City of Prince Albert

Development Levy Study

Prepared by:

AECOM
200 – 2100 8th Street East 306 955 3300 tel
Saskatoon, SK, Canada S7H 0V1 306 955 0044 fax
www.aecom.com

Project Number:

60112362 (31-0103-0035-078-00, 4.6)

Date:

October, 2010

Statement of Qualifications and Limitations

The attached Report (the “Report”) has been prepared by AECOM Canada Ltd. (“Consultant”) for the benefit of the client (“Client”) in accordance with the agreement between Consultant and Client, including the scope of work detailed therein (the “Agreement”).

The information, data, recommendations and conclusions contained in the Report (collectively, the “Information”):

- is subject to the scope, schedule, and other constraints and limitations in the Agreement and the qualifications contained in the Report (the “Limitations”)
- represents Consultant’s professional judgement in light of the Limitations and industry standards for the preparation of similar reports
- may be based on information provided to Consultant which has not been independently verified
- has not been updated since the date of issuance of the Report and its accuracy is limited to the time period and circumstances in which it was collected, processed, made or issued
- must be read as a whole and sections thereof should not be read out of such context
- was prepared for the specific purposes described in the Report and the Agreement
- in the case of subsurface, environmental or geotechnical conditions, may be based on limited testing and on the assumption that such conditions are uniform and not variable either geographically or over time

Consultant shall be entitled to rely upon the accuracy and completeness of information that was provided to it and has no obligation to update such information. Consultant accepts no responsibility for any events or circumstances that may have occurred since the date on which the Report was prepared and, in the case of subsurface, environmental or geotechnical conditions, is not responsible for any variability in such conditions, geographically or over time.

Consultant agrees that the Report represents its professional judgement as described above and that the Information has been prepared for the specific purpose and use described in the Report and the Agreement, but Consultant makes no other representations, or any guarantees or warranties whatsoever, whether express or implied, with respect to the Report, the Information or any part thereof.

The Report is to be treated as confidential and may not be used or relied upon by third parties, except:

- as agreed in writing by Consultant and Client
- as required by law
- for use by governmental reviewing agencies

Consultant accepts no responsibility, and denies any liability whatsoever, to parties other than Client who may obtain access to the Report or the Information for any injury, loss or damage suffered by such parties arising from their use of, reliance upon, or decisions or actions based on the Report or any of the Information (“improper use of the Report”), except to the extent those parties have obtained the prior written consent of Consultant to use and rely upon the Report and the Information. Any damages arising from improper use of the Report or parts thereof shall be borne by the party making such use.

This Statement of Qualifications and Limitations is attached to and forms part of the Report and any use of the Report is subject to the terms hereof.

AECOM
200 – 2100 8th Street East, PO Box 539 306 955 3300 tel
Saskatoon, SK, Canada S7H 0V1 306 955 0044 fax
www.aecom.com

October 22, 2010

Yves Richard
Planning Manager
City of Prince Albert
1084 Central Avenue
Prince Albert, SK S6V 7P3

Dear Yves:

Project No: **60112362 (MP0035-078-00)**

Regarding: **Development Levy Study**
Final Report Submission

Please find enclosed 6 copies of the "Development Levy Study – Final Report" for your consideration. We are pleased to have reached this milestone in this project. This document has been deliberately prepared with heavy involvement from City staff during the process as it will be a fundamental document which will guide the City on future development growth for the next 25 years. We would like to thank the many City staff who have assisted with supplying information and providing guidance during this study.

We look forward to your review of the document and we are willing to assist with any presentations and implementation tasks which the City deems necessary. It has been a pleasure working with the City on this project and we look forward to working with the City in the future. If you have any questions, please contact the undersigned at 657-8818.

Sincerely,
AECOM Canada Ltd.

Ryan King
Senior Civil Designer
ryan.king@aecom.com

RCK:rml
Encl.

Distribution List

# of Hard Copies	PDF Required	Association / Company Name

Revision Log

Revision #	Revised By	Date	Issue / Revision Description
A	Ryan King	June 2, 2010	Draft
1	Ryan King	October 21, 2010	Final

AECOM Signatures

Report Prepared By:

Ryan King
Senior Civil Designer

Report Reviewed By:

Rob Mosiondz, P.Eng.
Manager – Regina Office

Table of Contents

List of Figures

List of Tables

Appendices

Executive Summary

The City of Prince Albert retained AECOM with sub-consultant Watson & Associates Economists (WAE) to study the City's current development levy study and update them to reflect projected growth development capital costs. Fundamental to the study is establishing a growth development horizon and establishing an accepted and accurate current population and also a growth projection for the City. At the beginning of the Study it became apparent the City had several reports and sources of information which had differing population figures.

The City instructed AECOM-WAE to prepare an independent population review and growth forecast. This report was completed September 25, 2009 "City of Prince Albert Population, Household and Employment Forecast Study". This study presented several growth scenarios in which the City administration and council reviewed. The recommended growth forecast titled "Medium Population and Employment Growth Scenario" was accepted as the city and formed the basis for proceeding with the Development Levy Study.

Two other fundamental decisions form the basis for executing this study 1) Growth Development Horizon (25 years) and 2) Growth Development Areas. Based on a 25 year medium population growth forecast the number of residential units, commercial land and industrial land could be identified. From these numbers the growth Development Area's were identified for the 25 year development horizon in the City of Prince Albert. They are identified in Appendix A as well as Section 2 (pages 10 – 12). Selecting the growth areas were done after several workshops with the City's steering committee.

The development levy calculations were tabulated based on these three fundamentals for the study. A system wide development levy study was calculated which would be applied to all development (regardless of location or land use) within the City. The system wide levy is the simplest for City staff to administer. The system wide charge resulted in as per hectare charge of $98,372/ha. Three area specific charges were also presented in the study for comparisons purposes, but are not recommended for further study nor implementation. The system wide charge of $98,372/ha is similar but slightly higher than Moose Jaw's development levy of $79,740/ha but substantially lower than the two large municipalities of Regina and Saskatoon.

It should be highlighted that infrastructure such as Arterial roadways, primary water mains and trunk sanitary sewers are 100% funded by the development levy. This is somewhat unique although not completely uncommon. The staging of the growth areas within the 25 year development horizon was not established at this time and will proceed based on Market demands. Because some of capital infrastructure identified in the growth development areas is 100% funded by the development levy the City will have to be aware of potential cash flow within the development levy accounts as developments are presented and proceed to construction within the City.

The proposed system wide development levy of $98,372/ha presents a significant increase over the current two development levies which exist in Prince Albert. The current development levy in West Hill is $48,185/ha and the rest of the city serves under a levy of $29,035/ha. Several of the growth development areas in the study lack background infrastructure studies and/or master plans and therefore assumptions had to be made as to what capital costs would be necessary to service these areas. Of the capital costs identified in these areas assumptions were then made as to the size and potential inclusion or exclusion to the development levy study. It will be important for the City to consider undertaking future infrastructure studies, as noted in sections 4.2 and 4.3, to better refine the costs identified in this study but also for guidance and reference as development proceeds in these areas over the next 25 years. The development levy study should be revisited and updated as gaps in information are eliminated.

1. Introduction

1.1 Terms of Reference

The terms of reference for this study are as follows:

1.1.1 Develop an appropriate Development Levy calculation methodology considering:

a) Land area subject to the charge, considering the areas in which future growth is to be primarily accommodated

b) The use of uniform charges vs area-specific (sector) charges, as well as front-end financing arrangements, or an appropriate blend thereof

c) Establishment of Development Horizon

d) Establishment of Infrastructure Servicing Model

1.1.2 Capital Cost Recovery

Establish the net growth-related capital costs to be recovered by the Development Charges differentiating between "off-site" and "on-site" infrastructure, the latter being directly developer-funded. The costs are to be segregated between growth/ non-growth and residential/non-residential benefit.

1.1.3 Development Levy Comparison

Compare Prince Albert's Servicing Fees and other related forms of servicing cost recovery in a representative sample of similar-sized or neighbouring municipalities in this region.

1.2 Statutory Requirements

The statutory requirements for Development Levies and Servicing Fees are set out in *The Planning and Development Act, 2007*. This study considers the implementation of charges under the provisions of both Servicing Fees and Development Levies to provide the City with an ability to equally recover costs from greenfield and infill development, as permitted under the statute.

Part VIII of the Act covers "Development Levies and Servicing Fees" in one Part, under sections 168-176. In the previous Act (i.e. *The Planning and Development Act, 1983*), sections 55.1-55.6 addressed development levies and section 143 addressed servicing agreements. Within the current Act, references to levies and fees are combined, where appropriate, in order to eliminate duplication. Moreover, "capital cost" has the same definition for both development levies and servicing fee, i.e. "the municipality's estimated cost of providing construction, planning, engineering and legal services that are directly related to the matters for which development levies and servicing agreement fees are established pursuant to sections 169 and 172…".

Development Levies

Development levies can be established by bylaw of Council, where:

a) An official community plan has been adopted that is not subject to an application for subdivision of land and authorizes the use of development levies

b) The specific proposed development was not previously the subject of a s.172 servicing agreement

c) In Council's opinion, the municipality will incur additional capital costs as a result of the development

d) The levies are based on study of municipal servicing and recreational requirements

e) Consideration has been given by Council of future land use patterns and development and the phasing of public works

f) The bylaw specifies the levies, potentially varying them with regard to defined areas, land uses, capital costs as they relate to different classes of development in the bylaw or the size or number of lots or units in a development

g) Land uses, classes of development of defined areas may be exempted by the bylaw

h) The bylaw provides that similar levies be imposed for developments that impose similar capital costs to the municipality

i) Adoption of the bylaw must be in accordance with the public participation requirements of Part X, unless Council (where it has been declared an approving authority) has adopted provisions related to development levy bylaws in a public notice bylaw pursuant to s.24

j) A Council that has been declared an approving authority is not required to obtain the Minister's approval of the adoption, amendment or repeal of a development levy bylaw

Where Council has passed a development levy bylaw, it may require a development permit applicant to pay any applicable levies or to enter into an agreement with respect to the payment thereof, assuming no more than one development levy is paid per development.

Servicing Fees

Where there is a proposed subdivision of land, the municipality involved may require the applicant to enter into a servicing agreement to provide servicing and facilities that directly or indirectly serve the subdivision. An executed servicing agreement is required for a subdivision applicant to receive a certificate of approval from the approval authority, for the subdivision.

Servicing agreements may provide for:

a) The applicant's undertaking to install/construct within the proposed subdivision, any specified works such as:

- storm sewers
- sanitary sewers
- drains
- water mains and laterals
- hydrants
- sidewalks
- boulevards, curbs, gutters
- street lights
- graded, gravelled or paved streets and lanes
- connections to existing services
- area grading and levelling of land

- street name plates
- connecting and boundary streets
- landscaping of parks and boulevards
- public recreation facilities
- other works that Council may require

b) Payment of fees established by Council, as payment in whole or part for the capital cost (as defined in s.168) of:

- providing, altering, expanding or upgrading
- sewage, water, drainage and other utility services, public highway facilities, or parks and recreation space facilities
- located within or outside the proposed subdivision
- that directly or indirectly serve the proposed subdivision

c) Time limits for the completion of any work or the payment of any specified fees (extendable based on mutual agreement)

d) Provisions for the municipality and the applicant to share the cost of any work specified in the agreement

e) Any performance assurances required as necessary by Council

Servicing agreements shall not provide for the completion of work or fee payments by an applicant that were previously addressed by s.171 development levies, unless the municipality will incur additional capital costs as a result of the proposed subdivision. If required to do so by the municipality, an applicant for subdivision approval shall enter into a servicing agreement within 90 days of municipal receipt of the subdivision application, unless such time is extended by mutual agreement.

Development Levies and Servicing Fees

Servicing and development levy agreements may contain provisions:

a) Authorizing instalment payment of levies or fees

b) Applying a variable rate for phased development

c) Providing for various forms of payment assurance considered necessary by Council

d) Providing for reimbursement of development levies or servicing fees (plus accrued interest on money collected) when other subsequent owners in the benefiting area specified in the agreement are required to pay levies or fees for development/subdivision in the benefiting area

e) Any other matter Council considers necessary to facilitate the agreement

The aforementioned development levies and servicing fees are to be deposited into one or more accounts separate from other municipal funds. Such funds, plus any accrued interest, are to be used only to pay: the capital costs referenced above, or debt incurred by the municipality as a result of such expenditures; or to reimburse an owner for front-ending investment under s.s.173(d). A municipality may register an interest based on a development levy or servicing agreement in the land registry.

Unless an extension is mutually agreed to, within 30 days after Council's written request for payment of development levies or Servicing Fees, an applicant or owner may appeal to the Saskatchewan Municipal Board (S.M.B.) as to the application of the levies or fees or the factors considered in the calculation thereof. If the parties have been unable to enter into an agreement with the 90 day limit (subject to mutual agreement as to an extension), the applicant or owner may appeal to the S.M.B. to determine whether an agreement is necessary and the terms and conditions thereof.

1.3 Prince Albert's Servicing Fee/Development Levy History

Prince Albert has been utilizing two development levies for approximately 10 years. The first development levy of $29,035/hectare ($11,750/acre) is applied to the majority of areas within the City. The City administration confirmed there is no historical record on how the $29,035/ha was established.

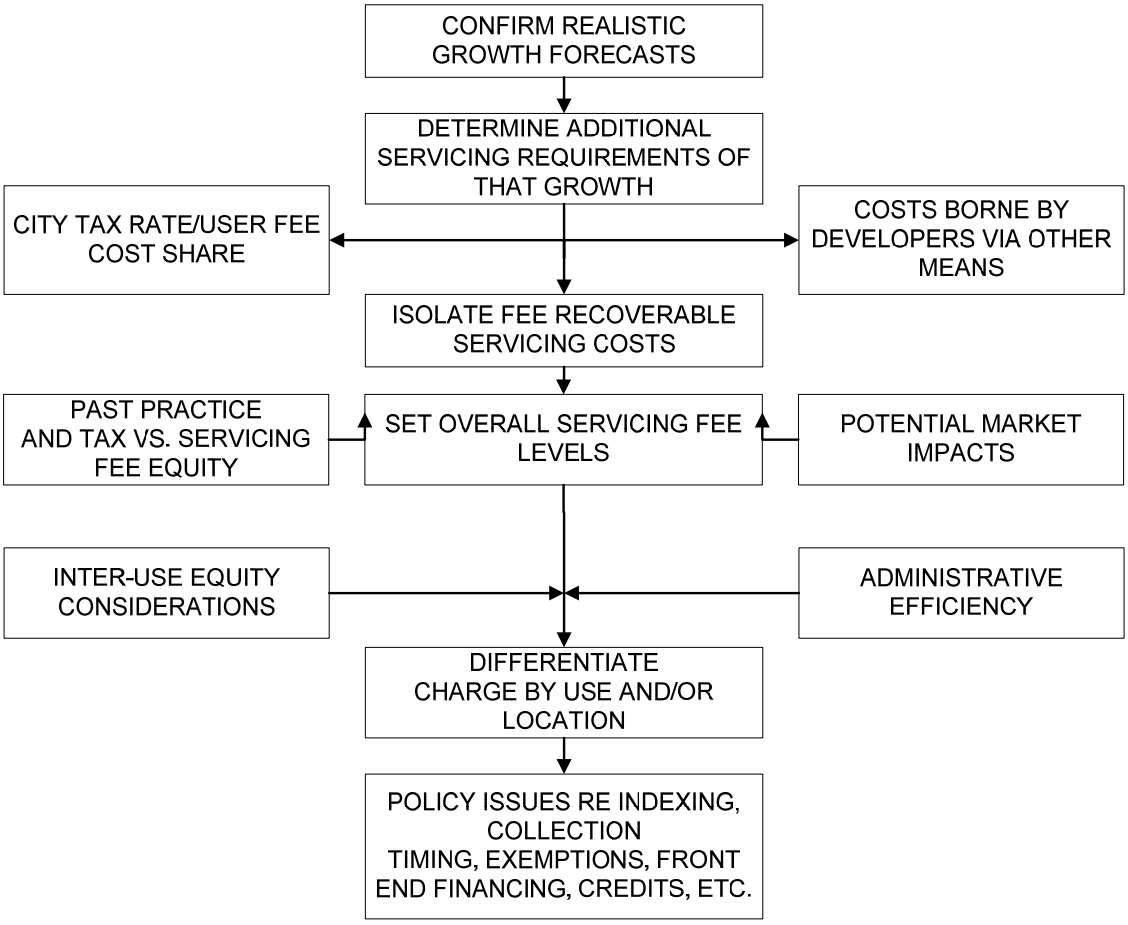
The second development levy the City has in place is specific to the West Hill area and was calculated and implemented subsequent o the West Hill Master Plan which was prepared by UMA Engineering in 1999. The development levy for West Hill has been established at $48,185/hectare ($19,500/acre).

Establishment of a clearly defined and defensible servicing fee/development levy policy, that fully complies with the Planning and Development Act regulations, is one of the primary objectives of the study.

1.4 Study Approach

Figure 1 sets out the methodology utilized in developing the Servicing Fee/Development Levy policy review process, as follows:

Figure 1.1: Key Steps in Servicing Fee/Development Levy Policy Review



- Step 1 involves establishing the growth forecasts for the city. The growth forecasts considered integration of population, housing units, employment and industrial/commercial floor area projections, as well as the associated amount of land area to be developed to accommodate noted projections. The growth forecasts were broken down by land use and by area of the city,

- Step 2 involves the determination of the additional servicing requirements of that growth. The services for which Servicing Fee/Development Levy funding is authorized by the Act are:

    - sewage
    - water
    - drainage works
    - public highways
    - parks and recreation

Other facilities for fire, police, libraries, administration, transit, homes for the aged, etc., also generate growth-related requirements, but are not authorized for inclusion in the fee and have therefore not been addressed. While these services are excluded, the Province is currently considering amendments to the Act to permit some service inclusions (e.g. fire protection). As such the servicing fee/development levy policy may be amended to incorporate any statutory changes at some future date.

- Step 3 involves removing from the capital program any costs or projects which are to be developer-funded via other development agreement provisions. This is to ensure that there is no overlap between different forms of cost recovery.

- Step 4 involves the deduction of costs from the growth-related projects, in order to remove any cost components which are not growth-related. These include those which provide a specific benefit to existing development. Also, costs funded by Federal/Provincial grants and subsidies are deducted from the calculation.

- Step 5 is the result of this costing process and isolates the Servicing Fee/Development Levy recoverable costs which relate to new development anticipated over the planning time horizon for this particular calculation.

- Step 6 involves translating those costs into Servicing Fees/Development Levies at the “macro” level (e.g. per hectare). Basically, this involves dividing the total eligible costs by total benefiting development, measured in terms of hectares, single detached unit or population equivalents, etc. This calculation is then potentially adjusted, as may be required, based on consideration of Steps 7 and 8.

Steps 7 to 10 involve the consideration of adjustments in the implementation of the overall Servicing Fee/Development Levy, on consideration of a number of factors related to local conditions:

- Step 7 includes consideration of past City practice (and relevant practice elsewhere) and the magnitude of any potential increase in the fee, based on the results of the calculation. It also involves consideration of any equity considerations between Servicing Fee/Development Levy funding and funding via property taxation and/or user rates.

- Step 8 involves broad consideration of the impact that this may have on the local housing market (e.g. fee-induced price increases encouraging growth to locate outside Prince Albert, elsewhere in the CMA and/or the impact on first-time homebuyers) or on industrial or commercial development and job creation.

- Step 9 involves consideration of the differences in the demand for service which exist between one use and another and the way in which these should be reflected in the fee/levy. For example, high-rise development has a lower occupancy per dwelling unit than low-rise development and the fee/levy may so reflect; however, if the charge is land area-based, it may generally be higher in the case of high density development, because the population per hectare and the resultant service requirement is typically higher than for low density development. Similarly, industrial development generates less traffic than commercial development, which impacts on road requirements and resultant costs.

- Step 10 involves consideration of the differentiation of the charge in order to consider administrative efficiency. Where the charge is differentiated on an area-specific basis, it also includes addressing landowner concerns as to area-specific calculation assumptions, the impact of changes in servicing arrangements, etc.

- Steps 11 involves consolidation of all factor considerations into a recommended policy document that complies with the Planning and Development Act regulations and establishment of policy charges.

- Step 12 involves broad consideration of a number of policy and related issues. These include:

    a) When the charge should be indexed for inflation, the index to be involved and the approval process

    b) When the charge should be collected for each development situation and how the collection should be secured

    c) What areas, forms of development or types of land, should be fully or partially exempt from Servicing Fees/Development Levies

    d) Who should provide the necessary capital front-end financing and on what understandings and recovery scheme

    e) The circumstances in which a landowner should receive a credit as a result of constructing servicing and the way in which the credit should be made

    f) Other policy issues which may arise

- Step 13 involves the consideration of the proposed Servicing Fee/Development Levy policy by Council, together with the results of the public consultation process and the approval of an acceptable policy.

1.5 Servicing Fee/Development Levy Principles

The following set of Servicing Fee principles were proposed as a further elaboration on the Study Approach, and endorsed by the City Steering Committee:

- The calculation is to be based on realistic growth assumptions. The City of Prince Albert calculation is based on the assumption of the “Population, Household and Employment Forecast Study”, dated Sept. 25, 2009.

- The calculation is based on a servicing program which reflects reasonable service levels, cost standards, timing and phasing assumptions.

- The City's cost share of the servicing program is to include the cost of:
    - Benefits to the existing population
    - Any significant benefits to development beyond the 25 year planning horizon
- At the same time, the servicing program is to be affordable to the City in terms of tax rate contributions, debt funding and fee/levy cashflow.
- The Servicing Fee/Development Levy should not be a size that creates tangible negative impacts on the City's housing or industrial/commercial market.
- Where required, servicing costs place the levy/fee reserve fund in a negative position, front-end financing arrangements are to be made from both City and landowner sources.
- Differentiated charges may be imposed on an industrial land vs. commercial land vs. low density residential land vs. medium/high density residential land, in order to reflect clear differences in servicing requirements. In discussions with the City Steering Committee, the City will continue to impose a uniform per hectare charge on all development types.
- The City will continue with a uniform City-wide charge, in preference to a system of area-specific charges.

1.6 Report Organization

The balance of this report is organized into six sections, as follows:

- "Chapter 2 – Growth Forecast" addresses the growth for which infrastructure requirements are to be assessed, the cost of which is to be partially or fully borne by such growth.
- "Chapter 3 – Capital Cost Attributions" covers the methodology and conventions to be used in isolating growth-related costs in a fair and equitable fashion.
- "Chapter 4 – Growth-related Capital Requirements" applies the conventions in Chapter 3 to the City's forecast long-term infrastructure requirements, in order to establish the costs attributable to the subject growth and development.
- "Chapter 5 – Servicing Fee Calculation" spreads the growth-related capital costs in Chapter 4 over the growth in Chapter 2, which gives rise to those requirements.
- "Chapter 6 – Policy Considerations" addresses a number of Servicing Fee policy matters, including exemptions, reserve funds, indexing, credits, payment timing and other matters.

2. Growth Forecast

2.1 Growth Forecast for the City of Prince Albert

The Servicing Fee/Development Levy calculations are premised on the "City of Prince Albert Population, Household and Employment Forecast Study", dated Sept. 25, 2009. This study provided a medium and high residential and non-residential growth forecast for the period 2009-2034.

The recommendations of the report include:

- Medium Population and Employment Growth Scenario as the "most likely" long-term growth forecast for the City and is recommended as the basis for the City's 2009 Development Levies and Servicing Fees Study.
- The City has a more than sufficient supply of designated residential lands south of the North Saskatchewan River to accommodate forecast population and housing growth to 2034 under both growth scenarios (79 years of residential supply).
- For industrial, commercial, and institutional development under the Medium Growth Scenario, the City is faced with a deficit of industrial and commercial lands prior to 2034.
- Expansion areas for future industrial and commercial development south of the City limits should be pursued:
    - The South Commercial Area-east side presents an optimal location for commercial land uses
    - Industrial lands within the South Industrial Expansion area should also be developed

Excerpts of residential and non-residential growth forecasts from the Population, Household and Employment Forecast Study (i.e. Tables 7-2 and 7-8 respectively), for which the Servicing Fee/Development Levy calculations are based, are provided below.

Figures 2.1 – 2.3 provide a mapped illustration of the geographic location of the proposed development lands over the forecast period.

Table 2.1 summarizes the total potential residential supply within the designated lands. It is noted that the residential growth forecast to 2034 represents approximately 46% of total designated residential supply south of the North Saskatchewan River. Infrastructure servicing requirements to accommodate growth forecasts were then assembled. In some circumstances, it was necessary to propose infrastructure projects where infrastructure system servicing capacities exceeded growth projections beyond the stipulated growth horizon. The capital cost of proposed infrastructure servicing requirements will be discussed in the following section.

Table 2.1: Residential Growth Forecast

City of Prince Albert
Medium Growth Scenario 2009-2034 Population and Household Forecast

Year	Population[1]	Households					Persons per Unit (PPU)
		Low Density (Single Family, Semi-Detached)	Medium Density (Townhouses, Rowhouses)	High Density (Apartments, Condominiums)	Other (Mobile Homes)	Total	
2006	34,138	9,055	790	3,370	25	13,240	2.58
2009	34,500	9,310	810	3,390	25	13,530	2.55
2014	35,600	9,770	840	3,490	25	14,120	2.52
2019	37,200	10,300	910	3,640	25	14,860	2.50
2024	38,800	10,820	980	3,810	25	15,630	2.48
2029	40,400	11,260	1,060	4,010	25	16,350	2.47
2034	42,000	11,670	1,130	4,220	25	17,040	2.46
Incremental Change							
2009-2014	1,100	460	30	100	0	590	
2009-2019	2,700	990	100	250	0	1,330	
2009-2024	4,400	1,510	170	420	0	2,100	
2009-2029	6,000	1,950	250	620	0	2,820	
2009-2034	7,500	2,360	320	830	0	3,510	

1. Excludes Census undercount

Note: Population and household units have been rounded

Source: Watson & Associates Economists Ltd., 2009

Note mobile homes have been identified as “0” in the growth period 2009 – 2034. This implies that no new additional mobile homes will be constructed in this period.

Figure 2.1: Residential Growth Areas

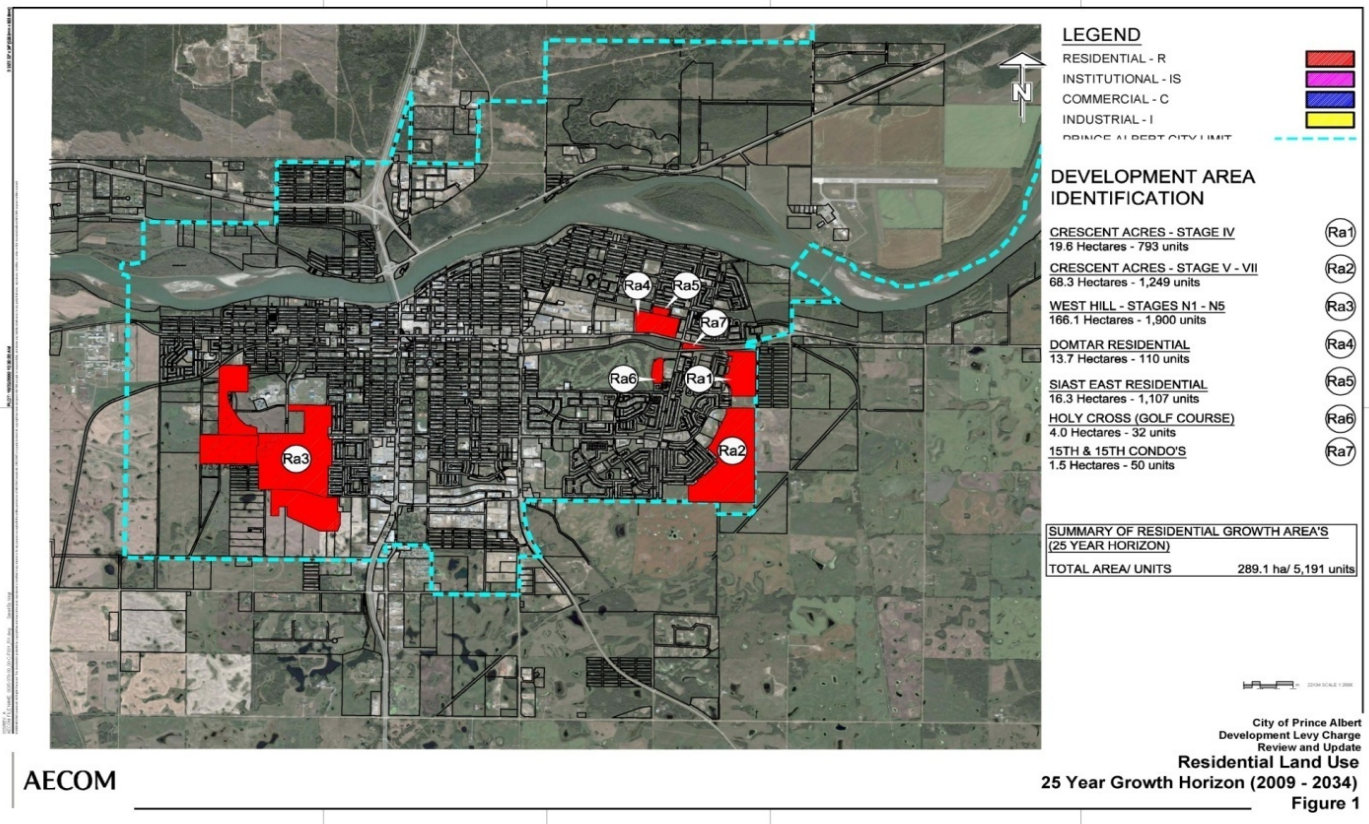


Table 2.2: Residential Development Supply within Forecast Growth Areas

City of Prince Albert - Development Levy Report (Residential Growth Areas)				AECOM
Development Area	Number of Units			Totals per Area
	Low	Medium	High	
R1 - Crescent Acres Stage IV	294	122	377	793
R2 - Crescent Acres Stage V - VII	453	195	601	1249
R3 - West Hill Stages N1 - N5[1]	1588	132	180	1900
R4 - Domtar Residential	110	0	0	110
R5 - SIAST East Residential	0	271	836	1107
R6 - Holy Cross (Golf Course)	32	0	0	32
R7 - 15th & 15th Condos	0	50	0	50
Sub-totals	**2477**	**770**	**1994**	**5191**
Housing Demands (25 year Growth Horizon) - Medium Growth Scenario - WAE Table 8-1	**2360**	**320**	**830**	**3510**

[1] A low density factor of 4.0 units/acre(9.9 units/hectare was used for West Hill calculations

Note: Unit densities for other areas follow WAE Growth Forecast Study - Appendix B

Table 2.3: Non-Residential Growth Forecast

City of Prince Albert
Medium Growth Scenario Employment, 2009 to 2034

Period	Population	Activity Rate	Employment					
			Primary	Work at Home	Industrial	Population Related	Institutional	Total
2006	34,138	0.480	135	720	2,238	7,023	6,265	16,380
2009	34,500	0.477	135	725	1,740	7,435	6,410	16,445
2014	35,600	0.480	135	760	1,815	7,785	6,605	17,105
2019	37,200	0.482	140	795	1,955	8,205	6,820	17,910
2024	38,800	0.483	140	830	2,120	8,535	7,130	18,755
2029	40,400	0.483	145	865	2,280	8,840	7,375	19,505
2034	42,000	0.480	145	885	2,415	9,140	7,580	20,165
Incremental Change								
2009-2014	1,100	0.003	0	30	80	355	195	660
2009-2019	2,700	0.005	5	65	215	770	410	1,465
2009-2024	4,400	0.006	5	105	380	1,100	720	2,310
2009-2029	6,000	0.005	10	140	545	1,405	965	3,060
2009-2034	7,500	0.003	10	160	680	1,705	1,170	3,720

Note: Population and Employment numbers have been rounded

Source: Watson & Associates Economists Ltd.

Figure 2.2: Commercial Growth Areas

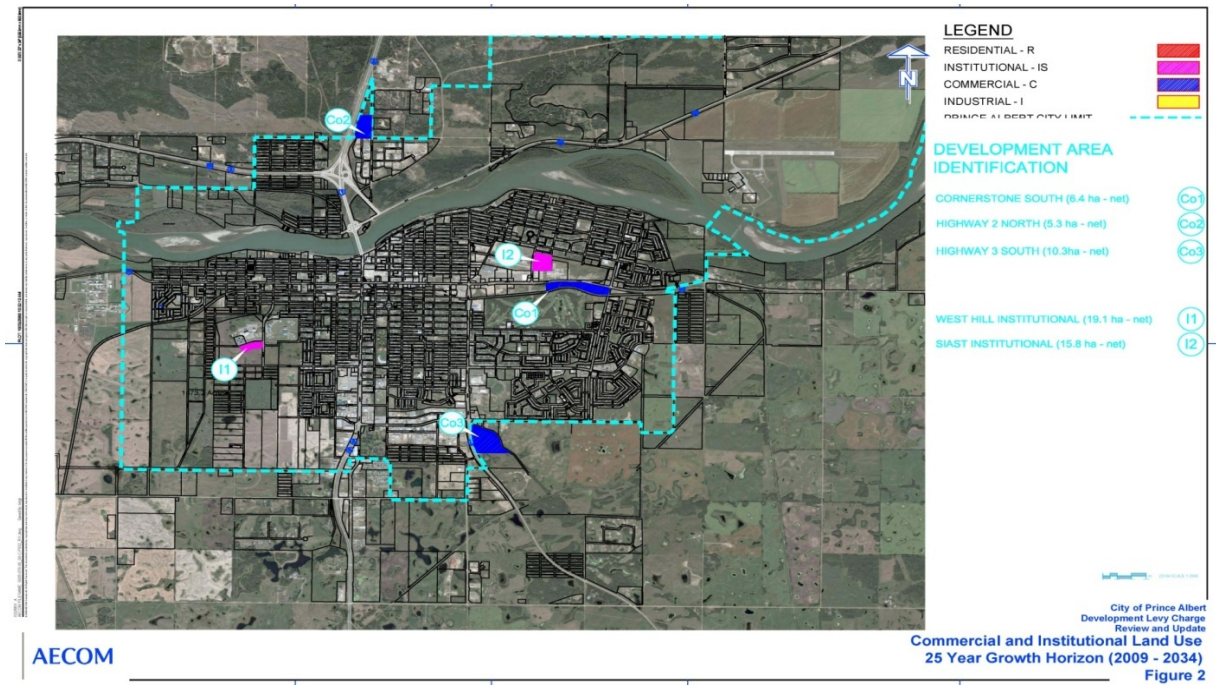
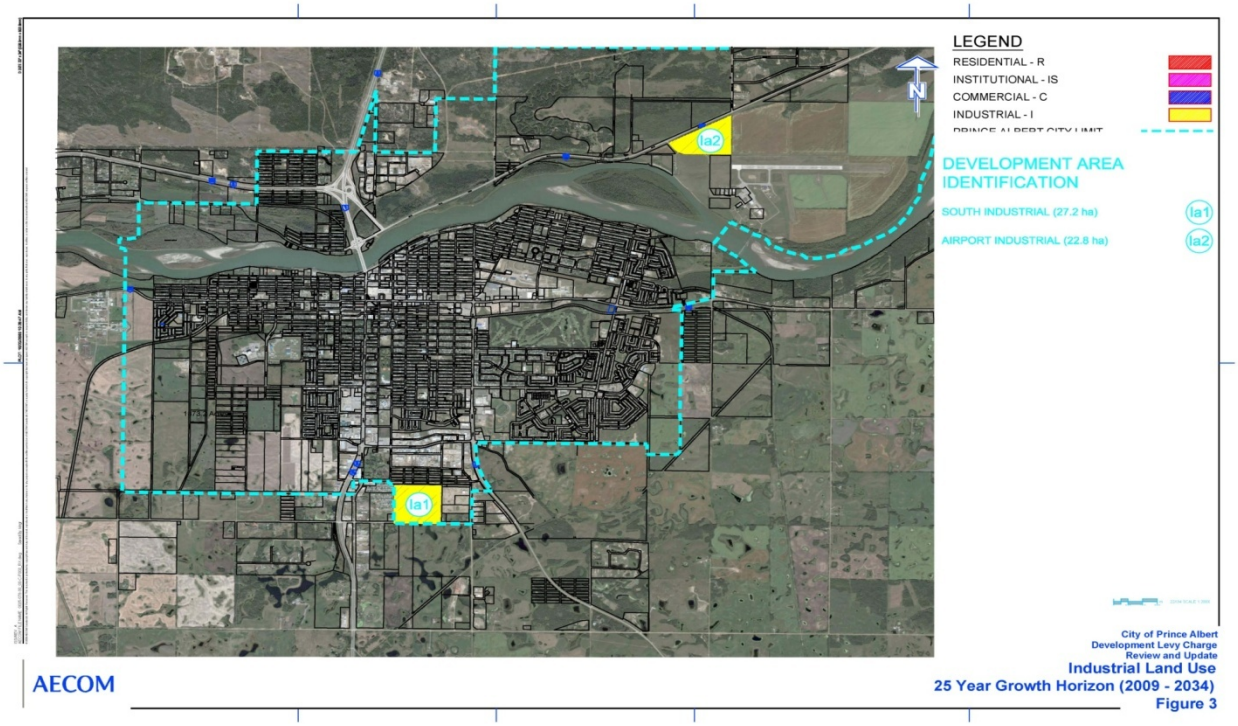


Figure 2.3: Industrial Growth Areas



3. Capital Cost Attributions

3.1 Introduction

This chapter discusses the Servicing Fee/Development Levy calculation methodology in general terms, with respect to the capital cost attributions which need to be made. In developing a fee/levy a key requirement of the methodology is the delineation of internal works (constructed or installed within the proposed plan of subdivision) and external works, the latter of which will require payment of levies/fees for internal service oversizing or external capital costs of providing, altering, expanding or upgrading.

Once these costs have been determined the most fundamental attribution is between the requirements of growth and the requirements of existing development. The latter needs are funded via taxation, user rates and related sources and not by means of Servicing Fees. In a related manner, It is also necessary to ensure that the cost of the growth-related servicing requirements which are to be put in place are reasonably matched to the servicing needs of development during the defined calculation period. The cost of major oversizing beyond the needs of development to occur during that planning period should be funded by subsequent development and would therefore not form part of the current Servicing Fee/Development Levy calculation (this is commonly referred to as a post-period deduction).

It may also be desirable to differentiate between the per unit or per hectare servicing costs of different types of residential and industrial/commercial/institutional development in order to ensure that the amount paid by each subdivision, reasonably reflects its servicing needs (sections 3.5, 3.6 and 3.7).

Finally, the Servicing Fee must be applied on a geographic basis. This can take the form of a uniform City-wide charge, a suburban-only charge, or a sector-specific suburban charge. In addition, the way in which the charge addresses greenfield versus redevelopment, infill or expansion, needs to be considered (sections 3.8, 3.9 and 3.10).

Each of these items are addressed in turn in the following sections of this Chapter.

3.2 Local Service vs. Servicing Fee/Development Levy Recovery

The criteria used to determine whether a project cost was a direct subdivision agreement matter (i.e. local service) or a potential Servicing Fee/Development Levy inclusion have been reviewed with the City Steering Committee, are set out as follows:

Roads

- Local and collector roads direct developer responsibility.
- Arterial roads, whether internal or external to plan of subdivision, will be included in the Levy/Fee. Notwithstanding under certain circumstances the City may require the developer to directly contribute/construct a local road equivalent for arterial roads internal to a plan of subdivision.
- Intersection/entrance ways to plan of subdivision direct developer responsibility, except where intersection is arterial to arterial, which will be included in the Levy/Fee.

Water

- Water mains to or within a plan of subdivision of 250 mm or less are direct developer responsibility.
- Water main oversizing within a plan of subdivision, excluding those as underground to arterial roads, the incremental cost over 250 mm will be included in the Levy/Fee.
- Water mains within a plan of subdivision as underground to an arterial road will be included in the Levy/Fee, notwithstanding under certain circumstances the City may require the developer to directly contribute/construct a local water main equivalent (i.e. 250 mm main) for arterial roads internal to a plan of subdivision.
- Trunk water mains external to a plan of subdivision are included in the Levy/Fee. Note: “trunk water mains” are primary distribution network mains of any size with no service connection permitted.

Sanitary Sewer

- Sanitary sewers to or within a plan of subdivision of 300 mm or less are direct developer responsibility.
- Sanitary sewer oversizing within a plan of subdivision, excluding those as underground to arterial roads, the incremental cost over 300 mm will be included in the Levy/Fee.
- Sanitary sewers within a plan of subdivision as underground to an arterial road will be included in the Levy/Fee, notwithstanding under certain circumstances the City may require the developer to directly contribute/construct a local sanitary sewer equivalent (i.e.300 mm sewer) for arterial roads internal to a plan of subdivision.
- Trunk sanitary sewers external to a plan of subdivision are included in the Levy/Fee. Note: “trunk sanitary sewers” are primary collection network sewer trunks of any size with no service connection permitted.

Drainage

- Storm sewers to or within a plan of subdivision of 675 mm or less are direct developer responsibility.
- Storm sewer oversizing within a plan of subdivision, excluding those as underground to arterial roads, the incremental cost over 675 mm will be included in the Levy/Fee.
- Storm sewers within a plan of subdivision as underground to an arterial road will be included in the Levy/Fee, notwithstanding under certain circumstances the City may require the developer to directly contribute/construct a local storm sewer equivalent (i.e.675 mm sewer) for arterial roads internal to a plan of subdivision.
- Trunk storm sewers external to a plan of subdivision are included in the Levy/Fee. Note: “trunk storm sewers” are primary collection network storm sewer trunks of any size with no service connection permitted.
- Regional service detention ponds, equivalent volume dry pond costs included in the Levy/Fee. Developer directly responsible for any added cost of providing a wet pond.
- Minimum design size for regional service detention/retention pond outlet sewer included in the Levy/Fee. Incremental cost for larger sewer to handle local drainage is direct developer responsibility.

Parks and Recreation

- Neighbourhood parks are direct responsibility of developer, however some new park components may be funded by the City.
- Landscaping of parks, boulevards and city developed buffers are included in the Levy/Fee.
- Subdivision entrances are direct responsibility of developer.
- On-street and off-street Greenways (e.g. park-to-park linkages, park-to-facility linkages, pathways) are included in the Levy/Fee.
- Environmental reserve improvements are included in the Levy/Fee.

3.3 Growth-related vs. Existing Development Benefit

The infrastructure costs to be funded by Servicing Fees/Development Levies are legislatively restricted to defined types of capital costs for defined services that directly or indirectly serve each subdivision which is subject to the charge ("growth-related costs"). Moreover, the servicing needs of new development exclude the requirements of pre-existing development, as of the commencement of the defined time period for the first fee/levy calculation which related to the work. The Servicing Fee/Development Levy calculation time period would typically be 10 years, 20 years or build-out of the Official Community Plan. The selection of an appropriate planning period involves considerations such as the following:

- The period for which an adequate capital and growth forecast is available, consistent with the City's Official Community Plan.
- A period long enough to ensure that development is contributing to the cumulative long term need for major new facilities and works.
- A period long enough to minimize "post-period planning" capacity financing issues or to enable such costs to be reasonably apportioned.

In this case, the calculation relates to the anticipated residential and non-residential growth over the 2009-2034 forecast period.

The requirements of existing development are those where existing development benefits from:

- the repair or unexpanded replacement of existing assets
- an increase in overall average service level or existing operational efficiency
- the elimination of a chronic servicing problem not primarily created by growth
- providing services where none previously existing (e.g. water service, roadway improvements)
- alterations in service requirements (e.g. recreation) primarily due to the change in needs due to aging, etc., of the existing population base
- alterations in service requirement primarily due to changes in regulatory requirements

Under the Steering Committee preferred uniform charge approach, all development within the Servicing Fee/Development Levy recovery area applicable to the charge, should absorb an equitable share of the growth-related costs of servicing that area, based on average servicing requirements. However in defining fee implementation policies to align with other City initiatives, where a particular type or location of development is fully or partially exempt as a result of a City policy decision, that development is not removed from the denominator and the fee/levy calculation is unaffected; however, the City's anticipated cost recovery potential is diminished accordingly, i.e. growth-related costs are spread over all new development, whether exempt or not.

Discussions with the City Steering Committee produced the general funding requirement examples by service category. The percentages noted in the table depict the general percentage of gross capital costs considered for inclusion in the levy calculation.

Table 3.1: Development Fee/ Levy Funding Criteria

	Funding Limit %	FUNDING CRITERIA	COMMENTS
Sanitary Sewer			
Sanitary Trunk Sewer and Undergrounds to Arterial Roads	100%	> 300mm	
Oversize Domestic Mains (excluding arterial road undergrounds)		> 300mm	Contribution rate based on size of mains
Sanitary Lift Stations	100%	Regional	Temporary lift station direct Developer
Sanitary Storage Facilities	100%	Regional	Temporary storage facility direct Developer
Storm Sewer			
Storm Trunk Sewer and Undergrounds to Arterial Roads	100%	> 675mm	
Oversize Storm Mains (excluding arterial road undergrounds)		> 1350mm	Contribution rate based on size of mains
Storm Lift Stations	100%	Regional	Temporary lift stations direct Developer
Detention Ponds (dry)	100%	Regional	
Detention Ponds (wet)	Variable	Regional	Wet bottom detention ponds are 100% funded, by fee, up to a dry bottom pond cost equivalent. Wet pond aspects are direct Developer costs.
Storm Channels – New or Upgrade	100%		
Detention/Retention Pond Outlet Sewer		Regional	Incremental cost for larger sewer to handle local drainage is direct developer responsibility.
Master Drainage Studies	100%		City or consultant
Water			
Trunk Water Mains and Undergrounds to Arterial Roads	100%	> 250mm	No Service Connections Permitted
Oversize Water Mains (excluding arterial road undergrounds)		> 250mm	Contribution rate based on size of mains
S&W Facilities			
Major Sewer & Water (Wastewater Treatment Plant, Water Pumping & Storage Facilities, etc.)	18%	Municipal	Based on proportionate share of growth.

	Funding Limit %	FUNDING CRITERIA	COMMENTS
Studies			
Servicing Design Criteria Review Studies	100%	Sewage/Drainage criteria for servicing of new land development	City or Consultant
Parks & Recreation			
Neighbourhood Level Parks & Facilities	0%		Development of neighbourhood level parks is primarily the responsibility of the Developer and generally included in the development of the subdivision. However, due to additional development and subsequent population growth, new park components or facilities may be required.
Zone Level Parks & Facilities	variable		Zone level projects service a larger area, generally encompassing several subdivisions. These projects are larger in scope and are required as a result of growth and new program concepts.
Municipal Level Projects	100%		Municipal level projects serve the City as a whole. The timing of these projects is generally brought about by development and subsequent population growth in new subdivisions are maintenance of City-wide service levels. The cost of these projects can be split based on existing benefit (population) versus projected growth population.
Neighbourhood Streetscaping	85 - 95%		As per arterial road %.
Roads			
Arterial Roads	85%-95%		- Arterial roads in new development areas – 95% funding, principally constructed to address needs of new development. Nominal provision for flow through is provided. - Arterial roads in suburban areas – 90% funding, driven by the demands of new developments for new road construction and existing road network improvements. A greater deduction has been provided for these road works to reflect the service demands of the exempt area. 5% nominal deduction for flow through provision acknowledged. - Notwithstanding the developer may be directly responsible local service equivalent.
Intersection/entrance ways to subdivisions.	85%-95%	Arterial to Arterial	- Intersection/entrance ways at local or collector standard direct developer responsibility (including signalization). - Follows arterial funding criteria guidelines.
Road widening projects	100%**		- ** Less repaving costs. - Follows arterial funding criteria guidelines.
Interchanges	18%		Based on proportionate share of growth.
Traffic Signals (internal to plan of subdivision)	95%		Traffic signals installed when warranted.
Functional Studies/Plan Review & Preliminary Design			Funding % based on the capital project calculation.

3.4 Service Levels

The City has been providing capital works to development, at particular service levels. In some cases, those service levels may be increasing over time. Future service provision and the Servicing Fee/Development Levy calculation is assumed to be on the basis of these up-to-date service levels. Where the City's long term capital program implicitly seeks to augment per capita service levels for services such as recreation, for example, any such increases largely represent a benefit to existing development, as noted above, and are therefore deducted from the fee/levy calculation.

3.5 Grants and Other Contributions

The City may be successful in receiving grants for other contribution (e.g. federal/provincial funding, fundraising, private donor contributions, etc.) to offset the cost of growth-related capital costs. It is potentially appropriate that a portion of anticipated grants and contributions be netted from the Servicing Fee/Development Levy calculation, to the extent that they are able to be used to fund growth-related costs. This is generally acknowledged because the grants and other contributions are offsetting municipal costs of service, of which the benefits accrue to all ultimate system users.

3.6 Planning Period Requirements vs. Post-period Planning Requirements

As described section 3.2 above, it is necessary match as closely as possible, the growth-related servicing costs of the infrastructure, with the Servicing Fees/Development Levies to be paid by the new development which is being asked to absorb those servicing costs. As a result, existing infrastructure capacity which has been debt-funded or otherwise interim-funded and is to be used by future development should form part of the recovery. Moreover, where significant amounts of servicing capacity are expected to be unused as of the end of the calculation forecast period (i.e. 2034), where possible, that capacity should normally be funded by a subsequent round of fees/levies and not by those calculated herein. This deferred recovery arrangement typically applies only where there has been a conscious decision to significantly oversize infrastructure to provide capacity beyond the needs of the planning period.

The growth forecast utilized in the fee/levy calculation estimates residential and non-residential growth to 2034. To provide sufficient low density residential dwelling capacity, the designated lands for future residential development provide more residential supply than required to fulfill the 2009-2034 growth. In total, the growth forecast identifies residential dwelling unit growth of 3,510 units over the forecast period, on lands south of the North Saskatchewan River with a potential supply of 5,191 units. Where capital works are identified to service this lands, and where these works are to provide servicing capacity for the ultimate development (i.e.5,191 units) a post-period deduction should b recognized.

3.7 Servicing Fees/Development Levies Differentiated by Use

Servicing Fees within the City of Prince Albert have always been levied on a gross development hectare basis, irrespective of the amount or type of development potential for each hectare of land involved. This approach means that a medium-high density residential hectare, which is likely to involve higher servicing costs than a low density hectare, both pay the same charge. It also means that retail development, which generates additional road and water/sewer requirements in comparison with light industrial development, both pay the same amount per hectare. As a result, this approach only serves to provide a match between servicing costs and funding responsibility on an overall average basis. In order to more closely attribute growth-related costs to different types of development, it is first necessary to allocate such costs between the needs of residential and non-residential development. The latter class includes industrial, commercial and institutional development. Some services largely or solely benefit residential development, for example parks and recreation; however, there typically is some non-residential benefit

relating to the use of such facilities by students, corporate teams or events, lunch time usage, etc., and the cost of this service is typically allocated 95% to residential development and 5% to non-residential development.

Most municipal services provide services to both residential and non-residential development. Different measures are employed to allocate costs fairly including

- The relationship between incremental growth in population and employment, with each weighted at one and employment embodying use by customers and suppliers, as well as employees.
- Average water consumption per capita and per employee
- Peak AM trip generation models with trips with a home origin weighted at 50% and the work/school destination also weighted at 50%

If the decision is made to differentiate the Servicing Fee/Development Levies on a per hectare basis, in order to reflect servicing cost variations by development type and amount, the calculation should reflect average differences in need by residential unit type. This is commonly done on an average occupancy basis. For example, assume that a new single detached unit is expected to have an average occupancy of 3.0 persons and a new apartment unit is expected to have an occupancy of 1.5 persons. On this basis, the average servicing cost of the apartment unit and hence the Servicing Fee/Development Levy payable, would be 50% of the single detached unit. By extension, a hectare of land expected to accommodate 50 persons would pay 50% of the Servicing Fee payable by a hectare expected to accommodate 100 persons, as a result of differences in non-developable land and the number and type of planned dwelling units. This approach could be further refined by noting that high density housing typically has only approximately 60% of the per capita water demand of low density housing. Higher density housing may also have fewer automobiles per capita.

In order to establish Servicing Fees which reflect the variable servicing needs of different amounts and types of development on a hectare or hectares of land, it is necessary to express the various types of non-residential development in terms of “population-equivalent” servicing requirements. This can best be done based on average water flows for water/sanitary sewer services, trip generation rates for roads, and employment to reflect a small demand for parks and recreation. If this approach were employed by the City, it would make it possible to calculate a land area-specific Servicing Fee/Development Levies for every hectare of development land at the subdivision agreement stage, considering potential residential, industrial, commercial and institutional use. Doing so would add somewhat to the complexity of the process and may involve the need for an updating procedure, but would have the benefit of providing a more precise allocation of costs.

In discussions with the City Steering Committee on the fee structure for Servicing Fees/Development Levies, it was recommended that the City maintain the existing fee structure of per hectare charges.

3.7 Area-specific Charges

In the majority of municipal cases, water, sewer and roads fee/levies are imposed on a uniform, jurisdiction-wide basis, but there are some exceptions. The vast majority of the exceptions fall into the following categories:

a) Master-servicing arrangements covering multiple subdivisions. These generally relate to storm water management and/or collector/minor arterial roads and/or water and sanitary feeders and related works.

b) This can take the form of a servicing land area “matrix,” with different charges in each “cell,” or in special areas. This approach is sometimes used in order to facilitate servicing arrangements that would be difficult to put in place, in the absence of area-specific charges. For example, where there are numerous small land ownerships, an averaging of the local servicing costs per lot may be required, in order to facilitate planning approvals and servicing implementation. Area-specific charges are also used in this context where land

owners are expected to front-end finance the works. Area-specific fees/levies represent one way to provide a rational recovery framework with respect to those lands benefiting from the works which were put in place.

c) A number of municipalities use area-specific charges for water and sewer purposes for individual communities which are served by an individual treatment plant/purification plant or related service area. This normally occurs where the communities are physically separate and have different circumstances concerning the financing of growth. In some cases these municipalities may also have different user rates for each system, either as a result of being recently amalgamated or pursuant to municipal policy.

d) In some cases, municipalities have exempted areas such as downtowns and designated centres from Servicing Fees/Development Levies. The justification for doing so typically relates to defined municipal policy to encourage economic development at that location, consistent with Official Community Plan policy or equivalent, and the belief that the exemption of a sizeable fee/levy would tangibly contribute thereto and would outweigh the revenue loss involved. It may also relate to the fact that growth in the area requires limited additional services.

e) Municipalities sometimes impose area-specific surcharges on areas that are seeking development approvals where servicing costs are above-average, because those areas are outside of the designated urban service area and require unusually costly works, or are advancing a municipality's development sequence.

By comparison, the use of a uniform City-wide charge is often recommended for the following reasons:

a) City-wide charges are easier to administer and maintain, as it is less impacted by changes in servicing arrangements, costs and development rates, types and quantities;

b) area-specific charges tend to be more contentious in terms of benefiting areas and related matters and are subject to appeal;

c) the use of area-specific charges is restricted to the purpose for which the charge was imposed, which reduces the City's flexibility to fund new works from a consolidated reserve fund early in the planning period, prior to full fee/levy collections having been made;

d) a City-wide charge is consistent with City policies which apply uniform tax rates, user charges and service levels.

Uniform City-wide and area-specific charges are provided herein for Council consideration.

4. Growth-Related Capital Requirements

Table 4.1 summarizes the Servicing Fee calculations which have been made for each servicing system (roadways, waterworks, sanitary sewer works, drainage works and parks/recreation facilities) to meet the medium growth scenario (25 year horizon). The criteria used to determine whether a project cost was a direct subdivision agreement matter or a potential Development Levy inclusion are set out in Section 3.2 and also Table 3.1.

Table 4.1: Summary of Recoverable Servicing Fees by Infrastructure System

Infrastructure System	Gross Cost (2009$)	Cost Deductions			Balance Servicing Fee Recoverable
		Existing Benefit	Post Period Benefit	Subsidies, Other Contributions, etc.	
1.0 Roadways					
1.1 Arterial Roadways	$ 15,000,000	$ 190,000	$ 4,500,000	$ 0	$ 10,310,000
1.2 Interchanges	$ 0	$ 0	$ 0	$ 0	$ 0
1.3 Intersections	$ 0	$ 0	$ 0	$ 0	$ 0
1.4 Studies	$ 150,000	$ 0	$ 0	$ 0	$ 150,000
Subtotal	**$ 15,150,000**	**$ 190,000**	**$ 4,500,000**	**$ 0**	**$ 10,460,000**
2.0 Waterworks					
2.1 Water Trunk Mains	$ 7,650,000	$ 125,000	$ 1,710,000	$ 0	$ 5,815,000
2.2 Water Facilities	$ 24,270,000	$ 6,417,900	$ 501,630	$ 16,180,000	$ 1,170,470
2.3 Studies	$ 150,000	$ 0	$ 0	$ 0	$ 150,000
Subtotal	**$ 32,070,000**	**$ 6,542,900**	**$ 2,211,630**	**$ 16,180,000**	**$ 7,135,470**
3.0 Sanitary Sewer Works					
3.1 Wastewater Trunk Mains	$ 6,675,000	$ 1,250,000	$ 1,627,500	$ 0	$ 3,797,500
3.2 Wastewater Facilities	$ 2,300,000	$ 891,000	$ 422,700	$ 0	$ 986,300
3.3 Studies	$ 150,000	$ 0	$ 0	$ 0	$ 150,000
Subtotal	**$ 9,125,000**	**$ 2,141,000**	**$ 2,050,200**	**$ 0**	**$ 4,933,800**
4.0 Drainage Works					
4.1 Stormwater Trunk Sewers & Facilities	$ 11,800,000	$ 3,969,000	$ 900,000	$ 0	$ 6,931,000
4.2 Studies	$ 100,000	$ 0	$ 0	$ 0	$ 150,000
Subtotal	**$ 11,900,000**	**$ 3,969,000**	**$ 900,000**	**$ 0**	**$ 7,031,000**
5.0 Parks and Recreation					
5.1 Pathways	$ 0	$ 0	$ 0	$ 0	$ 0
5.2 Parks	$ 2,950,000	$ 0	$ 0	$ 2,212,500	$ 737,500
5.3 Recreation Facilities	$ 23,000,000	$ 8,577,500	$ 0	$ 0	$ 4,370,000
Subtotal	**$ $25,950,000**	**$ 18,630,000**	**$ 0**	**$ 2,212,500**	**$ 5,107,500**
TOTAL	**$ 94,195,000**	**$ 31,472,900**	**$ 9,661,830**	**$ 18,392,500**	**$ 34,667,770**

Table 4.2: Roadways Network – Capital Projects

City of Prince Albert

Costs to be recovered from Servicing Fee's for the Roadways Network for the 25 Year Growth Threshold

Category and Project Description	Primary Benefiting Area	Timing	Gross Cost (2009 $)	Cost Deductions			Balance Servicing Fee Recoverable
				Existing Benefit (%)	Post Period Benefit	Subsidies, Other Contributions	
1.0 Arterial Roadways							
10th Avenue West (28th Street to 9th Avneue)	West Hill	2009	1,000,000	10%	30%	-	600,000.00
28th Street West (7th Avenue to 10th Avenue)	West Hill	2009	900,000	10%	30%	-	540,000.00
10th Avenue West (28th Street to Marquis Road)	West Hill	2012-2015	600,000	0%	30%	-	420,000.00
28th Street West (10th Avenue to 16th Avenue)	West Hill	2015-2025	2,000,000	0%	30%	-	1,400,000.00
Marquis Road (6th Avenue to 16th Avenue)	West Hill	2015-2034	3,000,000	0%	30%		2,100,000.00
16th Avenue (Marquis Road to 28th Street)	West Hill	2015-2034	2,000,000	0%	30%		1,400,000.00
Crescent Acres Arterial Road (Unidentified)	Crescent Acres	2010- 2020	3,500,000	0%	30%		2,450,000.00
48th Street (2nd Ave E.to 5th Avenue E.)	South Commercial & Industrial	2010- 2020	2,000,000	0%	30%		1,400,000.00
Sub-total			**15,000,000**				**10,310,000.00**
2.0 Interchanges							
Sub-total							
3.0 Intersections							
Sub-total							
4.0 Studies							
Crescent Acres Long term Transportation Study	Crescent Acres	2010-2011	150,000	0%	-	-	150,000.00
Sub-total			**150,000**				**150,000.00**
Sub-totals			**15,150,000**				**10,460,000.00**
ROADWAYS NETWORK GRAND TOTAL							

Table 4.3: Water Works System – Capital Projects

City of Prince Albert

Costs to be recovered from Servicing Fee's for the Water Works Service for the 25 Year Growth Threshold

Category and Project Description	Primary Benefiting Area	Timing	Gross Cost (2009 $)	Cost Deductions			Balance Servicing Fee Recoverable
				Existing Benefit (%)	Post Period Benefit	Subsidies, Other Contributions	
1.0 Water Mains							
10th Avenue West (28th Street to Vic Square Pharmacy) - (350mm Dia.)	West Hill	2009	600,000	10%	0%	-	540,000.00
28th Street West (7th Avenue to 10th Avenue) - (350mm Dia.)	West Hill	2009	650,000	10%	0%	-	585,000.00
10th Avenue West (28th Street to Marquis Road) - (300mm Dia.)	West Hill	2012-2015	700,000	0%	0%	-	700,000.00
28th Street West (10th Avenue to 16th Avenue) - (350mm Dia.)	West Hill	2015-2025	800,000	0%	30%	-	560,000.00
Marquis Road (6th Avenue to 16th Avenue) - (300mm Dia.)	West Hill	2015-2034	1,500,000	0%	30%	-	1,050,000.00
16th Avenue (Marquis Road to 28th Street) - (300mm Dia.)	West Hill	2015-2034	700,000	0%	30%	-	490,000.00
Highway 2 Feeder Mains - (500mm Dia.)	South Commercial & Industrial	2010- 2020	1,300,000	0%	30%	-	910,000.00
48th Street (Highway No. 2 to 5th Avenue E.)	South Commercial & Industrial	2010- 2020	1,400,000	0%	30%	-	980,000.00
Sub-total			**7,650,000**				**5,815,000.00**
2.0 Water Facilities							
Raw Water Supply Upgrade (Water Plant)	System Wide	2009-2011	4,305,000	81%	30%	2,870,000	190,855
High Lift Building Upgrades (Water Plant)	System Wide	2009-2011	18,185,000	81%	30%	12,123,333	806,202
River Street Reservoir Upgrades	System Wide	2009-2011	330,000	81%	30%	220,000	14,630
2nd Avenue West Reservoir Upgrades	System Wide	2009-2011	575,000	81%	30%	383,333	25,492
Marquis Road Reservoir Expansion	System Wide	2010 - 2020	500,000	0%	30%	333,333	116,667
Marquis Road Reservoir Upgrades	System Wide	2010 - 2020	375,000	81%	30%	250,000	16,625
Sub-total			**24,270,000**			**16,180,000**	**1,170,470.00**
3.0 Studies							
Water Distribution & Expansion Study	System Wide	2010-2011	150,000	0%	-	-	150,000.00
Sub-total			**150,000**				**150,000.00**
Sub-totals			**32,070,000**				**7,135,470.00**
WATER WORKS GRAND TOTAL							

Table 4.4: Waste Water System – Capital Projects

City of Prince Albert

Costs to be recovered from Servicing Fee's for the Sanitary Sewer Works Service for the 25 Year Growth Threshold

Category and Project Description	Primary Benefiting Area	Timing	Gross Cost (2009 $)	Cost Deductions			Balance Servicing Fee Recoverable
				Existing Benefit (%)	Post Period Benefit	Subsidies, Other Contributions	
1.0 Wastewater Trunk Mains							
10th Avenue West (28th Street to Vic Square Pharmacy) - (525mm Dia.)	West Hill	2009	675,000	0%	30%	-	472,500.00
10th Avenue West (28th Street to Marquis Drive) - (450mm Dia.)	West Hill	2012-2015	500,000	0%	30%	-	350,000.00
18th Street West (10th Avenue to 2nd Avenue) - (750mm Dia.)	West Hill	2015-2025	5,000,000	25%	30%	-	2,625,000
48th Street (SPS to Central Avenue) - (375mm Dia.)	South Commercial & Industrial	2010- 2020	500,000	0%	30%	-	350,000.00
Sub-total			**6,675,000**				**3,797,500.00**
2.0 Wastewater Facilities							
UV Plant Upgrade	System Wide	2009	1,100,000	81%	30%	-	146,300.00
48th Street Sewage Pumping Station	South Commercial & Industrial	2009	1,200,000	0%	30%	-	840,000.00
Sub-total			**2,300,000**				**986,300.00**
3.0 Studies							
Sanitary Sewer System Capacity & Expansion Study	System Wide	2010	150,000	0%	-	-	150,000.00
Sub-totals			**9,125,000**				**4,933,800.00**
SANITARY SEWER WORKS GRAND TOTAL							

Table 4.5: Drainage Works – Capital Projects

City of Prince Albert

Costs to be recovered from Servicing Fees for the Drainage Works Service for the 25 Year Growth Threshold

Category and Project Description	Primary Benefiting Area	Timing	Gross Cost (2009 $)	Cost Deductions			Balance Servicing Fee Recoverable
				Existing Benefit (%)	Post Period Benefit	Subsidies, Other Contributions	
1.0 Stormwater Mains & Facilities							
Detention Pond No. 1 - West Hill	West Hill	2009	1,300,000	63%	0%	-	481,000.00
Detention Pond No. 2 - West Hill	West Hill	2015 - 2020	1,500,000	0%	30%	-	1,050,000.00
28th Street West (4th Avenue to Detention Pond No. 1)	West Hill	2009	5,000,000	63%	0%	-	1,850,000.00
Crescent Acres - Stage V - VII - Trunk Sewers and Detention Pond	Crescent Acres	2015-2025	2,500,000	0%	0%	-	2,500,000.00
Detention Pond No. 1 - South C&I	South C&I	2015-2025	1,000,000	0%	30%	-	700,000.00
Storm Pump Station - South C&I	South C&I	2015-2025	500,000	0%	30%	-	350,000.00
Sub-total			**11,800,000**				**6,931,000.00**
2.0 Studies							
Crescent Acres Stage V - VII - Stormwater Servicing Study	Crescent Acres	2010-2011	100,000	0%	-	-	100,000.00
Sub-total			**100,000**				**100,000.00**
Sub-totals			**11,900,000**				**7,031,000.00**
DRAINAGE WORKS GRAND TOTAL							

Table 4.6: Parks and Recreation – Capital Projects

City of Prince Albert

Costs to be recovered from Servicing Fees for the Parks and Recreation Service for the 25 Year Growth Threshold

Category and Project Description	Primary Benefiting Area	Timing	Gross Cost (2009 $)	Cost Deductions			Balance Servicing Fee Recoverable
				Existing Benefit (%)	Post Period Benefit	Subsidies, Other Contributions	
1.0 Parks							
West Hill Park (Detention Pond No. 1 - 3)	West Hill	2011 - 2015	1,700,000	0%	0%	-	425,000.00
West Hill Park (Future School Parcel)	West Hill	2015-2020	1,250,000	0%	0%	-	312,500.00
Sub-total			**2,950,000**				**737,500.00**
2.0 Recreation Facilities							
Alfred Jenkins Fieldhouse - Phase I	System Wide	2010 - 2011	16,000,000	81%	0%	-	3,040,000.00
Alfred Jenkins Fieldhouse - Phase II	System Wide	2015 - 2020	7,000,000	81%	0%	-	1,330,000.00
Sub-total			**23,000,000**				**4,370,000.00**
Sub-totals			**25,950,000**				**5,107,500.00**
PARKS AND RECREATION GRAND TOTAL							

4.1 Calculation Assumptions

Tables 4.2 to 4.6 contain varying deductions and associated percentages. How these percentages were determined are summarized below:

- Existing Benefit (81%) – The existing population (2009) is approximately 34,000 and the projected 25 year growth projection (medium growth scenario) is 42,000. Any capital project which is a system wide capital project is then divided between the existing population which is 81% of the 25 year project population.
- Post Period Benefit (30%) – Capital projects which have a 30% post period benefit deducted are assumed to provide and service future growth areas beyond the 25 year development horizon. 30% was used a post period benefit deduction and has been removed from the current 25 year levy calculation.
- Existing Benefit (63%) – This work was recently designed and constructed by AECOM and detailed knowledge of the flow within the storm trunk (28th Street) and Storm Detention Pond No. 1 were available. The percentage split was determined by flows within the pipe between the existing neighbourhood and the future development.
- Existing Benefit (25%) – The 18th Street trunk will be installed through an existing neighbourhood. As part of this trunk installation existing sewer lines will likely be renewed under this project and future necessary replacement of aging sewer lines is no longer necessary. An existing benefit to residents on 18th Street has been established at 25%. Additionally existing users (Victoria Hospital) are users on this sewer trunk which will benefit and should not be attributed to the levy calculation.
- Existing Benefit (10%) – 10TH Avenue & 28th Street W. were upgraded to an urban arterial roadway in 2009. We have attributed an existing benefit to existing users in this area (Victoria Hospital & West Hill) and removed it from the development levy calculation.

4.2 Infrastructure Information Gaps

The City supplied historical studies, memos and mapping to aid in identifying and quantifying the capital projects for growth area over the 25 year planning horizon. Many broad based assumptions had to be made by AECOM in order to quantify the projects that would be required due to growth and have potential impacts on the development levy calculation. There are several gaps which should be addressed by undertaking engineering studies which would provide clarity and better infrastructure servicing components and impacts, the studies which should be undertaken are listed below:

- Crescent Acres infrastructure Servicing Master Plan – Stage V – VII
- Waste Water System Conveyance Capacity Study (system wide)
- Waterworks distribution study (system wide)

There is a possibility that until the City fully understands the capacities within their system that impacts from growth related projects are not being identified nor included in the levy calculation. Ultimately additional upgrades to the system may need to be undertaken, and as such, the funds from development levies will be insufficient to address the infrastructure improvements required. Any potential growth area should have a preliminary engineering report which addresses infrastructure requirements within the development, but also the impact to the downstream infrastructure. This information is lacking in most of the growth related areas. The South Commercial/ Industrial study and the West Hill Master Plan provided the best level of detail pertaining to infrastructure requirements. It would also be beneficial for the City to consider a phasing plan or staging plan which correlates the growth area and more precisely identifies infrastructure requirements per growth area over the 25 year period.

4.3 Master Planning Studies

The gap analysis of the available information in the City's archives revealed a lack of information in certain parts of the City (Crescent Acres Neighborhood). Additionally the City has, or is in the process of, developing master plans for growth neighbourhoods in the City (West Hill Master Plan). A master plan for growth neighbourhoods is critical to ensuring orderly efficient infrastructure design and construction staging. To this end we have identified a budget of $300,000 for master plan studies in the growth development area's identified in this report. The City can refine and update this cost as studies are executed or better defined.

4.4 Fire Protection Levy Impact

Presently, the Planning and Development Act (section 169) does not consider Fire Protection Costs (New Fire Stations and other growth related capital costs) to be an eligible cost when calculating a municipality's development levy. However, if future amendments are made to this section of the P&D act, there may be a potential revision required to the levy/fee calculation. A new Fire Hall has been identified in the medium term plans for the City, conceptually the location has been identified for potential placement in West Hill however the planning for this Fire Station (No. 2) is currently in the conceptual stages.

For the purpose of identifying the order of magnitude of the cost inclusion of a new fire station in the 25 year growth horizon we have assumed a cost of $5.5M for a new fire station. The new fire station will provide an existing benefit to the current population (34,000) and also the projected 25 year growth population (42,000) resulting in a growth related benefit of 19% (81% of the capital cost is deemed to be an existing benefit). The proposed approach of calculating the costs based on growth related population is similar to policy utilized when calculating the levy from Capital upgrades to other system wide facilities such as the Water Plant and Waste Water Plant. Therefore, 19% of $5.5M amounts to $1,045,000 which could be funded by the development levy. When further broken down to a per hectare levy equivalent it calculates to an additional $2,874 / hectare (based on 363.6 hectares). Amendment of the City's levy in the future to include fire protection costs could potentially have an impact of an additional $2,874/hectare.

5. Development Levy Calculation

5.1 Average Cost Calculation – System Wide Charge

The simple average cost calculation of the City's development levy is set out in Table 5.1 and results in an average system wide charge of **$ 98,372/ha** ($2009).

Table 5.1: Servicing Fee Calculation
Average Cost Method – System Wide

1.	**Roads and Related**	
	25 Year Growth Horizon	$ 10,460,000
	Allocated over 25 Years Land Development (363.6 ha)	$ 28,768/ha
2.	**Water Works**	
	25 Year Growth Horizon	$ 7,135,470
	Allocated over 25 Years Land Development (363.6 ha)	$ 19,625/ha
3.	**Sanitary Sewer Works**	
	25 Year Growth Horizon	$ 4,933,800
	Allocated over 25 Years Land Development (363.6 ha)	$ 13,570/ha
4.	**Drainage Works**	
	25 Year Growth Horizon	$ 7,031,000
	Allocated over 25 Years Land Development (363.6 ha)	$ 19,337/ha
5.	**Parks and Recreation**	
	25 Year Growth Horizon	$ 5,107,500
	Allocated over 25 Years Land Development (363.6 ha)	$ 14,047/ha
6.	**Master Neighborhood Plan Studies**	
	25 Year Growth Horizon	$ 300,000
	Allocated over 25 Years Land Development (363.6 ha)	$ 825/ha
7.	**Administrative Services Fee**	
	Proposed Fee	$ 2,200/ha
TOTAL		**$ 98,372/ha**

5.2 Average Cost Calculation – Area Specific Charge Scenario

While not recommended, the area specific charge scenario was prepared to provide a comparative perspective to the city-wide charge scenario. The 25 year buildout of 363.6 hectares was divided into three areas based on growth areas. The calculation for the area specific scenario is illustrated in Table 5.2 below:

Table 5.2: Servicing Fee Calculation,
Average Cost Method – Area Specific Charge

Development Charge Category	Western Sector (190.5 ha)	Eastern Sector (135.6 ha)	Southern Sector (37.5 ha)
1.0 Roads and Related			
25 year Buildout Costs	$ 6,460,000	$ 2,600,000	$ 1,400,000
Allocated over 25 years land development	**$ 33,911/ha**	**$ 19,174/ha**	**$ 37,334/ha**
2.0 Sanitary Sewer Works			
25 year Buildout **Costs**	$ 3,546,267	$ 98,767	$ 1,288767
Allocated over 25 years land development	**$ 8,896/ha**	**$729/ha**	**$ 34,367/ha**
3.0 Water Works			
25 year Buildout Costs	$ 4,365,157	$ 440,157	$ 2,330,157
Allocated over 25 years land development	**$ 22,915/ha**	**$3,246/ha**	**$62,138/ha**
4.0 Drainage (Storm Sewers)			
25 year Buildout Costs	$ 3,381,000	$ 2,600,000	$ 1,050,000
Allocated over 25 years land development	**$ 17,748/ha**	**$ 19,174/ha**	**$ 28,000/ha**
5.0 Parks & Recreation			
25 year Buildout Costs	$ 2,194,167	$ 1,456,667	$ 1,456,667
Allocated over 25 years land development	**$ 11,518/ha**	**$ 10,743/ha**	**$ 38,845/ha**
6.0 Master Neighborhood Studies	**$ 275/ha**	**$ 275/ha**	**$ 275/ha**
7.0 Administrative Services Fee	**$2,200/ha**	**$2,200/ha**	**$2,200/ha**
Total (Area Specific Charges)	**$ 97,463/ha**	**$ 55,541/ha**	**$ 203,159/ha**

One item worthy of noting is the Eastern Sector (Crescent Acres) specific charge being noticeably lower than the other two areas due to the lack of background documents or master plans that are available for this neighbourhood. The western and southern sectors both have recent supporting engineering documents that, as a minimum, identify required capital upgrades. As per the City's direction, the industrial land (Ia2) has not been included in the levy/fee calculation, as special parameters surround the development of this area and a levy/fee will not be applied.

6. Policy Considerations

6.1 Servicing Fee/Development Levy Implementation

The Servicing Fee/Development Levy as calculated and presented in the previous chapter, is well in excess of the City's existing fees. As a result, the City is faced with the policy issue as to whether it intends to fully recover all of these costs from new development, or instead to increase the fee/levy on a phased basis over a period of months or years. Alternatively, the City may decide to establish a cap on the magnitude of the fee/levy, below the full cost recovery amount and fund the balance via taxes and user rates. An important consideration relates to the significance of the housing industry to the Prince Albert economy and the perceived impact that a significant increase in the Servicing Fee could have on new home purchasers, as well as on construction activity and supporting businesses, through the economic multiplier. To assist the City in gauging these impacts, presentation of findings and dialogue with the development community would be advantageous.

Moreover, the following charts summarize the calculated fees/levies for Prince Albert with those in other jurisdictions. These charts include a City-wide and area-specific servicing fee/development levy, and compares these charges with other jurisdictions on a per capita and per resale housing price measure.

Table 6.1: Comparison of Calculated City-Wide and Area-Specific Servicing Fees/Development Levies on a Per Capita Basis

Municipality	Servicing Fee $/ha	Population Est.	Servicing Fee per Capita
Prince Albert (calculated area-specific Southern Sector)	$ 203,159	34,140	$ 5.95
Regina (2009)	$ 183,400	195,000	$ 0.94
Saskatoon (2009)	$ 158,000	207,700	$ 0.76
Prince Albert (calculated uniform City Wide)	$ 98,372	34,140	$ 2.88
Prince Albert (calculated area-specific Western Sector)	$ 97,463	34,140	$ 2.85
Moose Jaw (2009)	$ 79,740	32,130	$ 2.48
Prince Albert (calculated area-specific Eastern Sector)	$ 55,541	34,140	$ 1.63
Prince Albert (current - $19,000/ac. – West Hill)	$ 48,185	34,140	$ 1.41
Swift Current (2009)	$ 45,000	15,000	$ 3.00
North Battleford (2009)	$ 44,500	14,000	$ 3.18
Yorkton (2009)	$ 40,772	16,750	$ 2.43
Prince Albert (current - $11,750/ac. – City Wide)	$ 29,035	34,140	$ 0.85
Estimated Charge based on Average $/capita	**$ 90,264**	**34,140**	**$ 2.36**

Legend
- AECOM – Area Specific Levy
- AECOM – System Wide Levy
- Current Prince Albert Levies

Based on the per capita summary in Table 1:

- City-wide quantum and area-specific charges (excluded. Southern Sector) are lower than all surveyed municipalities;
- Positions the City favourably for economic development purposes, but may have fiscal implications (tax base share of growth-related costs);
- On per capita basis, economies of scale are witnessed in underlying servicing costs;
- A servicing fee/development levy derived by average charge/capita within the survey would produce a Prince Albert charge of approximately $80,570/ha.

Table 6.2: Comparison of Calculated City-Wide and Area-Specific Servicing Fees/Development Levies On a Per Resale House Price

Municipality	Servicing Fee $/ha	Avg. Resale House $	Servicing Fee as % of House $
Prince Albert (calculated area-specific Southern Sector)	$ 203,159	$ 180,000	9.4%
Regina (2009)	$ 183,400	$ 230,000	6.6%
Prince Albert (calculated uniform City Wide)	$ 98,372	$ 180,000	4.6%
Prince Albert (calculated area-specific Western Sector)	$ 97,463	$ 180,000	4.5%
Saskatoon (2009)	$ 158,000	$ 290,000	4.5%
Moose Jaw (2009)	$ 79,740	$ 220,000	3.0%
Prince Albert (calculated area-specific Eastern Sector)	$ 55,541	$ 180,000	2.6%
Prince Albert (current - $19,000/ac. – West Hill)	$ 48,185	$ 180,000	2.2%
Swift Current (2009)	$ 45,000	$ 220,000	1.7%
North Battleford (2009)	$ 44,500	$ 220,000	1.7%
Yorkton (2009)	$ 40,772	$ 220,000	1.5%
Prince Albert (current - $11,750/ac. – City Wide)	$ 29,035	$ 180,000	1.3%
Estimated Charge based on Average $/capita	**$ 90,264**	**$ 180,000**	**4.2%**

Legend
- AECOM – Area Specific Levy
- AECOM – System Wide Levy
- Current Prince Albert Levies

Based on the per resale house price summary in Table 6.2:

- City-wide quantum and area-specific charges (excluded Southern Sector) are positioned comparable to smaller sized municipalities (Moose Jaw) and lower than the larger municipalities of Regina and Saskatoon;
- Servicing Fee/Development Levy calculated based on average charge/house price for surveyed municipalities would result in a City of Prince Albert charge of approximately $90,720/ha.

- The servicing fee/hectare conversion to % as House price assumed 12 single family units per hectare as a density.

6.1.1 Area Specific vs System Wide Charges

As noted previously, maintenance of a uniform, City-wide Servicing Fee/Development Levy is recommended for the following reasons:

- The City has experience with a jurisdiction-wide fee which subdividers are accustomed to, and is consistent with general municipal practice. Changing the structure of the fee at this point has the potential to create inequities where the City has not, in the past, matched the location of prior servicing investments with the location of the contributing development.

- It is noted that an area-specific calculations would result in significantly higher charges in the Southern Sector than within the Eastern and Western Sector's and this may not align with other economic development initiatives within the City.

6.1.2 Fees by Type of Land Use

Prince Albert's Servicing Fees are imposed uniformly on a land area basis, without reference to the type or density of development proposed for each hectare involved. The City and other jurisdictions within the Province impose fees/levies on this basis. The advantage of this methodology is that it serves to encourage higher density, more intensified development, which promotes more efficient servicing. This is the case, as no increase in the Servicing Fee is triggered, where denser levels of development are proposed for a given area of land.

Alternatively, some municipalities outside of the Province impose fees/levies which vary, based on the differing servicing needs of different quantities and types of development (e.g. single detached vs. multiple vs. apartments vs. commercial development). While this more refined approach represents a valid alternative to the use of a flat hectarage charge, it is not recommended at this time for the reasons noted above and because of the additional administrative complexity.

6.2 Servicing Fee/Development Levy Administration Policies

6.2.1 Fee Exemptions

At present, the City Servicing Fees Bylaw does not provide for any exemptions. Servicing Fee/Development Levy Bylaws may provide for exemptions to be consistent with the City's economic development initiatives. Exemptions may be applied in total or partially (e.g. service based or reduction). They are commonly implemented based on development characteristics, such as:

- Location (e.g. downtown core, industrial park)

- Type of development (e.g. industrial, retail)

- Development form (e.g. high density apartments)

Exempt servicing fee/development levy revenues would be recovered from traditional financial sources (e.g. taxes, user fees, etc.). In discussion with the City Steering Committee no exemptions were identified. It is recommended that Council consider the use of exemptions to promote economic development initiatives for inclusion in the Servicing Fee/Development Levy Bylaw.

6.2.2 Servicing Fee Reserve Fund Accountability

It is recommended that staff provide Council with a full annual accounting for reserve fund(s), within six months of each calendar year end, including:

- Opening and closing balance, total collections, draws, interest and credits
- Draws by individual project

Generally, pursuant to s.s.174(2), the expenditure draws referenced above are to be restricted to those projects included in the calculation of the Servicing Fee/Development Levy, with necessary adjustments for equivalent project substitutions and expenditure variations. Moreover, accrued interest on any positive reserve fund balance (less the cost of funding any negative reserve fund balances) is to be added to each fund annually.

6.2.3 Servicing Fee Credits

Where a developer, by agreement with the City, constructs a work which was included in the Servicing Fee/Development Levy calculation, the developer should be entitled to a commensurate set-off against the fee/levy otherwise payable. However, investment in interim/redundant facilities would not be compensated.

A developer may also request the City to accelerate the timing of a capital work from the date within the City's capital forecast, in order to facilitate subdivision approval/development. In this situation, the developer may fully fund the work and receive compensation, at such future time as the City was scheduled to proceed with the project as capital plan. For example, this compensation could be in the form of the lower of:

a) The actual cost of the work, indexed at the City's actual reserve fund earnings rate

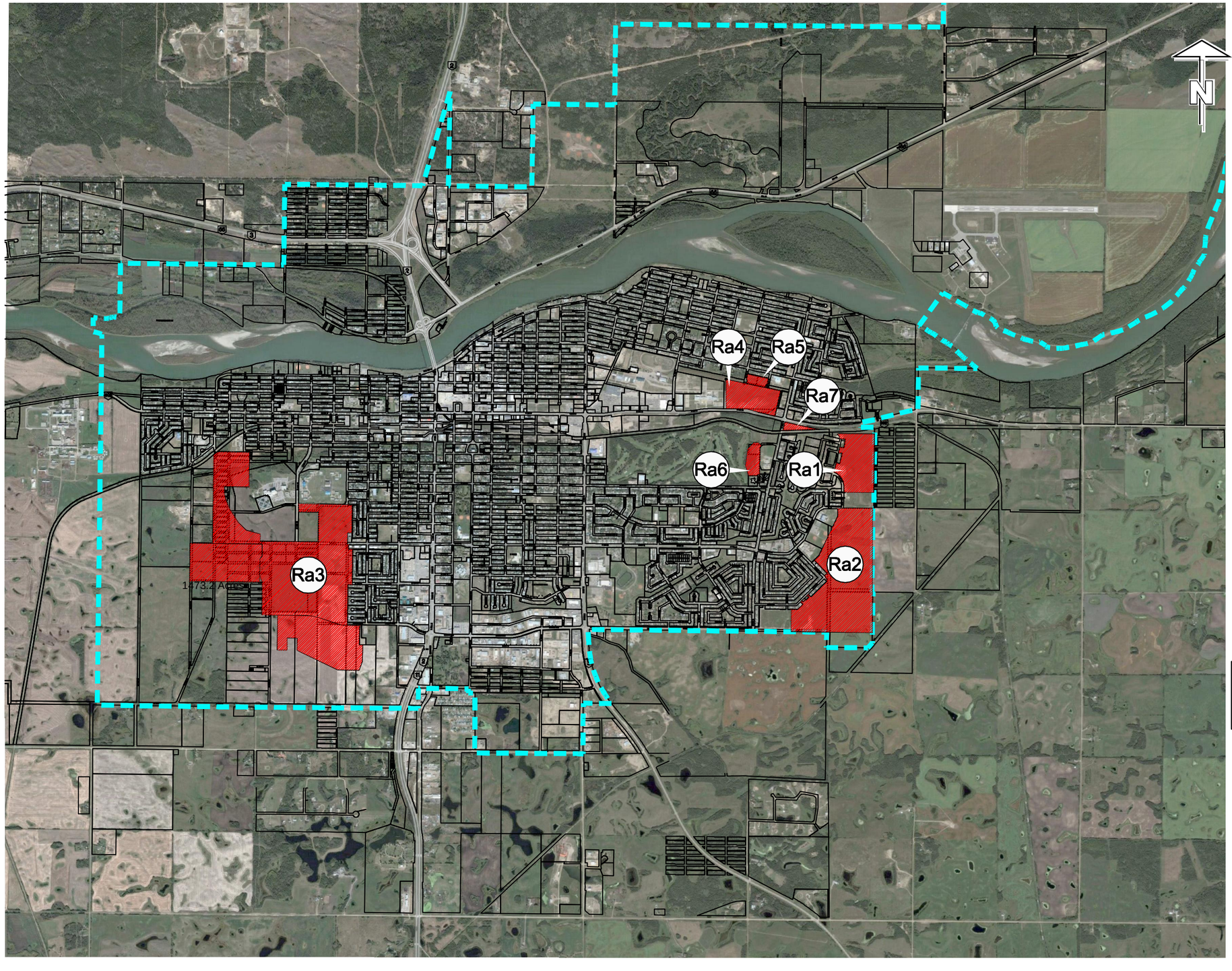
b) The value of the work contained in the fee/levy calculation, indexed to the repayment date, in accordance with the inflationary increase in the fee/levy

6.2.4 Annual Indexing of the Servicing Fee/Development Levy

The City's Servicing Fee/Development Levy is calculated in 2010 base year dollars and requires annual inflation indexing, in order to maintain its funding capability over time. Indexing of fees/levies is applied in other municipalities within the Province of Saskatchewan and elsewhere. For example, the City of Regina utilizes reports produced by QED Information Systems Inc., who devised weighted indices involving various service components. In Ontario, the *Statistics Canada Quarterly Construction Prices Statistics* index is prescribed by regulation for adjusting Development Charges. It is recommended that such indexing occur automatically on the anniversary date of the Bylaw(s) based on the year-over-year change in the underlying index.

Appendix A

Growth Development Figure Area Drawings



LEGEND

- RESIDENTIAL - R
- INSTITUTIONAL - IS
- COMMERCIAL - C
- INDUSTRIAL - I
- PRINCE ALBERT CITY LIMIT

DEVELOPMENT AREA IDENTIFICATION

CRESCENT ACRES - STAGE IV — Ra1
19.6 Hectares - 793 units

CRESCENT ACRES - STAGE V - VII — Ra2
68.3 Hectares - 1,249 units

WEST HILL - STAGES N1 - N5 — Ra3
166.1 Hectares - 1,900 units

DOMTAR RESIDENTIAL — Ra4
13.7 Hectares - 110 units

SIAST EAST RESIDENTIAL — Ra5
16.3 Hectares - 1,107 units

HOLY CROSS (GOLF COURSE) — Ra6
4.0 Hectares - 32 units

15TH & 15TH CONDO'S — Ra7
1.5 Hectares - 50 units

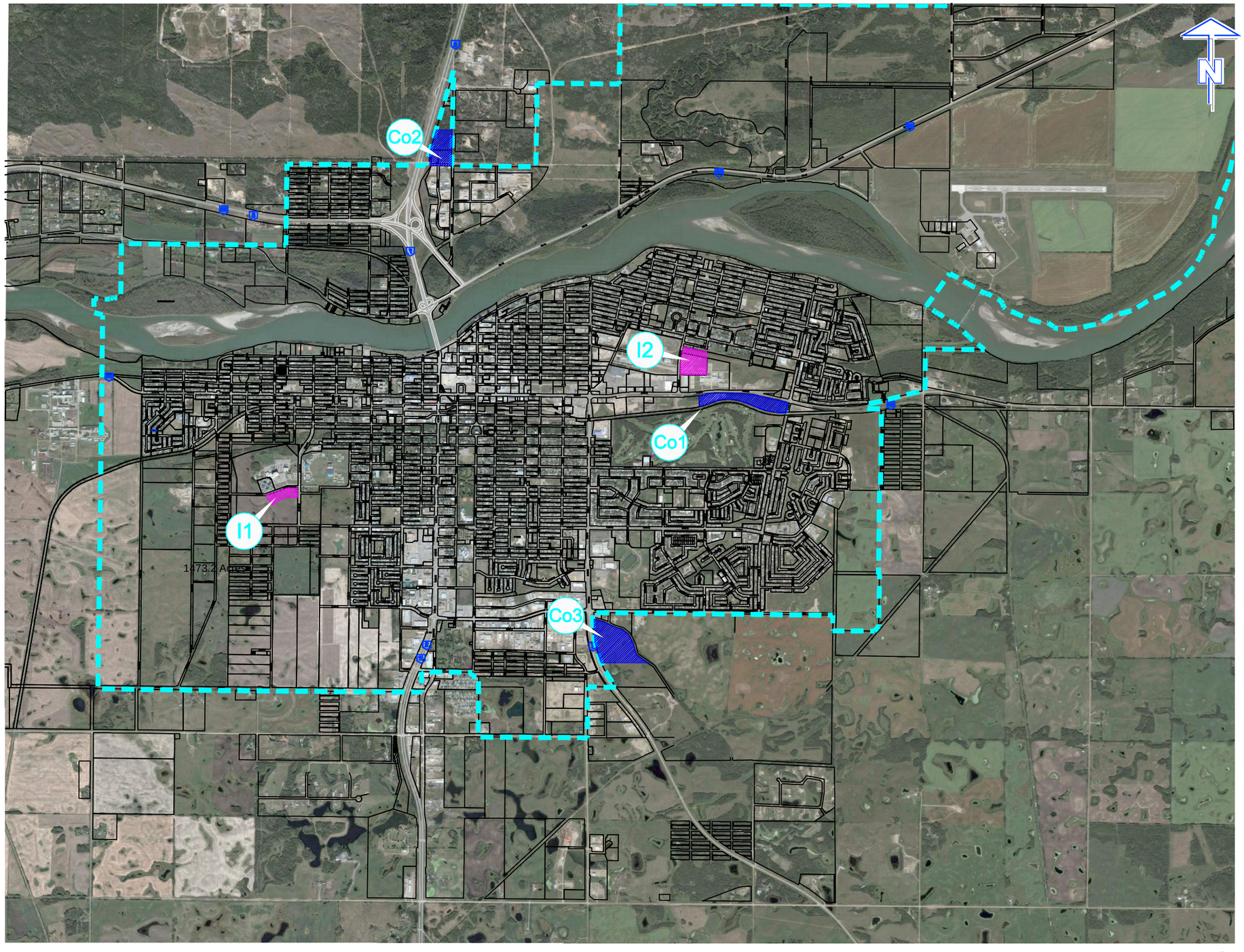
SUMMARY OF RESIDENTIAL GROWTH AREA'S (25 YEAR HORIZON)	
TOTAL AREA/ UNITS	289.1 ha/ 5,191 units

m 22X34 SCALE 1:20000

City of Prince Albert
Development Levy Charge
Review and Update

Residential Land Use
25 Year Growth Horizon (2009 - 2034)
Figure 1

AECOM



LEGEND

- RESIDENTIAL - R
- INSTITUTIONAL - IS
- COMMERCIAL - C
- INDUSTRIAL - I
- PRINCE ALBERT CITY LIMIT

DEVELOPMENT AREA IDENTIFICATION

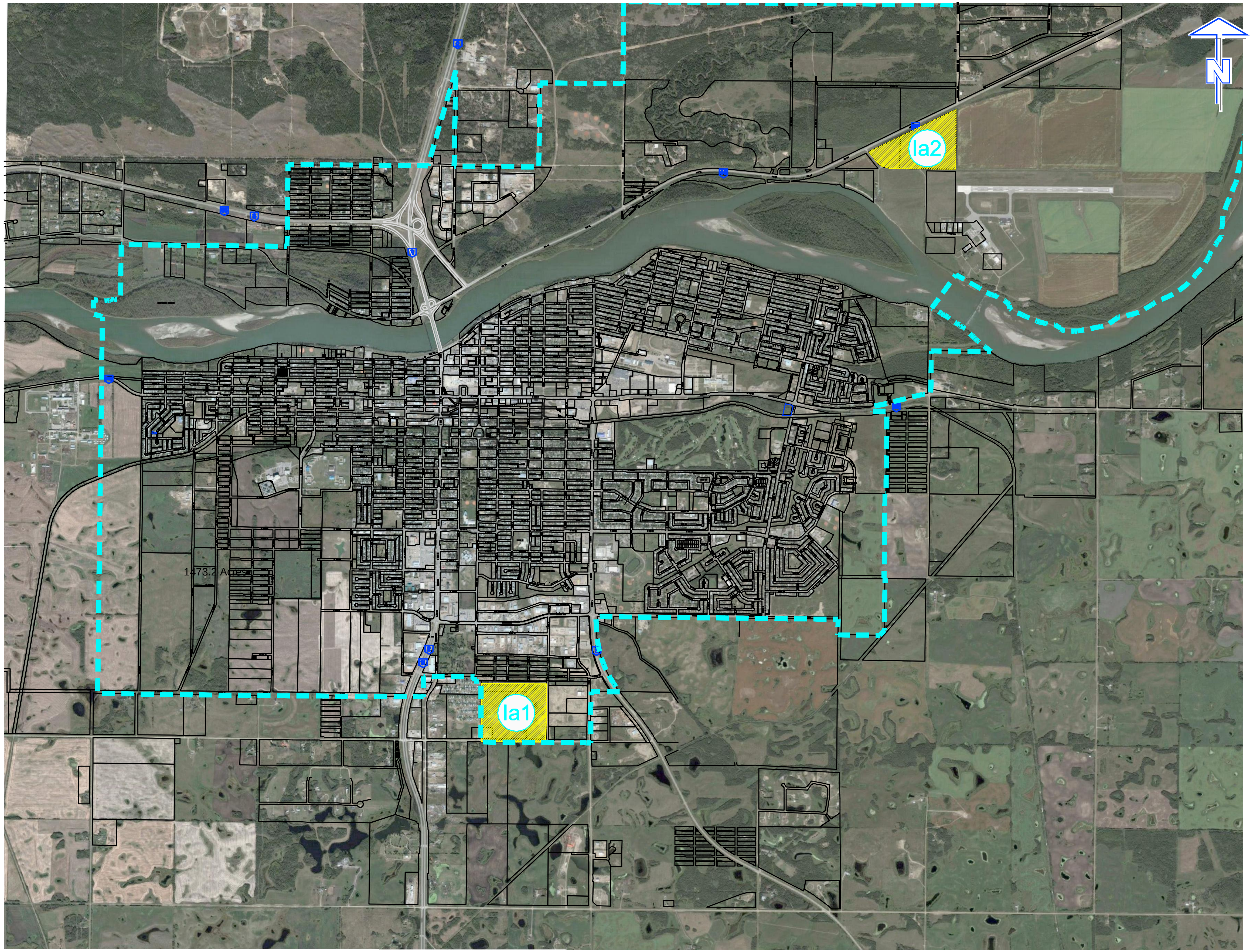
- CORNERSTONE SOUTH (6.4 ha - net) — Co1
- HIGHWAY 2 NORTH (5.3 ha - net) — Co2
- HIGHWAY 3 SOUTH (10.3ha - net) — Co3
- WEST HILL INSTITUTIONAL (19.1 ha - net) — I1
- SIAST INSTITUTIONAL (15.8 ha - net) — I2

22X34 SCALE 1:20000

City of Prince Albert
Development Levy Charge
Review and Update

Commercial and Institutional Land Use
25 Year Growth Horizon (2009 - 2034)
Figure 2

AECOM



LEGEND

- RESIDENTIAL - R
- INSTITUTIONAL - IS
- COMMERCIAL - C
- INDUSTRIAL - I
- PRINCE ALBERT CITY LIMIT

DEVELOPMENT AREA IDENTIFICATION

SOUTH INDUSTRIAL (27.2 ha) — Ia1

AIRPORT INDUSTRIAL (22.8 ha) — Ia2

22X34 SCALE 1:20000

AECOM

City of Prince Albert
Development Levy Charge
Review and Update

Industrial Land Use
25 Year Growth Horizon (2009 - 2034)

Figure 3