Tewin Community Financial Implementation Plan

City of Ottawa

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Prepared by:

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1. INTRODUCTION

Tewin is a once-in-a-generation city-building project that will transform land in southeast Ottawa into a sustainable, connected, and complete community founded on Algonquin values, becoming home to upwards of 58,500 residents. The Tewin Major Landowners, consisting of the Algonquins of Ontario Realty Corp., the Taggart Group, and Caivan, is committed to developing a diverse range of housing options to play a significant role in solving Ottawa's housing supply problem, helping the City meet its target of building 15,000 homes a year.

The community design and development processes embody Algonquin teachings, with a vision to create a healthy, respectful, sustainable, and earth-connected new community. The planning and design of the new Tewin community employs the One Planet Living (OPL) framework, an internationally recognized sustainability model. From the start, Tewin has committed to best practices in sustainable design and smart growth, ensuring the cost-efficient delivery of housing that aligns with Federal, Provincial, and City directives.

Central to the planning of this generational community is the provision of infrastructure and services that are cost-efficient for new residents without burdening the existing taxpayers or the City of Ottawa. "Tewin pays for Tewin" is a principle of equity and fairness that ensures that those who benefit from the provision of services are responsible for their proportionate share of costs. This responsibility extends to funding the delivery of projects and programs in the same fair and equitable manner.

Keleher Planning & Economic Consulting Inc. (KPEC) was retained by the Tewin Major Landowners to assist in the preparation of this Financial Implementation Plan, receiving input from Tewin's team of professional consultants and the Tewin Major Landowners. This Plan identifies major capital projects and public services required to service the Tewin community and proposes appropriate funding strategies to deliver these services as the new community develops. The capital projects are to be funded in accordance with the provincial *Development Charges Act* and best practices in the City of Ottawa, abiding by the City's Development Charge By-Laws and aligning with current Local Service Guidelines. As part of the development of the funding strategy, preliminary details of capital projects and services are provided based on the Tewin Secondary Plan and supporting studies, including general project scope, location and timing, beneficiaries, and general allocation principles where appropriate. As part of the funding strategy, this Plan identifies opportunities and alternatives for capital funding for services delivered through the Tewin development. Understanding that the proposed infrastructure needed to service Tewin will largely become City of Ottawa-owned and operated, the potential impacts to existing taxpayers of operating and maintenance costs are discussed.

It is anticipated that the review and approval of this Financial Implementation Plan will accompany the Tewin Community Design Plan and Secondary Plan to City Council for approval, with appropriate detail to support these high-level studies, including a roadmap for future work. Following Council approval, more detailed Area-Specific Development Charge Background Studies and accompanying By-Laws will be prepared, accompanied by an update to the City of Ottawa's Development Charge Background Study and associated By-Law, all for further City Council consideration and approval. This process allows for the right level of detail at the right point in the development process, where project details and cost estimates can be incorporated as planning for the Tewin community advances, aligned with the level of detail available at each stage of the *Planning Act* development approvals process. Figure 1 illustrates the conceptual process with which the level of detail available for review increases as the approvals process progresses.

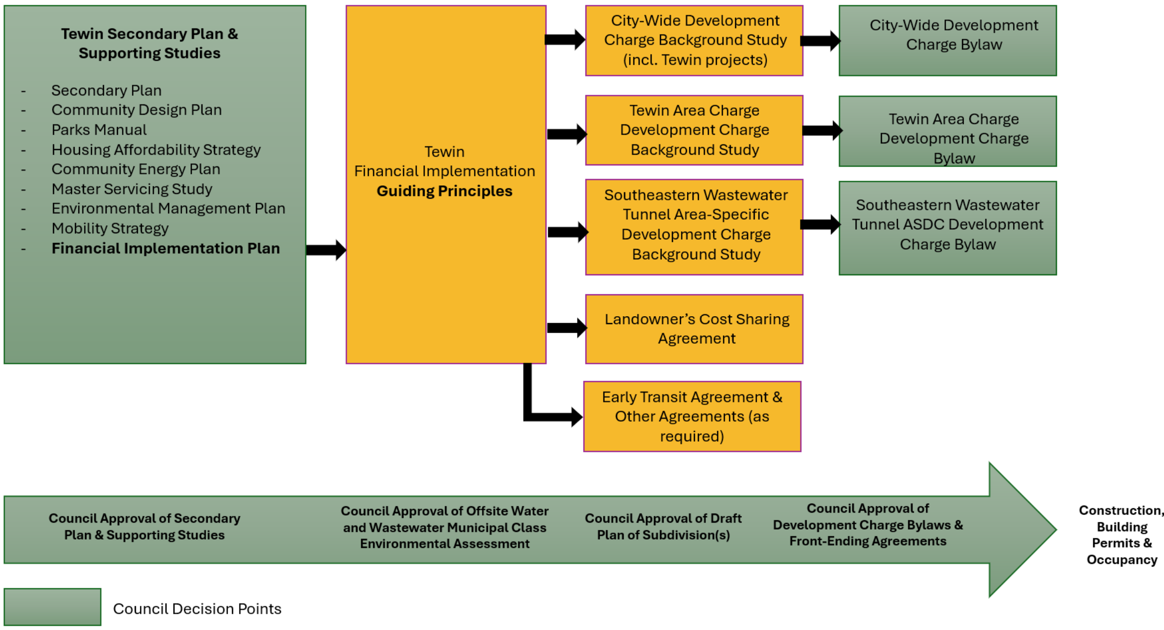

Figure 1. Tewin Approvals - Proposed Process Flowchart

This Financial Implementation Plan should be read alongside the following related planning documents:

- Community Planning and Design Report dated October 2025
- Master Servicing Study for Tewin Community dated June 2025
- Tewin Mobility Strategy dated November 2025
- Official Plan Annex 10: Tewin Community Design Planning Process and Studies
- Official Plan Annex 12: Principles for the Tewin Financial Memorandum of Understanding
- The Infrastructure Master Plan, Transportation Master Plan, and Official Plan as they pertain to Tewin

This Financial Implementation Plan has been prepared at a time when Municipal, Provincial, and Federal governments are all actively considering several ways to reduce the Development Charge burden on new homes to address the housing affordability crisis. Tewin Landowners strongly support such initiatives, with Tewin representing a unique & strategic area for infrastructure investments to unlock housing supply at a meaningful scale in Ottawa. In the absence of any formal initiatives at this time, this Financial Implementation Plan has been prepared using current City of Ottawa Development Charge practices – however, this should not be interpreted as detracting from the urgent calls for strategic infrastructure investments and reductions to Development Charges to help solve Ottawa's housing supply problem.

1.1. Background

The City of Ottawa's Infrastructure Master Plan (IMP) serves as a Municipal Class Environmental Assessment (MCEA) – Approach 1 document, providing a high-level servicing strategy to support the City's Official Plan horizon to 2046 and identifying projects for inclusion in long-range financial plans and development charges. For Tewin, the IMP establishes the preliminary framework for major water, wastewater, and stormwater infrastructure, identifying policies, preferred corridors, capacities, and cost estimates. The IMP contemplates general phasing to accommodate growth. As the IMP functions at a conceptual planning level, all projects identified within or serving the Tewin area are expected to require further study by means of Master Servicing Studies, Municipal Class Environmental Assessments, and/or functional design processes. These future studies will confirm alignments, sizing, timing, phasing, and cost responsibilities consistent with the IMP's strategic direction.

The Transportation Master Plan (TMP) serves a similar role as the IMP but for the City's planning, development, and operations of both active and vehicular transportation and transit. Following the MCEA process, the TMP aims to implement Official Plan objectives through policies and a capital infrastructure plan up to 2046. The TMP identifies transit network projects and road projects that benefit Tewin, identifying policies, preferred corridors, and cost estimates. The TMP projects are conceptual, so further studies are required to be completed for the recommended transit and road projects prior to their construction.

Annex 10 of Ottawa's Official Plan establishes the planning and technical framework for developing the new Tewin community. Its purpose is to ensure that Tewin's design and growth are based on sound studies, coordinated infrastructure planning, and environmental protection, among others. Annex 10 sets out a structured, evidence-based process that integrates land use, servicing, transportation, and ecological assessments to guide the creation of a complete, sustainable community. It also ensures that high-level planning and design work—such as the Community Design Plan, Secondary Plan, and associated studies—are advanced to appropriate detail before the typical development application process (e.g., Draft Plan of Subdivision) is undertaken.

Annex 12 of Ottawa's Official Plan complements this strategy by defining the financial framework under which the Tewin project will move forward. Its main purpose is to ensure the City faces minimal financial risk by requiring that the landowners fund, in an equitable manner, the infrastructure and applicable service needs for Tewin's development – this includes both capital and early operating costs. Annex 12 outlines principles for how costs will be shared, recovered, and phased through mechanisms like Area-Specific Development Charges (ASDCs) and front-ending agreements. In essence, Annex 12 ensures that "Tewin pays for Tewin"—that the project is financially self-sustaining, transparent, and aligned with City fiscal policy—while Annex 10 ensures it is well planned, integrated, and environmentally responsible.

In the development of any new community, services are paid for in a number of ways based on their classification. Major growth projects are funded by Development Charges (DCs), which are collected for every new residential and non-residential development within a pre-defined area. The purpose of collecting development charges is to pay for all growth-related infrastructure and growth-related services - including trunk sewers and watermains, arterial roads, and major transit infrastructure, police, and fire protection, among others. The threshold for what qualifies as DC-eligible is based on the City of Ottawa's Local Service Guidelines and associated DC By-Laws which are enabled by the *Development Charges Act*. These DC-eligible services are the primary subject of this Financial Implementation Plan.

Infrastructure that does not qualify as DC-eligible is generally that which is internal to a development and clearly defined as 'local service' in the City of Ottawa's Local Service Guidelines– these could include local roads, wastewater sewers and watermains below a certain size, stormwater facilities, and local parks. The costs of local services are the responsibility of the developer and do not impact on the development charges payable by new development. Tewin's Local Services are identified later in the Plan.

It is notable that upcoming regulations associated with Bill 17 and Bill 60 may further refine Local Service Guidelines. Future DC Background Studies would be expected to reassess projects in accordance with the regulations in force at that time. In addition, the treatment of land values under the *Development Charges Act* is being reconsidered. This Financial Implementation Plan has been prepared using similar methodologies to the City's 2024 Development Charge Background Study, reflecting the current legislative framework.

Servicing and transportation infrastructure is typically conveyed to the City of Ottawa once it is completed and in service. The maintenance, operating, and replacement costs for this infrastructure becomes the responsibility of the City, and these costs are funded through property taxes, rates or user fees collected from both residential and non-residential uses. Property taxes, rates or user fees do not pay for growth; however, it is important that the property taxes, rates and user fees generated by new growth are able to support the ongoing maintenance and replacement costs of the related infrastructure.

In summary, the purpose of this Financial Implementation Plan is to:

a) Confirm a preliminary baseline for population and employment forecasts associated with the development within the 2046 planning horizon, but also beyond 2046;
b) Provide preliminary guidance on the proposed timing of the infrastructure projects;
c) Define which on-site and off-site infrastructure projects are eligible for development charge funding and which remaining services will be provided at the expense of the developer as local services;
d) Suggest capital financing alternatives; and,
e) Consider potential impacts on existing taxpayers over the planning horizon.

1.2. Subject Lands and Future Development Area

City of Ottawa Council expanded the urban boundary to include the Tewin Lands through the approval of the current Official Plan and its associated Schedule C17. Within Tewin's broader Future Neighbourhood Overlay Full Study Area shown in Figure 2, approximately 445 hectares of net developable area are subject to the Secondary Plan, where the overlay designation will be lifted. These 445 hectares of net developable land are referred to throughout this report as the Urban Boundary Expansion Lands ("UBE Lands"). The UBE Lands are comprehensively defined in the Community Planning and Design Report and are bounded by Leitrim Road to the north, Ramsayville Road to the west, and extend east and south. The UBE Lands are projected to achieve full build-out by 2046, with the remaining portions of the Full Study Area expected to be developed post 2046 should Council direct additional urban expansion in this area. The remaining portion of the Full Study Area, beyond the UBE Lands, are defined in this Financial Implementation Plan as Tewin Post-Period Lands.

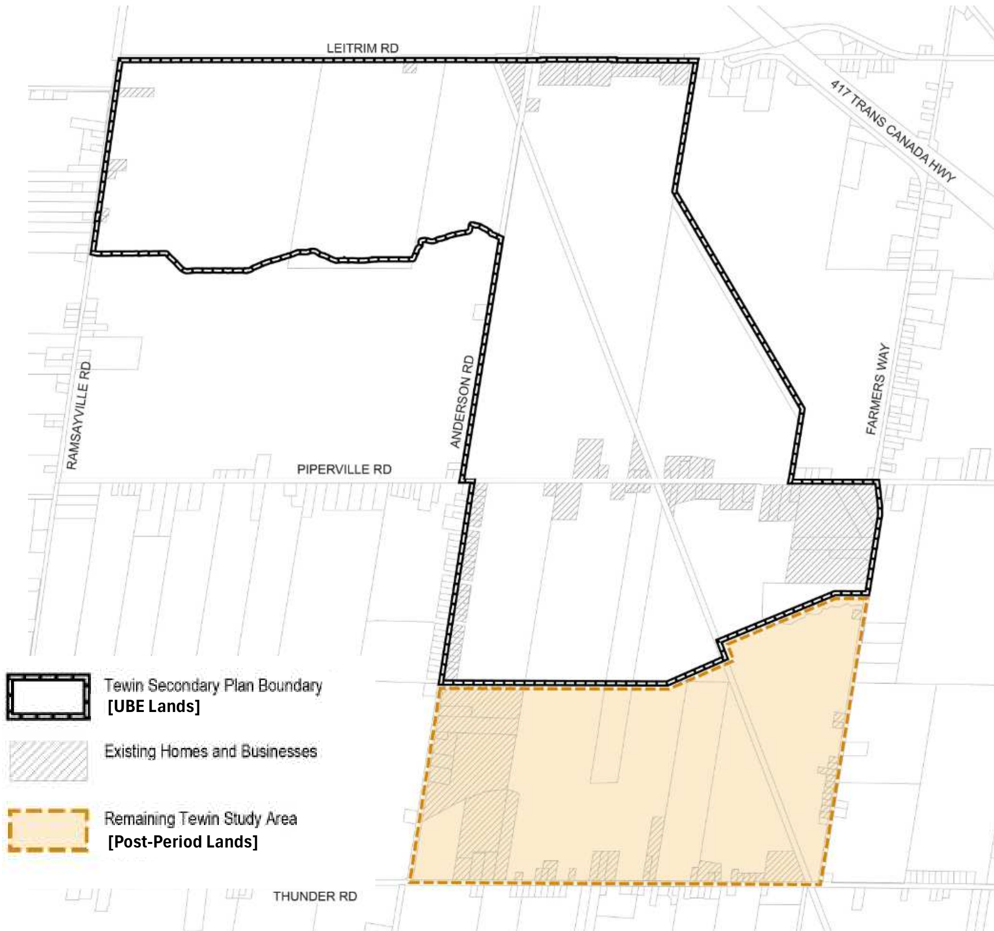

Figure 2. Tewin Study Area

Although no additional lands surrounding Tewin have yet been brought into the urban boundary, the scale and sizing of infrastructure identified in the City's IMP indicates that significant long-term growth is anticipated in southeast Ottawa beyond the 2046 horizon. The lands that are projected to benefit from this long-term growth will be refined through future Official Plan Amendments and urban boundary expansions.

For example, the IMP recommends a large regional 1500mm dia. sanitary tunnel in the southeast area of the City that has significant capacity, including capacity for projected growth to the year 2101. This infrastructure is expected to ultimately service an area such as that depicted in Figure 3 as the potential Tunnel Benefitting Lands, with the service area being confirmed as part of a City-led Municipal Class Environmental Assessment process. See Section 5 for additional details.

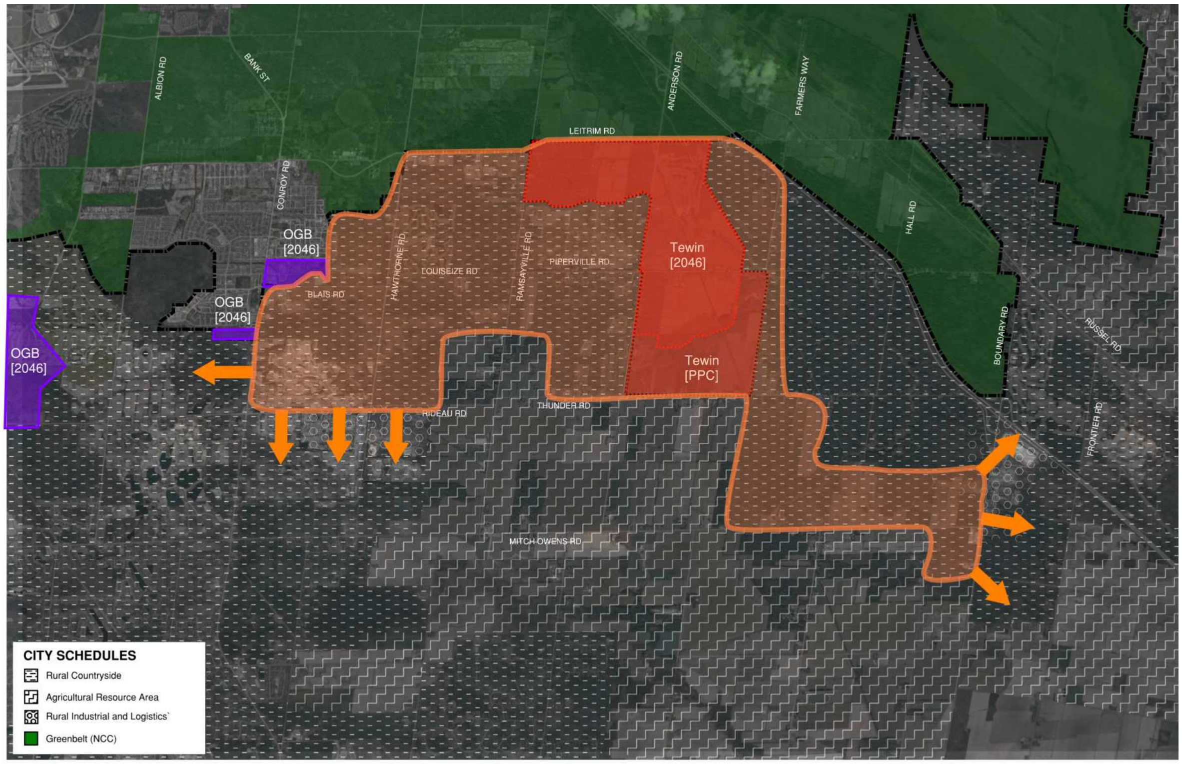

Figure 3. Potential Tunnel Benefiting Area [To Be Confirmed via Municipal Class Environmental Assessment]

For the purposes of this Financial Implementation Plan, the 2046 planning horizon defines the limit of in-period growth (the UBE Lands), consistent with the City's Development Charge Background Study and Official Plan forecasts – therefore, only the UBE Lands will be considered as the in-period benefiting area. Infrastructure required to accommodate development within this planning horizon is considered DC-eligible to the extent it benefits in-period growth. Infrastructure that provides capacity for development expected to occur beyond 2046 constitutes Post-Period Benefit (PPB), and although the PPB costs are also DC eligible costs, those costs are deducted from current DC recoveries in accordance with standard DC rate calculation practices. The Full Study Area outside of the Urban Boundary Expansion Lands and the Tunnel Benefitting Lands are therefore considered to receive a PPB from select services and will pay their proportionate share once infrastructure and DC planning horizons extend beyond 2046 to include some or all these lands.

2. TEWIN POPULATION AND EMPLOYMENT FORECAST

Tewin's Full Study Area is planned to accommodate approximately 51,500 to 58,500 residents along with upwards of 8,000 jobs, and will serve as a model for healthy, innovative, and integrated development. Future planning applications will refine population and employment estimates for the Tewin community, which may in turn inform future development charge background studies. Background studies are also to be reopened periodically through the buildout of the community to ensure appropriate forecasting and adequate recoveries from development charges, and reconcile any differences from initial estimates and ultimate actual development yields and capital costs.

In parallel to Tewin's Community Design Plan and Secondary Plan processes, Tewin is a party to the City of Ottawa-led Municipal Class Environmental Assessments for offsite water and wastewater infrastructure, which may refine growth projections to be carried for areas related to but outside of the Full Study Area Lands. For the purpose of this Financial Implementation Plan, population and employment projections have been derived from the IMP for water and wastewater projects servicing areas beyond the Full Study Area, and are detailed in the respective sections below.

2.1. Tewin Growth Forecast - Population

The UBE Lands are planned to be developed starting around 2029, with full build-out by 2046, and are expected to support approximately 2,230 people per year in population growth. A straight-line pattern of growth has been assumed over the period of 2030 to 2046 for demonstration purposes in the Financial Implementation Plan. It is anticipated that the full Study Area could continue at a similar level of growth beyond the 2046 planning period to full build-out. For the purposes of this Plan, only the UBE Lands will be considered as the in-period benefiting area. **Table 1** below demonstrates Tewin's anticipated population for in-period to 2046 and post-period, after 2046. Population is converted to single-dwelling unit equivalents (SDUs) for presentation purposes, namely, to simplify the calculation of and any comparisons of anticipated development charges.

Tewin Area Designations	Population[1]	Single Dwelling Unit (SDU) Equivalents[2]
UBE Lands (2046)	35,700	10,500
Tewin Post-Period Lands (PPB)	16,100	4,735
Total Tewin	51,800	15,235
1. Populations per Table 4 on Page 173 of Community Planning and Design Report. 2. Single Dwelling Equivalents based on 3.40 PPU.		

Table 1. Tewin Population Forecast.

It is important to note that the population estimates and SDU applied in this Financial Implementation Plan take a conservative approach in aligning with the minimum expected development at Tewin. The Tewin Community Design Plan and Secondary Plan establishes minimum density requirements within Tewin[1], which will ensure the population base to support the proposed infrastructure will be realized.

2.2. Tewin Growth Forecast - Employment

For financial planning purposes, employment growth has been assumed to begin in 2035 and growing in a straight-line manner until 2046. **Table 2** below demonstrates the anticipated employment growth and equivalent number of single-dwelling units associated with the demands of employment-related development, to put population and employment growth on standardized terms for ease of analysis. The employment projections carried in this Financial Implementation Plan take a conservative approach in aligning with Tewin's retail market study[2], which are lower than

[1] Refer to Table 2 of the Community Planning and Design Report for densities requirements by Community Component.
[2] CBRE report on Tewin Community prepared 2025.

historic employment trends typically applied in Ottawa's development charge background studies. This ensures that an employment base to support the proposed infrastructure will be realized.

Tewin Area Designations	Employment	Single Dwelling Unit Equivalents[1]
UBE Lands (2046)	5,700	1,189
Tewin Post-Period Lands (PPB)	2,500	522
Total Tewin	8,200	1,711
1. Single Dwelling Unit Equivalents based on City standard 50m^2 FSW factor and IMP service demand assumptions (28 m^3/ha/day) for water design demands.		

Table 2. Tewin Employment Forecast.

3. CLASSIFICATION OF INFRASTRUCTURE AND FUNDING MECHANISMS

The *Development Charges Act* directs what and how municipal services can be funded through development charges. The City of Ottawa's Development Charge By-Laws and Background Studies establish details of services to be funded, and identify projects known to the City at the time of study for purposes of determining the City's DC rates, with the DC rates determined based on the estimate of average capital costs for the various services needed by anticipated development. The DC Background Studies also provide details regarding how development charges will be collected and administered.

The Tewin community is proposed to fit into the City's existing development charge framework and development will pay the City-wide component of applicable development charges, as determined through regular DC By-Laws and future updates. **Appendix A** contains a breakdown of the development charge applicable to the Outside Greenbelt area ("OGB") by infrastructure component, including examples of projects funded through each area-specific and City-wide component – this is a useful tool to understand the current context of development charges within the City of Ottawa.

Infrastructure within and related to the new Tewin community will be funded in accordance with the *Development Charges Act* and the City's current Local Services Guidelines, resulting in the following proposed funding sources:

1. The City-wide development charge program with Tewin-related projects added.
2. A newly established Tewin Area Specific Development Charge (ASDC) in the City's DC Bylaw, for infrastructure projects benefiting Tewin only. *[For clarity, this is contemplated as a new area charge for Tewin that does not overlap with Inner Greenbelt, Outside Greenbelt, or Rural area charges.]*
3. A newly established Southeastern Wastewater Tunnel Area Specific Development Charge (ASDC) for infrastructure benefiting a large potential growth area in the vicinity of Tewin and Leitrim/Findlay Creek. *[See Section 5 for additional details.]*
4. Local services paid for by private developers.

As noted, the Tewin ASDC is contemplated to function in the same way as the existing Outside Greenbelt Area Specific Charge, without overlap. This aligns with Annex 12 of the Official Plan that specifies that "infrastructure projects associated with the Tewin development will be covered by the Tewin ASDC, rather than the Outside Greenbelt (OGB) Development Charge".

Some infrastructure is proposed to be front-ended by the Tewin Landowners with recoveries from Development Charge credits or prompt receipt of Development Charge payments from benefiting areas. **Table 3** below summarizes the funding mechanisms which development within Tewin will participate. Details on proposed infrastructure and services related to the Tewin community are provided below, and in Schedules A to G. All development within Tewin will pay the City-wide component of applicable development charges, as determined through regular DC By-Law and Background Study updates, in the same manner other areas of the City contribute, such as Inside Greenbelt or Outside Greenbelt. Tewin is proposing that some DC-eligible projects will be added to the City-wide DC for Public Transit and Roads & Related Services, consistent with the approach for all growth areas in the City.

	Infrastructure / Service	**City-wide DC**	**Tewin ASDC**	**Local Service**
1	Water	X	X	X
2	Wastewater	X	X	X
3	Transit	X	-	X
4	Roads & Related	X	X	X
5	Library	X	X	-
6	Recreation Facilities	X	X	-
7	Protection (Police)	X	-	-
8	Protection (Fire)	X	X	-
9	Ambulance	X	-	-
10	Parks Development	X	-	X
11	Corporate Studies	X	-	-

Table 3. Tewin Infrastructure Funding Methods.

4. WATER SERVICING

The 2024 Infrastructure Master Plan (IMP) includes water projects with capacity for in-period and post-period (post-2046) demand projections for Tewin and the South Urban Community (SUC), which is within the Outside Greenbelt (OGB) area.

The Tewin Master Servicing Study proposes a phased infrastructure approach to service in-period Tewin and SUC demand, with opportunities for future expansion to service the IMP's planned post-period growth areas and related demand. While the IMP projects have Class D cost estimates totaling $392.3M[3] and would be constructed prior to 2030, the phased projects per the MSS are expected to cost $116.3M and would be constructed by 2030, with an additional $189.8M to be constructed in phases with projects anticipated for 2031 - 2046 and post-2046. The total cost estimate of the proposed phased projects is $306.1M[4], providing the equivalent max day demand as the IMP projects. The cost estimates and anticipated timing are presented in **Schedule A**, and would

[3] Class D estimate from IMP Table 15-1 with minor adjustments.

[4] Class D estimate prepared by DSEL and supporting subconsultants.

be confirmed through future design work and studies. Consistent with the IMP and Council direction[5], a phased approach reduces the current capital burden on SUC and Tewin residents, extends the overall lifecycle of the infrastructure, as well as strategically postpones some operating and maintenance costs to taxpayers to better align with growth. **Schedule A** provides further analysis of the benefits of the phased approach. For demonstration purposes for this Financial Implementation Plan, **Table 4** depicts the first phase of projects required to service Tewin and support the SUC. Project details and cost estimates are expected to be confirmed as part of a City-led Municipal Class Environmental Assessment process, with DC Background Studies and By-Laws updated accordingly.

Project	**Anticipated Timing**	**Gross Cost Estimate**	**Recoveries from OGB**	**Tewin Net Cost**
Phase 1 2C-OGB Water Feed [750mm dia]	2029-2034	$ 39.24M	$9.79M	$29.45M
Phase 2 2C-OGB Water Feed [750mm dia]	2029-2034	$ 19.09M	$4.76M	$14.33M
Bi-Directional Water Feed [750mm dia] *Option 1	2029-2034	$ 25.38M	$23.42M	$1.96M
Pump Station & Reservoir (Tewin Day 1)	2029-2034	$ 32.59M	$0M	$32.59M
		$ 116.30M	**$37.97M**	**$78.33M**

Table 4. Water DC-Eligible Projects

The following approach is proposed for the design, construction, and financing of the proposed water servicing solution for the UBE Lands:

1) The Tewin Landowners will be responsible for design & construction, front-ending a potential total cost of $116.30M dollars on an as-needed basis, representing the sum of four discrete projects listed in **Table 4** for the benefit of the SUC and the UBE Lands.
2) The Tewin Landowners will be entitled to a recovery of $37.97M dollars from OGB Development Charges as soon as allowable under City policies - for example, at the time of the approved Front Ending Agreement or immediately upon satisfactory completion and inspection of the infrastructure from the City of Ottawa.
3) The outstanding balance of the front-ended work will be continuously off-set by the Tewin ASDCs collected/credited for its proportionate share of water projects by new development within the UBE lands, and as required from OGB DCs not yet collected upon completion of the front-ended works.

The proposed detailed mechanism for recovery within the UBE lands is that the front-ending developers would receive DC credits for the work they perform under the water DC category, or be guaranteed 30- to 60-day repayment from the City Development Charges.

[5] October 30, 2024: *Staff be directed to support identification of day one water and wastewater projects to service the Tewin lands identified within the current urban boundary, while ensuring that the IMP solutions that service beyond the 2046 planning horizon are not precluded in the future.*

It is notable that the IMP includes water projects comparable to the above, and DCs are already being collected from OGB for the allocated proportion of costs.

The allocation of costs for the proposed phased water infrastructure will be guided by the principle of proportionate demand and fairness. Each component—such as trunk mains, pumping stations, and reservoirs—will be assessed individually, since the geographic extent and timing of benefiting areas may differ. The cost of each component will be allocated according to the relative demand it serves, recognizing the benefit to existing, in-period growth, and post-period growth. For clarity, this approach aligns with the Flow Ratio Approach as outlined in the IMP's Appendix H – Method for Calculating Benefit to Existing.

For demonstration purposes, the proposed phased infrastructure, with front-ending of the first phase of water infrastructure by Tewin Landowners, would result in an ASDC of approximately $6,134 per SDU within the UBE Lands. Development outside of Tewin UBE Lands that benefits from the proposed water infrastructure would pay on average $5,209 per SDU, based on the financial principles noted above.

5. WASTEWATER SERVICING

The City IMP, supported by the Wastewater Master Plan, proposes wastewater servicing infrastructure for the Tewin Community via a 1500mm diameter ultimate gravity sewer, extending from Tewin to the South Ottawa Tunnel, with a Class D cost estimate of $205M[6]. The IMP identifies this ultimate gravity sewer as providing capacity for growth to the year 2101, supporting a population of approximately 110,000 people and 14,000 jobs[7]. The in-period population and employment growth for the UBE Lands are 35,700 and 5,700, respectively. As demonstrated in **Appendix B**, the capacity of a 1500mm diameter pipe far exceeds the peak wet weather flow projected in the IMP[8], and may support peak wet weather flows of up to 192,000 people and 30,000 jobs.

Fiscal restraint in budgeting, strategic and fair use of Development Charges, and prudent planning for an abundance of housing supply are all salient City policies. Planning for infrastructure appropriately sized to support development of the UBE Lands, representing approximately 16 years of dense urban growth, is a fiscally responsible and technically efficient way to unlock urgently needed housing supply in Ottawa, while enabling future large-scale growth without undue financial risk to the public or to private industry. The 2025 Tewin Master Servicing Study lays out a technically feasible solution for wastewater services to Tewin and future growth areas, phased to deliver capacity over time as growth occurs. **Schedule B** details the financial considerations that align capital expenditures with projected growth, fulfilling Council direction that:

> *October 30, 2024: Staff be directed to support identification of day one water and wastewater projects to service the Tewin lands identified within the current urban boundary, while ensuring that the IMP solutions that service beyond the 2046 planning horizon are not precluded in the future.*

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[6] Source: IMP Table 15-1 for Tewin – Wastewater project.
[7] Sum of IMP Table 8-3 and Table 8-4 for Future Population and Future Employment projections.
[8] Reference **Appendix B** for calculation of maximum capacity of the IMP-proposed tunnel.

The Municipal Class Environmental Assessment and functional design exercise for the above-noted wastewater services, being initiated by the City of Ottawa, is expected to further refine the recommended early-phase and ultimate wastewater project details, carefully balancing technical requirements, fiscal prudence, and development needs. For the purpose of this Financial Implementation Plan, the Tewin team is carrying the following conservative assumptions for DC-eligible sanitary infrastructure projects, which may be optimized in the future, affecting associated cost estimates and timing estimates:

Project	**Timing**	**Gross Project Cost (2025)**	**Projects Funding Through ASDCs**
Phase 1 – Pump Station and Related Sewers	2027-2029	$101.2 M[9]	-Pump station within Tewin Community -Dual Forcemain and gravity sewer from Pump Station to Green's Creek Collector -Connection to Green's Creek Collector
Phase 2 – IMP Proposed Ultimate Gravity Sewer	Post-2046	$235.9 M[10]	-The IMP-proposed ultimate gravity sewer from the Tewin boundary to the South Ottawa Tunnel[1]
Note: Upgrades to the South Ottawa Tunnel, Walkley Chamber, or ROPEC may be required to accommodate additional flows projected at a city-wide scale – these would be added as City-wide or other DC projects.			

Table 5. Sanitary DC-Eligible Projects

The Phase 1 and Phase 2 sanitary projects are proposed to be funded through a Southeastern Tunnel ASDC, with cost allocation to the benefiting areas proportionate to the forecasted use of the ultimate available capacity. The benefiting area, defined in **Schedule B**, will be that which is generally serviceable by the design capacity of the Phase 2 - Ultimate Gravity Sewer. The Tewin Landowners will front-end the Phase 1 project, with development charges credited within the Tewin UBE Lands under the wastewater DC category or guaranteed 30- to 60-day DC repayment from the City until the front-ended works are fully recovered.

The City will establish gating policies in the Tewin Secondary Plan and other mechanisms, such as Development Charge By-laws, to ensure that any of the Phase 1 or Phase 2 benefiting areas contribute proportionately to the Southeastern Tunnel ASDC based on flow. **Schedule B** demonstrates that excess Southeastern Tunnel ASDCs are anticipated to be available for Phase 2 when the Tewin UBE Lands are built out.

For demonstration purposes, a single Southeastern Tunnel ASDC to fund the phased implementation of Phase 1 and Phase 2 sanitary infrastructure is anticipated to be $7,632 per SDU.

6. ROADS AND RELATED SERVICES

The Roads and Related Services DC-eligible projects, as details in the Tewin Mobility Strategy and listed below in **Table 6**, are proposed to be funded through the City-wide DCs, through inclusion in the future DC Background Studies. This aligns with Annex 12 of the Official Plan, which states that the City-wide DC will be used to fund the cost of eligible arterial road projects, and the draft 2025

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[9] Reference to DSEL's Pricing, per Schedule B
[10] Reference to DSEL's Pricing, per Schedule B

Local Service Guidelines for transportation projects. As detailed in **Schedule C,** the City-wide DCs generated by the UBE Lands will exceed the budgeted cost of the proposed Tewin-related projects.

Project	**Timing**	**Gross Project Cost (2025)**
Leitrim Road Realignment (at Ramsayville)	2029-2046	$15.7M
Anderson Road Realignment (at Piperville)	2029-2046	$14.5M
Anderson Road and Leitrim Road Intersection with Urbanization	2029-2039	$9.8M
Anderson Road and Mobility Spine with Urbanization	2029-2039	$5.7M
Anderson Road and Hwy 417 Access Improvements	2029-2046	$4.3M
Eligible Arterial to Collector and Major Collector to Major Collector Intersections (x18)	2029-2046	$44.9M
Note: Ramsayville Intersection Improvements @ Leitrim and Mobility Spine are carried within Public Transit projects.		

Table 6. Roads & Related Service DC-Eligible Projects

Acknowledging that the OGB and Rural areas of the City of Ottawa pay their proportionate share of City-wide growth-related intersection projects, it is proposed that Tewin will do the same via a Tewin ASDC for Roads and Related Services. The Tewin ASDC will be calculated based on the UBE Lands and may use anticipated Vehicle Kilometers Travelled (VKT) as a metric for establishing proportionate share, to mimic the methodology used in the City's recent Development Charge Background Studies. It is notable that Tewin requires no road widening projects and limited intersection improvement projects and will therefore decrease the burden on OGB and Rural payers by providing a surplus of funding through an increased ratepayer base. For demonstration purposes, using a placeholder of 13% to represent UBE Lands' potential proportionate share, a Tewin ASDC of approximately $1,146 per SDU would be sufficient based on the current DC Background Studies.

All other road costs, including construction of the mobility spine's currently contemplated road cross section, will be borne by the developer, in line with the City's current Local Service Guidelines.

7. PROTECTION (FIRE) SERVICES

Through Tewin's integrated planning process, City stakeholders have identified that one (1) fire station facility will be required within the UBE Lands, and a second facility will be required outside the UBE Lands within the Tewin Post-Period Lands. The anticipated costs for these facilities are planned to be in line with the City of Ottawa's historic service levels.

Fire protection services and related facilities and equipment within the UBE Lands are development charge eligible and as such are proposed to be funded through a Tewin ASDC and built by the City of Ottawa. For demonstration purposes, as demonstrated in **Schedule D**, a Tewin ASDC of $1,097 per SDU is sufficient to fund the required facility for the UBE Lands.

8. PUBLIC TRANSIT

The City's TMP proposes a set of transit improvements to benefit growth in the southeast sector of the City, including the Conroy Bus Lane project to benefit growth in Findlay Creek, Tewin, and surrounding areas. As stated in Official Plan Annex 12 and in **Table 7** below, the City-wide DC will be utilized to pay for the costs of transit works servicing the UBE Lands. This is also consistent with the January 2026 Amended DC Background Study, where public transit is calculated on a City-wide basis. As such, the listed projects are proposed to be added to future City-wide DC background studies. **Schedule E** further demonstrates that Tewin's inclusion in the City-wide DC provides sufficient funding for Tewin's share of its related projects.

All transit services to Tewin have been planned so they can be operated by OC Transpo as part of their regular system. As Tewin is planned to be a sustainable and transit-oriented community, one of the commitments of the Tewin Landowners is to provide a Day One Transit Service, which will provide residents with bus service during the initial phase of development, much earlier than would typically be provided within new communities. The OC Transpo operating costs during this early servicing period will be funded by the Tewin Landowners Group through terms established in a future Early Transit Service Agreement. General principles of the Early Transit Service Agreement are expected to be advanced through a Memorandum of Understanding or similar document that elaborates on the principles already contained in Annex 12.

Category	Project	Anticipated Timing	Cost Estimate (2025)
Public Transit	Conroy Road Bus Lanes	2039-2046	$130M
Public Transit	Leitrim Transit Priority Corridor	2029-2039	$6.9M[11]

Table 7. Public Transit DC-Eligible Projects

9. RECREATION FACILITIES

There are three recreation facilities proposed within the Tewin Full Study Area, with two located within the UBE Lands and the third beyond the 2046 planning horizon but within the Full Study Area. One facility within the UBE lands is a community centre, expected to be funded through a Tewin ASDC. The other facility within the UBE lands is the community recreation centre. Through consultation, the City has identified that the recreation centre would likely include an indoor aquatic facility, two indoor ice surfaces, and a gymnasium – typical amenities for larger City-wide benefiting complexes. As such, the recreation centre is proposed to be funded through the City-Wide Development Charges as would be the case for other large-scale recreation facilities that will form part of the City-wide network of recreation programming. The facilities, as proposed, are expected to meet the City of Ottawa's historic level of service.

As previously noted, these facilities will be funded through a Tewin ASDC and the City-wide DC as appropriate and are expected to be built by the City of Ottawa. **Schedule F** demonstrates the ability

[11] In the Jan 9, 2026 Draft DC Background Study, the City is recategorizing similar transit priority corridors – removing from Transit category and adding to Roads and Related category. For the purpose of this Financial Implementation Plan, these costs have been maintained in the transit category, to simplify comparison to existing Development Charges.

for growth within the Tewin community to fund the community centre and an appropriate share of the recreation centre. Cost estimates are expected to be refined through future DC Background studies and By-Laws. For demonstration purposes, an approximate Tewin ASDC of $1,705 per SDU would mirror the contribution of other suburban areas and be sufficient to fund the community centre.

10. LIBRARY

One library facility is proposed within the UBE Lands which will service the Full Study Area. The facility will be funded through a Tewin ASDC established through future DC background study and by-law, but will be planned to provide facilities in line with the City's historic level of service. The library facility will ultimately be built by the City of Ottawa. For demonstration purposes, **Schedule G** demonstrates how a Tewin ASDC of approximately $1,132 per SDU is expected to be sufficient to fund the planned facility.

11. PARKS DEVELOPMENT & OPEN SPACES

The City of Ottawa considers Urban Parks and District Parks as projects in the development charge capital program, with all other park facilities deemed to be a developer funding responsibility. The Tewin Study Area does not propose any Urban or District Parks, and as such all facilities will be considered local services and will be funded by private developers with land dedicated and constructed through typical *Planning Act* processes.

The ecological corridor at Tewin, which includes natural heritage features and the natural heritage system, may be conveyed to the City at no cost, with land dedicated through typical *Planning Act* processes where required.

12. STORMWATER DRAINAGE

The Tewin community outlets stormwater into two existing watersheds as depicted in the Tewin Environmental Management Plan and Master Servicing Study: Ramsay Creek to the north of Leitrim Road, and a Bear Brook tributary east of Farmer's Way. To ensure these outlets are suitable for the long-term, select improvements may be proposed through adjacent planning processes, including a *Drainage Act* application process, a *Federal Land Use, Design, and Transaction* process, and requested access and maintenance agreements. The cost of any necessary improvements or access agreements is planned to be borne by the Tewin Landowners, however, as the planning process advances it may be appropriate for a Tewin ASDC to fund the costs of improvements. The capital cost of all proposed stormwater management facilities within the Tewin UBE Lands are to be borne by the Tewin Major Landowners.

13. TEWIN'S IMPACTS ON TAXPAYERS AND RATEPAYERS

All of the capital projects related to Tewin are funded through City-wide development charges, area-specific development charges, or are paid for by the developer as local services. Typical to all areas within the City of Ottawa, the operating, maintenance and replacement costs of all public services and infrastructure within the Tewin Study Area will be funded through user fees, rate-funding or property taxes calculated and applied on a City-wide basis.

Tewin's servicing and transportation infrastructure projects nest strategically and efficiently within the broader City networks, specifically leveraging existing long-term wastewater, transit, and transportation capacity that has already been built into these systems. It is notable that Tewin is in close proximity to two existing Highway 417 interchanges, which, together with the existing network of concession roads, will support Tewin's growth without requiring any major road widenings.

Due to the density requirements advanced for Tewin, the cost of maintaining infrastructure is expected to be lower on a per capita basis than in historical suburban development. The Tewin community design has been specifically crafted to encourage higher proportions of apartments and other multiple-dwellings buildings than historical suburbs in Ottawa, so that per capita delivery, operating, and replacement costs for infrastructure are optimized. While additional costs will be generated to support higher-density development, the costs per capita would be less than current City-wide averages, and less than the anticipated revenues that would be generated through current City-wide mill rates and water/sewer rates. Specifically, average densities at Tewin are expected to be 65 - 80 units per net hectare (upnh), well exceeding the 36 upnh[12] requirement in Ottawa's Official Plan for greenfield growth, and more closely aligned with the densities associated with policy targets for the inner urban transect. Beyond efficient servicing, this compact urban form also offers direct benefits to property tax revenues per developable hectare, ensuring no undue financial impact to the City or taxpayers in the long term.

Specific to wastewater - similar to existing pump stations and wastewater networks in other areas of the City, including but not limited to Kanata/Stittsville, Orleans, and Leitrim, operations and maintenance are generally paid for through property taxes. The wastewater pump station and related infrastructure proposed to support Tewin will be funded through typical mechanisms, however it is planned to be decommissioned when the second stage of the planned wastewater servicing solution is available. This limits the operating timeline, which will reduce maintenance costs and will eliminate capital improvements, unlike other areas of growth in the City that are expected to remain on pumpstation service in perpetuity.

For other infrastructure, including water services, roads, etc. - with respect to the impact on the existing taxpayers, the maintenance costs during the planning horizon will be lower than City averages, given the early-stage lifecycle of the infrastructure, and there will be no planned capital replacement of public services during the same planning horizon.

14. SUMMARY OF TEWIN DEVELOPMENT CHARGES

a) All development within the Tewin community will be required to pay the City-wide development charge, which is $45,854 per SDU effective April 1, 2025.

b) The addition of projects to the City-wide Roads & Related Services and Public Transit categories of development charges is not anticipated to increase the effective development charges, as the additional costs added to the DC rate calculation's 'numerator' are more than offset by the increase in anticipated development added to the DC rate calculation's 'denominator'.

c) All development within the Tewin community will be required to pay an ASDC equivalent to approximately $18,846 per SDU as of 2025 rates, as detailed in **Table 8.**

[12] Official Plan Table 3b, per Official Plan Amendment 46.

d) Any infrastructure not covered by the City-wide DC and/or the ASDCs is contemplated to be paid for by the developer as a local service.
e) The total combined City-wide DC and ASDCs anticipated for new residential development within Tewin is $64,700 per SDU in 2025 dollars.
f) Development within the UBE Lands will be cost-comparable to that within the Outer Greenbelt area which has a total development charge of $63,745 as of 2025.

Category	Tewin ASDC per SDU
Roads & Related Services	$1,146
Sanitary (Waste Water)	$7,632
Water	$6,134
Protection (Fire)	$1,097
Public Transit	n/a
Recreation Facilities	$1,705
Libraries	$1,132
Total Tewin ASDC per SDU	**$18,846**

Table 8. Tewin Area Specific Development Charges per SDU

15. CAPITAL FINANCING ALTERNATIVES

Ottawa's current practice to ensure growth pays for growth is through DCs for capital funding and through rate-supported and tax-supported long-range financial plans to address on-going operation and maintenance costs. As such, the Tewin Financial Implementation Plan has been structured according to this model. However, consideration of alternate models is acknowledged and welcomed, including Municipal Service Corporations or growth funding models, as supported by Bill 17.

Various municipalities across Ontario are considering or developing Municipal Service Corporations (MSCs) or growth funding models to deliver and maintain water and wastewater services to support significant growth. An MSC is a corporation established by a municipality under Ontario Regulation 599/06 of the Municipal Act, 2001, and it remains wholly owned by the municipality and is still subject to public accountability and municipal oversight. The MSC or growth funding model seems particularly beneficial for projects like Tewin's strategic water and wastewater services, with high initial investments and large service areas.

16. COST SHARING OF TEWIN INFRASTRUCTURE

Infrastructure considered as local services within Tewin are not funded through development charge mechanisms or the capital financing alternatives introduced above, rather they are paid for by developers within Tewin or the Tewin Major Landowners. Such services include mobility spine, rehabilitation and regeneration of the extensive natural and open space system, local roads and infrastructure, and Tewin-specific amenities like specific details for local parks, among others. These local services will be subject to cost-sharing agreements that developers within the Tewin Study Area will be required to participate in through the Secondary Plan and subsequent City gating processes. This infrastructure is constructed in line with City of Ottawa design guidelines and the Tewin Secondary Plan and is turned over to ownership of the City upon completion.

Cost-sharing agreements between developers within the Tewin Study Area are also expected to be deployed to cover financial responsibilities required by the suite of front-ending agreements noted in earlier sections of this report.

17. CONCLUSION

The proposed funding methods and financial schedules demonstrate that the UBE Lands can be developed in a fiscally responsible manner consistent with the cost of new development across the City of Ottawa. Tewin’s proposed financial implementation plan ensures "Tewin pays for Tewin", including through the City's existing development charge structure, with participation in the City-wide program and Area Charges/ASDCs. The relatively limited additional City-wide capital projects are expected to put downward pressure on the City-wide DC. The proposed Tewin ASDC will be ascertained through the ongoing planning processes being led by the Tewin Landowners and the City of Ottawa, culminating in Development Charge By-Laws and associated Development Charge Background Studies to be reviewed and approved by Council. This process will enable the cost-effective delivery of a balanced, dense new community, supporting the City of Ottawa’s short- and long-term housing objectives.

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