1.0 Purpose

This report provides Council with options to finalize the 2019 Development Charges By-Law for the next five years, from July 1, 2019 to June 30, 2024.

2.0 Background

Development charges (DC) are a financing tool available to assist municipalities with minimizing costs to existing taxpayers and businesses for growth-related infrastructure costs. City Council establishes development charge rates via a DC by-law that is subject to renewal every five years and that must adhere to provincial legislative requirements.

The following chart provides a summary of staff reports previously presented to City Council, Planning or the Finance and Administration Committee:

Report Date	City Council or Committee	Report Name	Report Summary
September 26, 2016	Planning Committee	Proposed City-Wide Nodes and Corridors Strategy	Provided a recommended city-wide nodes and corridors strategy and outlined a schedule for the completion of nodes and corridors design studies over the next 9-year period.
January 8, 2018	Planning Committee	Comparative Fiscal Impact Analysis of Growth Study	Provided to understand the cost and revenue to service residential developments across the city.
April 9, 2018	Planning Committee	City of Greater Sudbury Outlook for Growth to 2046	Provided an update of the Population, Household and Employment Growth Projections 2016 to 2046 used to inform capital, service level and policy planning in the City, including the upcoming development charges background study.
April 17, 2018	Finance & Administration Committee	2019 Development Charges Background Study and By-Law	Provided an overview of development charges as well as the steps planned for the 2019 DC Background Study and related by-law to be approved by City Council before June 30, 2019.
March 26, 2019	Finance & Administration Committee	Proposed Changes to City's Development Charges By-Law and Rates	Provided a summary of the proposed changes to the development charges by-law and proposed development charge rates as calculated through the 2019 DC Background Study.
May 2, 2019	Finance & Administration Committee	Strategic Options for Development Charge Rate Reductions	Provided options for reducing DCs in response to Council's direction from the March 26, 2019 meeting.

Report Date	City Council or Committee	Report Name	Report Summary
May 2, 2019	Finance & Administration Committee	Development Charges and Planning Policies	Provided connections between DCs and land use planning policy at the City, specifically with respect to the Official Plan, community improvement plans, development cost sharing, building permit trends and the cost of growth.
May 2, 2019	Finance & Administration Committee	Economic Development Context for Development Charges Strategic Options	Provided advantages that the City has to attract new/expanded businesses along with recent economic trends affecting the community in relation to consideration of DCs and strategic alternatives.
May 7, 2019	City Council	2019 Development Charges Public Input	Provided summary of requirement for one public meeting in accordance with the DC Act and the process of the public input.

3.0 Public Input

The public input meeting on Development Charges was held at the City Council meeting on May 7, 2019. There were a total of 8 individuals that provided their input and opinions for and against development charges.

Appendix B includes all of the public input written submissions received through submissions to Clerks Services, through the “Over to You” engagement portal as well as general submissions for the period of March 1, 2019 to May 8, 2019.

4.0 Bill 108: *More Homes, More Choices Act*

On May 2, 2019, the Ministry of Municipal Affairs and Housing (MMAH) launched the Housing Supply Action Plan which intends to increase the supply of housing, make housing more affordable, and ensure that the housing supply meets the needs of the growing population. The Action Plan is detailed in Bill 108, the *More Homes, More Choices Act*, which passed First Reading on May 2nd. The Bill contains proposed changes to the Development Charges Act (DCA), as well as changes to the *Planning Act* that will impact certain aspects of development charges. It is noted that at the time of writing, the draft regulations to accompany the DCA and the *Planning Act* have not yet been released. As such, information is limited.

Bill 108 has been released for public consultation which is open until June 1st, and it is unknown when the Bill will be passed into legislation along with an effective date for implementation of changes.

A brief summary of the announced changes relating to development charges and potential implications to the City are outlined below. Given the preliminary nature of this information and the early stage in the legislative process, it is recommended that City Council finalize a DC Bylaw prior to July 1st and amend it if necessary once Bill 108 is passed.

<table>
<tr><th>Proposed Change</th><th>Description</th><th>City Implications</th></tr>
<tr><td>Secondary Suites</td><td>Proposed that DC Act would exempt DCs for the creation of one secondary suite in new residential buildings. Restrictions are to be prescribed by the regulations.</td><td>Implications are anticipated to be minimal as the 2019 DC By-law recommends exempting DCs for the creation of a Secondary Dwelling Unit in accordance with the Zoning By-law.</td></tr>
<tr><td>Soft Services</td><td>Proposed new community benefits authority will be created under the Planning Act, which will allow municipalities to charge directly for benefits such as libraries and daycare facilities. This authority would replace density bonusing provisions, some parkland dedications, and development charges for discounted soft services (e.g. library, recreation, parks, and likely other services subject to the statutory 10% deduction). Proposed charges under the community benefits authority would be capped based on a portion of the appraised value of land. It appears that discounted services (soft services) will be removed from the DCA and covered by the new Planning Act “Community Benefits” provisions. The DCA may be restricted to the following services: Roads and Related, Water, Wastewater, Stormwater, Transit, Waste Diversion, and the protection services of Police and Fire.</td><td>If these changes were put into effect, the City would see a decrease in DC revenues and would need to introduce other policy changes to realize the new revenue anticipated by applying the “Community Benefit” provisions described by the Province.

Under the proposed DCA transitional policies, it is anticipated that the City could continue to charge DCs for soft services until the earlier of:
The prescribed date, as per the accompanying regulations, or
The City’s passage of a by-law related to “community benefits charges” under the amended Planning Act.
Following this time, it is anticipated that the City’s DC by-law as it relates to General Government, Library, Parks and Recreation, Ambulance, Emergency Preparedness services would no longer apply.

When the changes are approved and to be implemented, staff may return with a report for a plan on the related changes to the Planning Act and the Development Charges Act.</td></tr>
</table>

Proposed Change	Description	City Implications
Administration	Proposed amendment to the DC Act would freeze DC rates at an earlier point in the development process (such as when an application is made for a site plan or zoning approval). DCs would continue to be paid at time of building permit issuance. Proposed that DCs relating to rental housing, institutional, industrial, commercial and non-profit housing would be paid in six equal annual instalments following occupancy. Other proposed changes include removal of the 10% statutory deduction for waste diversion capital costs, as well as exempting the conversion of communal areas to residential units in rental buildings from DCs.	These changes are likely to result in a reduction in DCs for most development and a reduction in the City's DC revenues, as compared with the current practice of calculating and collection DCs at the time of building permit issuance. These proposed changes would also result in increased administrative responsibilities for monitoring and collection of DCs.

5.0 Analysis:

Finance & Administration Committee received several information reports at its meeting on May 2, 2019. This section of the report provides analysis and follow up information requested by the Committee as well as options for finalizing a new DC Bylaw.

5.1 Vacancy Rebates/Units

Information on the City's commercial and industrial vacancy rates is included in Appendix A.

5.2 Nodes and Corridors

On November 1st, 2016, Council endorsed a City wide Nodes and Corridors Strategy. The purpose of the strategy is to allow the City to better guide future growth and development (and intensification) by analyzing the intensification potential of existing nodes and corridors throughout the city and creating a framework to guide investment in these areas that would result in more complete communities and a more complete integration of active transportation and transit. The strategy also helps create new and distinctive corridors and centres, all featuring mixed uses, public realm improvements and public transit.

The Nodes and Corridor Strategy prioritizes study areas to help guide investment and intensification within the community. Individual nodes and corridor studies will:

- Identify and strengthen areas of significant capital investment and reinvestment;
- Promote positive change;
- Improve urban design;
- Create complete streets;

• Recommend how appropriate land uses, densities and built form can be introduced, creating new economic opportunities;
• Recommend where public open spaces can be created and existing parks improved;
• Improve the pedestrian environment;
• Inform future capital planning;
• Optimize transit service; and,
• Inform City policy, by-laws, and guidelines

In 2017 Planning Services division began to implement the strategy by undertaking the LaSalle Boulevard Corridor Plan and Strategy and the Chelmsford Town Centre CIP, which were endorsed and approved by Council in 2018.

It is possible for Council to expand exemptions within the DC By-law to exempt desirable development within defined areas along existing and defined nodes and corridors. This option is developed further below as option 7.

5.3 DC Rate Options

The options are listed below with additional implications outlined further in this report.

1. Approve calculated DC rates from the 2019 DC Background Study.
2. Reduce DC rates by 50% for residential only and freeze the rates for the full 5 years of the by-law with no annual inflation.
3. Reduce DC rates by 50% for ICI (Industrial, Commercial and Institutional) only.
4. Reduce DC rates for multi-unit buildings (apartments/multiples only).
5. Reduce DC rates by 50% for long term care (both profit and non-profit) buildings.
6. Reduce DC rates for smaller residential units (less than 1,000 square foot) - only applicable to single and semi-detached dwellings.
7. Expand designated exempt areas to include nodes and corridors.

The following table shows the DC rates for each DC category based on the options described above.

DC Category	**DC Rate Options**						
	1	**2**	**3**	**4**	**5**	**6**	**7** (c)
Single Detached Dwelling (per unit)	$17,721	$8,861	$17,721	$17,721	$17,721	$17,721 (b)	$17,721
Semi-Detached Dwelling (per unit)	$14,238	$7,119	$14,238	$14,238	$14,238	$14,238 (b)	$14,238
Apartments and Multiples (per unit)	$10,227	$5,114	$10,227	$5,114	$10,227	$10,227	$10,227
Industrial (per sq ft)	$5.92	$5.92	$2.96	$5.92	$5.92	$5.92	$5.92
Non-Industrial (per sq ft)	$8.89	$8.89	$4.45	$8.89	$8.89 (a)	$8.89	$8.89

Notes:

(a) Rates for Long Term Care homes (profit and non-profit) would be 50% of the Non-Industrial rate.

(b) Rates for residential single detached and semi-detached dwelling units below 1,000 square feet would be based on the calculated rate for "apartments and multiples".

(c) Rates for any type of development along nodes & corridors (boundary maps for exempt areas to be created and attached to the DC By-law) would be reduced by 25% or 40% of the respective rates.

During the policy discussion at the Finance and Administration Committee meeting on May 2nd, Committee members discussed the impact of DC rates and exemptions on various classes of commercial development. There are several vacant buildings within the City that can be renovated for new types of commercial development where DCs would not be applicable on renovation to existing buildings (as long as the renovation does not expand square footage). Further, when a building permit is issued within 5 years of a demolition permit on the same site, there would be redevelopment credits available that may reduce or eliminate the amount of DCs on the proposed new development where there is a change in use of the building (e.g. from residential to non-industrial).

In addition, Appendix C outlines the policy changes to the DC by-law for Council's approval as noted in the resolution. The policy changes were extracted from the report presented to the Finance & Administration Committee on March 26, 2019.

The table below provides the benefits and drawbacks for each DC rate option that are listed above.

Note - the estimated percentage share of DC revenues listed in each option represents the total projected DC revenues based on the calculated DC rates and development forecast (as shown in first table under Section 6.0 Financial Implications). The estimated DC revenue loss (second table under Section 6.0) for each option is based on assumptions (listed under Section 7.0) and the total projected DC revenues.

Benefits	Drawbacks
Option 1 - Approve calculated DC rates from the 2019 DC Background Study.	
- utilize financing tool available to minimize costs to existing taxpayers, ratepayers and businesses for growth-related infrastructure costs; - receive full development charges revenue based on actual new development; - avoid existing taxpayers and/or ratepayers to pay a higher portion of growth-related infrastructure costs through higher property taxes or w/ww user fees, or delay/deferral of capital projects; -expect no impact on housing or rental prices as calculated DC rates are lower than current rates	- may not encourage additional development beyond the development forecast in the DC Background Study within the community; - will not decrease costs for individual homeowners building own home; - may not improve profitability of developers and businesses as decreasing cost of construction

<table>
<tr><th>Benefits</th><th>Drawbacks</th></tr>
<tr><td colspan="2">Option 2 - Reduce DC rates by 50% for residential only and freeze the rates for the full 5 years of the by-law with no annual inflation.</td></tr>
<tr><td>- may encourage development in residential sector;
- costs currently paid by individual homeowners building their own home would instead be paid by all tax/ratepayers, reducing costs for those individuals;
- may improve profitability of developers, since the discounted rates would decrease construction costs</td><td>- Residential DCs account for an estimated 78% share of total projected DC revenues
- the resulting decreases in DC revenue for growth-related capital projects will require:
a change to financing plans that rely on DCs, leading to a reduction in the number of capital projects included in an annual plan and/or
a change in the scope or timing of capital projects, increasing the risk of unmet service expectations;
- increases the reliance on annual property taxes and w/ww user fees for existing taxpayers and w/ww ratepayers to fund higher portion of growth related costs;
- may not result in lower housing or rental prices as those prices are based on market demand;
- market demand for residential housing does not appear to be impacted by DC rates (e.g. lower DC rates may not result in additional houses being built and sold if the market doesn't support it)</td></tr>
<tr><td colspan="2">Option 3 - Reduce DC rates by 50% for ICI (Industrial, Commercial, Institutional) only.</td></tr>
<tr><td>- may encourage development in ICI sector;
- may improve profitability of businesses in ICI sector by decreasing cost of building construction;
- new ICI development would increase number of jobs which may translate into additional population moving to the City, which in turn may increase residential development from new population or existing population buying new homes</td><td>- Revenue from ICI DCs account for approximately 22% of total projected DC revenues
- the resulting decreases in DC revenue for growth-related capital projects will require:
a change to financing plans that rely on DCs, leading to a reduction in the number of capital projects included in an annual plan and/or
a change in the scope or timing of capital projects, increasing the risk of unmet service expectations;
- increases the reliance on annual property taxes and w/ww user fees for existing taxpayers and w/ww ratepayers to fund higher portion of growth related costs;</td></tr>
</table>

<table>
<tr><th>Benefits</th><th>Drawbacks</th></tr>
<tr><td colspan="2">Option 4 - Reduce DC rates for multi-unit buildings (apartments/multiples only).</td></tr>
<tr><td>- may encourage development in multi-residential sector;
- may improve profitability of developers and/or landlords as decreasing cost of construction (DCs is below 5% of total construction cost);
- may provide additional affordable housing units (if landlord/owner offers lower rent than market rent, or if supply increases to a point where market rent decreases if the rental apartment vacancy rate increases)</td><td>- Revenue from Multi-unit building DCs account for approximately 21% of total projected DC revenues (or 27% of the 78% total residential projected DC revenues)
- the resulting decreases in DC revenue for growth-related capital projects will require:
• a change to financing plans that rely on DCs, leading to a reduction in the number of capital projects included in an annual plan and/or
• a change in the scope or timing of capital projects, increasing the risk of unmet service expectations;
- increases the reliance on annual property taxes and w/ww user fees for existing taxpayers and w/ww ratepayers to fund higher portion of growth related costs;
- may not result in lower rental prices as those prices are based on market demand;
- market demand for residential housing does not appear to be impacted by DC rates (e.g. lower DC rates may not result in additional houses being built and sold if the market does not support it)</td></tr>
<tr><td colspan="2">Option 5 - Reduce DC rates by 50% for long term care (both profit and non-profit) buildings.</td></tr>
<tr><td>- may encourage development in long-term care sector by providing additional beds in the community, subject to approval under the Long-Term Care Homes Act, 2007 as the Ministry provides funding for long-term care beds;
- would increase profitability of for-profit long-term care providers by decreasing cost of building construction;
- staff previously recommended that non-profit long term care homes be exempt from DCs if they are exempt from property taxes, so this option may be provided to the remaining non-profit and for-profit long term care homes, depending on Council's decision on staff recommended policy changes to the DC by-law</td><td>- Revenue from Long Term Care DCs account is estimated at 7% of total projected DC revenues (or 33% of total ICI projected DC revenues). This is based on assumption that 267,000 square feet may be constructed at long-term care homes. Staff does not have actual or expected square footage in future development in this specific area;
- the resulting decreases in DC revenue for growth-related capital projects will require:
• a change to financing plans that rely on DCs, leading to a reduction in the number of capital projects included in an annual plan and/or
• a change in the scope or timing of capital projects, increasing the risk of unmet service expectations;
- increases the reliance on annual property taxes and w/ww user fees for existing taxpayers and w/ww ratepayers to fund higher portion of growth related costs;</td></tr>
</table>

<table>
<tr><td></td><td>- additional beds in our community must be approved by the Ministry of Health and Long Term Care by obtaining a licence under the Long-Term Care Homes Act, 2007 (section 96 states "The Minister shall determine whether or not there should be a long-term care home in an area, and how many long-term care home beds there should be in an area...");
- will not result in lower accommodation rates for residents living in long-term care homes as the rates are set by the Ministry</td></tr>
<tr><th>Benefits</th><th>Drawbacks</th></tr>
<tr><td colspan="2">Option 6 - Reduce DC rates for smaller residential units (less than 1,000 square foot) - only applicable to single & semi-detached dwellings.</td></tr>
<tr><td>- may encourage development in residential sector with smaller homes;
- decrease costs of individual homeowners building own home;
- may improve profitability of developers as decreasing cost of construction</td><td>- Revenue from smaller residential unit DCs is estimated at 11% of total projected DC revenues (or 15% of total residential projected DC revenues) based on assumption that 20% of single and semi-detached units may be constructed below 1,000 square feet. Staff does not have actual or expected square footage in future development in this specific area;
- the resulting decreases in DC revenue for growth-related capital projects will require:
• a change to financing plans that rely on DCs, leading to a reduction in the number of capital projects included in an annual plan and/or
• a change in the scope or timing of capital projects, increasing the risk of unmet service expectations;
- increases the reliance on annual property taxes and w/ww user fees for existing taxpayers and w/ww ratepayers to fund higher portion of growth related costs;
- may not result in lower housing prices as those prices are based on market demand;
- market demand for residential housing does not appear to be impacted by DC rates (e.g. lower DC rates may not result in additional houses being built and sold if the market doesn't support it)</td></tr>
</table>

Benefits	Drawbacks
Option 7 - Expand designated exempt areas to include nodes and corridors.	
- may encourage development in residential and non-residential sectors for properties along the nodes and corridors; - decrease costs of individual homeowners building own home; - may improve profitability of developers and businesses as decreasing cost of construction	- Revenue from DCs in nodes and corridors areas is estimated at 21% and 34% of total projected DC revenues based on assumptions of 25% and 40% of residential and non-industrial development may occur in the nodes and corridors areas. Residential and Non-Industrial represents 85% of the total projected DC revenues. Staff does not have actual or expected square footage in future development in this specific area; - the resulting decreases in DC revenue for growth-related capital projects will require: • a change to financing plans that rely on DCs, leading to a reduction in the number of capital projects included in an annual plan and/or • a change in the scope or timing of capital projects, increasing the risk of unmet service expectations; - increases the reliance on annual property taxes and w/ww user fees for existing taxpayers and w/ww ratepayers to fund higher portion of growth related costs; - may not result in lower housing or rental prices as those prices are based on market demand; - market demand for residential housing does not appear to be impacted by DC rates (e.g. lower DC rates may not result in additional houses being built and sold if the market doesn't support it)

6.0 Financial Implications

Each of the DC rate options has financial implications. Options 2-7 create a level of DC revenue loss that would need to be recovered from property taxation and w/ww user fees through increases to the property tax levy and w/ww user fee rates.

The next table provides the total expected DC revenue to be collected based on the DC rates and expected development forecast from the DC background study, which shows the “non w/ww portion” and “w/ww portion” separately. It is provided for comparison from the total DC revenue per year to the DC revenue loss per year for each of the options presented.

	DC Rate	Non W/WW Portion	W / WW Portion	Forecast 2019 – 2023	Revenues – Non W/WW Portion	Revenues – W / WW Portion	Total
Single Detached	$17,721	$12,030	$5,691	962	$11,572,860	$5,474,742	$17,047,602
Semi-Detached	$14,238	$11,173	$4,572	76	$734,616	$347,472	$1,082,088
Apartments & Multiples	$10,227	$8,026	$3,284	666	$4,624,038	$2,187,144	$6,811,182
Industrial	$5.92	$5.18	$2.42	804,000	$2,814,000	$1,945,680	$4,759,680
Non-Industrial	$8.89	$8.15	$2.42	262,390	$1,697,663	$634,984	$2,332,647
Total DC Revenues over 5 Years					$21,443,177	$10,590,022	$32,033,199
Total DC Revenue per Year					$4,288,635	$2,118,004	$6,406,640

The following table shows the financial implications for each of the options.

#	Total DC Revenue Loss per Year	Total DC Revenue Loss per Year – Tax Levy Portion	Total DC Revenue Loss per Year – W/WW User Rates Portion	Property Tax Levy % Increase Impact	W/WW User Rates % Increase Impact	Weighted Assessment Growth Required to Offset Loss DC Revenue Tax Levy Portion – New Assessed Value (Note A)
1	0	0	0	0	0	0
2	$2,535,206	$1,721,065	$814,140	0.63%	1.04%	$136,199,123
3	$709,233	$451,166	$258,066	0.16%	0.33%	$35,703,732
4A	$340,559	$231,194	$109,365	0.08%	0.14%	$18,295,892
4B	$681,118	$463,160	$217,958	0.17%	0.28%	$36,652,899
5	$237,363	$172,749	$64,614	0.06%	0.08%	$13,670,754
6	$311,151	$211,230	$99,921	0.08%	0.13%	$16,715,991
7A	$1,363,676	$931,459	$432,217	0.34%	0.55%	$73,712,410
7B	$2,181,882	$1,490,334	$691,547	0.54%	0.88%	$117,939,856

Note A: These assessment growth figures are in addition to the expected assessment growth described in the 2019 Background Study.

7.0 Assumptions

The following lists the assumptions used in calculating the financial implications for the options.

Option	Assumptions
1	Not applicable as there is no revenue loss if calculated DC rates are approved.
2	Assumed annual inflation of 2% per year for the four years of the by-law (e.g. starting July 1, 2020 to July 2, 2023) and assumed forecasted development to occur equally over the five year period.
3	Calculation based on calculated DC rates for Industrial and Non-Industrial categories with a 50% reduction.
4A & 4B	Provided two scenarios - (4A) scenario with assumed 25% DC rate reduction and (4B) scenario with assumed 50% rate reduction.
5	Assumption based on 267,000 square feet of new development relating to long term care homes.
6	Assumed based on calculated DC rates for apartments/multiples. Also, assumed that approximately 20% of single family and semi-detached dwelling units may be constructed below 1,000 square feet.
7A & 7B	Provided two scenarios - (7A) scenario with assumption that 25% of residential and non-industrial would occur on nodes and corridors and (7B) scenario with assumption that 40% of residential and non-industrial would occur on nodes and corridors.

8.0 Conclusion

This report provides additional information to Council in relation to discussions at the Finance & Administration Committee meeting on May 2, 2019.

Furthermore, this report seeks Council approval of the resolutions listed for this report including the approval of the DC by-law and associated rates that will become effective on July 1, 2019.

Appendices:

Appendix A – Commercial/Industrial Vacancy Rates

Appendix B – Public Input Received Since March 1, 2019

Appendix C – 2019 Development Charges By-Law Policy Decision (from March 26, 2019 DC Report)

Appendix D – Proposed 2019 Development Charges By-Law

References:

Proposed City-Wide Nodes and Corridors Strategy, Planning Committee, September 26, 2016.
https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=992&itemid=11977

Comparative Fiscal Impact Analysis of Growth Study, Planning Committee, January 8, 2018
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=11&id=1215

City of Greater Sudbury Outlook for Growth to 2046, Planning Committee, April 9, 2018
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=16&id=1221

2019 Development Charges Background Study and By-Law, Finance and Administration Committee meeting on April 17, 2018
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1271

Proposed Changes to City's Development Charges By-Law and Rates, Finance and Administration Committee meeting on March 26, 2019
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1365

Strategic Options for Development Charge Rate Reductions, Finance and Administration Committee meeting on May 2, 2019
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1420

Development Charges and Planning Policies, Finance and Administration Committee meeting on May 2, 2019
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1420

Economic Development Context for Development Charges Strategic Option, Finance and Administration Committee meeting on May 2, 2019
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=5&id=1420

2019 Development Charges Public Input
http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=18&id=1322