reach out to all the various stakeholder groups in the community and the openness to questions and new ideas related to this discussion.

Kindest regards,

Terry Burgess
President of Brandon Chamber of Commerce

To: Ryan Nickel

Chief Planner, City of Brandon

Senior's Affordable Housing and Development Cost Charges

Please consider exempting affordable housing development from DCCs in the Downtown area of the city.

- DCC's will make Senior's affordable housing much more expensive to build.
- The city needs to consider the investment that has already been paid by former property owners in the downtown area.
- What are the costs to the City if the downtown area is left to deteriorate versus the cost of not developing the virgin lands that exist on the perimeter of the city?
- Affordable housing is a strategic priority of Council, it is not logical to implement a new policy that will make it more difficult to achieve.
- DCC's will negatively impact the ability for not for profits to develop Senior's affordable housing in Downtown Brandon, as financing is already a challenge.
- Most affordable housing projects are infill projects thus the bulk of the infrastructure is already in place.
- Appropriate and affordable housing is the foundation necessary for individual success, health and well-being. Increasing the amount of affordable housing benefits the whole community.

Sincerely;

Jim Brannan

Chair, Servants of Service

204-727-0007

jbrannan@mys.net

With regards to the proposed Development Charges CMHA Westman is requesting the following two exemptions:

1) **An Exemption for Not for Profits:** Not for Profits who are building affordable housing should be exempt from paying the tax because we have very limited funds. For example, CMHA Westman in partnership with other organizations, developed 58 apartments in the old Massey warehouse on 6th and Rosser. In order to do so CMHA had to raise millions of dollars and we presently carry a 1.2 million dollar mortgage. If CMHA and our other partner not for profits had to pay an additional 5,000 to 7,600 per apartment, none of those apartments would exist today. Plus CMHA would not have had sufficient funds to do our 29 unit apartment block at 1202 on Rosser Avenue.

Furthermore, affordable housing is a strategic priority of Council, therefore, if we do not receive an exemption, the level of affordable housing grants the City of Brandon offers would need to be increased at the same rate, otherwise, the City's Affordable Housing Reserve would be depleted sooner and would result in a reduced number of units that could be developed.

2) **An Exemption for everyone for all infill housing developments** because the infrastructure is already in place. As a result, this would be an incentive for infill developments especially for downtown Brandon which is again another priority of City Council.

In conclusion, affordable housing benefits the whole community especially a community such as Brandon because in 2011, 73% of the population had income levels below \$50,000. Affordable housing is essential mental health and for raising a family. Affordable housing is essential to pursue educational opportunities. Affordable Housing is essential for successful employment. In other words, affordable housing touches all aspects of our community.

Your consideration of our suggestions would be greatly appreciated.

Tiffany Stokes

From: Ryan Nickel
Sent: March-20-17 8:31 AM
To: Tiffany Stokes; Jacqueline East
Subject: FW: Development Charges - Downtown Stakeholders Consultation

Feedback for development charges.

Ryan Nickel, RPP

Chief Planner | Planning, Property and Buildings Department
638 Princess Ave
Brandon MB, R7A 0P3
204 - 729 - 2124



Serving & Building Community

From: Robert Carpenter [mailto:bob@resland.com]
Sent: Friday, March 17, 2017 3:37 PM
To: Ryan Nickel <r.nickel@brandon.ca>
Cc: Sandy Trudel <s.trudel@brandon.ca>; Rod Lindenberg <rodl@horizonbuilders.ca>; 'Daryl Carpenter' <daryl@metro-pm.ca>
Subject: RE: Development Charges - Downtown Stakeholders Consultation

Hello Ryan,

Unfortunately I am not able to attend, but have asked Rod Lindenberg to attend and represent us if he is able.

Resland has experienced the beginning of development charges in other jurisdictions, the City of Surrey they began at \$1000 per unit and the last time we developed there were in excess of \$40,000 per unit plus school fees, tree replacement fees, and park charges just to name a few. The developer must recoup these costs on the sale or through the lease of his project. Therefore by introducing these charges for Brandon you are raising the costs of purchasing or renting new or improved buildings for all uses. We realize all cities need money for infrastructure replacement, larger infrastructure as the city grows. The only equitable way to do this is every property owner in the city should be paying for this as we all benefit from these required services. I would suggest the city thinks about sinking funds to fund future costs of this nature and borrow now for immediate needs.

Bob Carpenter
Resland Development Corp
604-514-3153

From: Ryan Nickel [mailto:r.nickel@brandon.ca]
Sent: March 16, 2017 9:46 AM
To: Robert Carpenter (bob@resland.com) <bob@resland.com>
Subject: Development Charges - Downtown Stakeholders Consultation

Appendix F - Feedback Letters from Individuals

Hello Bob,

You are invited to a downtown stakeholder event to discuss development charges as a tool to fund new infrastructure for the downtown.

You are a partner in developing our downtown, and your involvement is necessary to ensure the development charge tool can be used to the benefit of developing our downtown.

Details of the event (flyer attached):

Time: 5:00 to 7:00 pm

Presentation: 5:15 to 5:30pm

Date: Monday, March 27, 2017

Location: Brandon Design Studio – 638 Princess Avenue – East Entrance

For more information, please give me a call (204-729-2124), or visit our website at:

<http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>

I look forward to seeing you on the 27th.

Ryan Nickel, RPP

Chief Planner | Planning, Property and Buildings Department

638 Princess Ave

Brandon MB, R7A 0P3

204 - 729 - 2124



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Andrew Mok

From: Steve Krahn <skrahn@habitat.mb.ca>
Sent: Thursday, June 08, 2017 1:45 PM
To: Tiffany Stokes; Jacqueline East; Ryan Nickel
Cc: Margaret Schonewille
Subject: RE: Development Charges Public Event

Hi Tiffany, Jacqueline, and Ryan,

Thank you for continuing to update us throughout the process for the Development Charge. It is very much appreciated. I briefly wanted to share with you our current position on the matter.

I note that the latest iteration of the Development Charges By-Law has reduced the amount of the charge for Residential house construction. From our perspective that is good news. What I still note is that in the proposed by-law there are no exemptions in place for Habitat or other non-profit housing providers. While the DC of \$754 in Established Growth areas isn't overly burdensome, the \$3385 charge in Emerging Growth areas is a disincentive for affordable housing providers to build. We are attempting to provide a service to the City and its citizens and disincentives are not in my opinion the way to go.

While we currently do not have land in Emerging Growth areas, it is entirely conceivable that we will within the next 5 years. Our vision is to build housing within Brandon over the long term, and it is our expectation is that we will build in various neighbourhoods throughout the City.

It was my understanding that in previous discussions, when the proposed fee was substantially higher, that you were supportive of an exemption for Habitat for Humanity and/or other Affordable Housing providers. Please note that even with the lower fees, we would like to see an exemption, and hope that you would consider supporting that as well.

Sincerely,
Steve Krahn
VP, Regional Development
Habitat for Humanity Manitoba
60 Archibald Street, Winnipeg, MB R2J 0V8
Direct: 204-235-2187, Toll free Direct: 1-855-235-2187, Fax: 204-233-5271
Email: skrahn@habitat.mb.ca, Website: www.habitat.mb.ca



By mobilizing volunteers and community partners, Habitat for Humanity Manitoba works with people from all walks of life to build safe, decent, and affordable housing for purchase by low-income working families.



From: Tiffany Stokes [mailto:t.stokes@brandon.ca]
Sent: Tuesday, May 30, 2017 3:43 PM
Subject: Development Charges Public Event

Good Afternoon,

The City of Brandon has finalized the draft Development Charge Background Study and By-Law and posted it online on April 28th, 2017:

<http://www.brandon.ca/what-is-happening-in-your-neighbourhood/active-projects/1217-development-charges>

We are holding a public meeting to discuss the proposed by-law on June 12th, 2017 from 5:00 p.m. to 7:00 p.m. in the **T. E. Snure Multi-Purpose Room located in the A.R. McDiarmid Building**. Please see the attached invitation for further information.

Should you or your organization wish to discuss the proposed by-law in detail outside of the June 12th event, please feel free to contact Tiffany Stokes at t.stokes@brandon.ca or 204-729-2218 to set up a meeting with our project team.

If you simply have questions about the proposed by-law, please contact either Jacqueline East, General Manager of Development Services at j.east@brandon.ca or 204-729-2512 or Ryan Nickel, Principal Planner at r.nickel@brandon.ca or 204-729-2124.

We look forward to seeing you at the June 12th meeting.

Tiffany Stokes

Land Development Administrator
Development Services Division
Department of Planning, Property & Buildings

AR McDiarmid Civic Complex
638 Princess Avenue
Brandon, MB R7A 0P3
Phone: 204.729.2218
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t.stokes@brandon.ca



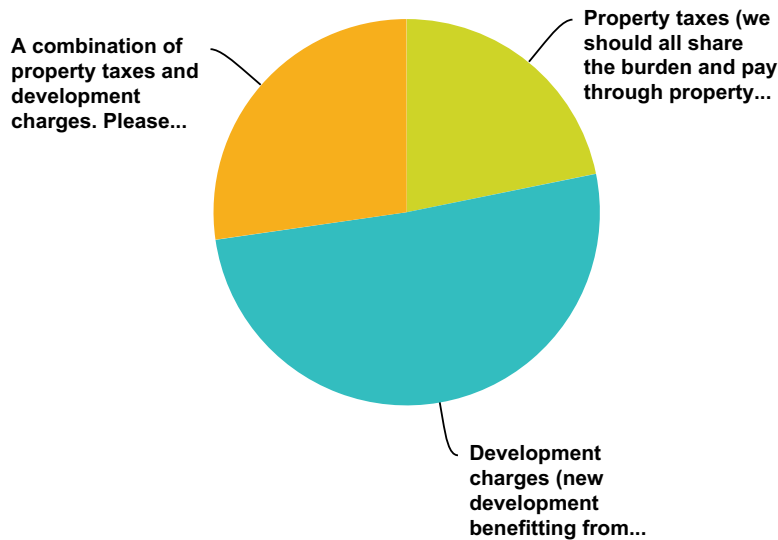
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Appendix G—Survey Results

Appendix G-1
Online Survey Results as of April 20, 2017

Q1 How should we pay for new infrastructure required for new growth in the City of Brandon?

Answered: 55 Skipped: 2



Answer Choices	Responses	
Property taxes (we should all share the burden and pay through property taxes)	21.82%	12
Development charges (new development benefitting from the new infrastructure should pay for the new infrastructure)	50.91%	28
A combination of property taxes and development charges. Please explain below.	27.27%	15
Total		55

#	Please explain:	Date
1	Existing infrastructure that requires maintenance or replacement should be budgeted through regular property taxes. A depreciation report for the existing structures should be completed and planned for through existing taxes. the new development is not a consistent quantity and the fluctuations would be unmanageable. New development which causes upgrades, new treatment,new mains, new pump stations, etc should be funded by Development Cost charges. Also the City should look into latecomer agreements that allow the original developer to front end the costs for servicing and then potentially recoup as other developments utilize the services.This allows development to proceed and sometimes leap frog locations not wanting to develop until later.	4/6/2017 1:46 PM
2	Each new development should contribute financially to any improvement required to service that growth. This includes the infrastructure that immediately services the land such as the streets and utilities directly servicing the development as well as a contribution to pay for the impact the development may have on any infrastructure that is not in the developed area such as a regional land drainage upgrade. Property taxes should not be used to pay any direct or impact costs caused by the development but could be used to pay a portion of the off-site development if that improvement benefitted all rate payers. An example would be traffic control upgrades that were done on a city wide basis.	4/5/2017 7:20 AM
3	As a resident in the west end our sewer is getting overloaded because of new developments in Brookwood, they should should be paying for their own services or paying the cost of up grading ours.	3/29/2017 9:15 AM
4	Developers are already contributing approximately \$2000 per unit in the form of development charges. Maintain a low fee such as this, and use the property taxes from growth to finance the borrowing to pay for needed infrastructure.	3/29/2017 9:12 AM

Appendix G-1 - Online Survey Results as of April 20, 2017

FEEDBACK SURVEY Development Charges - Paying for Growth

5	Or alternatively, stop paying city employees these grossly inflated wages and supplement development with these funds. Yes it's not even close to being enough, but it's a start. Does the city not find it ironic that they preach "the need for affordable housing" yet slap a development charge plan on the city? Who do you think developers (and rents property investors) are going to pass this fee onto? The tenants and the home buyers- making housing in Brandon even less affordable.	3/28/2017 9:54 AM
6	Property owners already pay plenty; if you want to build a new development (or live in it) then you can pay for it.	3/23/2017 10:51 PM
7	I believe that the DCCs should be split up (if allowed by the Provincial municipal act) as land is developed well ahead of the onsite improvements. Off-site infrastructure costs applied per Hectare of land developed and charged at the subdivision or neighbourhood planning stage. Then as the buildings are being built a Development Charge based on the specific project being developed, charged at the time of development or building permit issuance. this will defer some of the costs and share the costs between the land developer and the home builder/owner. as well as charge out the off-site costs and the development costs at a more timely interval.	3/23/2017 11:47 AM
8	Requirements for new capital investment identified as a need or future need from the addition of new developments should be added to the development cost.	3/23/2017 10:34 AM
9	Development infrastructure should be 100% development charge. Extensions to existing core infrastructure (eg. main sewer lines coming up to the development area) should be shared 33% property taxes & 67% development charge.	3/22/2017 6:39 PM
10	The people involved in the development should be responsible for all costs associated with the development including infrastructure.	3/22/2017 6:22 PM
11	I think the developers should pay higher fees, and let the people living within the new developments, pay property taxes and not depend on the developers to maintain the infrastructure	3/22/2017 5:05 PM
12	Brandon is a SMALL city with a very small tax base. The city cannot continue to be run off residential property taxes. The people/businesses directly benefitting from new development need to pony up the costs.	3/22/2017 3:20 PM
13	It should be paid for by the new owner. They are the reason the ne infrastructure is needed. Does not make sense for my taxes to go up when it will not increase my property value and I would not be using the new infrastructure.	3/22/2017 12:00 PM
14	We will be sharing the burden on upkeep but developers need to be more conscious of the sprawl effect when considering new projects.	3/22/2017 10:05 AM
15	The City is responsible for streets, sidewalks, streetlights, etc. Not developers. New properties built will pay property tax like everyone else.	3/22/2017 9:54 AM
16	Development charges are basically another tax anyway. If both were in place, it would be easier for the city to increase both in one year than it would be for them to justify increase just one by a significant amount. I'd rather have that little bit of protection.	3/22/2017 9:43 AM
17	Existing property owners shouldn't be obliged to pay the costs of new infrastructure that would not benefit them.	3/21/2017 9:02 PM
18	The developer should be charged for the devolpment as they are the most beneficial (\$\$\$\$). however we know it will be charged to lot apon sale. I think the city is aware of taxes that they will charge and should police THAT this should not happen. This should NOT BE PASSED ON to tax payers in general, they are moving into this development	3/20/2017 12:03 PM
19	None of the above. This is just another tax that will destroy development in Brandon.	3/20/2017 11:45 AM
20	Applying some costs to get services to a new development should be borne by the developer as they will ultimately gain from the new development and will largely pass the costs to customers. The full cost of the development should be understood to avoid either unfair advantages of one area of the City over another or not fully accounting for the costs of opening a new area of development. However, the entire city gains from new development so spreading some of the costs is also appropriate.	3/20/2017 11:32 AM
21	Development charges will only be passed on to the consumer, 100% plus costs of administration. This is just another form of corporate tax which is in fact nothing more than a myth. No matter how much tax you place on corporations (or in this case developers) they do NOT pay it. Their customers pay the tax. This is a great way to reduce development in our city. Just more socialism.	3/20/2017 11:12 AM
22	These charges should go direct to the property developer. It has been to long since the land developers in this city have been dumping the extra cost back to the tax payer and not properly developing the necessary supports for their projects. The cost to the city to provide storm sewer pumping from the area south of Richmond and west of 1st. street, is a prime example of how the developer has dumped the storm drain responsibility onto the city taxes. The same issue is coming up with the development on the SW corner of Brandon. Make the developer of the land pay for the water line, extra sewer lines and the cost of storm drainage systems. These firms buy the land up for a small amount compared to what they charge when subdividing the lands and selling it back to the new home owners. Lets stop giving to the greedy and start to make good decision for the end user.	3/17/2017 3:30 PM

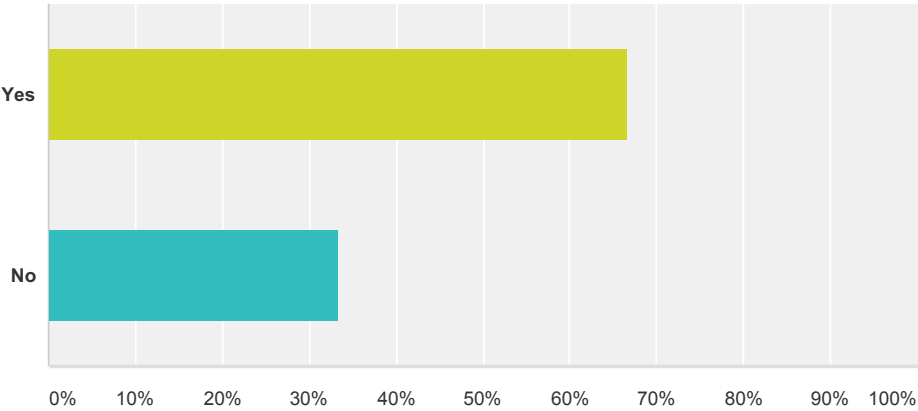
Appendix G-1 - Online Survey Results as of April 20, 2017

FEEDBACK SURVEY Development Charges - Paying for Growth

23	<p>Although some infrastructure only benefits the new development, in some cases there are changes made to existing infrastructure that benefits the City as a whole. Obviously, if the infrastructure (water lines, sewer, etc) is only in the area of the new development, that cost has to be absorbed somewhere within the cost of the development. If it benefits others (upgraded lift or pumping stations, renewal of existing pipes or services), then there should be some level of cost that is borne by the general public.</p>	3/17/2017 11:11 AM
24	<p>First off I believe that we should asking separate questions regarding, straight residential areas versus commercial development (stores, strip malls, small offices etc) versus larger industrial developments. Costs associated within a residential area should be borne by the developer and passed along as needed to the builders and end consumer. (roads sewer drainage etc.) that concept is pretty well a given. In the case of running a new major water and sewer line just to service one area of town, somehow the costs of that has to be shared amongst the current developer but also new developments not yet planned for but that will tie into those improvements in due course. I also have an issue with a blanket fee. The development charge is a form of taxation, so why not treat is similar to how properties are taxed as a percentage of the value. One might argue that does not matter whether the home is large or small the costs for the development per person is the same. However the same can then be said for general mill rate taxation, why is one families house taxes higher than anothers, because the value of the home is more. Why not tie the development charge to the value of what is being built as a percentage of total value of the property and house. The buyer of a 900,000 home paying the same \$7500 DC as the buyer of a \$400,000 home or \$300,000 condo does not make any sense at all. The extra \$7500 to the buyer of the \$900,000 home is nothing where as the impact of \$7500 on the \$400,000 buyer is substantial as an extra cost to make the purchase. A percentage of value will be seen as being more fair to the general consumer who ultimately pays for it through the purchase price of the home . something else to consider is that any increase in the costs of homeownership/development comes at a cost to the economy. For commercial development say for stores, malls. any extra costs may deter development as the costs to the store owners, will go up as they pass this along attached to the sale value of the goods. Maybe some thought should be given to the general tax payer to split the costs of infrastructure development on commercial sites as the general population will be using same businesses that are ultimately built. As an example a new Rona store or Ikea or whatever that might be developed in the south end area will certainly be used by the general population. So if it is a direct benefit to the city and ultimately the population should it not be paid for by the general city residents at least in part. No one wants higher property taxes, but there is a cost to growing a city. Stagnation on growth does not help any one, and it can be said that stagnation on growth will still cause taxes to go up. development of new industrial lands is a hard one, you do not want to drive away industries that want to relocate here. has there been a comparison been made to other cities on serviced industrial land and what Dev charges are charged in industrial lands.</p>	3/17/2017 10:59 AM
25	<p>Historically all infrastructure repairs and upgrades have been paid through the general tax roll. There should be no change to this process as I view the ongoing repairs, maintenance and upgrades are part of a growing business and benefit the City as a whole. Individual and initial infrastructure projects for various development areas are already paid by the developer. The City as a whole needs to step up to pay for the larger servicing projects (upgrades and or repairs) to encourage continued growth and development.</p>	3/17/2017 10:15 AM
26	<p>In my opinion there are some items that have been included in the list of projects required that benefit the community as a whole as well as the developers and for that reasons should be paid out of property taxes. Other infrastructure improvements are directly related to certain developments and should be paid for by development. When it comes to servicing the industrial lands it is my opinion that this falls on the property taxes as large industrial development typically lead to more jobs in Brandon and economic growth that benefits all. If some of the improvements can be paid for by industrial sector that is great but I believe that large companies will say no if you want us you pay for the infrastructure and for the most part the land needs to be serviced before they will consider setting up shop in Brandon.</p>	3/16/2017 3:43 PM

Q2 Should any new developments be exempt from Development Charges?

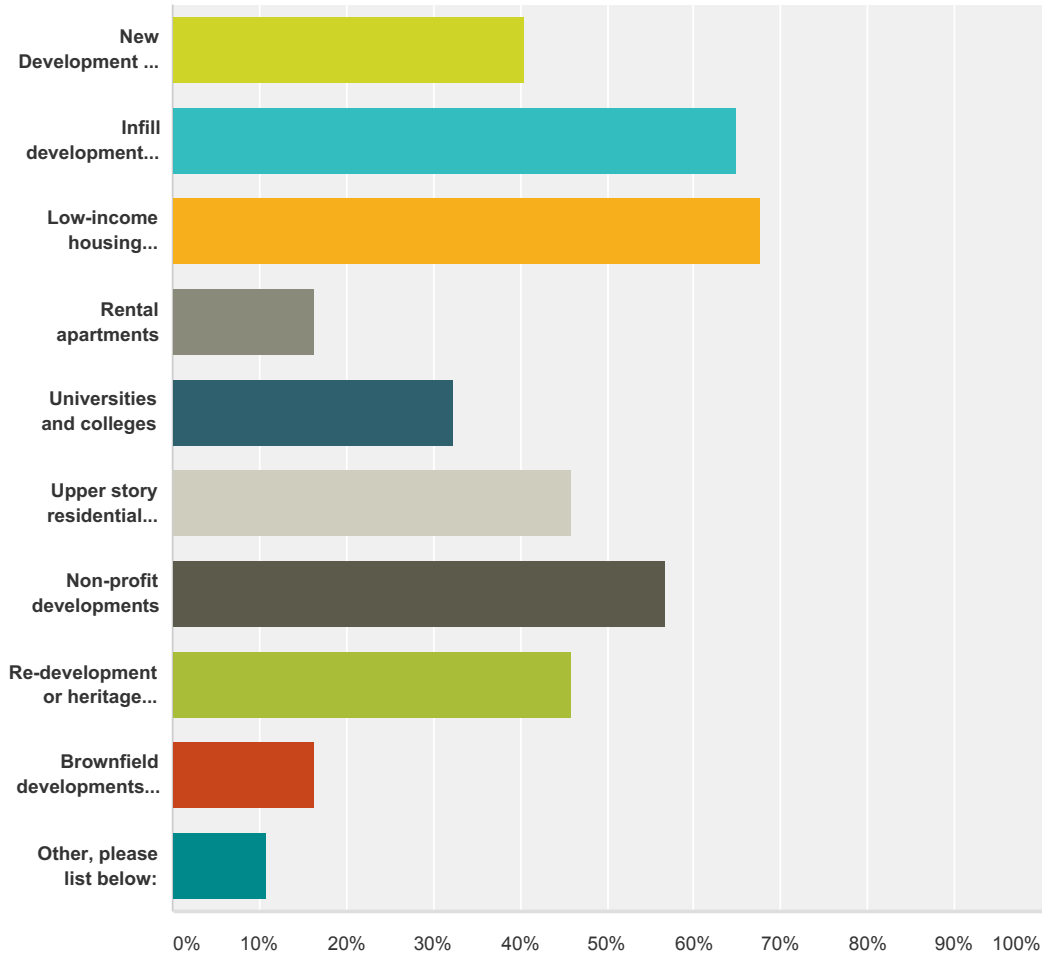
Answered: 57 Skipped: 0



Answer Choices	Responses	
Yes	66.67%	38
No	33.33%	19
Total		57

Q3 If you chose "yes", what kind of new development should be exempt from Development Charges

Answered: 37 Skipped: 20



Answer Choices	Responses
New Development in downtown Brandon	40.54% 15
Infill development (development in older parts of the city on existing roads with existing water and sewer services)	64.86% 24
Low-income housing projects	67.57% 25
Rental apartments	16.22% 6
Universities and colleges	32.43% 12
Upper story residential development downtown	45.95% 17
Non-profit developments	56.76% 21
Re-development or heritage building	45.95% 17
Brownfield developments (former industrial or commercial sites where future use is affected by real or perceived environmental contamination)	16.22% 6
Other, please list below:	10.81% 4

Appendix G-1 - Online Survey Results as of April 20, 2017

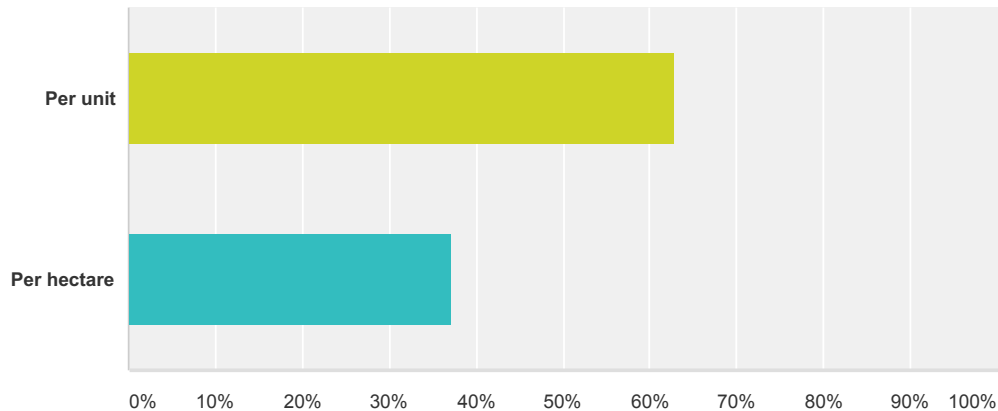
FEEDBACK SURVEY Development Charges - Paying for Growth

Total Respondents: 37

#	Other (please specify)	Date
1	Ok, So all of the above developments invoke sympathy towards reduced DCC's but this is a council decision on priorities. If Brandon needs rental then a moratorium could be placed up to a threshold. With such a slim market, it would not be wise to create a scenario that could not be rolled back.	4/6/2017 1:46 PM
2	Any development requiring new installation of roads, sewer, water, hydro, fiber optic cables, etc should be subject to development charges, paid by the developer - who will pass it on to the buyer anyway - but not added to the taxes of everyone else	4/5/2017 12:54 PM
3	I am not saying that a 100% exemption should apply but the charges should be Area cost specific even if that means 20-30 different areas with in the city and then allow council to determine if when and where city tax incentives could apply like a tax abatement program where the first five years of taxes the Development costs or a portion thereof are taken from the property tax. or the DCCs are applied to the tax roll and spread out over five years to recoup the DCCs over time on cost sensitive projects.	3/23/2017 11:47 AM
4	The only new development that should be exempt from developmental charges are those that are paid for with tax payer money whether it be municipal, provincial and/or federal.	3/22/2017 3:20 PM
5	I believe that this concept is too important to start allowing exceptions. Development charges should equal the cost of new infrastructure. If I am building in an already developed area (brownfield or infill) the basic infrastructure should already be present. The development charge should reflect that. Likewise, if I am building a development distant from existing infrastructure, the fee should reflect the higher cost.	3/22/2017 10:05 AM
6	All developments. These questions makes no sense if you choose "Property Taxes" in question 1	3/22/2017 9:54 AM
7	Not applicable since I said to not have a Development Charge.	3/22/2017 9:43 AM
8	Any devoplment should be charged. Again general tax payers should not help foot the bill for developers.	3/20/2017 12:03 PM
9	None of the above. This is just another tax that will destroy development in Brandon.	3/20/2017 11:45 AM
10	We will have far less of all of these development projects if we bring in this tax. Making development cost more will just reduce demand. It's basic economics and only an armchair, socialist academic would see otherwise.	3/20/2017 11:12 AM
11	Non Profit, low cost housing options put together by volunteers who guarantee a long term viable project, need to be supported. The Service clubs and non profit housing projects now operating in Brandon represent the only steady low cost housing available. The for profit developers who took advantage of the city's Affordable Housing Grants have shown how long they are willing to keep their projects in the affordable housing charges as set by the guidelines. All of these project only kept the rent low until they had operated for the prescribed time frame as set out in their development agreement. The large developers wouldn't even consider this approach, because they could not see any short term profit.	3/17/2017 3:30 PM
12	If this is being billed as a development charge for new water sewer, drainage, road construction, then any new redevelopment in an area that already is serviced and those services need no change or update, then those redevelopments should not be charged a DC. A simple infield redevelopment of single family into a 3 or 4 plex on an existing residential land site should not incur any infrastructure costs outside of new sewer and water lines to service which should be covered by the builder anyway. a small redevelopment downtown can be viewed in the same manner, if it does not put excess strain on the current infrastucture then no DC should be charged . However, what about the case where the development of a large building or hotel where there is a need to install new underground in order to increase capacity. I think in this case a DC is very much required. But recognize also that in the older parts of town the sewer and water lines are likely very dated and in need of a rebuild anyway, so those costs can be shared by general taxation and the DC to the builder. Even such things as requiring pavement of the existing gravel rear lane when a new building is put should be reviewed. to me it seems a bit draconian to insist that a builder pave 50 ft of a rear lane when the rest of the rear lane block is gravel. Then going forward if the balance of the block owners votes to pave the balance of the rear lane the new builder that just paved his portion might have the local improvement levy attached to his 50 ft that he has already paved.. there are enough road blocks to low income development as it is, no extra new costs should be charged against low income housing projects. However a low income housing project needs to be well defined with in the guidelines of Provincial or federal low income standards.	3/17/2017 10:59 AM

Q4 Should the development charge be charged against each unit (per residential dwelling) or on an area (per hectare) basis?

Answered: 51 Skipped: 6



Answer Choices	Responses
Per unit	62.75% 32
Per hectare	37.25% 19
Total	51

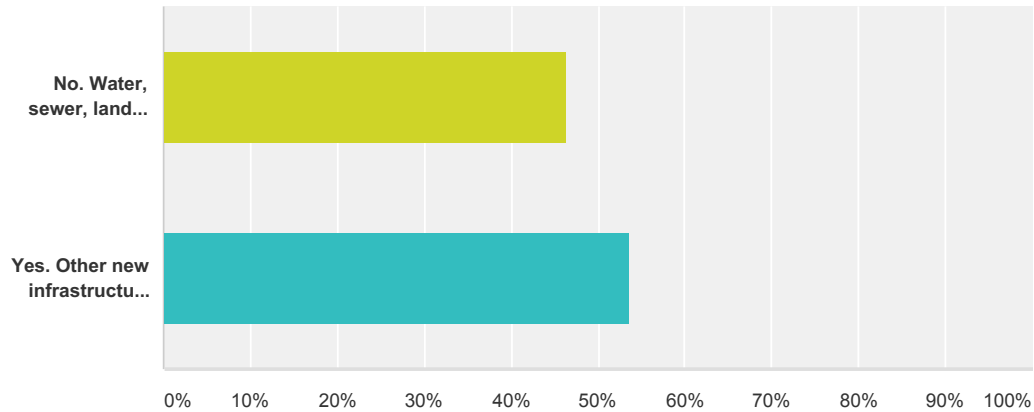
#	Please explain:	Date
1	I believe there is merit to charging the development charge on a per hectare basis to encourage greater densification and more sustainable use of greenfield land. However, we have one predominant land developer who builds on spec in Brandon - J&G Developments. As such, how would it work for the smaller developer who is only building a dwelling here or there and not the mega suburban developments constructed by J&G? Furthermore, the City would need to have a per unit charge in place to address infill developments. One serious concern I have is that Brandon has serviced land ready for residential single family development but that is sitting vacant because the developers who own the land are choosing not to build on it. For example, Brookwood and Outback have numerous vacant lots. In the contract when a private citizen purchases a lot from a developer, there is typically a clause that you have to build within a certain timeframe. If the developer is not enforcing this clause and if the City is not enforcing this clause, there are empty SERVICED lots scattered throughout the city, that are not using the infrastructure already put in place and paying very little by way of property taxes. In Brookwood, there are four lots that should be built upon before the new subdivision off of Lakeview gets underway. Builders who own these vacant lots should have to build within a particular timeframe as well; it is only fair to area residents.	4/10/2017 3:44 PM
2	When you apply it to a certain area the argument always comes up that one site is not as efficient as another and the developer is getting punished twice. Inefficient site and full payment. Place it per unit or per commercial square footage. This is directly tied to developer's income and is easily budgeted.	4/6/2017 1:46 PM
3	Again, paid for by the developer, but whatever is the most equitable or fair to the buyer who will end up paying for it anyway. Whatever makes the developer use the land/area most efficiently and environmentally friendly when designing neighborhood or building layouts - economy of scale	4/5/2017 12:54 PM
4	Impacts on infrastructure are largely based on land use density and as such impacts should be based on a per dwelling unit basis. On exception is land drainage which is likely a good candidate to become a operated and financed in the same manner as the sewer and water utility.	4/5/2017 7:20 AM
5	Base it on the maximum loading that will be permitted for the area.	3/29/2017 9:15 AM
6	If the purpose of a development charge is to pay for the infrastructure needed to service new properties, then each property should pay.	3/29/2017 9:12 AM
7	Per unit to avoid cramming units into a hectare to decrease costs to developers	3/28/2017 8:48 PM

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FEEDBACK SURVEY Development Charges - Paying for Growth

8	More likely to be fair.	3/23/2017 10:51 PM
9	Both the off-site (infrastructure) portions per hectare at the subdivision stage. Then the transportation, recreation portions charged when these systems will be impacted by increased usage or as the Dwellings/business buildings are developed, charged at the time of Development/building permit issuance. Breaking up the costs, sharing/deferring part of the costs.	3/23/2017 11:47 AM
10	1 house on a single 80 acre plan requires much less infrastructure support than 80 houses on the same property.	3/23/2017 10:34 AM
11	It is just common sense to have the charges assessed per unit.	3/22/2017 6:22 PM
12	I'm actually not sure which of these options would be the best choice but choosing just one, I would say Per Unit. Cost to direct benefit.	3/22/2017 3:20 PM
13	The development charge should be equal to the cost of the new infrastructure required to service the new development. As such, it should be assigned as a global charge (or in stages if the development is also in stages). It would be up to the developer how they would recoup their costs.	3/22/2017 10:05 AM
14	Per nothing.	3/22/2017 9:54 AM
15	Again, not applicable.	3/22/2017 9:43 AM
16	There are many unit-specific costs.	3/21/2017 9:02 PM
17	As we see, that's why developers are building appartments because the only pay per hectare	3/20/2017 12:03 PM
18	None of the above. This is just another tax that will destroy development in Brandon.	3/20/2017 11:45 AM
19	Presumably the charge should be reflective of the costs. Running new services into a new development is more a function of area than specific units as unit costs are billed separately that relate specifically to that unit.	3/20/2017 11:32 AM
20	How can anyone opposed to such tax answer that question? I vote no to any development charge, per unit, per hectare or otherwise. Quite trying to mislead people.	3/20/2017 11:12 AM
21	The whole city should be charged not by unit or area. Everyone will be getting the advantage of the growth. The whole city is getting the benefit. We aren't a mine and yours community. The City of Brandon is our Community. Many being charged will make each persons/area contribution less.	3/17/2017 6:12 PM
22	The extremely large houses, condos and expensive apartments that take up large lots should pay a reasonable % of the total cost. A flat fee per unit will penalize those who wish to build more reasonable priced accommodations on smaller lots.	3/17/2017 3:30 PM
23	This is a tough one. If the charge is done on a per hectare basis, it could influence the density of the type of accommodation that is built. It could be perceived that the developer, if incurring the charge per hectare, will want to increase the density of the project to recoup the cost. It would be more difficult to justify an increase per unit if it is a "bulk" cost to him/her/it. In addition, it would just be like the current "contribution" system. The payment of this development fee would come payable when the development agreement is signed. This system would allow the City to predict exactly what it would generate from the fees for budgetary purposes, however. If it is on a per unit basis, the payment of the fee would probably be at the time that permits were taken out. This would "amortize" the fee over the length of the development and make it easier for in-fill to be budgeted for by the developer. This would also mean that it is more difficult for the City to estimate how much the fees will generate. Less density of single family homes means less fee income for the City. So, if you are the City, probably by hectare If you are a developer, probably per unit	3/17/2017 11:11 AM
24	not sure about this one. seems easier to attribute a % cost on an individual unit as opposed to a larger 1/4 section of development.	3/17/2017 10:59 AM
25	I believe a small charge my be applied but most cost is already the burden of the developer. The additional property tax should cover any future infrastructure needs.	3/17/2017 7:01 AM
26	I don't believe it is an either/or answer. The solution needs to be a combination. For single family lots it should be on an area basis as they typically consume more land for luxury purposes. Selfishly, the larger the lots the more money the consumer is likely to have and ability to pay. For multifamily it should be on a unit basis as it is difficult to apply any other way for multistory buildings. These are denser developments and to a certain extent we want to see our density increase so give them a little incentive. For both commercial and industrial it needs to be on an area basis of building. Although this may be a disincentive to attracting manufacturing/warehouse businesses to Brandon as they require large areas that are not densely utilized. Maybe the solution is on a per parking space for these businesses? In short I do not envy your job here and negotiating a solution that will be acceptable by all parties affected.	3/16/2017 3:43 PM
27	It would motivate a developer to maximize the area.	3/16/2017 2:19 PM

Q5 The current study includes new water, sewer, land drainage and roads in the Development Charge. Should any other infrastructure be included now or in the future?

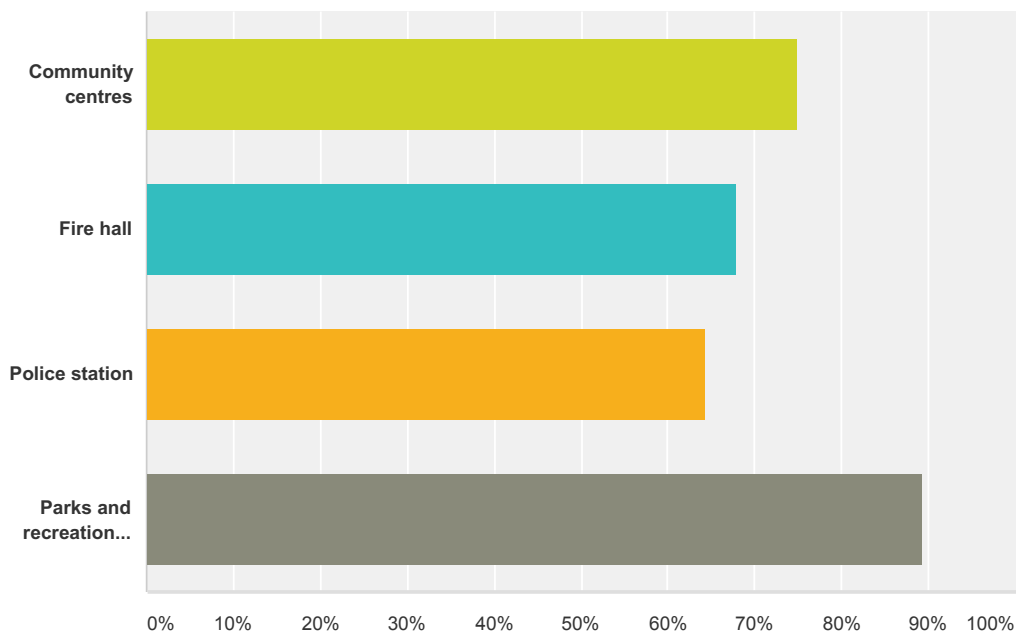
Answered: 56 Skipped: 1



Answer Choices	Responses	
No. Water, sewer, land drainage, and roads are enough to help the city grow.	46.43%	26
Yes. Other new infrastructure costs should also be supported through Development Charges.	53.57%	30
Total		56

Q6 If you chose "yes", what other new infrastructure costs should also be supported through Development Charges?

Answered: 28 Skipped: 29



Answer Choices	Responses
Community centres	75.00% 21
Fire hall	67.86% 19
Police station	64.29% 18
Parks and recreation facilities	89.29% 25
Total Respondents: 28	

#	Other (please list)	Date
1	When we allow suburban developers to build further and further away from schools and existing infrastructure, they should absolutely have to pay for all required infrastructure associated with their new developments. Community centres, parks and recreation facilities, and fire and police protection are imperative neighbourhood amenities. Hard infrastructure, such as roads and water/wastewater, should not be our only consideration here.	4/10/2017 3:44 PM
2	With increased development comes increased amenity requirements. A new development area will wonder why they don't have a park area with playground or ball field etc. I didn't support Fire hall or police station as this creates a budget item that someone will want to spend whether it's justified or not. Plus in Brandon, apparently firehalls also come with museums.	4/6/2017 1:46 PM
3	Additions to the electrical grid, natural gas lines, basic telecommunications that support emergency services	4/5/2017 12:54 PM
4	Any impacts additions etc. directly caused by growth to any city funded infrastructure should be funded by development off-site charges.	4/5/2017 7:20 AM
5	If we know we are going to need these we should start paying for them now. Monies should be ear marked for their proposed use and not spent on other things.	3/29/2017 9:15 AM
6	Spaces for these important infrastructure items should be required in new developments. Police and fire should be separate that all taxes assist with.	3/28/2017 8:48 PM

Appendix G-1 - Online Survey Results as of April 20, 2017

FEEDBACK SURVEY Development Charges - Paying for Growth

7	Schools (specifically a French school).	3/23/2017 10:51 PM
8	The hard services charged as offsite levies per hectare at subdivision stage. and soft services shared with Taxation revenue and depreciation accounts then the appropriate portion charged as a development charge at the time of permit issuance at a rate dependant on the number of units developed. the greater the density of the neighbourhood the smaller the per door charge. Hence promoting higher density mixed use in new neighbourhoods and eventually a higher more sustainable tax base as a result.	3/23/2017 11:47 AM
9	1) If a high rise development were proposed and even though was within the current "developed" area of the city, what if, in order to maintain access to fire protection, it necessitated the city to purchase an extra long reach ladder and pumper truck. That could be a million dollars to purchase solely for the "benefit" of one property. 2) A new greenfield housing development is proposed. In addition to the requirement for roads, sewers and all those items, at what point does it necessitate the new capital purchase of additional garbage trucks, graders, loaders, service vehicles. This is a capital cost related to the new development. It is assumed that the people and expense to operate these new additions are paid for by the property taxes contributed by the new development. 3) As in the 4 items above, the on going "service" of this development is paid through taxes. The capital requirements of the city has to be addressed by the development.	3/23/2017 10:34 AM
10	Every single cost. If these new infrastructure costs are not covered through the Development Charge, it will fall upon the existing tax payers.	3/22/2017 3:20 PM
11	This is a tough one. I believe it is easier to quantify water, sewage, drainage and roads than the other services. Further, some services, like community centres, tend to lag behind new developments. But we do need to consider the costs of items like public transit, green spaces, etc. in the process. Perhaps it is best to start with the basics.	3/22/2017 10:05 AM
12	All above, this is why people live in the city. I also think the city should force them to have parks and recreation facilities as part of there development as well as any other changes that may occur along this process of devolpment. I think the residents in the city Brandon are tired of seeing and paying for people to move into theses areas.	3/20/2017 12:03 PM
13	None of the above. This is just another tax that will destroy development in Brandon. A Development Charge is just another tax on development and will only reduce productivity and growth in our city.	3/20/2017 11:45 AM
14	I wonder if you will even respect the results of this survey or just distort them to show wide spread support. Can you tell I don't trust government?	3/20/2017 11:12 AM
15	the costs of rebuilding intersections and traffic lights to access a res development should be charged against the development. Having said that, any development that inproves traffic flow for the balance of Brandon residents should be on taxation of the whole. a key question to ask is who benefits by any such development. Is it the individual buyer of a home, is it the mom and pop shop owner or the public that that mom and pop serve with the new shop. Is it the industrial business that comes to town or the population as a whole that benefits with new businesses that come to town? A direct benefit to an individual, business or owner should be paid by that person. If there is a benefit to the population of Brandon as a whole than maybe the whole of Brandon should share. And maybe it is a shared costs when we speak of commercial or industrial.	3/17/2017 10:59 AM

Appendix G-2
November 24, 2016 Public Event Surveys



FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☒ YES. Why?

☐ NO. Why not?

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?

- *A local developer asked about the impact of DCCs on smaller lots (e.g. 30' x 120'). The proposal is a single DCC/unit. The problem with this is there is no reward/benefit to providing more affordable/sustainable housing developments. Might it be possible to have more than one option for low density? Perhaps rather than lumping low and medium densities together you separate them out, as you've done with high density. Alternatively, do as Winnipeg has done on a sq. m or sq. ft. basis.*
- *A second point is I would argue affordable housing should also be exempt.*
- *Secondary suites - I appreciate these perhaps should not be exempt, however, surely these should not be qualified the same as a brand new low density residential development. Perhaps qualify @ the*



3. Other comments:

It is critical that downtown developments remain exempt from DCCs, at least in the short and medium term, until such time that the downtown market can sustain such additional charges. Another item has to do with public realm improvements in downtown, including lighting and pedestrian infrastructure. If DCCs were eventually applied to DT developments, I would like to see the fees applied toward public realm improvements. However, I see this as such a significant issue I would love to see a portion of suburban DCCs go towards this item.

4. How did you hear about this event?

- ☐ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☒ Public Notice ☒ Other: Direct email to City employees.

5. What did you like about this event?

6. What suggestions do you have to improve upon this event?

In terms of event format, I would recommend that the first 30 mins allows for food + drink. Most folks work until 5:00 p.m. I was disappointed that the presentation was well underway when I arrived @ 5:10 p.m.

7. General comments about this event:

Good turn out. Good discussion.

8. Do you have any suggestions or topics of interest for future events?



FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

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The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☐ YES. Why?

☐ NO. Why not?

undecided

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?

water & sewer upgrades & expansions covered by users.



3. Other comments:

-concern with ACC not including soft costs -
~~the~~ and showing high fees - what's the future
expectations for soft costs coverage?
-not fair comparison to other cities that
include hard costs & some or all soft costs.

4. How did you hear about this event?

- ☐ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☐ Public Notice ☒ Other: Chamber / EDO

5. What did you like about this event?

- summarized well researched report seeking feedback
prior to implementing; & being open to considering
options.

6. What suggestions do you have to improve upon this event?

7. General comments about this event:

8. Do you have any suggestions or topics of interest for future events?



FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

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Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☐ YES. Why?

not sure not enough info

☐ NO. Why not?

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?

just as we now are doing



3. Other comments:

not enough info - poor
answers to questions

4. How did you hear about this event?

- ☒ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☐ Public Notice ☐ Other: _____

5. What did you like about this event?

Nice to keep informed

6. What suggestions do you have to improve upon this event?

more detail

7. General comments about this event:

just another consultant costing
city more \$

8. Do you have any suggestions or topics of interest for future events?

no just do your job.



FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

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Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☒ YES. Why?

☐ NO. Why not?

still thinking, but leaning
towards yes - as long
as it is equitable

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?

still thinking, but as the
whole, I can't see what
else could apply



3. Other comments:

- appreciate the city's attempts to be transparent
- also realize this is a process in flux
- however not a lot of hard facts for developers, in particular
- on the whole, a replacement of the ^{advisable} ~~inordinately negotiated fee~~ structure is

4. How did you hear about this event?

- ☒ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☐ Public Notice ☐ Other: email notification

5. What did you like about this event?

6. What suggestions do you have to improve upon this event?

- direct comparisons / more detail (i.e. comparing apples to apples) would be useful (albeit perhaps hard to find)

7. General comments about this event:

Very interesting, thank you.

8. Do you have any suggestions or topics of interest for future events?



FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☒ YES. Why?

It appears to be the industry standard

☐ NO. Why not?

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?

No comment



3. Other comments:

4. How did you hear about this event?

- ☐ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☒ Public Notice ☐ Other: _____

5. What did you like about this event?

It was well presented.

6. What suggestions do you have to improve upon this event?

7. General comments about this event:

8. Do you have any suggestions or topics of interest for future events?



FEEDBACK SURVEY

Public Meeting – Paying for Growth

November 24, 2016

Your views and input are important to us.

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Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Do you think the City of Brandon should adopt **development cost charges** to pay for new infrastructure for new development?

☐ YES. Why?

NOT SURE YET!

☐ NO. Why not?

2. What are other, or better, ways to pay for new roads, water, sewer and drainage systems, in addition or instead of development cost charges?



3. Other comments:

* COMPARISON DATA BETWEEN CURRENT & PROPOSED
WOULD BE HELPFUL.
- GOOD & BAD CASE
- FAIR REPRESENTATION OF ALL DEVELOPMENT

4. How did you hear about this event?

- ☐ Newspaper ☐ Radio ☐ Facebook ☐ Twitter
☐ City of Brandon website ☐ Public Notice ☒ Other: CHAMBERU

5. What did you like about this event?

REPRESENTATIVES - ALL PARTIES
OPEN EVENT

6. What suggestions do you have to improve upon this event?

7. General comments about this event:

8. Do you have any suggestions or topics of interest for future events?

Appendix G-3

March 27, 2017 Downtown Consultation Surveys



FEEDBACK SURVEY

Downtown Meeting – Paying for Growth

March
November 27, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Should Development Charges be applied downtown:

☒ YES. Why?

But under certain circumstances as was very concisely explained at this meeting (March 27/17)!!

☐ NO. Why not?

2. If yes, how should a Development Charge be applied?

☐ Charge for all infrastructure (treatment and network)

☒ Charge for treatment only *- or a combination thereof*



3. Should any new developments downtown be exempt from Development Charges?

- ☒ Yes +
☒ No

If yes, what kind of new developments should be exempt from Development Charges Downtown?

- ☐ Upper storey residential development in existing buildings
- ☐ Any new development in the entertainment and shopping character area
- ☐ Any new development with a mix of uses (commercial and residential) along Rosser and Princess
- ☒ Universities and Colleges
- ☒ Re-development of heritage buildings
- ☐ Brownfield developments
- ☐ Market housing projects
- ☒ Low income housing projects
- ☐ Restaurants and specialty retail
- ☒ Non-profit development
- ☐ Other, please list below.

(although municipal/provincial grants are available under certain circumstances if properly applied for!)

4. Other comments:

I really liked how the City staff outlined all the problems they are dealing with in arriving at the various solutions to a very complex problem. Keep informing the public - Communication is the most powerful tool in your arsenal - Keep maximizing it!!

*Aly Kennedy Project Coordinator
Servants of Service Inc.*



FEEDBACK SURVEY

Downtown Meeting – Paying for Growth

March
November 27, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Should Development Charges be applied downtown:

☐ YES. Why?

☒ NO. Why not?

Penalizing downtown to pay for suburban sprawl is counterintuitive.

2. If yes, how should a Development Charge be applied?

☐ Charge for all infrastructure (treatment and network)

☐ Charge for treatment only — *this is the only charge that makes any sense at all*



3. Should any new developments downtown be exempt from Development Charges?

☒ Yes

☐ No

If yes, what kind of new developments should be exempt from Development Charges Downtown?

- ☒ Upper storey residential development in existing buildings
- ☒ Any new development in the entertainment and shopping character area
- ☒ Any new development with a mix of uses (commercial and residential) along Rosser and Princess
- ☒ Universities and Colleges
- ☒ Re-development of heritage buildings
- ☒ Brownfield developments
- ☒ Market housing projects
- ☒ Low income housing projects
- ☒ Restaurants and specialty retail
- ☒ Non-profit development
- ☐ Other, please list below.

focus most on the Hub.

4. Other comments:

Thanks for the meeting please use this to
to guide the vision for downtown
revitalization



FEEDBACK SURVEY

Downtown Meeting – Paying for Growth

March
~~November~~ 27, 2016

Your views and input are important to us.

Please take the time to share your ideas about how the City of Brandon should pay for new growth-related infrastructure.

Development (Cost) Charges are fees that are collected by a municipality to offset the costs of infrastructure needed to serve an expansion, new development, redevelopment or an intensification of use of a property. The developer or builder typically pay the fee during the development process.

The fees are pooled in special reserve accounts and then used to fund the construction of off-site public services (such as: roads, sewers, drainage, watermains, and traffic signals) made necessary by the development.

1. Should Development Charges be applied downtown:

☐ YES. Why?

☒ NO. Why not?

*This would cripple any further downtown growth -
We should use this instead as a way to incentivize
developers to build /develop/redevelop in downtown.*

2. If yes, how should a Development Charge be applied?

☐ Charge for all infrastructure (treatment and network)

☐ Charge for treatment only



3. Should any new developments downtown be exempt from Development Charges?

☒ Yes

☐ No

All of them

If yes, what kind of new developments should be exempt from Development Charges Downtown?

- ☐ Upper storey residential development in existing buildings
- ☐ Any new development in the entertainment and shopping character area
- ☐ Any new development with a mix of uses (commercial and residential) along Rosser and Princess
- ☐ Universities and Colleges
- ☐ Re-development of heritage buildings
- ☐ Brownfield developments
- ☐ Market housing projects
- ☐ Low income housing projects
- ☐ Restaurants and specialty retail
- ☐ Non-profit development
- ☐ Other, please list below.

4. Other comments:

Downtown is in the early stages of becoming
an attractive place to develop from a business
point of view that by forcing it to pay for
the costs of sprawl at the edge of the
city

Appendix G-4
June 12, 2017 Public Event Survey

Development Charges – Paying for Growth in Brandon

June 12, 2017

The City of Brandon is in the final stages of the public engagement process for the Development Charges Project. The City has considered all feedback heard throughout this project and is presenting the results of that work.

Please take the time to provide us with your feedback on how well we've done incorporating your voice into the policy and by-law that will be presented to City Council.

Question # 1

Do you think the City of Brandon should adopt some form of development charges to pay for new infrastructure for new development (rather than pay for it all with property taxes)?

- ☐ Yes
☐ No

Please provide us with further details – why or why not?

Question # 2

We heard that a “one size fits all” model is not appropriate for Brandon. How do you feel about the presented models for the proposed development charges for the following types of development?

Development Type	Strongly Disagree with the model	Disagree with the model	Neutral	Agree with the model	Strongly Agree with the model
1. Charges for established areas? E.g. Infill development	1	2	3	4	5
2. Charges for emerging areas?	1	2	3	4	5
3. Charges for downtown development?	1	2	3	4	5
4. Charges for industrial lands?	1	2	3	4	5
5. Charges for non-profits and affordable housing?	1	2	3	4	5

Question # 3					
We heard there was a need to apply the charge equitably. How do you feel about the proposed charging mechanism for development charges?					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Timing of charge mechanism E.g. 50% of charge by developer at subdivision / 50% of charge by builder homeowner at development permit?	1	2	3	4	5

Question # 3					
We heard there was a need to apply the charge equitably. How do you feel about the proposed charging mechanism for development charges?					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Timing of charge mechanism E.g. 50% of charge by developer at subdivision / 50% of charge by builder homeowner at development permit?	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Timing of charge mechanism E.g. 50% of charge by developer at subdivision / 50% of charge by builder homeowner at development permit?	1	2	3	4	5

Question # 4

In general, what comments do you have about how well we have incorporated your concerns into the proposed development cost charges for Brandon? What was missed? What still needs to be acknowledged?

This image shows a full page of blank, lined paper. It features approximately 20 horizontal black lines spaced evenly apart, typical of notebook paper. The lines extend across the entire width of the page. There are no margins, text, or other markings present.

Please return your completed survey before you leave this evening.

Thank-you for your interest and input in Brandon's Development Charges project.

To keep informed on this and other projects please visit:

<http://www.brandon.ca/what-is-happening-in-your-neighbourhood>

Appendix H—Summary of Public Discussion Issues

DEVELOPMENT CHARGES in BRANDON – Summary of the public discussion for a made-in-Brandon approach

Potential Policy Consideration	Explanation	PROS	CONS	OTHER
<p>Status Quo</p> <p>Continue with off-site cost recoveries in the Development Agreement.</p>	<p>Engineering and Planning draft the Supplementary conditions contained in the Development Agreement and subsequently negotiate the details with the developer.</p> <p>The conditions are subject to a public hearing at the Planning Commission and Council approval of 2nd Reading or conditional approval.</p>	<ul style="list-style-type: none">• Business as usual• Local developers know the process• Charges received up front (at time of Development Agreement signing) – good for City cash flow• Charges up front by developer means builders, homeowners don’t pay charges directly as the cost would be built into the cost of the lot.	<ul style="list-style-type: none">• Developers pay off-site charges up front (which is built into the price they pay for land)• Outside developers / investors do not know the process• Inconsistent negotiation, frequent ‘bullying’ of staff to reduce / eliminate off-site charges• Not all development is captured (since not all development requires a Development Agreement)• Only a portion of the off-site costs are captured	<ul style="list-style-type: none">• Require more due diligence and open communication about the full cost of off-site infrastructure.• Requires Council attention to charges recommended in Planning reports• Can become a political decision as Council has final decision on Development Agreement conditions.
<p>Infill Development</p> <p>Infill should not pay Development Charges for linear infrastructure since it does not benefit from the growth infrastructure included in the study. (Infill could pay any off-site upgrading required by servicing agreement plus WTP/WWTP connection fees)</p>	<p>Infill development already generally enjoys existing linear infrastructure.</p> <p>Infill would continue to pay for any required off-site improvements through Development or Servicing Agreements.</p>	<ul style="list-style-type: none">• Credits infill projects for developing at serviced properties with existing infrastructure• More efficient use of existing City services and infrastructure• Supports and implements Council-adopted City policies to promote infill development as a priority	<ul style="list-style-type: none">• Engineering must identify areas at risk and quantify infrastructure upgrades required for infill. This has not yet been undertaken.• Infill development increases the population without paying for the cost of that growth, i.e. increased capacity of water and sewer lines, increased traffic and on-street parking, police, fire, garbage and recycling pick-up and processing.	<ul style="list-style-type: none">• Is there a benefit to non-profits being charged up front and then applying for exemption? (leveraging more funding from outside grant applications)?• Definition of “infill” is important to identify true infill from later sites developed in new growth areas.

DEVELOPMENT CHARGES in BRANDON – Summary of the public discussion for a made-in-Brandon approach

Potential Policy Consideration	Explanation	PROS	CONS	OTHER
<p>W & WW Treatment Fee</p> <p>The WTP and WWTP portion of the Development Charge should be a ‘CONNECTION FEE’ that is collected and deposited to the utility fund.</p>	<p>This is the incremental cost of the excess plant capacity (planned for growth) that is being used up by the new development.</p>	<ul style="list-style-type: none">• Future treatment capacity requirements can be considered.• Current users have already been paying for their ‘portion’ of capacity (including a share of the excess capacity for growth) through utility rates. New users should pay something for the planned capacity that allows them to connect.	<ul style="list-style-type: none">• Difficulty communicating why this charge is not already included in utility rates (although this is a similar argument for development cost charges)	<ul style="list-style-type: none">• This can best be understood as a ‘service / connection fee’. The contribution would go back into the utility through a dedicated utility reserve for use in building future required capacity.• The excess capacity that growth needs has already been built by the City and the City should recover at least part of the investment from new customers by charging a connection fee.
<p>Area-based Charge</p> <p>Calculate development charge based on area rather than units</p>	<p>Ontario & Manitoba is typically a per unit charge for residential development. Saskatchewan and Alberta is more often a charge per hectare.</p>	<ul style="list-style-type: none">• Would promote land use efficiency and mixed use area as developers would be further motivated to reduce the “per unit” cost of infrastructure.	<ul style="list-style-type: none">• More difficult to administer/charge at building permit stage than a per unit charge• Need for careful evaluation of rezoning applications to ensure alignment with the Development Plan and Zoning By-law. Cost to the developer should not be driving the reason for the development intensity charges.	<ul style="list-style-type: none">• City must identify a cap on density based on maximum available infrastructure capacity (use of existing or new Secondary and Neighbourhood Plan by-laws)• City must provide detailed formula to calculate land area subject to the charge, i.e. net of roads, parks, schools, etc.

DEVELOPMENT CHARGES in BRANDON – Summary of the public discussion for a made-in-Brandon approach

Potential Policy Consideration	Explanation	PROS	CONS	OTHER
<p>Remove Industrial Lands</p> <p>Industrial lands and their related required infrastructure contribute significantly to the land (10M ft2) and infrastructure (\$) inputs to the DC calculation. Heavy industrial (manufacturing) contributes significantly to the local economy.</p>	<p>Two versions of the development charge will be presented:</p> <ol style="list-style-type: none">DC including industrial lands and associated infrastructureDC excluding heavy industrial lands (IH zoning) and associated infrastructure	<ul style="list-style-type: none">DC formula will be simplified with removal of industrial landsIndustrial lands are the primary economic generator and municipalities benefit \$7+ revenue for each \$1 of expense incurred for industrial landSignificant industrial lands (10M ft2) are included in the DC study – much more than will ever be in demand over the life of the studyRatepayers may have an appetite to contribute to industrial development due to job creation and payback to the municipalityNo DCs on [serviced] industrial land may be an incentive to new industry	<ul style="list-style-type: none">More infrastructure cost may be attributed to residential (calculation TBD) and DC may increase for non-industrial lands.Required infrastructure must be paid by someone and this may result in increased property taxes to service the industrial lands.Will require up front risk by the municipality to borrow funding and proactively build infrastructure.	<ul style="list-style-type: none">Consider type of industrial (IR, IG, IH) as charges may apply to permitted uses in a zone with exemption for conditional uses. The DC could apply to permitted uses in lands zoned IR and IG but not to permitted (and conditional) uses in land zoned IH.Off-site charges could be collected through Development Agreements (status quo), local improvement by-law, or general property taxes.Original COCS study (Red Deer) showed ratios:<ul style="list-style-type: none">Commercial 1:1.00Industrial 1:0.14Residential 1:1.66
<p>Downtown</p> <p>Consideration of special treatment to promote and facilitate development downtown</p>	<p>Options:</p> <ol style="list-style-type: none">Treat same as infill developmentAs infill but also exempt WTP/WWTP connection feeCollect DC and turn over to RenBrandon for policy-related investment.	<ul style="list-style-type: none">Downtown has been paying for infrastructure since the beginning of BrandonReduced project capital costs promote City downtown development policies	<ul style="list-style-type: none">Engineering must identify areas at risk and quantify infrastructure upgrades required for infill. This has not yet been undertaken.Need to determine how to finance upgrades.	<ul style="list-style-type: none">Option to apply for reduction / exemption of WTP / WWTP connection fee in addition to

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DC Fee Timing DA Require Development Charge payment at time of Development Agreement	Different stakeholders benefit depending upon when the Development Charge fee is charged.	<ul style="list-style-type: none">• Reflects status quo and would minimize change in the process• Cost is applied early in land development process providing best opportunity for the cost to be absorbed by and reflected in the cost of raw land (furthest away from the consumer / homeowner)• City receives payment early in the process.	<ul style="list-style-type: none">• Developers carry the burden of planning for and accommodating the off-site infrastructure cost	<ul style="list-style-type: none">• Assessed Development Charges would be highlighted in reports to public hearing at Planning Commission, BAPD, and upon approval at Council.
DC Fee Timing BP Require Development Charge payment at time of Building Permit	Different stakeholders benefit depending upon when the Development Charge fee is charged.	<ul style="list-style-type: none">• Less or no up front costs to developers as the developer may or may not be the building permit applicants.	<ul style="list-style-type: none">• More residential / taxpayer complaints about building permit fees• City receives payment later in the process• Infrastructure costs assessed further along in the process may not be considered as clearly in raw land valuations	<ul style="list-style-type: none">• Assessed Development Charges would be an administrative task applied with other permit fees.

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DC Fee Timing 50/50 Require 50% Development Charge payment at time of Development Agreement and 50% at time of Building Permit	Different stakeholders benefit depending upon when the Development Charge fee is charged.	<ul style="list-style-type: none">• Would balance the costs assessed between land developers and home builders• Some payment to City early in the process	<ul style="list-style-type: none">• More residential / taxpayer complaints• Some payment to City late in the process	<ul style="list-style-type: none">•
Local Improvement Levy - Localized Amortize cost of new infrastructure onto property tax bills of localized property owners.	Municipal Act allows municipality to prepare a local improvement plan that is subsequently paid for as a cost shared by all benefitting property owners.	<ul style="list-style-type: none">• Developer and builders get to defer cost to future property owners• Lowers up front capital costs• Helpful for rental properties as cost is on owner not renters• Cost amortized through the LI are specific to the infrastructure required for the benefitting area.	<ul style="list-style-type: none">• More risk to the City as the \$\$ is not up front• Would be difficult outside of large greenfield areas• Difficult to get majority property owners to vote in favour of LI bylaw.• Would make taxes on suburban houses even higher. (phone calls)• Each LI is a significant additional administrative process.• Could slow down land use application• Charge is fully borne by Homeowner on taxes while market sale price of home may or may not include the fully DC value.• Easier for homeowner to mortgage than go through this administrative process and add to tax bill.	<ul style="list-style-type: none">• Requires 2/3 objection for by-law to fail• 25 or more objecting requires Municipal Board hearing• Explore for industrial areas

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<p>Local Improvement Levy – City-wide “growth levy”</p> <p>Amortize cost of new infrastructure onto property tax bills of all property owners.</p>	<p>Municipal Act (Sec 315(3) allows municipality to prepare a local improvement plan that is subsequently paid for by all properties in the municipality.</p>	<ul style="list-style-type: none">• Cost shared by all property owners• Developer and builders get to defer cost to future property owners• Lowers up front capital costs• Would be most helpful for rental properties as cost is on owner not renters• Cost amortized through the LI are specific to the infrastructure required for the benefitting area.	<ul style="list-style-type: none">• More risk to the City as the \$\$ is not up front• Would only work for large greenfield• Difficult to get majority property owners to vote in favour of LI bylaw.• Would make taxes on suburban houses even higher. (phone calls)• Each LI is a significant additional administrative process.• Could slow down land use application• Charge is fully borne by Homeowner on taxes while market sale price of home may or may not include the fully DC value.• Easier for homeowner to mortgage than go on tax bill.	<ul style="list-style-type: none">• Requires 2/3 objection for by-law to fail• 25 or more objecting requires Municipal Board hearing• Explore for industrial areas

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Benefitting Area Charge Development Charge calculated for each distinct area of the City rather than one universal City-wide charge		<ul style="list-style-type: none">• Development Charge would more accurately reflect the cost of off-site infrastructure required for different areas of Brandon.• Would create reserve funds specific to each area (i.e. south DCs would support south infrastructure)• Desired by some developers to ensure off-site infrastructure investment by the City benefits their area / lands.	<ul style="list-style-type: none">• May create have / have not areas of the City by limiting City's ability to invest in infrastructure in other areas of the City	<ul style="list-style-type: none">•