

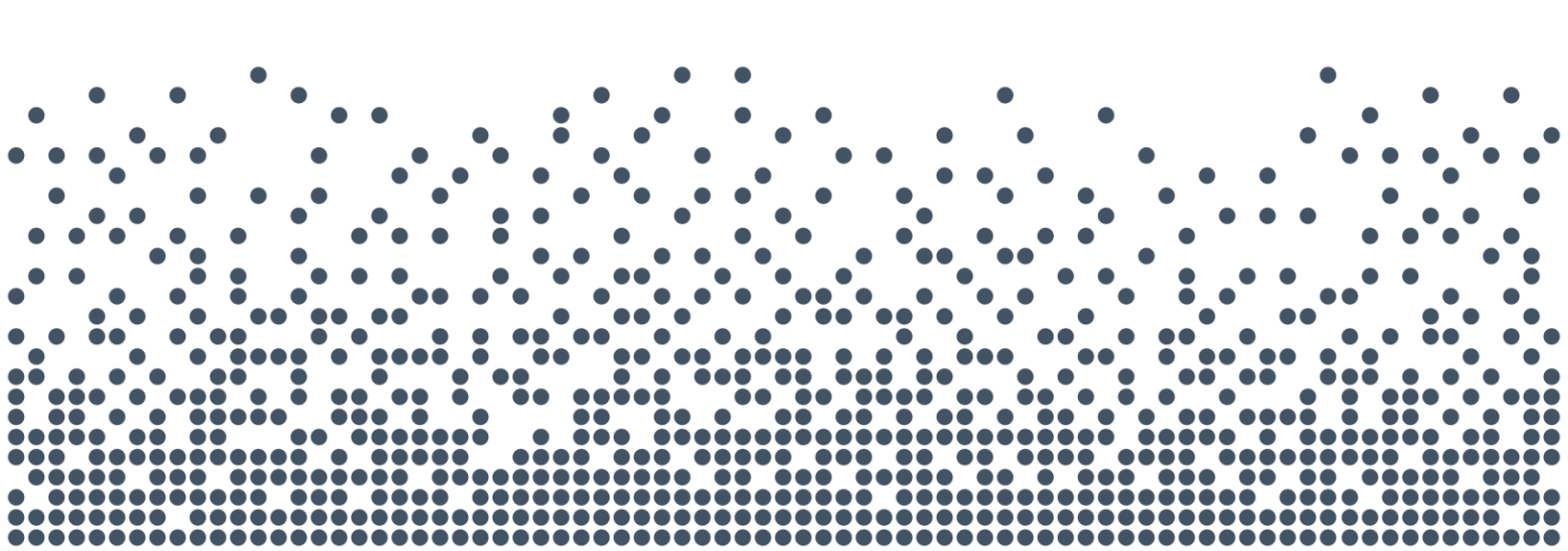


Black Bear Ridge Fiscal Impact Analysis

City of Belleville

September 10, 2026

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca



Executive Summary



Executive Summary

Watson & Associates Economists Ltd. was retained by the City of Belleville to prepare a fiscal impact analysis for the proposed Black Bear Ridge Village (B.B.R.V.) development. The development is subject to a Minister's Zoning Order and is planned as a master-planned resort community with residential, resort, commercial, golf-related, and institutional permissions. The analysis evaluates the anticipated capital, operating, lifecycle, cash flow, and financing implications for the City, together with the revenues expected to be generated as development proceeds.

The development has been evaluated under high- and low-growth Phase 1 scenarios to 2040, as well as a buildout scenario. The growth forecasts underlying these scenarios form the basis for estimating incremental assessment, taxation revenue, water and wastewater billing revenue, operating expenditures and revenues, capital lifecycle obligations, and net fiscal impacts.

Capital works required to service the development include Direct Works that predominantly benefit B.B.R.V., indirect works already reflected in the City's 2026 Development Charges Background Study, and internal works to be constructed by the developer. Direct developer contributions are anticipated for works that solely benefit the development, while certain water and wastewater works may be funded or constructed by the developer with potential recovery through a cost-sharing agreement, area-specific development charge, or other credit arrangement.

The operating budget analysis estimates the incremental costs and revenues associated with the development using the City's 2026 operating budget and current assessment, taxation, and billing assumptions. As development proceeds, the City is expected to incur additional tax-supported and rate-supported operating costs to provide services to the new population and employment base, as well as additional water and wastewater system demands.

The development would also generate additional revenues for the City, including property taxation revenue from new assessment, water and wastewater billing revenue, and other operating revenues that are expected to grow with population and employment. These revenues would partially offset the City's incremental operating expenditures and lifecycle obligations.



The lifecycle cost analysis recognizes that, although many capital assets will be developer-funded or funded through development charges, the City will ultimately assume responsibility for maintaining and replacing this infrastructure. These long-term asset management obligations are an important component of the fiscal impact analysis because they represent ongoing costs that continue after the initial capital works are constructed or assumed by the City.

Overall, the analysis indicates that the development would generate a net annual deficit to the City by the end of Phase 1 under both growth scenarios. The estimated annual net deficit is approximately \$978,400 under the high-growth scenario and \$953,700 under the low-growth scenario, with most of the deficit attributable to rate-supported services. At buildout, the development is estimated to generate a net annual surplus of approximately \$1.0 million, driven by a tax-supported surplus that is partially offset by a continuing rate-supported deficit.

The report also identifies important cash flow, financing, and implementation considerations. Significant capital expenditures, particularly for water and wastewater infrastructure, may be required before development revenues are realized. If the developer does not front-end finance or construct the required Direct Works, the City's rate-supported debt load would increase; while total debt would remain within provincial limits, it would exceed the lower limit established through Council policy. Participation in the Development Charge Reduction Program may also affect the City's near-term cash flow, where reduced D.C. rates for other development coincide with the need to accelerate capital projects to meet program commitments.

The City will need to continue evaluating the appropriate financing and cost recovery framework for Direct Works through the development approval process, to ensure that the required arrangements are established before final approvals. This should include consideration of whether these works are most appropriately recovered through an area-specific development charge, the City-wide D.C. framework, a developer cost-sharing agreement, with potential for front-end financing, or direct emplacement of infrastructure by the developer. An area-specific development charge may help limit the City's risk exposure where oversized infrastructure is required to support future phases that may not proceed as planned. The final approach should be determined through a formal development charge study process prior to final approvals, and should also account for the City's staffing and administrative capacity to review, administer, and assume the required infrastructure.

Table of Contents

	Page
Executive Summary	i
1. Introduction.....	1-1
1.1 Purpose of Study	1-1
1.2 Approach	1-1
2. Overview of Development Area.....	2-1
2.1 Property Assessment Assumptions	2-4
2.2 Forecasted Water Consumption	2-5
3. Capital Expenditures and Associated Financing.....	3-1
3.1 Introduction	3-1
3.2 Direct Works	3-1
3.3 Indirect Works.....	3-4
3.4 Internal Works.....	3-5
3.5 Summary of Capital Costs	3-6
4. Impact on the City of Belleville's Operating Budget	4-1
4.1 Introduction	4-1
4.2 Operating Expenditure Implications	4-3
4.3 Operating Revenue Implications.....	4-10
4.4 Taxation Revenue.....	4-14
4.5 Water and Wastewater Billing Revenue.....	4-14
5. Lifecycle Analysis	5-1
5.1 Summary of Analysis	5-1
6. Net Impact of the Proposed Development on the City of Belleville	6-1
6.1 Summary of Net Impact	6-1
7. Additional Considerations	7-1
7.1 Cash Flow Considerations for Direct Works	7-1
7.2 Potential Inclusion of Direct Works in the City's Development Charges	7-4



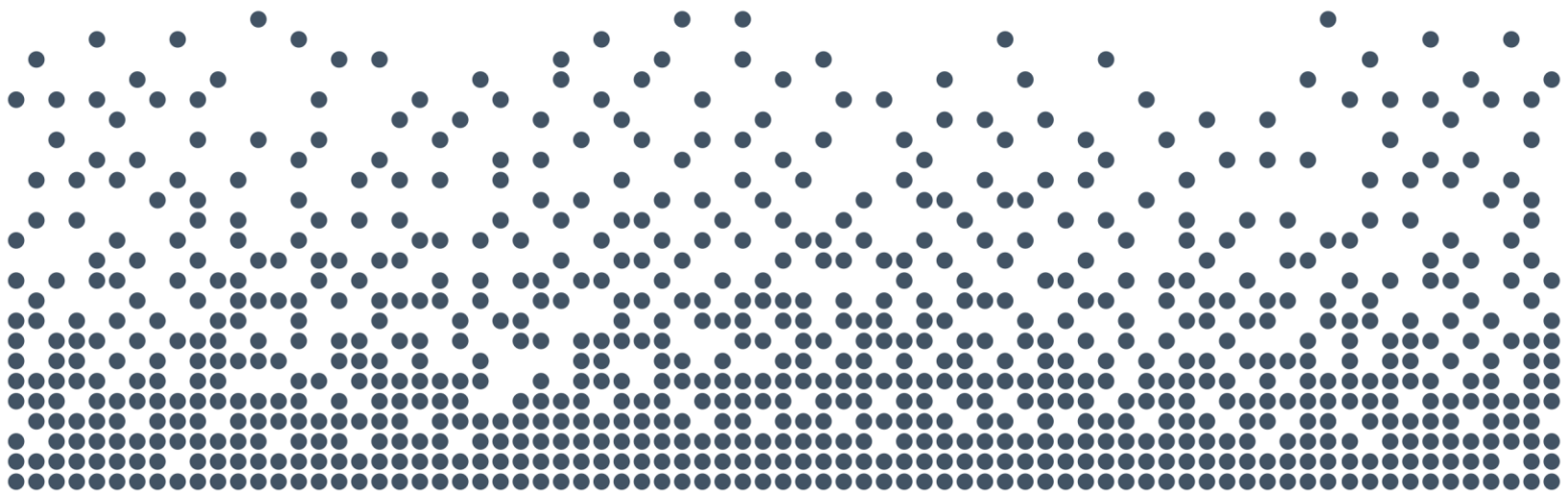
Table of Contents (Cont'd)

	Page
7.3 Cash Flow Considerations for Other Works	7-5
7.4 City Staffing and Administrative Capacity	7-6
8. Summary and Recommendations	8-1
Appendix A Growth Memo	A-1
Appendix B Capital Memo	B-1



List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
D.C.	Development charge
D.C.B.S.	Development Charges Background Study
M.Z.O.	Minister's Zoning Order
O. Reg.	Ontario Regulation
Sq.ft.	Square feet



Report



Chapter 1

Introduction



1. Introduction

1.1 Purpose of Study

The City of Belleville (City) is currently undergoing a process to review the proposed Black Bear Ridge Village (B.B.R.V.) development, which is subject to a Minister's Zoning Order (M.Z.O.) under Ontario Regulation (O. Reg.) 495/22. Watson & Associates Economists Ltd. (Watson) has been retained to undertake a fiscal impact analysis to assess the development's impact on services provided by the City and to determine the capital and operating expenditure implications, along with the anticipated revenues to be generated by the development.

1.2 Approach

The approach utilized in this analysis is consistent with the methodology devised by the firm and used for over 42 years to evaluate the fiscal impacts for more than three dozen landowners, the Ministry of Municipal Affairs and Housing, the Ontario Land Corporation, Canada Mortgage and Housing Corporation, and municipalities such as Hamilton, York Region, Barrie, Oakville, Burlington, Milton, Caledon, Durham Region, and Halton Region.

In summary, the methodology analyzes the incremental operating and capital expenditures and revenues associated with the proposed B.B.R.V. development. The operating analysis estimates incremental expenditures and revenues with the addition of the proposed development. The City's 2026 operating budget was utilized to estimate these figures, as it represents the most up-to-date information on the City's current expenditures and revenues. Data on the existing population and employment are based on the City's 2026 Development Charge (D.C.) Background Study (2026 D.C.B.S.). For the evaluation, revenues and expenditures attributable to the development are estimated on an incremental basis. That is, revenue and expenditure dollars are assigned to the development only in accordance with the anticipated variations it would create relative to the 2026 base year, and assuming current service levels generally remain constant.

The capital cost analysis discusses the funding sources available to the City. The financing methods and the resultant charges involved are variable, depending on

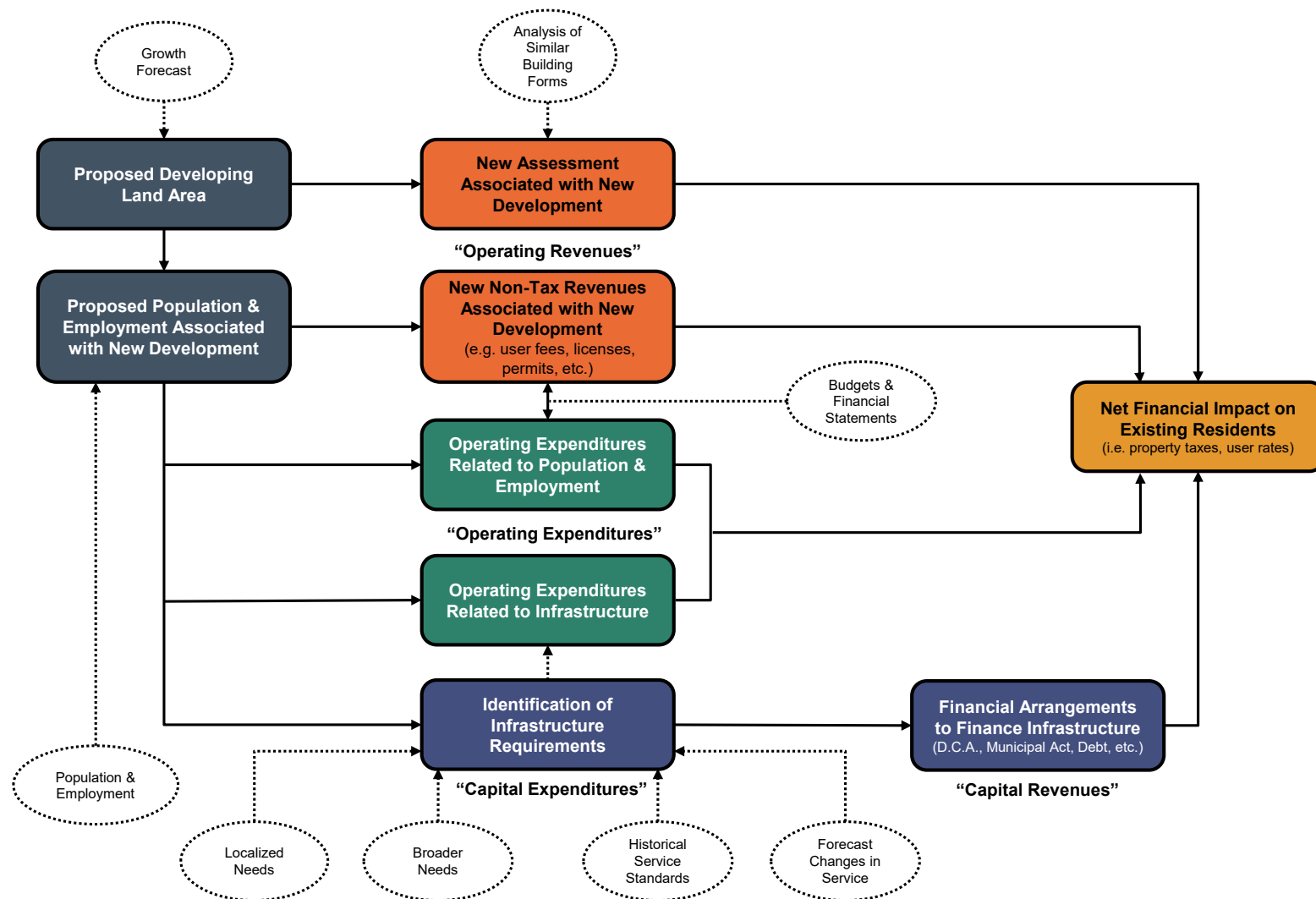


ultimate servicing solutions, municipal financial policy decisions, and detailed benefiting area calculations. Figure 1-1 provides a schematic of the fiscal impact calculation process. The following provides a further description of the steps undertaken:

- **Dark Blue Boxes** denote the anticipated development within B.B.R.V., which is detailed in Chapter 2.
- **Purple Boxes** denote the capital infrastructure needs and associated financing to service the development. The capital requirements to support the servicing needs have been identified through master plans, the City's 2026 D.C.B.S., and servicing reports detailing the capital needs required to service the development, as summarized in a memorandum dated May 29, 2026 (Capital Memo). Where capital costs have not been identified, high-level calculations were undertaken to determine potential capital costs for the purposes of this analysis. The resultant capital needs and financing methods for funding the infrastructure are detailed in Chapter 3.
- **Green Boxes** denote the additional operating expenditures anticipated over time. These costs have been assessed on two different bases: operating costs related to population/employment and operating costs related to water/wastewater consumption. The former identifies program expenditures which are linked to population and employment growth, while the latter identifies the specific operating costs anticipated to be incurred as the water & wastewater systems grow. These impacts are discussed in Chapter 4.
- **Dark Orange Boxes** denote anticipated operating revenues commensurate with growth. The upper box identifies the additional assessment anticipated as residential and non-residential building activity occurs over the forecast period. This new assessment gives rise to additional property tax revenue. The lower box identifies non-tax revenues such as user fees, permits, licences, etc., which are anticipated to grow in concert with population and employment growth. The non-tax revenues and assessment growth are discussed in Chapter 4.
- **Yellow Box** denotes the overall financial impact on property taxes and user rates over the forecast period. This impact is discussed further in Chapter 6.



Figure 1-1
Fiscal Impact Calculation Process





Chapter 2

Overview of Development Area



2. Overview of Development Area

This chapter summarizes the memorandum dated April 21, 2026 (Growth Memo), included in Appendix A, that details the growth forecast of the B.B.R.V. development.

The development is approximately 370 hectares of land located in the northern half of the City, in the area generally known as Black Bear Ridge Golf and Resort. B.B.R.V. is subject to an M.Z.O. (O. Reg. 495/22) that permits the development of a master-planned resort community containing a range of residential, resort, commercial, golf-related, and institutional uses to specified limits.

As detailed in the Growth Memo, high- and low-growth scenarios through completion of Phase 1 of the development (i.e., to 2040) and a buildout forecast have been developed. Phase 1 of the development, as detailed in the Draft Plan of Subdivision, is located on the southern portion of the B.B.R.V. lands and includes 39 blocks of detached residential, 8 blocks of multiple-attached residential, 1 block of other residential, and 5 blocks for mixed-use. The high- and low-growth Phase 1 scenarios are planned to be developed over a 10-year period, with approximately 5 years of lead time before activity can begin. The buildout forecast assumes development will occur to the maximum limits set forth in the M.Z.O., accounting for any existing development. It is noted that the buildout forecast excludes any institutional development allowed for under the M.Z.O.

Table 2-1 provides a summary of the anticipated growth in population and units in the development for each of the high- and low-growth scenarios and to buildout. It is anticipated that the development will result in an additional population of 6,414 people, residing in 3,049 units, by buildout.

Likewise, the non-residential forecast is detailed in Table 2-2 below, which indicates approximately 525,800 square feet of non-residential building area and 724 employees by buildout.

Figure 2-1 provides a map of the study area.



Table 2-1
Black Bear Ridge Village Development
Residential Growth Forecast

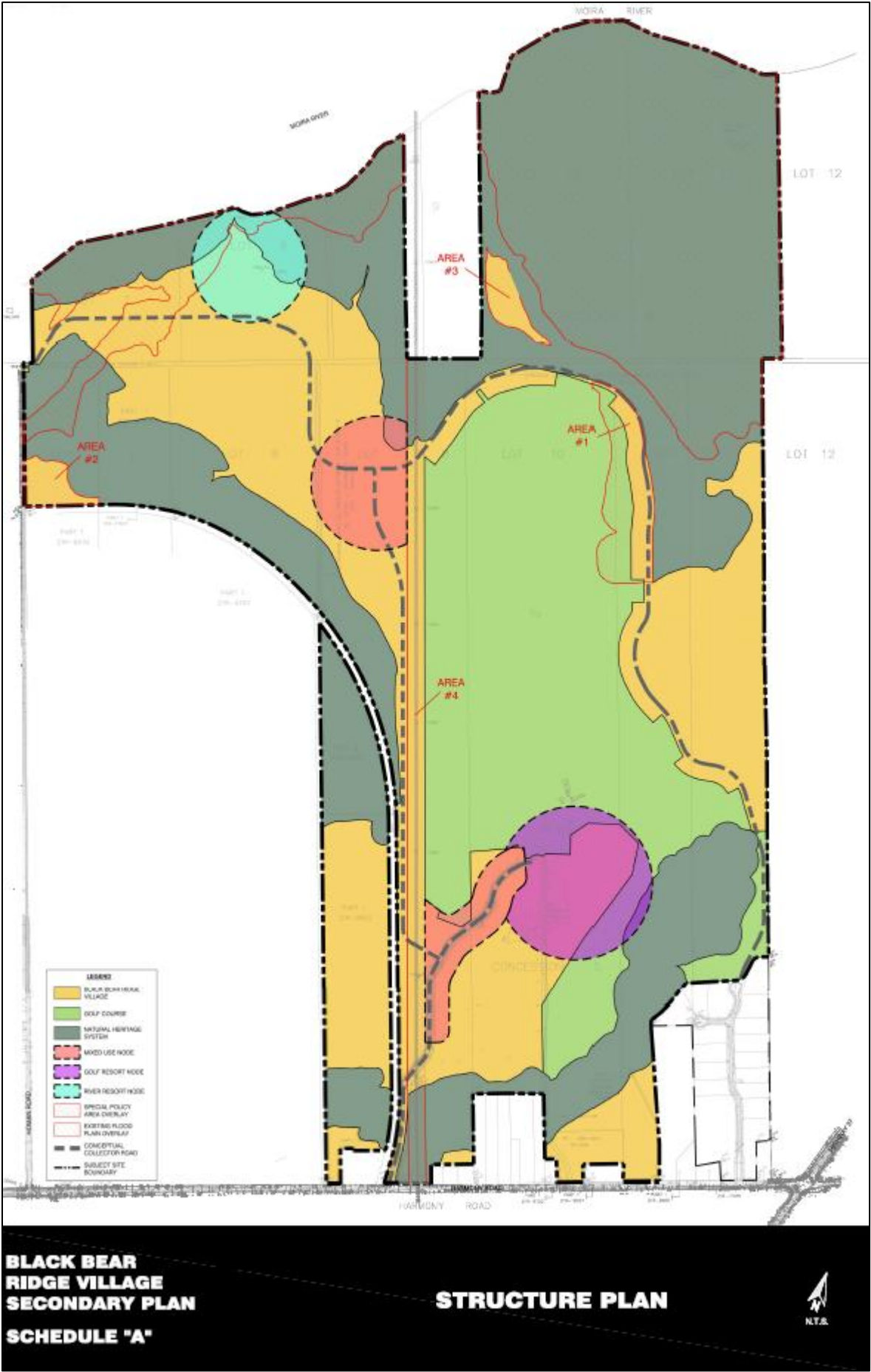
Residential	Phase 1		Buildout
	High	Low	
Population (excl. Undercount)	1,251	804	6,414
<u>Units</u>			
Singles	258	258	762
Semi-Detached	-	-	153
Townhouses	38	38	610
Low-rise Units	-	-	610
Stacked Townhouses	-	-	457
Apartments	256	-	457
Total Units	552	296	3,049

Table 2-2
Black Bear Ridge Village Development
Non-Residential Growth Forecast

Scenario	Type	Sub-type	Gross Floor Area (sq.ft.)	Employees
Phase 1 (High)	Commercial		50,000	70
Phase 1 (Low)	Commercial		30,000	42
Buildout	Golf Clubhouse		59,578	61
	Golf Operations		35,629	36
	Resort	Resort Accomodations	109,792	112
		Spa & Wellness Centre	26,910	27
		Other	132,396	165
	Other Commercial		161,459	323
Total - Buildout			525,763	724



Figure 2-1
Black Bear Ridge Village Development
Map of Study Area





2.1 Property Assessment Assumptions

Property assessment (i.e., Current Value Assessment) is the basis on which property taxes are paid to municipal governments. As development of B.B.R.V. proceeds, the City will see increased assessment arising from the completion of residential and non-residential building construction, which will, in turn, increase the City's ability to raise tax revenue.

Table 2-3 provides estimates of new assessment that would be generated by residential development within B.B.R.V. These estimates were derived from a survey of recently constructed residential units across the City. Average assessment per unit was applied to the anticipated amount of residential development (as identified in Table 2-1) to determine the total assessed value.

Table 2-3
Black Bear Ridge Village Development
Residential Assessment Estimate

Residential	Average Assessment per Unit	Assessed Value		
		Phase 1		Buildout
		High	Low	
Singles	\$ 356,000	\$ 91,848,000	\$ 91,848,000	\$ 271,272,000
Semi-Detached	\$ 356,000	\$ -	\$ -	\$ 54,468,000
Townhouses	\$ 284,000	\$ 10,792,000	\$ 10,792,000	\$ 173,240,000
Low-rise Units	\$ 126,000	\$ -	\$ -	\$ 76,860,000
Stacked Townhouses	\$ 284,000	\$ -	\$ -	\$ 129,788,000
Apartments	\$ 126,000	\$ 32,256,000	\$ -	\$ 57,582,000
Total		\$ 134,896,000	\$ 102,640,000	\$ 763,210,000

Table 2-4 provides estimates of new assessment that would be generated by non-residential development within B.B.R.V. These estimates are based on a survey of hotel and other commercial properties across the City. Based on this analysis, the average assessment for resort-type development is approximately \$11.66 million per hectare of site area, and for golf-related and other commercial development, approximately \$2.61 million per hectare of site area. The site area for each type of development was estimated using an assumed employment density of 65 jobs per hectare.



Table 2-4
Black Bear Ridge Village Development
Non-Residential Assessment Estimate

Non-Residential	Average Assessment per Site Area (ha)	Assessed Value		
		Phase 1		Buildout
		High	Low	
Commercial, Golf-related, and Other Commercial	\$ 2,611,833	\$ 2,829,626	\$ 1,698,997	\$ 16,876,460
Resort	\$ 11,661,847	\$ -	\$ -	\$ 54,541,560
Total		\$ 2,829,626	\$ 1,698,997	\$ 71,418,020

These average assessment values have been used to calculate incremental property tax revenues (Section 4.4) and incorporated into the fiscal impact analysis.

2.2 Forecasted Water Consumption

For rate-supported services (i.e., water and wastewater), billing revenues are based on a customer's meter size and water consumption. Therefore, to understand how water and wastewater billing revenues will increase as development of B.B.R.V. proceeds, the anticipated water consumption of the development must be determined.

Table 2-5 presents forecasted water consumption resulting from the development over the high- and low-growth Phase 1 scenarios and to buildout. Average annual consumption per customer type was computed based on a sample of consumption data provided by City staff.



Table 2-5
Black Bear Ridge Village Development
Forecasted Water Consumption (m³)

Type	Average Annual Consumption per Customer (m ³)	Customers			Total Annual Consumption (m ³)		
		Phase 1		Buildout	Phase 1		Buildout
		High	Low		High	Low	
Residential	144	552	296	3,049	79,488	42,624	439,056
Golf Clubhouse	828	-	-	1	-	-	828
Golf Operations	828	-	-	1	-	-	828
Resort (excl. Spa & Wellness Centre)	36,500	-	-	1	-	-	36,500
Spa & Wellness Centre	828	-	-	1	-	-	828
Other Commercial	828	3	2	12	2,484	1,656	9,936
Total		555	298	3,065	81,972	44,280	487,976



Chapter 3

Capital Expenditures and Associated Financing



3. Capital Expenditures and Associated Financing

3.1 Introduction

This chapter includes estimates from the Capital Memo, included in Appendix B, that detail the capital needs required to service B.B.R.V., in addition to local works internal to the development. In particular, this section provides an overview of the anticipated capital costs related to servicing the development with the associated funding sources for the works.

3.2 Direct Works

As detailed in the Capital Memo, there are capital works required to service B.B.R.V. that are not internal to the development and were not included in the City's 2026 D.C.B.S. These works were excluded from the 2026 D.C.B.S. because they represent more localized capital needs benefitting primarily B.B.R.V. Each of these works has a B.B.R.V. benefit of at least 75%, and in aggregate, with an aggregate benefit of approximately 88% across all projects. Therefore, these capital works have been identified as being funded or directly constructed by the developer, with potential cost recovery through a developer cost-sharing agreement or an area-specific D.C. with credit arrangements (discussed further in Chapter 7). The City could also consider including these works in the City-wide D.C., and a discussion of this option is provided in Chapter 7.

The capital projects included in the Direct Works category are presented in Table 3-1 and Table 3-2 for tax-supported and rate-supported services, respectively. With respect to tax-supported services, \$8.5 million is anticipated to be funded through direct developer contributions for works that solely benefit the development. Direct works related to water and wastewater services total approximately \$46.4 million and are anticipated to be funded through direct developer contributions, with potential recovery through a cost-sharing agreement or area-specific D.C. with credit arrangements. As mentioned above, these projects are predominantly expected to benefit B.B.R.V., with relatively smaller cost shares borne by other benefiting areas.



Table 3-1
Black Bear Ridge Village Development
Summary of Direct Capital Works – Tax Supported

Capital Works - Tax Supported	Anticipated Timing	Total Capital Cost (2026\$)	Anticipated Funding Source	
			Direct Developer Responsibility	Developer Cost Share/ Area-Specific D.C.
Direct Works				
<u>Roads</u>				
Intersection Signalization & Improvements at Black Bear Ridge and Harmony Rd (R-TIS-3&8)	Long-term	\$ 1,000,000	\$ 1,000,000	\$ -
Intersection Signalization & Improvements at Ashley St and Harmony Rd (R-TIS-12)	Long-term	\$ 1,500,000	\$ 1,500,000	\$ -
Intersection Signalization at Harmony Rd and River Rd N (R-TIS-13)	Long-term	\$ 500,000	\$ 500,000	\$ -
Intersection Signalization & Improvements at Harmony Rd and Homan Rd (R-TIS-14)	Long-term	\$ 1,500,000	\$ 1,500,000	\$ -
Intersection Improvements at Black Bear Ridge and Harmony Rd (R-TIS-15)	Long-term	\$ 500,000	\$ 500,000	\$ -
New Intersection (incl. Signalization) at Black Bear Ridge Site Access 2 and Harmony Rd (R-TIS-16)	Long-term	\$ 1,500,000	\$ 1,500,000	\$ -
Intersection Signalization and Road Widening of Harmony Rd at Harmony Public School (R-TIS-17)	Long-term	\$ 1,500,000	\$ 1,500,000	\$ -
New Intersection (incl. Signalization) at Black Bear Ridge Site Access 4 and Harmony Rd (R-TIS-18)	Long-term	\$ 500,000	\$ 500,000	\$ -
Total		\$ 8,500,000	\$ 8,500,000	\$ -



Table 3-2
Black Bear Ridge Village Development
Summary of Direct Capital Works – Rate Supported

Capital Works - Rate Supported	Anticipated Timing	Total Capital Cost (2026\$)	Anticipated Funding Source	
			Direct Developer Responsibility	Developer Cost Share/ Area-Specific D.C.
Direct Works				
<u>Wastewater</u>				
600mm Gravity Main (WW-SSR-1)	Short-term	\$ 12,978,000	\$ -	\$ 12,978,000
Corbyville SPS & Forcemain (WW-SSR-2&3)	Short-term	\$ 10,351,000	\$ -	\$ 10,351,000
Upgrade Corbyville SPS (WW-SSR-8)	Mid-term	\$ 1,030,000	\$ -	\$ 1,030,000
<u>Water</u>				
400mm Gravity Main (W-SSR-4)	Short-term	\$ 4,697,000	\$ -	\$ 4,697,000
BPS in Pressure Zone 3 (W-SSR-3)	Short-term	\$ 2,472,000	\$ -	\$ 2,472,000
Elevated Storage in Pressure Zone 3 (W-SSR-2)	Short-term	\$ 12,360,000	\$ -	\$ 12,360,000
Watermain Upgrade on Cannifton Rd N (W-SSR-7)	Mid-term	\$ 2,472,000	\$ -	\$ 2,472,000
Total		\$ 46,360,000	\$ -	\$ 46,360,000



3.3 Indirect Works

While other specific capital projects were identified in the Capital Memo, these projects were acknowledged as benefiting growth broadly, not solely benefiting development within B.B.R.V. As such, these projects were included in the City's 2026 D.C.B.S. While the 2026 D.C.B.S. did not contemplate development of B.B.R.V. in its growth forecast, the development would trigger D.C.s, and would therefore contribute to the capital works included in the calculation of D.C.s. In other words, D.C. revenues collected from the development represent contributions towards capital projects required to address the increased need for services resulting from the development. Therefore, using the D.C.s calculated in the 2026 D.C.B.S., the portion of D.C.s collected from the development and attributable to new capital works was estimated. This calculation identifies the total cost of capital projects included in the 2026 D.C.B.S. that support the development.

Table 3-3 and Table 3-4 present the estimated value of indirect works for tax-supported and rate-supported services, respectively. The second column of these tables represents the share of D.C.-recoverable costs included in the 2026 D.C.B.S. that are attributable to new capital assets, which have been applied against the anticipated D.C. revenues to be collected from the development. As these calculations are based on forecasted D.C. revenues, total cost estimates have been provided for the high- and low-growth Phase 1 scenarios and for buildout.



Table 3-3
Black Bear Ridge Village Development
Summary of Indirect Capital Works – Tax Supported

Capital Works - Tax Supported	Share of D.C. Related to Incremental Capital Works	Calculated Total Capital Cost (2026\$)		
		Phase 1		Buildout
		High	Low	
Indirect Works				
Services Related to a Highway	97%	\$5,845,702	\$3,742,242	\$32,057,669
Fire Protection Services	82%	\$ 618,146	\$ 395,714	\$ 3,394,478
Policing Services	28%	\$ 125,106	\$ 80,078	\$ 686,729
Parks and Recreation Services	69%	\$1,327,633	\$ 852,737	\$ 6,929,891
Library Services	7%	\$ 4,810	\$ 3,086	\$ 25,047
Ambulance	32%	\$ 40,540	\$ 25,963	\$ 222,198
Transit Services	100%	\$ 4,990	\$ 3,146	\$ 28,729
Total		\$7,966,927	\$5,102,965	\$43,344,741

Table 3-4
Black Bear Ridge Village Development
Summary of Indirect Capital Works – Rate Supported

Capital Works - Rate Supported	Share of D.C. Related to Incremental Capital Works	Calculated Total Capital Cost (2026\$)		
		Phase 1		Buildout
		High	Low	
Indirect Works				
Wastewater Services	98%	\$2,536,738	\$1,610,245	\$15,635,946
Water Services	96%	\$1,758,842	\$1,114,510	\$11,079,642
Total		\$4,295,581	\$2,724,756	\$26,715,588

3.4 Internal Works

As with other developments, there will be various capital works located internally within B.B.R.V. Such internal works will be required as a condition of subdivision agreements, in accordance with the City's Local Service Policy. An estimate of the total value of internal works was calculated utilizing unit costs provided by City staff, which represent the City's current costs to construct similar works. These estimates are utilized in the annual lifecycle cost analysis presented in Chapter 5.



Table 3-5 and Table 3-6 present the estimated value of internal works for tax-supported and rate-supported services, respectively. Total cost estimates have been provided for Phase 1 (i.e., 2026 to 2040) and for buildout.

Table 3-5
Black Bear Ridge Village Development
Summary of Internal Capital Works – Tax Supported

Capital Works - Tax Supported	Unit Cost (2026\$)	Phase 1		Buildout	
		Quantity	Total Cost (2026\$)	Quantity	Total Cost (2026\$)
Internal Works					
<u>Roads</u>					
2-lane Local (incl. sidewalks & curbs/gutter)	\$ 2,700	4,645 m	\$ 12,542,091	13,645 m	\$ 36,842,091
<u>Stormwater</u>					
Stormwater Mains	\$ 2,700	2,731 m	\$ 7,372,890	11,731 m	\$ 31,672,890
Stormwater Management Facilities	\$ 1,500,000	2	\$ 3,000,000	7	\$ 10,500,000
Total			\$22,914,981		\$ 79,014,981

Table 3-6
Black Bear Ridge Village Development
Summary of Internal Capital Works – Rate Supported

Capital Works - Rate Supported	Unit Cost (2026\$)	Phase 1		Buildout	
		Quantity	Total Cost (2026\$)	Quantity	Total Cost (2026\$)
Internal Works					
<u>Wastewater</u>					
Wastewater Mains	\$ 2,700	4,156 m	\$ 11,222,280	13,156 m	\$ 35,522,280
Sewage Pumping Stations	\$15,000,000	0	\$ -	3	\$ 45,000,000
<u>Water Mains</u>					
Water Mains	\$ 2,700	4,653 m	\$ 12,563,100	13,653 m	\$ 36,863,100
Total			\$23,785,380		\$ 117,385,380

3.5 Summary of Capital Costs

Table 3-7, Table 3-8, and Table 3-9 summarize the capital costs and associated funding sources for the high- and low-growth Phase 1 scenarios and to buildout, respectively.

With respect to the Phase 1 high-growth scenario, capital costs totalling approximately \$30.9 million for tax-supported assets and \$72.0 million for rate-supported assets have been identified. In the Phase 1 low-growth scenario, capital costs for tax-supported



assets total approximately \$28.0 million and for rate-supported assets total approximately \$70.4 million. Lastly, by buildout, total capital costs reach approximately \$130.9 million for tax-supported assets and \$190.5 million for rate-supported assets. These capital works are anticipated to be funded through a combination of D.C.'s and direct developer contributions (with potential recovery through cost-sharing agreements or area-specific D.C.s with credit arrangements).



Table 3-7
Black Bear Ridge Village Development
Summary of Capital Costs and Funding Sources – Phase 1 (High)

Capital Works	Total Capital Cost (2026\$)	Anticipated Funding Source		
		D.C.	Direct Developer Responsibility	Developer Cost Share/ Area-Specific D.C.
Tax Supported				
<u>Direct Works</u>				
Roads	\$ -	\$ -	\$ -	\$ -
<u>Indirect Works</u>				
Services Related to a Highway	\$ 5,845,702	\$ 5,845,702	\$ -	\$ -
Fire Protection Services	\$ 618,146	\$ 618,146	\$ -	\$ -
Policing Services	\$ 125,106	\$ 125,106	\$ -	\$ -
Parks and Recreation Services	\$ 1,327,633	\$ 1,327,633	\$ -	\$ -
Library Services	\$ 4,810	\$ 4,810	\$ -	\$ -
Ambulance	\$ 40,540	\$ 40,540	\$ -	\$ -
Transit Services	\$ 4,990	\$ 4,990	\$ -	\$ -
<u>Internal Works</u>				
Roads	\$ 12,542,091	\$ -	\$ 12,542,091	\$ -
Stormwater Mains	\$ 7,372,890	\$ -	\$ 7,372,890	\$ -
Stormwater Management Facilities	\$ 3,000,000	\$ -	\$ 3,000,000	\$ -
Subtotal - Tax Supported	\$ 30,881,908	\$ 7,966,927	\$ 22,914,981	\$ -
Rate Supported				
<u>Direct Works</u>				
Wastewater Mains	\$ 12,978,000	\$ -	\$ -	\$ 12,978,000
Sewage Pumping Stations (incl. Forcemains)	\$ 11,381,000	\$ -	\$ -	\$ 11,381,000
Water Mains	\$ 4,697,000	\$ -	\$ -	\$ 4,697,000
Water Storage & Booster Pumping Stations	\$ 14,832,000	\$ -	\$ -	\$ 14,832,000
<u>Indirect Works</u>				
Wastewater Services	\$ 2,536,738	\$ 2,536,738	\$ -	\$ -
Water Services	\$ 1,758,842	\$ 1,758,842	\$ -	\$ -
<u>Internal Works</u>				
Wastewater Mains	\$ 11,222,280	\$ -	\$ 11,222,280	\$ -
Sewage Pumping Stations	\$ -	\$ -	\$ -	\$ -
Water Mains	\$ 12,563,100	\$ -	\$ 12,563,100	\$ -
Subtotal - Rate Supported	\$ 71,968,961	\$ 4,295,581	\$ 23,785,380	\$ 43,888,000
Total	\$ 102,850,869	\$ 12,262,508	\$ 46,700,361	\$ 43,888,000



Table 3-8
Black Bear Ridge Village Development
Summary of Capital Costs and Funding Sources – Phase 1 (Low)

Capital Works	Total Capital Cost (2026\$)	Anticipated Funding Source		
		D.C.	Direct Developer Responsibility	Developer Cost Share/ Area-Specific D.C.
Tax Supported				
<u>Direct Works</u>				
Roads	\$ -	\$ -	\$ -	\$ -
<u>Indirect Works</u>				
Services Related to a Highway	\$ 3,742,242	\$ 3,742,242	\$ -	\$ -
Fire Protection Services	\$ 395,714	\$ 395,714	\$ -	\$ -
Policing Services	\$ 80,078	\$ 80,078	\$ -	\$ -
Parks and Recreation Services	\$ 852,737	\$ 852,737	\$ -	\$ -
Library Services	\$ 3,086	\$ 3,086	\$ -	\$ -
Ambulance	\$ 25,963	\$ 25,963	\$ -	\$ -
Transit Services	\$ 3,146	\$ 3,146	\$ -	\$ -
<u>Internal Works</u>				
Roads	\$ 12,542,091	\$ -	\$ 12,542,091	\$ -
Stormwater Mains	\$ 7,372,890	\$ -	\$ 7,372,890	\$ -
Stormwater Management Facilities	\$ 3,000,000	\$ -	\$ 3,000,000	\$ -
Subtotal - Tax Supported	\$ 28,017,946	\$ 5,102,965	\$ 22,914,981	\$ -
Rate Supported				
<u>Direct Works</u>				
Wastewater Mains	\$ 12,978,000	\$ -	\$ -	\$ 12,978,000
Sewage Pumping Stations (incl. Forcemains)	\$ 11,381,000	\$ -	\$ -	\$ 11,381,000
Water Mains	\$ 4,697,000	\$ -	\$ -	\$ 4,697,000
Water Storage & Booster Pumping Stations	\$ 14,832,000	\$ -	\$ -	\$ 14,832,000
<u>Indirect Works</u>				
Wastewater Services	\$ 1,610,245	\$ 1,610,245	\$ -	\$ -
Water Services	\$ 1,114,510	\$ 1,114,510	\$ -	\$ -
<u>Internal Works</u>				
Wastewater Mains	\$ 11,222,280	\$ -	\$ 11,222,280	\$ -
Sewage Pumping Stations	\$ -	\$ -	\$ -	\$ -
Water Mains	\$ 12,563,100	\$ -	\$ 12,563,100	\$ -
Subtotal - Rate Supported	\$ 70,398,136	\$ 2,724,756	\$ 23,785,380	\$ 43,888,000
Total	\$ 98,416,082	\$ 7,827,721	\$ 46,700,361	\$ 43,888,000



Table 3-9
Black Bear Ridge Village Development
Summary of Capital Costs and Funding Sources – Buildout

Capital Works	Total Capital Cost (2026\$)	Anticipated Funding Source		
		D.C.	Direct Developer Responsibility	Developer Cost Share/ Area-Specific D.C.
Tax Supported				
<u>Direct Works</u>				
Roads	\$ 8,500,000	\$ -	\$ 8,500,000	\$ -
<u>Indirect Works</u>				
Services Related to a Highway	\$ 32,057,669	\$ 32,057,669	\$ -	\$ -
Fire Protection Services	\$ 3,394,478	\$ 3,394,478	\$ -	\$ -
Policing Services	\$ 686,729	\$ 686,729	\$ -	\$ -
Parks and Recreation Services	\$ 6,929,891	\$ 6,929,891	\$ -	\$ -
Library Services	\$ 25,047	\$ 25,047	\$ -	\$ -
Ambulance	\$ 222,198	\$ 222,198	\$ -	\$ -
Transit Services	\$ 28,729	\$ 28,729	\$ -	\$ -
<u>Internal Works</u>				
Roads	\$ 36,842,091	\$ -	\$ 36,842,091	\$ -
Stormwater Mains	\$ 31,672,890	\$ -	\$ 31,672,890	\$ -
Stormwater Management Facilities	\$ 10,500,000	\$ -	\$ 10,500,000	\$ -
Subtotal - Tax Supported	\$ 130,859,722	\$ 43,344,741	\$ 87,514,981	\$ -
Rate Supported				
<u>Direct Works</u>				
Wastewater Mains	\$ 12,978,000	\$ -	\$ -	\$ 12,978,000
Sewage Pumping Stations (incl. Forcemains)	\$ 11,381,000	\$ -	\$ -	\$ 11,381,000
Water Mains	\$ 7,169,000	\$ -	\$ -	\$ 7,169,000
Water Storage & Booster Pumping Stations	\$ 14,832,000	\$ -	\$ -	\$ 14,832,000
<u>Indirect Works</u>				
Wastewater Services	\$ 15,635,946	\$ 15,635,946	\$ -	\$ -
Water Services	\$ 11,079,642	\$ 11,079,642	\$ -	\$ -
<u>Internal Works</u>				
Wastewater Mains	\$ 35,522,280	\$ -	\$ 35,522,280	\$ -
Sewage Pumping Stations	\$ 45,000,000	\$ -	\$ 45,000,000	\$ -
Water Mains	\$ 36,863,100	\$ -	\$ 36,863,100	\$ -
Subtotal - Rate Supported	\$ 190,460,968	\$ 26,715,588	\$ 117,385,380	\$ 46,360,000
Total	\$ 321,320,690	\$ 70,060,329	\$ 204,900,361	\$ 46,360,000



Chapter 4

Impact on the City of Belleville's Operating Budget



4. Impact on the City of Belleville's Operating Budget

4.1 Introduction

This chapter examines the potential impact of the B.B.R.V. development on the City's operating budget. This is done by examining the revenue and expenditure implications separately, and then together with reference to the net operating position. In the analysis below, the resultant impacts are separated between tax- and rate-supported services.

Table 4-1 summarizes the City's consolidated expenditures and revenues from its 2026 Operating Budget. This represents a simple "model" of the City's financial position for the operating budget and provides the structure of the financial impact analysis contained in this chapter.



Table 4-1
City of Belleville
2026 Operating Budget
Summary of Consolidated Expenditures and Revenues

Department	Expenditures	Revenues
Tax Supported		
<u>General Government</u>		
Council	\$ 706,600	\$ -
Administration	\$ 6,106,000	\$ 4,043,600
Finance & Taxation	\$ 2,514,200	\$ 383,000
Corporate Services	\$ 1,502,100	\$ 171,100
Information Systems	\$ 2,057,500	\$ 50,000
Property Management	\$ 1,167,300	\$ 862,600
Human Resources	\$ 994,800	\$ 169,100
<u>Planning & Development</u>		
Economic Development	\$ 3,866,400	\$ 1,568,000
Economic Development - BBIA	\$ 360,600	\$ -
Planning & Approvals	\$ 9,058,600	\$ 7,841,900
Building Services	\$ 1,600,000	\$ 1,600,000
Bylaw & Animal Control	\$ 1,340,400	\$ 380,300
<u>Engineering</u>	\$ 815,200	\$ 309,900
<u>Environmental Services</u>		
Stormwater Management	\$ 900,700	\$ 409,700
Waste Management	\$ 4,373,500	\$ 2,636,500
Environmental Management	\$ 469,000	\$ 39,000
<u>Transportation & Operations</u>		
Administration & Public Works	\$ 15,931,200	\$ 971,200
Roads	\$ 1,591,100	\$ -
Roadside	\$ 2,344,300	\$ -
Structures	\$ 2,517,600	\$ -
Traffic Operations	\$ 1,402,900	\$ -
Winter Control	\$ 3,236,900	\$ -
Transit - Mobility	\$ 497,100	\$ 4,100
Street Lighting	\$ 674,500	\$ -
Transit	\$ 7,957,100	\$ 2,575,400
<u>Parking</u>	\$ 1,143,700	\$ 1,143,700
<u>Protective Services</u>		
Fire - Core	\$ 864,266	\$ 21,566
Fire - Rural	\$ 863,958	\$ 21,558
Fire - Urban	\$ 15,466,122	\$ 385,922
Fire - RTU	\$ 992,054	\$ 24,754
Emergency Measures	\$ 155,100	\$ -
Police - Rural	\$ 1,434,929	\$ 93,929
Police - Urban	\$ 34,437,971	\$ 2,254,271
911 Program	\$ 94,700	\$ -
Quinte Conservation	\$ 1,281,200	\$ -
<u>Recreation & Cultural</u>		
Recreation	\$ 18,696,900	\$ 4,921,100
Cultural	\$ 4,007,900	\$ 166,700
Parks	\$ 7,312,600	\$ 283,800
Health Services	\$ 9,014,600	\$ 1,921,400
Social & Family Services	\$ 18,963,200	\$ 4,141,000
Subtotal - Tax Supported	\$ 188,714,800	\$ 39,395,100
Rate Supported		
<u>Environmental Services</u>		
Wastewater	\$ 19,826,400	\$ 19,826,400
Water	\$ 21,721,200	\$ 21,721,200
Subtotal - Rate Supported	\$ 41,547,600	\$ 41,547,600
Total	\$ 230,262,400	\$ 80,942,700



4.2 Operating Expenditure Implications

Table 4-2 modifies the operating expenditures shown in Table 4-1 by netting off debt repayments, reserve transfers, interfunctional adjustments, one-time expenditures, and departments that will not be forecasted to be impacted by the development of B.B.R.V. The debt repayments are for existing infrastructure, unaffected by growth. The interfunctional transfers generally seek to redistribute costs internally across the City and have been backed out to leave costs with the originating department. However, interfunctional transfers to rate-supported services have been maintained to reflect indirect support costs of these services. Reserve contributions relate largely to capital expenditures and reserves, which are addressed separately in this analysis. Additionally, one-time expenditures have been removed, recognizing that including these costs would skew the forecast of operating expenditures resulting from the development. Lastly, departmental costs that would not be expected to increase due to growth within the development have been netted off. It is therefore appropriate to remove these components from the cost base before determining incremental operating expenditure impacts.

Table 4-3 and Table 4-4 provide the allocation of the City's existing adjusted operating expenditures between residential and non-residential development by department, for tax- and rate-supported services, respectively. Allocations are generally based on the estimated relative share of population to employment in the area to which the departmental costs apply. For instance, General Government departments, whose costs apply City-wide, are allocated based on the estimated share of population to employment across the City. Meanwhile, rural fire department expenses are allocated based on the estimated share of rural population and employment.

With respect to Recreation & Cultural and Social & Family Services departments, costs have been allocated predominantly (95%) to the residential sector, as these services are most often utilized by residents. Lastly, for rate-supported services, costs have been allocated based on residential vs. non-residential water consumption.

The expenditure allocation is then presented on a per capita/per employee basis for tax-supported services and per cubic metre of water consumption for rate-supported services.



Based on this analysis, forecasts of annual expenditures are presented in Table 4-5 for tax-supported services and in Table 4-6 for rate-supported services, for all scenarios. The per unit expenditures, as detailed above, have been applied to the forecasted population, employment, or water consumption, as detailed in Chapter 2, to calculate incremental expenditures resulting from the development. In total, the development is anticipated to add incremental annual operating expenditures as follows:

- Phase 1 (High Growth): combined tax- and rate-supported annual operating costs of approximately \$2.6 million;
- Phase 1 (Low Growth): combined tax- and rate-supported annual operating costs of approximately \$1.6 million; and
- Buildout: combined tax- and rate-supported annual operating costs of approximately \$13.8 million.



Table 4-2
City of Belleville
2026 Operating Budget
Summary of Adjusted Operating Expenditures

Department	Operating Expenditures	Less Adjustments:					Adjusted Operating Expenditures
		Debt Repayments	Reserve Contributions	Interfunctional Adjustment	One-time Expenditures	Exclude from BBR	
Tax Supported							
<u>General Government</u>							
Council	\$ 706,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 706,600
Administration	\$ 6,106,000	\$ -	\$ (588,900)	\$ 192,363	\$ -	\$ -	\$ 5,709,463
Finance & Taxation	\$ 2,514,200	\$ -	\$ -	\$ 934,700	\$ -	\$ -	\$ 3,448,900
Corporate Services	\$ 1,502,100	\$ -	\$ 254,400	\$ (103,500)	\$ -	\$ -	\$ 1,653,000
Information Systems	\$ 2,057,500	\$ -	\$ (104,800)	\$ 401,898	\$ -	\$ -	\$ 2,354,598
Property Management	\$ 1,167,300	\$ -	\$ (310,400)	\$ 131,165	\$ -	\$ -	\$ 988,065
Human Resources	\$ 994,800	\$ -	\$ -	\$ 233,375	\$ -	\$ -	\$ 1,228,175
<u>Planning & Development</u>							
Economic Development	\$ 3,866,400	\$ (1,033,000)	\$ (550,000)	\$ -	\$ -	\$ -	\$ 2,283,400
Economic Development - BBIA	\$ 360,600	\$ -	\$ -	\$ -	\$ -	\$ (360,600)	\$ -
Planning & Approvals	\$ 9,058,600	\$ -	\$ -	\$ -	\$ (5,796,300)	\$ -	\$ 3,262,300
Building Services	\$ 1,600,000	\$ -	\$ 504,400	\$ (127,000)	\$ -	\$ -	\$ 1,977,400
Bylaw & Animal Control	\$ 1,340,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,340,400
Engineering	\$ 815,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 815,200
<u>Environmental Services</u>							
Stormwater Management	\$ 900,700	\$ -	\$ (213,300)	\$ (28,100)	\$ -	\$ -	\$ 659,300
Waste Management	\$ 4,373,500	\$ -	\$ (221,200)	\$ -	\$ -	\$ -	\$ 4,152,300
Environmental Management	\$ 469,000	\$ (40,800)	\$ (100,000)	\$ (50,100)	\$ -	\$ -	\$ 278,100
<u>Transportation & Operations</u>							
Administration & Public Works	\$ 15,931,200	\$ (4,991,900)	\$ (7,964,400)	\$ -	\$ -	\$ -	\$ 2,974,900
Roads	\$ 1,591,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,591,100
Roadside	\$ 2,344,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,344,300
Structures	\$ 2,517,600	\$ -	\$ (2,482,100)	\$ -	\$ -	\$ -	\$ 35,500
Traffic Operations	\$ 1,402,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,402,900
Winter Control	\$ 3,236,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,236,900
Transit - Mobility	\$ 497,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 497,100
Street Lighting	\$ 674,500	\$ (81,400)	\$ (143,600)	\$ -	\$ -	\$ -	\$ 449,500
Transit	\$ 7,957,100	\$ -	\$ -	\$ (409,100)	\$ -	\$ -	\$ 7,548,000
Parking	\$ 1,143,700	\$ (68,900)	\$ (116,200)	\$ (43,000)	\$ -	\$ (915,600)	\$ -
<u>Protective Services</u>							
Fire - Core	\$ 864,266	\$ (39,415)	\$ (21,860)	\$ -	\$ -	\$ -	\$ 802,990
Fire - Rural	\$ 863,958	\$ (39,401)	\$ (21,853)	\$ -	\$ -	\$ -	\$ 802,704
Fire - Urban	\$ 15,466,122	\$ (705,340)	\$ (391,194)	\$ -	\$ -	\$ (14,369,587)	\$ -
Fire - RTU	\$ 992,054	\$ (45,243)	\$ (25,093)	\$ -	\$ -	\$ (921,719)	\$ -
Emergency Measures	\$ 155,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,100
Police - Rural	\$ 1,434,929	\$ (47,192)	\$ (38,100)	\$ -	\$ -	\$ (1,349,636)	\$ -
Police - Urban	\$ 34,437,971	\$ (1,132,608)	\$ (914,400)	\$ -	\$ -	\$ -	\$ 32,390,964
911 Program	\$ 94,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,700
Quinte Conservation	\$ 1,281,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,281,200
<u>Recreation & Cultural</u>							
Recreation	\$ 18,696,900	\$ (2,855,200)	\$ (2,436,300)	\$ (51,000)	\$ -	\$ -	\$ 13,354,400
Cultural	\$ 4,007,900	\$ -	\$ (339,700)	\$ (6,000)	\$ -	\$ -	\$ 3,662,200
Parks	\$ 7,312,600	\$ (277,900)	\$ (1,684,200)	\$ (1,000,800)	\$ -	\$ -	\$ 4,349,700
Health Services	\$ 9,014,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,014,600
Social & Family Services	\$ 18,963,200	\$ -	\$ -	\$ -	\$ (4,141,000)	\$ -	\$ 14,822,200
Subtotal - Tax Supported	\$ 188,714,800	\$ (11,358,300)	\$ (17,908,800)	\$ 74,900	\$ (9,937,300)	\$ (17,917,142)	\$ 131,668,158
Rate Supported							
<u>Environmental Services</u>							
Wastewater	\$ 19,826,400	\$ (871,400)	\$ (10,535,700)	\$ -	\$ -	\$ -	\$ 8,419,300
Water	\$ 21,721,200	\$ (1,045,600)	\$ (10,959,900)	\$ -	\$ -	\$ -	\$ 9,715,700
Subtotal - Rate Supported	\$ 41,547,600	\$ (1,917,000)	\$ (21,495,600)	\$ -	\$ -	\$ -	\$ 18,135,000
Total	\$ 230,262,400	\$ (13,275,300)	\$ (39,404,400)	\$ 74,900	\$ (9,937,300)	\$ (17,917,142)	\$ 149,803,158



Table 4-3
City of Belleville
Operating Expenditure Summary – Average Cost per Capita and Employee
Tax Supported

Department	Adjusted Operating Expenditures	Residential Share		Cost per Capita	Non-Residential Share		Cost per Employee
		%	\$		%	\$	
Tax Supported							
<u>General Government</u>							
Council	\$ 706,600	66%	\$ 465,783	\$ 7.84	34%	\$ 240,817	\$ 7.84
Administration	\$ 5,709,463	66%	\$ 3,763,618	\$ 63.37	34%	\$ 1,945,845	\$ 63.37
Finance & Taxation	\$ 3,448,900	66%	\$ 2,273,479	\$ 38.28	34%	\$ 1,175,421	\$ 38.28
Corporate Services	\$ 1,653,000	66%	\$ 1,089,640	\$ 18.35	34%	\$ 563,360	\$ 18.35
Information Systems	\$ 2,354,598	66%	\$ 1,552,126	\$ 26.13	34%	\$ 802,472	\$ 26.13
Property Management	\$ 988,065	66%	\$ 651,322	\$ 10.97	34%	\$ 336,743	\$ 10.97
Human Resources	\$ 1,228,175	66%	\$ 809,600	\$ 13.63	34%	\$ 418,575	\$ 13.63
<u>Planning & Development</u>							
Economic Development	\$ 2,283,400	66%	\$ 1,505,193	\$ 25.34	34%	\$ 778,207	\$ 25.34
Planning & Approvals	\$ 3,262,300	66%	\$ 2,150,474	\$ 36.21	34%	\$ 1,111,826	\$ 36.21
Building Services	\$ 1,977,400	66%	\$ 1,303,481	\$ 21.95	34%	\$ 673,919	\$ 21.95
Bylaw & Animal Control	\$ 1,340,400	66%	\$ 883,578	\$ 14.88	34%	\$ 456,822	\$ 14.88
Engineering	\$ 815,200	66%	\$ 537,371	\$ 9.05	34%	\$ 277,829	\$ 9.05
<u>Environmental Services</u>							
Stormwater Management	\$ 659,300	66%	\$ 434,604	\$ 7.32	34%	\$ 224,696	\$ 7.32
Waste Management	\$ 4,152,300	66%	\$ 2,737,153	\$ 46.09	34%	\$ 1,415,147	\$ 46.09
Environmental Management	\$ 278,100	66%	\$ 183,321	\$ 3.09	34%	\$ 94,779	\$ 3.09
<u>Transportation & Operations</u>							
Administration & Public Works	\$ 2,974,900	66%	\$ 1,961,023	\$ 33.02	34%	\$ 1,013,877	\$ 33.02
Roads	\$ 1,591,100	66%	\$ 1,048,836	\$ 17.66	34%	\$ 542,264	\$ 17.66
Roadside	\$ 2,344,300	66%	\$ 1,545,338	\$ 26.02	34%	\$ 798,962	\$ 26.02
Structures	\$ 35,500	66%	\$ 23,401	\$ 0.39	34%	\$ 12,099	\$ 0.39
Traffic Operations	\$ 1,402,900	66%	\$ 924,777	\$ 15.57	34%	\$ 478,123	\$ 15.57
Winter Control	\$ 3,236,900	66%	\$ 2,133,731	\$ 35.93	34%	\$ 1,103,169	\$ 35.93
Transit - Mobility	\$ 497,100	66%	\$ 327,683	\$ 5.52	34%	\$ 169,417	\$ 5.52
Street Lighting	\$ 449,500	66%	\$ 296,306	\$ 4.99	34%	\$ 153,194	\$ 4.99
Transit	\$ 7,548,000	66%	\$ 4,975,563	\$ 83.78	34%	\$ 2,572,437	\$ 83.78
<u>Protective Services</u>							
Fire - Core	\$ 802,990	66%	\$ 529,323	\$ 8.91	34%	\$ 273,667	\$ 8.91
Fire - Rural	\$ 802,704	89%	\$ 715,735	\$ 73.45	11%	\$ 86,969	\$ 73.45
Emergency Measures	\$ 155,100	66%	\$ 102,240	\$ 1.72	34%	\$ 52,860	\$ 1.72
Police - Urban	\$ 32,390,964	63%	\$ 20,270,681	\$ 406.63	37%	\$ 12,120,282	\$ 406.63
911 Program	\$ 94,700	66%	\$ 62,425	\$ 1.05	34%	\$ 32,275	\$ 1.05
Quinte Conservation	\$ 1,281,200	66%	\$ 844,554	\$ 14.22	34%	\$ 436,646	\$ 14.22
<u>Recreation & Cultural</u>							
Recreation	\$ 13,354,400	95%	\$ 12,686,680	\$ 213.61	5%	\$ 667,720	\$ 21.75
Cultural	\$ 3,662,200	95%	\$ 3,479,090	\$ 58.58	5%	\$ 183,110	\$ 5.96
Parks	\$ 4,349,700	95%	\$ 4,132,215	\$ 69.58	5%	\$ 217,485	\$ 7.08
Health Services	\$ 9,014,600	66%	\$ 5,942,330	\$ 100.05	34%	\$ 3,072,270	\$ 100.05
Social & Family Services	\$ 14,822,200	95%	\$ 14,081,090	\$ 237.09	5%	\$ 741,110	\$ 24.14
Total	\$ 131,668,158		\$ 96,423,764	\$ 1,750.26		\$ 35,244,394	\$ 1,230.33



Table 4-4
City of Belleville
Operating Expenditure Summary – Average Cost per m³
Rate Supported

Department	Adjusted Operating Expenditures	Residential Share		Cost per m ³	Non-Residential Share		Cost per m ³
		%	\$		%	\$	
Rate Supported							
<u>Environmental Services</u>							
Wastewater	\$ 8,419,300	46%	\$ 3,855,734	\$ 1.62	54%	\$ 4,563,566	\$ 1.62
Water	\$ 9,715,700	46%	\$ 4,449,438	\$ 1.87	54%	\$ 5,266,262	\$ 1.87
Total	\$ 18,135,000		\$ 8,305,173	\$ 3.50		\$ 9,829,827	\$ 3.50



Table 4-5
Black Bear Ridge Village Development
Operating Expenditure Summary
Tax Supported

Department	Cost per Capita	Cost per Employee	Incremental Expenditures (2026\$)		
			Phase 1		Buildout
			High	Low	
Tax Supported					
<u>General Government</u>					
Council	\$ 7.84	\$ 7.84	\$ 10,363	\$ 6,637	\$ 55,981
Administration	\$ 63.37	\$ 63.37	\$ 83,739	\$ 53,629	\$ 452,336
Finance & Taxation	\$ 38.28	\$ 38.28	\$ 50,584	\$ 32,396	\$ 273,242
Corporate Services	\$ 18.35	\$ 18.35	\$ 24,244	\$ 15,527	\$ 130,960
Information Systems	\$ 26.13	\$ 26.13	\$ 34,534	\$ 22,117	\$ 186,545
Property Management	\$ 10.97	\$ 10.97	\$ 14,492	\$ 9,281	\$ 78,280
Human Resources	\$ 13.63	\$ 13.63	\$ 18,013	\$ 11,536	\$ 97,303
<u>Planning & Development</u>					
Economic Development	\$ 25.34	\$ 25.34	\$ 33,490	\$ 21,448	\$ 180,904
Planning & Approvals	\$ 36.21	\$ 36.21	\$ 47,847	\$ 30,643	\$ 258,458
Building Services	\$ 21.95	\$ 21.95	\$ 29,002	\$ 18,574	\$ 156,661
Bylaw & Animal Control	\$ 14.88	\$ 14.88	\$ 19,659	\$ 12,590	\$ 106,194
<u>Engineering</u>	\$ 9.05	\$ 9.05	\$ 11,956	\$ 7,657	\$ 64,585
<u>Environmental Services</u>					
Stormwater Management	\$ 7.32	\$ 7.32	\$ 9,670	\$ 6,193	\$ 52,234
Waste Management	\$ 46.09	\$ 46.09	\$ 60,900	\$ 39,003	\$ 328,969
Environmental Management	\$ 3.09	\$ 3.09	\$ 4,079	\$ 2,612	\$ 22,033
<u>Transportation & Operations</u>					
Administration & Public Works	\$ 33.02	\$ 33.02	\$ 43,632	\$ 27,943	\$ 235,689
Roads	\$ 17.66	\$ 17.66	\$ 23,336	\$ 14,945	\$ 126,056
Roadside	\$ 26.02	\$ 26.02	\$ 34,383	\$ 22,020	\$ 185,729
Structures	\$ 0.39	\$ 0.39	\$ 521	\$ 333	\$ 2,813
Traffic Operations	\$ 15.57	\$ 15.57	\$ 20,576	\$ 13,177	\$ 111,146
Winter Control	\$ 35.93	\$ 35.93	\$ 47,474	\$ 30,404	\$ 256,446
Transit - Mobility	\$ 5.52	\$ 5.52	\$ 7,291	\$ 4,669	\$ 39,383
Street Lighting	\$ 4.99	\$ 4.99	\$ 6,593	\$ 4,222	\$ 35,612
Transit	\$ 83.78	\$ 83.78	\$ 110,704	\$ 70,898	\$ 597,996
<u>Protective Services</u>					
Fire - Core	\$ 8.91	\$ 8.91	\$ 11,777	\$ 7,542	\$ 63,617
Fire - Rural	\$ 73.45	\$ 73.45	\$ 97,063	\$ 62,163	\$ 524,314
Emergency Measures	\$ 1.72	\$ 1.72	\$ 2,275	\$ 1,457	\$ 12,288
Police - Urban	\$ 406.63	\$ 406.63	\$ 537,323	\$ 344,120	\$ 2,902,492
911 Program	\$ 1.05	\$ 1.05	\$ 1,389	\$ 890	\$ 7,503
Quinte Conservation	\$ 14.22	\$ 14.22	\$ 18,791	\$ 12,034	\$ 101,504
<u>Recreation & Cultural</u>					
Recreation	\$ 213.61	\$ 21.75	\$ 268,761	\$ 172,664	\$ 1,385,857
Cultural	\$ 58.58	\$ 5.96	\$ 73,703	\$ 47,350	\$ 380,046
Parks	\$ 69.58	\$ 7.08	\$ 87,539	\$ 56,239	\$ 451,391
Health Services	\$ 100.05	\$ 100.05	\$ 132,214	\$ 84,674	\$ 714,188
Social & Family Services	\$ 237.09	\$ 24.14	\$ 298,301	\$ 191,642	\$ 1,538,178
Total	\$ 1,750.26	\$ 1,230.33	\$ 2,276,216	\$ 1,459,231	\$ 12,116,930



Table 4-6
Black Bear Ridge Village Development
Operating Expenditure Summary
Rate Supported

Department	Cost per m ³		Incremental Expenditures (2026\$)		
	Residential	Non-residential	Phase 1		Buildout
			High	Low	
Rate Supported					
<u>Environmental Services</u>					
Wastewater	\$ 1.62	\$ 1.62	\$ 133,044	\$ 71,868	\$ 792,006
Water	\$ 1.87	\$ 1.87	\$ 153,530	\$ 82,935	\$ 913,959
Total	\$ 3.50	\$ 3.50	\$ 286,574	\$ 154,803	\$ 1,705,964



4.3 Operating Revenue Implications

Table 4-7 modifies the operating revenues outlined in Table 4-1 by netting off reserve transfers, one-time revenues, water and wastewater billing revenues (which will be handled separately), and departmental revenues that will not be impacted by the development of B.B.R.V., from the total.

Table 4-8 allocates the City's existing adjusted operating revenues between residential and non-residential development, by department. As discussed in the prior section, the allocations are generally based on the estimated relative share of population to employment in the area to which the departmental revenues apply. Operating revenues related to Recreation & Cultural and Social & Family Services departments have been allocated predominantly to the residential sector, as these services are typically utilized by residents. Finally, allocated revenues have been calculated on a per-capita and per-employee basis.

Based on this analysis, forecasted annual operating revenues are presented in Table 4-9, for all scenarios. The per-unit revenues have been applied to the forecasted population and employment, as detailed in Chapter 2, to calculate incremental revenues resulting from the development. In total, the development is anticipated to add incremental annual operating revenues as follows:

- Phase 1 (High Growth): annual operating revenues of approximately \$292,700;
- Phase 1 (Low Growth): annual operating revenues of approximately \$187,600; and
- Buildout: annual operating revenues of approximately \$1.6 million.



Table 4-7
City of Belleville
2026 Operating Budget
Summary of Adjusted Operating Revenues

Department	Revenues	Less Adjustments:				Adjusted Operating Revenues
		Reserve Funding	One-time Revenues	Billing Revenues	Exclude from BBR	
Tax Supported						
<u>General Government</u>						
Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration	\$ 4,043,600	\$ (4,043,600)	\$ -	\$ -	\$ -	\$ -
Finance & Taxation	\$ 383,000	\$ -	\$ (230,000)	\$ -	\$ -	\$ 153,000
Corporate Services	\$ 171,100	\$ (4,000)	\$ -	\$ -	\$ -	\$ 167,100
Information Systems	\$ 50,000	\$ (50,000)	\$ -	\$ -	\$ -	\$ -
Property Management	\$ 862,600	\$ -	\$ -	\$ -	\$ -	\$ 862,600
Human Resources	\$ 169,100	\$ (169,100)	\$ -	\$ -	\$ -	\$ -
<u>Planning & Development</u>						
Economic Development	\$ 1,568,000	\$ (176,900)	\$ -	\$ -	\$ -	\$ 1,391,100
Economic Development - BBIA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning & Approvals	\$ 7,841,900	\$ (1,368,200)	\$ (5,796,300)	\$ -	\$ -	\$ 677,400
Building Services	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000
Bylaw & Animal Control	\$ 380,300	\$ (133,900)	\$ -	\$ -	\$ -	\$ 246,400
Engineering	\$ 309,900	\$ (113,900)	\$ -	\$ -	\$ -	\$ 196,000
<u>Environmental Services</u>						
Stormwater Management	\$ 409,700	\$ (392,200)	\$ -	\$ -	\$ -	\$ 17,500
Waste Management	\$ 2,636,500	\$ -	\$ -	\$ -	\$ -	\$ 2,636,500
Environmental Management	\$ 39,000	\$ (35,000)	\$ -	\$ -	\$ -	\$ 4,000
<u>Transportation & Operations</u>						
Administration & Public Works	\$ 971,200	\$ (500,000)	\$ -	\$ -	\$ -	\$ 471,200
Roads	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roadside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Winter Control	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit - Mobility	\$ 4,100	\$ -	\$ -	\$ -	\$ -	\$ 4,100
Street Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit	\$ 2,575,400	\$ -	\$ (100,000)	\$ -	\$ -	\$ 2,475,400
Parking	\$ 1,143,700	\$ -	\$ -	\$ -	\$ (1,143,700)	\$ -
<u>Protective Services</u>						
Fire - Core	\$ 21,566	\$ (13,891)	\$ -	\$ -	\$ -	\$ 7,675
Fire - Rural	\$ 21,558	\$ (13,886)	\$ -	\$ -	\$ -	\$ 7,672
Fire - Urban	\$ 385,922	\$ (248,578)	\$ -	\$ -	\$ (137,343)	\$ -
Fire - RTU	\$ 24,754	\$ (15,945)	\$ -	\$ -	\$ (8,810)	\$ -
Emergency Measures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police - Rural	\$ 93,929	\$ -	\$ -	\$ -	\$ (93,929)	\$ -
Police - Urban	\$ 2,254,271	\$ -	\$ -	\$ -	\$ -	\$ 2,254,271
911 Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Quinte Conservation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Recreation & Cultural</u>						
Recreation	\$ 4,921,100	\$ (609,700)	\$ -	\$ -	\$ -	\$ 4,311,400
Cultural	\$ 166,700	\$ (84,900)	\$ -	\$ -	\$ -	\$ 81,800
Parks	\$ 283,800	\$ -	\$ -	\$ -	\$ -	\$ 283,800
Health Services	\$ 1,921,400	\$ (1,906,400)	\$ -	\$ -	\$ -	\$ 15,000
Social & Family Services	\$ 4,141,000	\$ (1,500,000)	\$ (2,641,000)	\$ -	\$ -	\$ -
Subtotal - Tax Supported	\$ 39,395,100	\$ (11,380,100)	\$ (8,767,300)	\$ -	\$ (1,383,782)	\$ 17,863,918
Rate Supported						
<u>Environmental Services</u>						
Wastewater	\$ 19,826,400	\$ (1,191,500)	\$ -	\$ (18,634,900)	\$ -	\$ -
Water	\$ 21,721,200	\$ (116,300)	\$ -	\$ (21,604,900)	\$ -	\$ -
Subtotal - Rate Supported	\$ 41,547,600	\$ (1,307,800)	\$ -	\$ (40,239,800)	\$ -	\$ -
Total	\$ 80,942,700	\$ (12,687,900)	\$ (8,767,300)	\$ (40,239,800)	\$ (1,383,782)	\$ 17,863,918



Table 4-8
City of Belleville
Operating Revenue Summary – Average Revenue per Capita and Employee
Tax Supported

Department	Adjusted Operating Revenues	Residential Share		Revenue per Capita	Non-Residential Share		Revenue per Employee
		%	\$		%	\$	
Tax Supported							
<u>General Government</u>							
Finance & Taxation	\$ 153,000	66%	\$ 100,856	\$ 1.70	34%	\$ 52,144	\$ 1.70
Corporate Services	\$ 167,100	66%	\$ 110,151	\$ 1.85	34%	\$ 56,949	\$ 1.85
Property Management	\$ 862,600	66%	\$ 568,617	\$ 9.57	34%	\$ 293,983	\$ 9.57
<u>Planning & Development</u>							
Economic Development	\$ 1,391,100	66%	\$ 916,999	\$ 15.44	34%	\$ 474,101	\$ 15.44
Planning & Approvals	\$ 677,400	66%	\$ 446,535	\$ 7.52	34%	\$ 230,865	\$ 7.52
Building Services	\$ 1,600,000	66%	\$ 1,054,703	\$ 17.76	34%	\$ 545,297	\$ 17.76
Bylaw & Animal Control	\$ 246,400	66%	\$ 162,424	\$ 2.73	34%	\$ 83,976	\$ 2.73
Engineering	\$ 196,000	66%	\$ 129,201	\$ 2.18	34%	\$ 66,799	\$ 2.18
<u>Environmental Services</u>							
Stormwater Management	\$ 17,500	66%	\$ 11,536	\$ 0.19	34%	\$ 5,964	\$ 0.19
Waste Management	\$ 2,636,500	66%	\$ 1,737,953	\$ 29.26	34%	\$ 898,547	\$ 29.26
Environmental Management	\$ 4,000	66%	\$ 2,637	\$ 0.04	34%	\$ 1,363	\$ 0.04
<u>Transportation & Operations</u>							
Administration & Public Works	\$ 471,200	66%	\$ 310,610	\$ 5.23	34%	\$ 160,590	\$ 5.23
Transit - Mobility	\$ 4,100	66%	\$ 2,703	\$ 0.05	34%	\$ 1,397	\$ 0.05
Transit	\$ 2,475,400	66%	\$ 1,631,758	\$ 27.47	34%	\$ 843,642	\$ 27.47
<u>Protective Services</u>							
Fire - Core	\$ 7,675	66%	\$ 5,059	\$ 0.09	34%	\$ 2,616	\$ 0.09
Fire - Rural	\$ 7,672	89%	\$ 6,841	\$ 0.70	11%	\$ 831	\$ 0.70
Police - Urban	\$ 2,254,271	63%	\$ 1,410,752	\$ 28.30	37%	\$ 843,519	\$ 28.30
<u>Recreation & Cultural</u>							
Recreation	\$ 4,311,400	95%	\$ 4,095,830	\$ 68.96	5%	\$ 215,570	\$ 7.02
Cultural	\$ 81,800	95%	\$ 77,710	\$ 1.31	5%	\$ 4,090	\$ 0.13
Parks	\$ 283,800	95%	\$ 269,610	\$ 4.54	5%	\$ 14,190	\$ 0.46
Health Services	\$ 15,000	66%	\$ 9,888	\$ 0.17	34%	\$ 5,112	\$ 0.17
Total	\$ 17,863,918		\$ 13,062,372	\$ 225.07		\$ 4,801,546	\$ 157.88



Table 4-9
Black Bear Ridge Village Development
Operating Revenue Summary
Tax Supported

Department	Revenue per Capita	Revenue per Employee	Incremental Revenues (2026\$)		
			Phase 1		Buildout
			High	Low	
Tax Supported					
<u>General Government</u>					
Finance & Taxation	\$ 1.70	\$ 1.70	\$ 2,244	\$ 1,437	\$ 12,122
Corporate Services	\$ 1.85	\$ 1.85	\$ 2,451	\$ 1,570	\$ 13,239
Property Management	\$ 9.57	\$ 9.57	\$ 12,651	\$ 8,102	\$ 68,340
<u>Planning & Development</u>					
Economic Development	\$ 15.44	\$ 15.44	\$ 20,403	\$ 13,067	\$ 110,211
Planning & Approvals	\$ 7.52	\$ 7.52	\$ 9,935	\$ 6,363	\$ 53,668
Building Services	\$ 17.76	\$ 17.76	\$ 23,467	\$ 15,029	\$ 126,761
Bylaw & Animal Control	\$ 2.73	\$ 2.73	\$ 3,614	\$ 2,314	\$ 19,521
<u>Engineering</u>	\$ 2.18	\$ 2.18	\$ 2,875	\$ 1,841	\$ 15,528
<u>Environmental Services</u>					
Stormwater Management	\$ 0.19	\$ 0.19	\$ 257	\$ 164	\$ 1,386
Waste Management	\$ 29.26	\$ 29.26	\$ 38,669	\$ 24,765	\$ 208,879
Environmental Management	\$ 0.04	\$ 0.04	\$ 59	\$ 38	\$ 317
<u>Transportation & Operations</u>					
Administration & Public Works	\$ 5.23	\$ 5.23	\$ 6,911	\$ 4,426	\$ 37,331
Transit - Mobility	\$ 0.05	\$ 0.05	\$ 60	\$ 39	\$ 325
Transit	\$ 27.47	\$ 27.47	\$ 36,306	\$ 23,251	\$ 196,115
<u>Protective Services</u>					
Fire - Core	\$ 0.09	\$ 0.09	\$ 113	\$ 72	\$ 608
Fire - Rural	\$ 0.70	\$ 0.70	\$ 928	\$ 594	\$ 5,011
Police - Urban	\$ 28.30	\$ 28.30	\$ 37,395	\$ 23,949	\$ 202,001
<u>Recreation & Cultural</u>					
Recreation	\$ 68.96	\$ 7.02	\$ 86,768	\$ 55,744	\$ 447,417
Cultural	\$ 1.31	\$ 0.13	\$ 1,646	\$ 1,058	\$ 8,489
Parks	\$ 4.54	\$ 0.46	\$ 5,712	\$ 3,669	\$ 29,451
<u>Health Services</u>	\$ 0.17	\$ 0.17	\$ 220	\$ 141	\$ 1,188
Total	\$ 225.07	\$ 157.88	\$ 292,682	\$ 187,633	\$ 1,557,908



4.4 Taxation Revenue

Based on the estimated assessment value of the proposed development detailed in Section 2.1, Table 4-10 provides a forecast of the taxation revenue to be generated under the high- and low-growth Phase 1 scenarios and at buildout, utilizing the City's 2026 tax rates. Based on these calculations, taxation revenues have been forecasted as follows:

- Phase 1 (High Growth): property taxation revenues totalling approximately \$2.3 million;
- Phase 1 (Low Growth): property taxation revenues totalling approximately \$1.7 million; and
- Buildout: property taxation revenues totalling approximately \$14.8 million.

4.5 Water and Wastewater Billing Revenue

Based on the estimated water consumption of the proposed development detailed in Section 2.2, Table 4-11 provides a forecast of water and wastewater billing revenue to be generated under the high- and low-growth Phase 1 scenarios and at buildout, using the 2026 billing rates. Based on these calculations, billing revenues have been forecasted as follows:

- Phase 1 (High Growth): combined water and wastewater billing revenues totalling approximately \$789,200;
- Phase 1 (Low Growth): combined water and wastewater billing revenues totalling approximately \$425,300; and
- Buildout: combined water and wastewater billing revenues totalling approximately \$4.5 million.



Table 4-10
Black Bear Ridge Village Development
Property Tax Revenue

Property Tax Class	2026 Tax Rate	Phase 1 (High)		Phase 1 (Low)		Buildout	
		Assessed Value	Municipal Property Tax Revenue (2026\$)	Assessed Value	Municipal Property Tax Revenue (2026\$)	Assessed Value	Municipal Property Tax Revenue (2026\$)
Residential (RT)	1.6469%	\$ 134,896,000	\$ 2,221,635	\$ 102,640,000	\$ 1,690,403	\$ 763,210,000	\$ 12,569,489
Commercial (CT)	3.1606%	\$ 2,829,626	\$ 89,435	\$ 1,698,997	\$ 53,699	\$ 71,418,020	\$ 2,257,272
Total		\$ 137,725,626	\$ 2,311,069	\$ 104,338,997	\$ 1,744,102	\$ 834,628,020	\$ 14,826,761

Table 4-11
Black Bear Ridge Village Development
Water and Wastewater Billing Revenue

Type	Customers			Total Annual Consumption (m³)			Combined Billing Revenues (2026\$)		
	Phase 1		Buildout	Phase 1		Buildout	Phase 1		Buildout
	High	Low		High	Low		High	Low	
Residential	552	296	3,049	79,488	42,624	439,056	\$ 773,015	\$ 414,516	\$ 4,269,790
Golf Clubhouse	-	-	1	-	-	828	\$ -	\$ -	\$ 5,382
Golf Operations	-	-	1	-	-	828	\$ -	\$ -	\$ 5,382
Resort (excl. Spa & Wellness Centre)	-	-	1	-	-	36,500	\$ -	\$ -	\$ 129,766
Spa & Wellness Centre	-	-	1	-	-	828	\$ -	\$ -	\$ 5,382
Other Commercial	3	2	12	2,484	1,656	9,936	\$ 16,145	\$ 10,763	\$ 64,579
Total	555	298	3,065	81,972	44,280	487,976	\$ 789,160	\$ 425,279	\$ 4,480,280



Chapter 5

Lifecycle Analysis



5. Lifecycle Analysis

5.1 Summary of Analysis

As new development gives rise to new capital assets, whether a direct developer responsibility or paid through D.C.s, the City will eventually assume these capital assets and be responsible for the cost of maintaining and replacing the infrastructure. While there is an immediate benefit to the City in the form of incremental property tax and billing revenue, there will be costs associated with sustainably managing these assets over their lifecycles.

Table 5-1 details the anticipated annual lifecycle costs associated with the capital works identified for the B.B.R.V. development (as discussed in Chapter 3). The annual lifecycle costs have been estimated using annual reinvestment rates, which specify the percentage of an asset's replacement cost that must be reinvested annually to sustain the asset over its lifecycle. The majority of annual reinvestment rates are based on the median value reported in the 2016 Canadian Infrastructure Report Card, while the rates for indirect capital works have been calculated based on the asset management plan included in the City's 2026 D.C.B.S.

Based on these calculations, annual lifecycle costs have been estimated as follows:

- Phase 1 (High Growth): total tax- and rate-supported annual lifecycle costs of approximately \$1.8 million;
- Phase 1 (Low Growth): total tax- and rate-supported annual lifecycle costs of approximately \$1.7 million; and
- Buildout: total tax- and rate-supported annual lifecycle costs of approximately \$6.0 million.



Table 5-1
Black Bear Ridge Village Development
Annual Lifecycle Cost

Capital Works	Annual Reinvestment Rate	Phase 1 (High)		Phase 1 (Low)		Buildout	
		Total Capital Cost (2026\$)	Annual Lifecycle (2026\$)	Total Capital Cost (2026\$)	Annual Lifecycle (2026\$)	Total Capital Cost (2026\$)	Annual Lifecycle (2026\$)
Tax Supported							
<u>Direct Works</u>							
Roads	2.50%	\$ -	\$ -	\$ -	\$ -	\$ 8,500,000	\$ 212,500
<u>Indirect Works</u>							
Services Related to a Highway	2.02%	\$ 5,845,702	\$ 118,008	\$ 3,742,242	\$ 75,545	\$ 32,057,669	\$ 647,153
Fire Protection Services	2.00%	\$ 618,146	\$ 12,363	\$ 395,714	\$ 7,914	\$ 3,394,478	\$ 67,890
Policing Services	10.00%	\$ 125,106	\$ 12,511	\$ 80,078	\$ 8,008	\$ 686,729	\$ 68,673
Parks and Recreation Services	6.19%	\$ 1,327,633	\$ 82,125	\$ 852,737	\$ 52,749	\$ 6,929,891	\$ 428,672
Library Services	10.00%	\$ 4,810	\$ 481	\$ 3,086	\$ 309	\$ 25,047	\$ 2,505
Ambulance	14.29%	\$ 40,540	\$ 5,791	\$ 25,963	\$ 3,709	\$ 222,198	\$ 31,743
Transit Services	2.50%	\$ 4,990	\$ 125	\$ 3,146	\$ 79	\$ 28,729	\$ 718
<u>Internal Works</u>							
Roads	2.50%	\$ 12,542,091	\$ 313,552	\$ 12,542,091	\$ 313,552	\$ 36,842,091	\$ 921,052
Stormwater Mains	1.15%	\$ 7,372,890	\$ 84,788	\$ 7,372,890	\$ 84,788	\$ 31,672,890	\$ 364,238
Stormwater Management Facilities	1.85%	\$ 3,000,000	\$ 55,500	\$ 3,000,000	\$ 55,500	\$ 10,500,000	\$ 194,250
Subtotal - Tax Supported		\$ 30,881,908	\$ 685,245	\$ 28,017,946	\$ 602,153	\$ 130,859,722	\$ 2,939,393
Rate Supported							
<u>Direct Works</u>							
Wastewater Mains	1.15%	\$ 12,978,000	\$ 149,247	\$ 12,978,000	\$ 149,247	\$ 12,978,000	\$ 149,247
Sewage Pumping Stations (incl. Force mains)	2.10%	\$ 11,381,000	\$ 239,001	\$ 11,381,000	\$ 239,001	\$ 11,381,000	\$ 239,001
Water Mains	1.25%	\$ 4,697,000	\$ 58,713	\$ 4,697,000	\$ 58,713	\$ 7,169,000	\$ 89,613
Water Storage & Booster Pumping Stations	2.10%	\$ 14,832,000	\$ 311,472	\$ 14,832,000	\$ 311,472	\$ 14,832,000	\$ 311,472
<u>Indirect Works</u>							
Wastewater Services	1.87%	\$ 2,536,738	\$ 47,401	\$ 1,610,245	\$ 30,089	\$ 15,635,946	\$ 292,173
Water Services	1.78%	\$ 1,758,842	\$ 31,383	\$ 1,114,510	\$ 19,886	\$ 11,079,642	\$ 197,694
<u>Internal Works</u>							
Wastewater Mains	1.15%	\$ 11,222,280	\$ 129,056	\$ 11,222,280	\$ 129,056	\$ 35,522,280	\$ 408,506
Sewage Pumping Stations	2.10%	\$ -	\$ -	\$ -	\$ -	\$ 45,000,000	\$ 945,000
Water Mains	1.25%	\$ 12,563,100	\$ 157,039	\$ 12,563,100	\$ 157,039	\$ 36,863,100	\$ 460,789
Subtotal - Rate Supported		\$ 71,968,961	\$ 1,123,312	\$ 70,398,136	\$ 1,094,503	\$ 190,460,968	\$ 3,093,494
Total		\$ 102,850,869	\$ 1,808,556	\$ 98,416,082	\$ 1,696,656	\$ 321,320,690	\$ 6,032,887



Chapter 6

Net Impact of the Proposed Development on the City of Belleville



6. Net Impact of the Proposed Development on the City of Belleville

6.1 Summary of Net Impact

Table 6-1, Table 6-2, and Table 6-3 summarize the foregoing analysis over the high- and low-growth Phase 1 scenarios and to buildout, respectively. These tables calculate the incremental operating expenditures and revenues, taxation and water/wastewater billing revenues, and capital lifecycle costs to be funded by the City, and present the net fiscal impacts of the B.B.R.V. development.

For tax-supported services, a net deficit indicates that the revenues generated by the development would not fully offset its costs at current tax rates, placing upward pressure on future tax rates. Conversely, a net surplus indicates that revenues would exceed costs and could help moderate future tax increases. The same interpretation applies to water and wastewater services: a net deficit would place upward pressure on user rates beyond inflation and other operating pressures, while a net surplus could help moderate future rate increases.

Results of each scenario are summarized below.

Phase 1 (High-growth)

Based on the results provided in Table 6-1, development in B.B.R.V. would provide a total net deficit contribution of approximately \$978,400 per year by the end of Phase 1 under the high-growth scenario. While the majority of the net deficit position is in the rate-supported area at approximately \$620,700, the tax-supported area also shows a net deficit of approximately \$357,700.

Phase 1 (Low-growth)

Based on the results provided in Table 6-2, development in B.B.R.V. would provide a total net deficit contribution of approximately \$953,700 per year by the end of Phase 1 under the low-growth scenario. While the majority of the net deficit position is in the rate-supported area at approximately \$824,000, the tax-supported area also shows a net deficit of approximately \$129,600.



Buildout

Based on the results provided in Table 6-3, development in B.B.R.V. would provide a total net surplus contribution of approximately \$1.0 million per year by buildout. While the tax-supported area results in a new surplus of approximately \$1.3 million, the rate-supported area would be expected to result in a net deficit position of approximately \$319,200. Accordingly, while the development appears fiscally positive overall at buildout, it would continue to place pressure on the City's water and wastewater rates.



Table 6-1
Black Bear Ridge Village Development
Summary of Annual Fiscal Impact – Phase 1 (High)

Summary of Fiscal Impact	2026\$ at Phase 1 Completion
Tax Supported	
<u>Revenues</u>	
Property Tax	\$ 2,311,069
Other	\$ 292,682
Total Revenue	\$ 2,603,751
<u>Expenditures</u>	
<u>Operating</u>	
General Government	\$ 235,969
Planning & Development	\$ 129,998
Engineering	\$ 11,956
Environmental Services	\$ 74,649
Transportation & Operations	\$ 294,509
Protective Services	\$ 668,618
Recreation & Cultural	\$ 430,003
Health Services	\$ 132,214
Social & Family Services	\$ 298,301
<u>Capital Lifecycle</u>	
Lifecycle - Direct	\$ -
Lifecycle - Indirect	\$ 231,404
Lifecycle - Internal	\$ 453,841
Total Expenditures	\$ 2,961,461
Tax Supported Surplus/(Deficit)	\$ (357,710)
Rate Supported	
<u>Revenues</u>	
Water & Wastewater Billing	\$ 789,160
Other	\$ -
Total Revenue	\$ 789,160
<u>Expenditures</u>	
Operating	\$ 286,574
Lifecycle - Direct	\$ 758,433
Lifecycle - Indirect	\$ 78,784
Lifecycle - Internal	\$ 286,095
Total Expenditures	\$ 1,409,886
Rate Supported Surplus/(Deficit)	\$ (620,726)
Total Surplus/(Deficit)	\$ (978,436)



Table 6-2
Black Bear Ridge Village Development
Summary of Annual Fiscal Impact – Phase 1 (Low)

Summary of Fiscal Impact	2026\$ at Phase 1 Completion
Tax Supported	
<u>Revenues</u>	
Property Tax	\$ 1,744,102
Other	\$ 187,633
Total Revenue	\$ 1,931,735
<u>Expenditures</u>	
<u>Operating</u>	
General Government	\$ 151,122
Planning & Development	\$ 83,255
Engineering	\$ 7,657
Environmental Services	\$ 47,808
Transportation & Operations	\$ 188,614
Protective Services	\$ 428,206
Recreation & Cultural	\$ 276,253
Health Services	\$ 84,674
Social & Family Services	\$ 191,642
<u>Capital Lifecycle</u>	
Lifecycle - Direct	\$ -
Lifecycle - Indirect	\$ 148,312
Lifecycle - Internal	\$ 453,841
Total Expenditures	\$ 2,061,384
Tax Supported Surplus/(Deficit)	\$ (129,649)
Rate Supported	
<u>Revenues</u>	
Water & Wastewater Billing	\$ 425,279
Other	\$ -
Total Revenue	\$ 425,279
<u>Expenditures</u>	
Operating	\$ 154,803
Lifecycle - Direct	\$ 758,433
Lifecycle - Indirect	\$ 49,975
Lifecycle - Internal	\$ 286,095
Total Expenditures	\$ 1,249,306
Rate Supported Surplus/(Deficit)	\$ (824,027)
Total Surplus/(Deficit)	\$ (953,676)



Table 6-3
Black Bear Ridge Village Development
Summary of Annual Fiscal Impact – Buildout

Summary of Fiscal Impact	2026\$ at Buildout
Tax Supported	
<u>Revenues</u>	
Property Tax	\$ 14,826,761
Other	\$ 1,557,908
Total Revenue	\$ 16,384,669
<u>Expenditures</u>	
<u>Operating</u>	
General Government	\$ 1,274,647
Planning & Development	\$ 702,217
Engineering	\$ 64,585
Environmental Services	\$ 403,235
Transportation & Operations	\$ 1,590,868
Protective Services	\$ 3,611,718
Recreation & Cultural	\$ 2,217,294
Health Services	\$ 714,188
Social & Family Services	\$ 1,538,178
<u>Capital Lifecycle</u>	
Lifecycle - Direct	\$ 212,500
Lifecycle - Indirect	\$ 1,247,353
Lifecycle - Internal	\$ 1,479,541
Total Expenditures	\$ 15,056,323
Tax Supported Surplus/(Deficit)	\$ 1,328,346
Rate Supported	
<u>Revenues</u>	
Water & Wastewater Billing	\$ 4,480,280
Other	\$ -
Total Revenue	\$ 4,480,280
<u>Expenditures</u>	
Operating	\$ 1,705,964
Lifecycle - Direct	\$ 789,333
Lifecycle - Indirect	\$ 489,866
Lifecycle - Internal	\$ 1,814,295
Total Expenditures	\$ 4,799,458
Surplus (Deficit)	\$ (319,178)
Total Surplus/(Deficit)	\$ 1,009,167



Chapter 7

Additional Considerations



7. Additional Considerations

This chapter provides additional considerations related to the financing, implementation, and administration of the infrastructure required to support the B.B.R.V. development. These considerations are intended to supplement the capital, operating, lifecycle, and net fiscal impact analyses presented in the preceding chapters, recognizing that the timing, responsibility, and financing approach for the required infrastructure will have important implications for the City.

7.1 Cash Flow Considerations for Direct Works

As discussed earlier in Section 3.2, several infrastructure projects have been identified as being funded or directly constructed by the developer, with potential cost recovery through a developer cost-sharing agreement or an area-specific D.C. with credit arrangements (Direct Works). This approach reflects the fact that these works are expected to predominantly benefit B.B.R.V., while acknowledging that there may be some benefit to other lands or broader parts of the City's infrastructure systems. If the developer does not front-end finance or construct the required works, the City's rate-supported debt load, as measured by the ratio between annual debt servicing costs and own-source revenues, would increase. While total rate-supported debt would remain within provincial limits (25% of own-source revenue), it would exceed the lower debt limit established through Council policy (12% of own-source revenue). Figure 7-1 to Figure 7-3 illustrate the projected debt load for each of the three scenarios - i.e., Phase 1 (High-growth), Phase 1 (Low-growth), and Buildout.



Figure 7-1: Debt Load Forecast for the 'Phase 1 (High)' Scenario

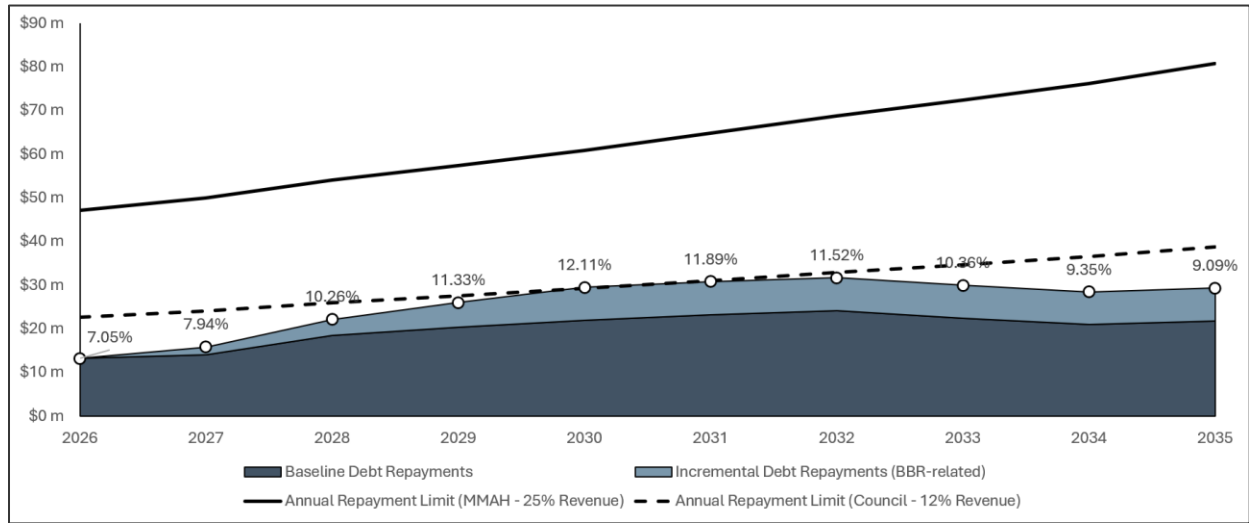


Figure 7-2: Debt Load Forecast for the 'Phase 1 (Low)' Scenario

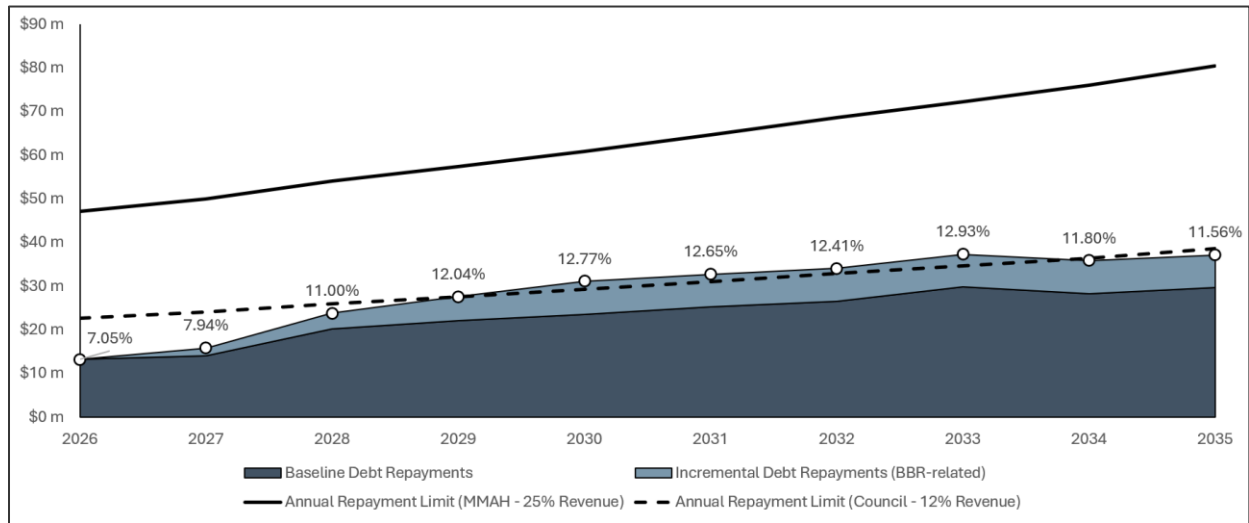
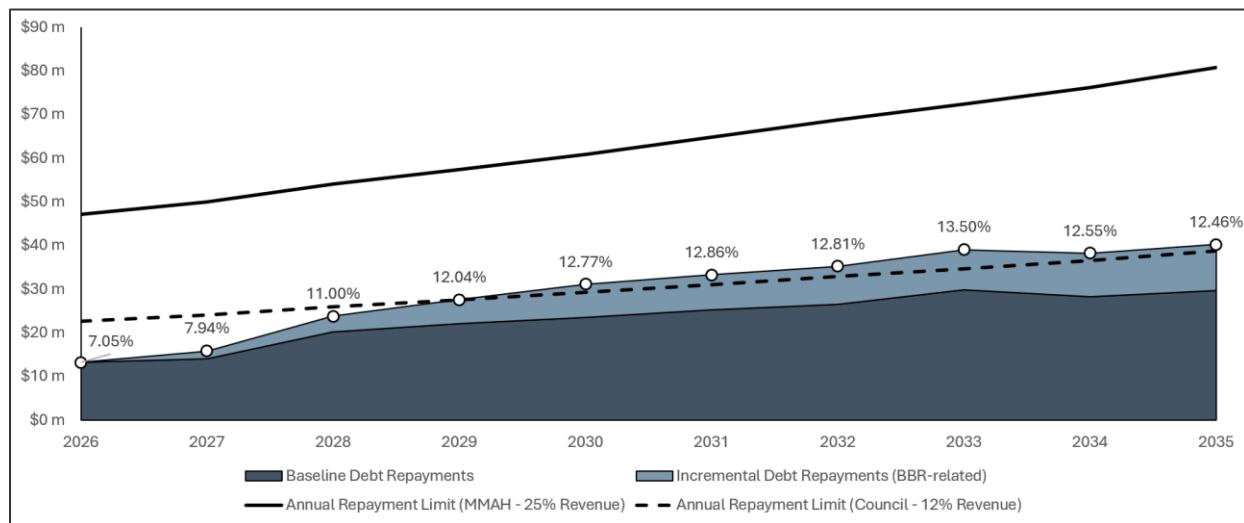




Figure 7-3: Debt Load Forecast for the 'Buildout' Scenario



Where infrastructure is delivered through a cost-sharing agreement, the City would need to establish the benefiting area, allocate costs among benefiting landowners, and determine the approach for recovering costs over time. Where an area-specific D.C. is used, the City would need to undertake the statutory background study process, establish the eligible capital costs and forecast growth within the defined area, and consider how credit arrangements would be administered where the developer constructs eligible works directly.

In addition to the cost-sharing and area-specific D.C. options noted above, the City could also consider including these Direct Works within the City-wide D.C. framework, as discussed in the next section. It should be noted that a key reason for considering an area-specific D.C. approach is to help limit the City's risk exposure. The developer may be required to install oversized infrastructure to support future phases of development. If those future phases do not proceed as planned, the City could face a risk of needing to honour or absorb D.C. credits from other areas of the City-wide D.C. framework. An area-specific D.C. could help contain this risk by aligning the recovery of costs and administration of credits more directly with the benefiting development area. Whether these works should be recovered through an area-specific or City-wide D.C. should be evaluated as part of a financing and cost recovery framework that will need to be established before final approvals.

The City should also pursue infrastructure funding opportunities from the provincial and federal governments, as any secured funding could reduce upfront cash flow



requirements and overall financial exposure. However, until applicable programs have been identified and funding has been approved, the financial analysis should continue to assume that grant funding will not be available.

7.2 Potential Inclusion of Direct Works in the City's Development Charges

Some or perhaps most of the infrastructure projects identified in the Direct Works category, particularly those related to water and wastewater infrastructure, could potentially be considered for inclusion in the City's D.C.s. This would, however, require a comprehensive update of the City's 2026 D.C.B.S. to ensure that both the underlying growth forecast and capital needs listing appropriately account for the anticipated development within B.B.R.V.

The City's 2026 D.C.B.S. was prepared using established growth forecasts for the City to 2051. B.B.R.V. was excluded from that growth forecast, with the understanding that MZO-driven development is in addition to municipal forecasts rather than a substitute for planned growth. Including these works in the City-wide D.C. framework would therefore require the forecast development, associated servicing requirements, timing of capital works, benefit-to-existing shares, post-period benefit shares, and D.C.-eligible cost allocations to be reconsidered. The City would also need to evaluate how the inclusion of these works would affect D.C. rates across residential and non-residential development categories.

It should also be noted that the City may reduce D.C. rates over the next three years through its participation in the Development Charge Reduction Program. This may not materially affect D.C. revenues collected from development within B.B.R.V., as building permits for the development are not expected to be issued until approximately five years from now, after the Development Charge Reduction Program has ended. However, reduced D.C. rates for other development, combined with the need to accelerate certain capital projects to meet construction commitments under the program, would affect the City's cash flow. This further reinforces the need to require front-end financing or direct emplacement of infrastructure by the developer for Direct Works, as well as for any additional projects that must be accelerated to support B.B.R.V.



Preliminary Development Charge Rate Impacts

Based on a preliminary assessment, including the Direct Works in the City's D.C.s would result in an estimated increase of approximately \$4,631 per single detached dwelling, representing an increase of approximately 16% relative to the rates presented in the City's 2026 D.C.B.S. For non-residential development, the preliminary impact is estimated at approximately \$8.16 per square foot of gross floor area, representing an increase of approximately 31% relative to the rates presented in the City's 2026 D.C.B.S.

These impacts should be interpreted as preliminary and subject to refinement through a formal D.C. Background Study update. In particular, the final rate impacts would depend on the detailed treatment of project timing, benefit allocations, growth shares, deductions, reserve fund balances, and the extent to which works are included in the City-wide D.C., recovered through an area-specific charge, or advanced through separate developer agreements.

7.3 Cash Flow Considerations for Other Works

In addition to the works identified in the Direct Works category, other infrastructure projects may also require front-end financing or other developer involvement. These are projects that were included in the City's 2026 D.C.B.S. that would need to be accelerated in order for B.B.R.V. to proceed, and include the following:

- Wastewater
 - Hwy 37 - Hwy 401 Crossing Gravity Main Upgrade (D.C. Project #24)
 - Cannifton Rd N - Maitland Dr to Bell Blvd Gravity Main Upgrade (D.C. Project #25)
 - Cannifton Rd - North of McFarland Dr to College St E Gravity Main Upgrade (D.C. Project #26)
- Water
 - New In-ground Storage in Pressure Zone 2 (D.C. Project #19)
 - Upgrade to Adam St Booster Pumping Station (D.C. Project #20)

Some of these projects may be required in the short term to facilitate Phase 1, while others may be required later to support subsequent phases of development.



Because these projects are not included in the City's 10-year capital plan, the fiscally responsible approach would be to require front-end financing or direct emplacement of the infrastructure by the developer, where project acceleration is required to support B.B.R.V. This would help ensure that the City is not required to advance capital works ahead of its planned funding capacity or displace other capital priorities already reflected in the 10-year capital plan.

7.4 City Staffing and Administrative Capacity

In addition to cash flow implications, the undertaking of Direct Works and other works that would need to be accelerated in order for B.B.R.V. to proceed would place additional demands on the City's staffing resources. Based on discussions with the City's project team, the City does not currently have capacity to undertake this additional work in light of existing commitments identified in its 10-year capital plan. Even where projects are constructed directly by the developer, the City would need to deploy additional resources to review design submissions, coordinate approvals, monitor construction, administer agreements, inspect works, and manage assumption of the infrastructure.

Accordingly, any implementation strategy for these works should consider the City's internal resource requirements in addition to the capital cost recovery mechanism. This may include requiring the developer to fund the City's external engineering, legal, financial, and administrative support costs associated with reviewing and administering the projects, agreements, and related D.C. or cost-sharing processes.

As a next step, the City should quantify the additional staffing resources required to support implementation, including the number and type of positions needed for project management, engineering oversight, design review, construction monitoring and inspection, agreement administration, and related functions. The estimate should identify when and for how long each resource would be required based on the anticipated design and construction schedules, and whether the work would be performed by internal staff or contracted resources, recognizing the resulting implications for salary, benefit, and consulting costs. These estimates can then be brought forward in discussions with the developer to establish an appropriate approach to cost recovery.



Chapter 8

Summary and Recommendations



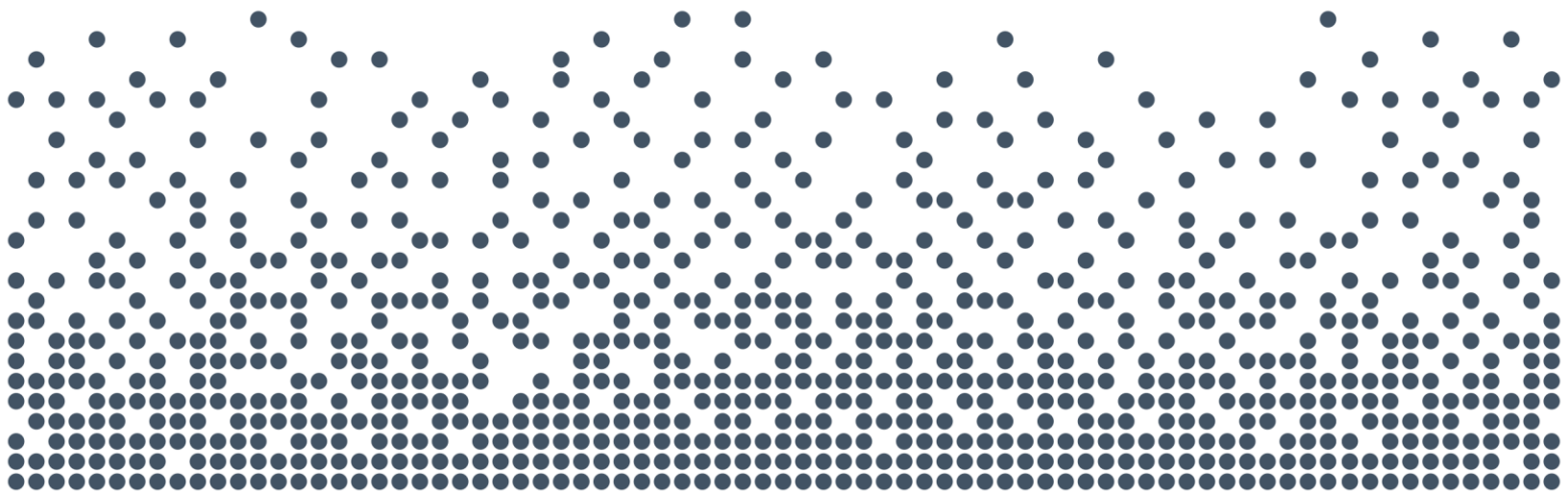
8. Summary and Recommendations

The fiscal impact assessment indicates that B.B.R.V. would generate an annual net deficit by the end of Phase 1 under both growth scenarios—approximately \$978,400 under the high-growth scenario and \$953,700 under the low-growth scenario. Although a net annual surplus of approximately \$1.0 million is estimated at buildout, the timing of development beyond Phase 1 is uncertain. There is therefore inherent risk as to whether and when the projected buildout surplus would be realized.

At buildout, the overall surplus is driven by an estimated tax-supported surplus of approximately \$1.3 million, partly offset by a water and wastewater deficit of approximately \$319,200. Accordingly, while the development appears fiscally positive overall at buildout, it would continue to place pressure on water and wastewater rates that Council should weigh when considering the development's broader financial implications.

Looking beyond the net fiscal impacts, Chapter 7 highlights additional considerations related to the financing, implementation, and administration of the infrastructure required to support the B.B.R.V. development. It is important to highlight that the infrastructure required to facilitate B.B.R.V. is not reflected in the City's 10-year capital plan, and accelerating these works would place pressure on the City's financial position. To ensure that the City continues to grow in a fiscally sustainable manner, the following recommendations are provided for Council's consideration:

- As part of the development approval process, prior to final approvals, the City should establish a financing and cost-recovery framework for the Direct Works and any other infrastructure that must be accelerated. Given the uncertainty in development timing, particularly beyond Phase 1, and the significant capital investment required, the framework should provide for direct developer involvement through front-end financing or direct construction to limit the City's risk exposure.
- As part of the financing and cost-recovery framework, the City should evaluate area-specific and City-wide development charge options through a formal D.C. Background Study.
- The City should seek recovery of the staffing, external engineering, legal, financial, and administrative costs associated with reviewing and administering the projects, agreements, and related D.C. or cost-sharing processes.



Appendices



Appendix A

Growth Memo

To	Stephen Ashton, Director, Engineering & Development Services Department, City of Belleville
From	Adam Fischer, Manager, Watson & Associates Economists Ltd.
Date	April 21, 2026
Re:	City of Belleville Black Bear Ridge Fiscal Impact Assessment – Growth Forecast Scenarios

Fax ☐

Courier ☐

Mail ☐

Email ☐

1. Introduction

1.1 Terms of Reference

The City of Belleville (City) retained Watson & Associates Economists Ltd. (Watson) to conduct a Fiscal Impact Assessment of the proposed Black Bear Ridge development. The objective of this project is to determine the net financial impacts of the Black Bear Ridge development relative to a baseline scenario without the development. This assessment includes an examination of the anticipated capital projects and the ultimate costs to be borne by the City. This memorandum summarizes the high- and low-growth residential and employment forecast scenarios prepared for the Fiscal Impact Assessment. These growth forecasts form the basis for estimating the capital infrastructure costs associated with the proposed development.

1.2 Minister's Zoning Order

The Minister's Zoning Order (MZO) (O. Reg. 495/22) establishes the Black Bear Ridge Village (BBRV) Zone across most of the subject lands and permits the development of a master-planned resort community containing a range of residential, resort, commercial, golf-related, and institutional uses.

The MZO caps total residential development at 3,049 units and establishes specific gross floor area limits for certain non-residential uses, including:

- Up to 6,000 m² Gross Floor Area (GFA) for clubhouse
- Up to 5,000 m² GFA for golf pro shop, golf maintenance facility, and golf teaching academy with visitors' accommodations

- Up to 25,000 m² GFA for a resort, of which no more than 2,500 m² GFA for a spa and wellness centre and no more than 10,200 m² GFA for resort accommodations
- Up to 15,000 m² GFA for population-related non-residential, including:
 - administrative, business, or professional office
 - bank, trust company, or other financial institution
 - retail commercial establishment
 - service shop, including a personal service shop
 - eating establishment, including a drive-in restaurant or take-out eating establishment
 - convenience store
 - food supermarket
 - workshop

2. Growth Scenario Assumptions

The following assumptions have been used to develop the growth forecast scenarios:

- The growth forecast covers a 15-year planning horizon beginning in 2026 and assumes that housing construction will not commence immediately, with an estimated lead time of approximately five years required before development activity begins.
- The residential forecast for each scenario is based on the housing unit counts provided by the developer. Under the Low Growth Scenario, growth is concentrated in single and semi-detached units and multiple dwellings, with no apartment development assumed over the forecast period. In contrast, the High Growth Scenario incorporates a broader housing mix, including approximately 256 additional apartment units.
- Population has been derived by applying persons per unit (PPU) factors based on custom Statistics Canada tabulations, consistent with the PPUs used in the City's Development Charges (DC) Background Study.
- For the non-residential component, the total GFA target for the commercial component has been derived from the information provided by the Developer. The lower range of estimated non-residential growth has been utilized for the Low Growth Scenario and the upper range for the High Growth Scenario.
- A somewhat higher commercial GFA is assumed due to the combined presence of population-serving retail, golf-club operations, and related resort amenities in both scenarios compared to the GFA seen within traditional and population-related commercial uses.

- A modest portion of employment is assumed to occur in work-at-home or no-fixed-place-of-work categories, and no institutional GFA is assumed during the ten-year horizon, as the long-term care facility identified in the MZO is expected to be developed in later phases.

3. Growth Forecast Scenarios

3.1 High Growth Scenario

Under the High Growth Scenario (2026 to 2040), the Black Bear Ridge development is forecast to accommodate approximately 1,300 residents and 550 housing units, reflecting a broader mix of housing types, including 47% detached- and semi-detached units, 7% multiple dwellings, and 46% apartment buildings.¹

Employment growth is projected to reach approximately 190 jobs (including work at home and no-fixed-place-of-work employment), with approximately 70 jobs primarily associated with resort, commercial, and population-serving uses. This employment growth translates into an estimated 4,650 m² (50,000 ft²) of commercial and resort-related gross floor area, reflecting an accelerated pace of non-residential development aligned with higher residential absorption.

3.2 Low Growth Scenario

Under the Low Growth Scenario, development is anticipated to occur at a more gradual pace, resulting in an estimated 835 additional residents and approximately 300 housing units over the 2026 to 2040 period. Residential growth in this scenario remains primarily focused on ground-oriented housing, with limited higher-density apartment development assumed within the forecast horizon.

The total employment growth is projected to reach approximately 120 jobs (including work at home and no-fixed-place-of-work employment), with approximately 40 jobs associated with commercial and resort-related activities. This level of employment growth is supported by approximately 2,790 m² (30,000 ft²) of commercial and resort-related gross floor area, reflecting a slower pace of non-residential development than in the High Growth Scenario.

¹ Population figures include an undercount of 103.8%

3.3 Growth Scenario Comparison

Figure 1 summarizes the growth forecast for the forecast period under both scenarios.

Figure 1
City of Belleville Black Bear Ridge development
Comparison of Key Metrics in Low and High Growth Scenarios

Metric	Low Growth Scenario	High Growth Scenario
Population Growth (including undercount)	835 persons	1,300 persons
Total Housing Units	300	550
Singles / Semi-Detached	260	260
Multiple Dwellings	40	40
Apartments	0	260
Total Employment	120 jobs	190 jobs
Commercial / Resort Jobs	40	70
Commercial / Resort GFA	2,790 m ²	4,650 m ²

Note: The figures in the table are rounded and may not add up precisely.

Source: Compiled by Watson & Associates Economists Ltd., 2026.

Appendices B and C provide detailed summaries of the High- and Low-Growth Scenario forecasts for the 2026 to 2040 period.

4. Growth Estimate at Buildout

As noted previously in Section 1.2, the MZO permits a maximum of 3,049 residential units. Based on data from the Biglieri Group, about 30% of total housing growth (915 units) is forecast for single- and semi-detached housing, 20% (610 units) for multiple dwellings, and 50% (1,524 units) for apartments.¹ This housing growth is expected to accommodate an estimated population of approximately 6,660 persons (including undercount), at buildout of the Blackbear Ridge area.

The MZO also establishes specific GFA limits for non-residential uses, at approximately 51,000 m² (545,700 ft²). This non-residential GFA would translate into about 750 jobs, excluding work-at-home, no-fixed-place-of-work employment. This estimate also excludes potential employment in the long-term care facility (as identified under the MZO).

¹ Multiple Dwellings includes townhouses and apartments in duplexes; Apartments include bachelor, 1-bedroom and 2-bedroom+ apartments and stacked townhouses. It is noted that, in accordance with the MZO, a portion of these housing units is to be developed as a retirement home, which may lead to an update to the anticipated buildout housing mix/population.

Appendices

Appendix A – Details of Existing Golf-Related and Resort Facilities

Existing GFA

- Golf clubhouse, including restaurant, bar and banquet facilities; ~5,000 sq. ft. (~ 465 sq.m)
- Golf pro shop; ~2,500 sq. ft. (~ 230 sq.m)
- Golf maintenance facility; Current golf maintenance facility is not located within the MZO lands; however, there is a cart barn on-site (in close proximity to the clubhouse/pro shop), which stores and maintains the golf cart fleet, which equals ~8,500 sq. ft. (~ 790 sq.m)
- Golf teaching academy; ~1,200 sq. ft. (~111 sq.m)
- Resort accommodations. ~6,000 sq. ft.(~557 sq.m)



Source: Data on existing G.F.A. provided by the Biglieri Group

Appendix B - Growth Estimates - High Growth Scenario 2026 to 2040

Annual Growth – Population and Housing

Year	Population (Including Undercount)	Population (Excluding Undercount)	Singles and Semi-Detached	Multiple Dwellings	Apartments	Total Households
2026	0	0				0
2027	0	0				0
2028	0	0				0
2029	0	0				0
2030	0	0				0
2031	147	142	50	0	0	50
2032	147	142	50	0	0	50
2033	147	142	50	0	0	50
2034	147	142	50	0	0	50
2035	128	123	30	20	0	50
2036	117	113	28	18	0	46
2037	90	87	0	0	50	50
2038	90	87	0	0	50	50
2039	136	131	0	0	75	75
2040	147	142	0	0	81	81
2026 - 2040	1,296	1,251	258	38	256	552



Census undercount estimated at approximately 3.8%. Note: Population, including the undercount, has been rounded.

Multiple Dwellings includes townhouses and apartments in duplexes.

Apartments include bachelor, 1-bedroom and 2-bedroom+ apartments.

Source: Based on housing growth estimates provided by The Biglieri Group on behalf of Black Bear Ridge Development, presented by Watson & Associates Economists Ltd.

Annual Growth – Employment and Non-Residential Gross Floor Area

Year	Primary	Work at Home	Industrial	Commercial	Institutional	Total	N.F.P.O.W. [1]	Total Employment (Including N.F.P.O.W.)
2026	0	0	0	0	0	0	0	0
2027	0	0	0	0	0	0	0	0
2028	0	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0	0
2030	0	0	0	0	0	0	0	0
2031	0	4	0	13	0	17	10	27
2032	0	4	0	13	0	17	10	27
2033	0	4	0	12	0	16	10	26
2034	0	4	0	11	0	15	10	25
2035	0	3	0	10	0	13	8	22
2036	0	3	0	2	0	5	8	13
2037	0	2	0	2	0	4	6	10
2038	0	2	0	2	0	4	6	10
2039	0	4	0	3	0	7	9	16
2040	0	4	0	3	0	7	10	17
2026 - 2040	0	35	0	70	0	105	86	192

Note: Numbers may not add to totals due to rounding.

Source: Commercial growth based on non residential GFA estimates provided by The Biglieri Group on behalf of Black Bear Ridge Development, total employment growth estimated and presented by Watson & Associates Economists Ltd.

GFA Forecast

Year	Primary	Industrial	Commercial	Institutional	Total
2026	0	0	0	0	0
2027	0	0	0	0	0
2028	0	0	0	0	0
2029	0	0	0	0	0
2030	0	0	0	0	0
2031	0	0	9,170	0	9,170
2032	0	0	9,070	0	9,070
2033	0	0	8,540	0	8,540
2034	0	0	8,070	0	8,070
2035	0	0	6,820	0	6,820
2036	0	0	1,600	0	1,600
2037	0	0	1,240	0	1,240
2038	0	0	1,300	0	1,300
2039	0	0	2,060	0	2,060
2040	0	0	2,130	0	2,130
Incremental 2026-2040 (Sq. ft)	0	0	50,000	0	50,000
Incremental in Sq. m			4,650		4,650

Square Foot Per Employee Assumptions

Primary 3,000

Industrial 1,500

Commercial/ Population Related 710

Institutional 700

Commercial includes Golf Resort Accommodation / Clubhouse / Pro Shop/Maintenance Facility, and other population-related commercial uses.

Note: Numbers may not add to totals due to rounding.

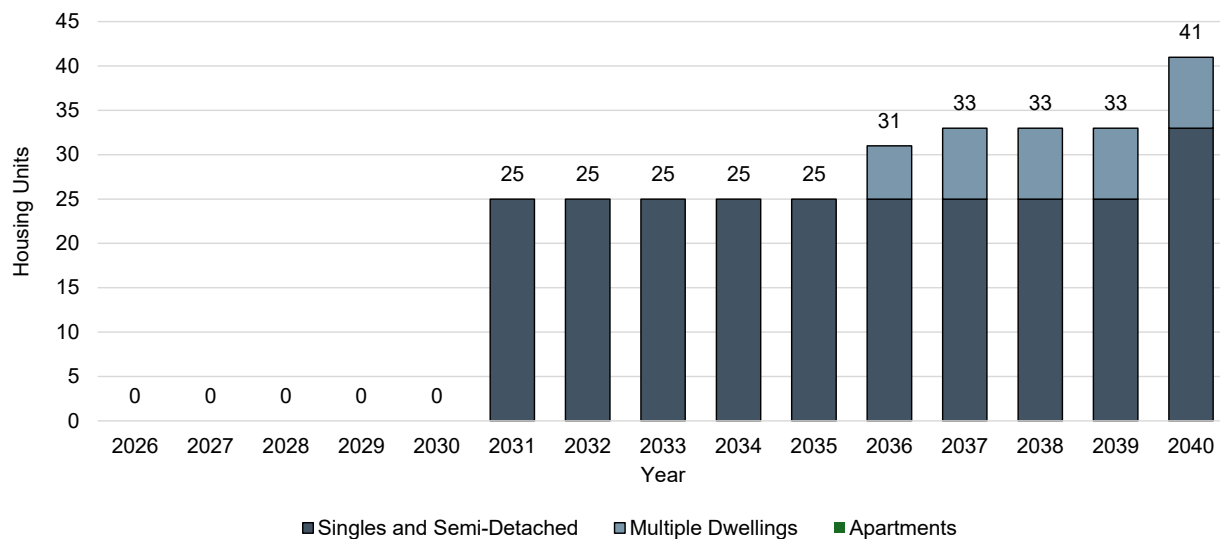
Source: Commercial G.F.A. target based on estimates provided by The Biglieri Group on behalf of Black Bear Ridge Development, presented by Watson & Associates Economists Ltd.

Appendix C- Growth Estimates - Low Growth Scenario 2026 to 2040

Annual Growth – Population and Housing

Year	Population (Including Undercount)	Population (Excluding Undercount)	Singles and Semi-Detached	Multiple Dwellings	Apartments	Total Households
2026	0	0				0
2027	0	0				0
2028	0	0				0
2029	0	0				0
2030	0	0				0
2031	74	71	25	0	0	25
2032	74	71	25	0	0	25
2033	74	71	25	0	0	25
2034	74	71	25	0	0	25
2035	74	71	25	0	0	25
2036	85	82	25	6	0	31
2037	89	86	25	8	0	33
2038	89	86	25	8	0	33
2039	89	86	25	8	0	33
2040	113	109	33	8	0	41
2026 - 2040	835	804	258	38	0	296

Annual Housing Growth - Low Growth Scenario



Census undercount estimated at approximately 3.8%. Note: Population, including the undercount, has been rounded.

Multiple Dwellings includes townhouses and apartments in duplexes.

Apartments include bachelor, 1-bedroom and 2-bedroom+ apartments.

Source: Based on housing growth estimates provided by The Biglieri Group on behalf of Black Bear Ridge Development, presented by Watson & Associates Economists Ltd.

Annual Growth – Employment and Non-Residential Gross Floor Area

Year	Primary	Work at Home	Industrial	Commercial	Institutional	Total	N.F.P.O.W. [1]	Total Employment (Including N.F.P.O.W.)
2026	0	0	0	0	0	0	0	0
2027	0	0	0	0	0	0	0	0
2028	0	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0	0
2030	0	0	0	0	0	0	0	0
2031	0	2	0	6	0	8	5	13
2032	0	2	0	6	0	8	5	13
2033	0	2	0	6	0	8	5	13
2034	0	2	0	6	0	8	5	13
2035	0	2	0	5	0	7	5	11
2036	0	2	0	3	0	6	6	11
2037	0	2	0	3	0	6	6	12
2038	0	2	0	3	0	5	6	11
2039	0	2	0	3	0	5	6	11
2040	0	3	0	2	0	5	8	13
2026 - 2040	0	23	0	42	0	65	55	120

Note: Numbers may not add to totals due to rounding.

Source: Commercial growth based on non-residential GFA estimates provided by The Biglieri Group on behalf of Black Bear Ridge Development, total employment growth estimated and presented by Watson & Associates Economists Ltd.

GFA Forecast

Year	Primary	Industrial	Commercial	Institutional	Total
2026	0	0	0	0	0
2027	0	0	0	0	0
2028	0	0	0	0	0
2029	0	0	0	0	0
2030	0	0	0	0	0
2031	0	0	4,230	0	4,230
2032	0	0	4,230	0	4,230
2033	0	0	4,180	0	4,180
2034	0	0	4,130	0	4,130
2035	0	0	3,250	0	3,250
2036	0	0	2,330	0	2,330
2037	0	0	2,440	0	2,440
2038	0	0	1,830	0	1,830
2039	0	0	1,830	0	1,830
2040	0	0	1,550	0	1,550
Incremental 2026-2040 (Sq. ft)	0	0	30,000	0	30,000
Incremental in Sq. m			2,790		2,790

Square Foot Per Employee Assumptions

Primary 3,000

Industrial 1,500

Commercial/ Population Related 710

Institutional 700

Commercial includes Golf Resort Accommodation / Clubhouse / Pro Shop / Maintenance Facility, and other population-related commercial uses.

Note: Numbers may not add to totals due to rounding.

Source: Commercial GFA target based on estimates provided by The Biglieri Group on behalf of Black Bear Ridge Development, presented by Watson & Associates Economists Ltd.



Appendix B

Capital Memo

Memorandum

To	Stephen Ashton, Director of Engineering and Development Services, City of Belleville
From	Peter Simcisko, Managing Partner, Watson & Associates Economists Ltd.
Date	May 29, 2026
Re:	City of Belleville Black Bear Ridge Fiscal Impact Assessment – Capital Forecast

Fax ☐

Courier ☐

Mail ☐

Email ☒

The City of Belleville (City) retained Watson & Associates Economists Ltd. (Watson) to conduct a Fiscal Impact Assessment of the proposed Black Bear Ridge development. The objective of this project is to determine the net financial impacts of the Black Bear Ridge development relative to a baseline scenario without the development. This assessment includes an examination of the anticipated capital projects and the ultimate costs to be borne by the City.

This memo summarizes our assumptions and understanding of the infrastructure expansion and upgrades related to the Black Bear Ridge development. Each project has been assigned to a category based on a preliminary assessment of potential capital funding sources. It is noted that this does not represent recommendations. The feasibility and appropriateness of funding source(s) for each project will be evaluated through the Fiscal Impact assessment. The following documents have been consulted in the compilation of these capital projects and cost estimates, where available:

- Phase 2: Servicing Study Report (FINAL) – Black Bear Ridge Development Servicing by J.L. Richards & Associates Limited (June 20, 2025);
- Functional Servicing Report (Revised) by Jewell Engineering (December 11, 2025);
- Traffic Impact Study Update by Trans-Plan Transportation Inc. (November 25, 2025);
- 2021 & 2026 (ongoing) Development Charges (D.C.s) Background Studies; and
- City's 10-year Capital Forecast (2026-2035)

Table 1 presents the forecasted capital projects that are required for and/or benefit the Black Bear Ridge development. This listing identifies the anticipated gross capital costs and project timing, where known, for all capital projects we are aware of at the time of writing. As mentioned above, projects have been assigned to one of four funding source categories, as described below:



- In City-wide D.C. & 10-yr Capital Plan:
 - Capital projects to be financed by the City through the City-wide D.C.s and which are anticipated to be undertaken in the next 10 years (i.e., 2026-2035).
- In City-wide D.C. & Not in 10-yr Capital Plan:
 - Capital projects to be financed by the City through the City-wide D.C.s and which are not anticipated to be undertaken in the next 10 years.
- Direct Developer Responsibility:
 - Capital projects that are to be a direct developer responsibility and solely benefit the Black Bear Ridge development, in accordance with the City's existing Local Service Policy.
- Developer Cost Share/Area-specific D.C.:
 - Capital projects included in this categorization have been designated as predominantly benefiting the Black Bear Ridge development. This includes projects identified in the Phase 2: Servicing Study Report as having a share of gross capital costs attributable to the Black Bear Ridge development of at least 75%. However, because these projects would potentially provide benefit to development outside of Black Bear Ridge, they have not been classified as a direct developer responsibility under the City's existing Local Service Policy.
 - These projects could be funded either directly by the developer (with potential cost sharing via a Benefiting Owners' Agreement) or through the imposition of area-specific D.C.s (potentially accompanied by front-end financing arrangements).

It is noted that there are two exceptions to the guidelines identified above, specifically projects WW-SSR-6 and WW-SSR-7, which are identified in the Phase 2: Servicing Study Report as predominantly benefiting the Black Bear Ridge development. These projects have been categorized as "In City-wide D.C. & Not in 10-yr Capital Plan" because these wastewater mains are within the current urban area and are connected to upstream infrastructure that is already included in the City-wide D.C.

Given that the Black Bear Ridge development is expected to benefit from the water and wastewater capital projects identified in the City's D.C. Study, it is important for the development to contribute towards these projects through D.C.s. Currently, water and wastewater D.C.s apply only to the urban serviced area, which does not include the development. Therefore, the City's D.C. by-law would need to be updated such that water and wastewater D.C.s apply to the development.

Table 1 also identifies our current understanding of the anticipated timing of capital projects, by categorization, as follows:

- Short-term (23-33):
 - Capital projects included in this categorization are assumed to be required to enable construction of Phase 1 of the Black Bear Ridge development.



- Mid-term (33-43), Long-term (43-51), 5 Years Post Phase 1 (2041), 10 Years Post Phase 1 (2046), or Final Buildout (2056):
 - Capital projects included in this categorization are assumed to be required to support the ultimate buildout of the Black Bear Ridge development.

It is noted that capital assets wholly internal to the planned Black Bear Ridge development (e.g. internal roads, watermains, wastewater mains, etc.) are not included in this listing. Additionally, most Transportation projects related to provincial roads included in the Traffic Impact Study have not been identified because the Ministry of Transportation has determined that the Black Bear Ridge development is not a significant trip generator and therefore no road upgrades are required at this time. The capital costs of the remaining Transportation projects have been estimated based on the latest information available to the City.

Also included in Table 1 is an indication of potential increases in need for service and associated capital investments related to the City's Fire, Police, and Parks & Recreation Services. Based on a review of historical service standards and discussions with City staff, estimates of growth-related capital investments for Fire, Police, and Parks & Recreation services have been identified.



Table 1
Capital Forecast

Service	Project	Project Code (Watson)	Timing	Gross Capital Cost (2026\$)	In City-wide DC & 10-yr Capital Plan	In City-wide DC & Not in 10-yr Capital Plan	Direct Developer Responsibility	Developer Cost Share/ Area-specific DC
Water	New Elevated Storage in Pressure Zone 2 (4 ML)	W-SSR-1	Short-term (23-33)	\$ 15,650,000	\$ 15,650,000	\$ -	\$ -	\$ -
	New Elevated Storage in Pressure Zone 3 (4.5 ML)	W-SSR-2	Short-term (23-33)	\$ 12,360,000	\$ -	\$ -	\$ -	\$ 12,360,000
	New Booster Pump Station in Pressure Zone 3	W-SSR-3	Short-term (23-33)	\$ 2,472,000	\$ -	\$ -	\$ -	\$ 2,472,000
	New Watermain Connecting BBR to Cannifton Rd N (Routing Option 1, 3.8km of 400mm)	W-SSR-4	Short-term (23-33)	\$ 4,697,000	\$ -	\$ -	\$ -	\$ 4,697,000
	New In-ground Storage in Pressure Zone 2 (10 ML)	W-SSR-5	Mid-term (33-43)	\$ 32,960,000	\$ -	\$ 32,960,000	\$ -	\$ -
	Upgrade to Adam St Booster Pump Station	W-SSR-6	Mid-term (33-43)	\$ 2,575,000	\$ -	\$ 2,575,000	\$ -	\$ -
	Watermain Upgrade on Cannifton Rd N from Black Diamond Rd to Current Eastern Extent Near Short St (300mm to 400mm, 2km)	W-SSR-7	Mid-term (33-43)	\$ 2,472,000	\$ -	\$ -	\$ -	\$ 2,472,000
	Expand WTP to 77,000 m³/d Maximum Daily Demand	W-SSR-8	Long-term (43-51)	\$ 5,150,000	\$ -	\$ 5,150,000	\$ -	\$ -
	New At-grade Storage (6 ML) in Pressure Zone 1	W-SSR-9	Long-term (43-51)	\$ 16,480,000	\$ -	\$ 16,480,000	\$ -	\$ -
	New Booster Pump Station in Pressure Zone 1	W-SSR-10	Long-term (43-51)					
Sub-total				\$ 94,816,000	\$ 15,650,000	\$ 57,165,000	\$ -	\$ 22,001,000
Wastewater	New Wastewater Main Connecting BBR to Corbyville (Routing Option 1, 2.8km of 600mm)	WW-SSR-1	Short-term (23-33)	\$ 12,978,000	\$ -	\$ -	\$ -	\$ 12,978,000
	New Sewage Pump Station in Corbyville (150 L/s)	WW-SSR-2	Short-term (23-33)					
	New Forcemain (200mm) Connecting Corbyville to Northern Trunk Sewer Along Cannifton Rd N	WW-SSR-3	Short-term (23-33)	\$ 10,351,000	\$ -	\$ -	\$ -	\$ 10,351,000
	Wastewater Main Upgrade - Cannifton Rd N from Maitland Dr to Black Diamond Rd (450mm to 600mm, 840m)	WW-SSR-4	Mid-term (33-43)	\$ 15,679,000	\$ -	\$ 15,679,000	\$ -	\$ -
	Wastewater Main Upgrade - Cannifton Rd from Black Diamond Rd to Bell Blvd (675mm to 825mm, 1,060m)	WW-SSR-5	Mid-term (33-43)					
	Wastewater Main Upgrade - Cannifton Rd 150m North of McFarland Dr to 375m North of College St E (825mm to 900mm, 415m)	WW-SSR-6	Mid-term (33-43)	\$ 4,614,000	\$ -	\$ 4,614,000	\$ -	\$ -
	Wastewater Main Upgrade - Cannifton Rd from 375m North of College St E to College St E (825mm to 1,050mm, 375m)	WW-SSR-7						
	Upgrade Corbyville Sewage Pump Station Capacity	WW-SSR-8	Mid-term (33-43)	\$ 1,030,000	\$ -	\$ -	\$ -	\$ 1,030,000
	Expand WWTP to 64,000 m³/d Average Day Flow	WW-SSR-9	Short-term (23-33)	\$ 45,958,000	\$ -	\$ 45,958,000	\$ -	\$ -
	Sub-total			\$ 90,610,000	\$ -	\$ 66,251,000	\$ -	\$ 24,359,000
Transportation	New Intersection Signalization and Turning Lane Reconfiguration at Black Bear Ridge and Harmony Rd (North Leg from Shared Left/Right-turn Lane into Two Separate Dedicated Left-turn and Right-turn Lanes)	R-TIS-3	5 Years Post Phase 1 (2041) 10 Years Post Phase 1 (2046)	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -
	New Auxillary Left-turn Lane on West Leg of Harmony Rd at Black Bear Ridge	R-TIS-8						
	New Intersection Signalization and Turning Lanes of Ashley St and Harmony Rd (Dedicated Left-turn and Right-turn Lanes on Southbound Harmony Rd and Dedicated Left-turn & Shared Through/Right Lanes on Southbound Ashley St)	R-TIS-12	Final Buildout (2056)	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	\$ -
	New Intersection Signalization of Harmony Rd and River Rd N	R-TIS-13	Final Buildout (2056)	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -
	New Intersection Signalization and Turning Lanes of Harmony Rd and Homan Rd (Dedicated Left-turn and Right-turn Lanes on Southbound Homan Rd, Dedicated Left-turn Lane on Eastbound Harmony Rd, and Dedicated Right-turn Lane on Westbound Harmony Rd)	R-TIS-14	Final Buildout (2056)	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	\$ -
	New Right-turn Lane on East Left of Harmony Rd at Black Bear Ridge and New Southbound Left-turn and Receiving Lanes	R-TIS-15	Final Buildout (2056)	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -
	New Intersection & Signalization of Harmony Rd and Proposed Black Bear Ridge Site Access 2 (New Left-turn Lane on Eastbound Harmony Rd and and Shared Through/Right Lane on Westbound Harmony Rd)	R-TIS-16	Final Buildout (2056)	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	\$ -
	New Intersection Signalization of and Road Widening of Harmony Rd at Harmony Public School (Eastbound Harmony Rd to One Through Lane and One Shared Through/Right Lane and Westbound Harmony Rd to One Dedicated Left-turn Lane and One Shared Left/Through Lane)	R-TIS-17	Final Buildout (2056)	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	\$ -
	New Intersection Signalization of Harmony Rd and Proposed Black Bear Ridge Site Access 4	R-TIS-18	Final Buildout (2056)	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -
	Sub-total			\$ 8,500,000	\$ -	\$ -	\$ 8,500,000	\$ -
Fire	Fire Station Provision		Final Buildout (2056)	\$ 4,246,000	\$ -	\$ 4,246,000	\$ -	\$ -
	Fire Vehicle Provision		Final Buildout (2056)	\$ 2,527,000	\$ -	\$ 2,527,000	\$ -	\$ -
	Firefighter Outfitting Provision		Final Buildout (2056)	\$ 491,000	\$ -	\$ 491,000	\$ -	\$ -
	Sub-total			\$ 7,264,000	\$ -	\$ 7,264,000	\$ -	\$ -
Police	Police Station (10,000 ft², incl. 200 ft Radio Tower)		Final Buildout (2056)	\$ 6,470,000	\$ -	\$ 6,470,000	\$ -	\$ -
	Police Cruisers (3)		Final Buildout (2056)	\$ 386,100	\$ -	\$ 386,100	\$ -	\$ -
	Police Officer Outfitting (12)		Final Buildout (2056)	\$ 172,800	\$ -	\$ 172,800	\$ -	\$ -
	Sub-total			\$ 7,028,900	\$ -	\$ 7,028,900	\$ -	\$ -
Parks & Recreation	Park Development Provision (Park Amenities & Facilities for 1.77 ha of Parkland)		Mid-term (33-43)	\$ 682,000	\$ -	\$ 682,000	\$ -	\$ -
	Sub-total			\$ 682,000	\$ -	\$ 682,000	\$ -	\$ -
Total				\$208,900,900	\$ 15,650,000	\$ 138,390,900	\$ 8,500,000	\$ 46,360,000