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MAYFIELD WEST PHASE 1 EXPANSION (STAGE 2)

Financial Impact Study

Caledon, Ontario

Prepared for **Argo Kennedy Limited.**

July 21, 2021



This document is available in alternative formats upon request by contacting:

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416-351-8585 (1-800-505-8755)



July 21, 2021

Mr. Aaron Wisson
Argo Kennedy Limited
4900 Palladium Way, Suite 105
Burlington, Ontario
L7M 0W7

Dear Mr. Wisson:

RE: Mayfield West Phase 1 Expansion (Stage 2) – Financial Impact Study (Caledon, Ontario)

urbanMetrics inc. (“urbanMetrics”) is pleased to submit this Financial Impact Study. This assessment has been completed in support of your Local Official Plan Amendment (LOPA) application for your lands immediately north of Mayfield West Phase 1, in the Town of Caledon. The purpose of this study is to identify the capital and ongoing operational impact to the Town arising from the proposed development. Based on our analysis, we have determined that the proposed development would generate a positive net financial benefit to the Town.

We appreciate the opportunity to conduct this assignment on your behalf and we look forward to discussing the results of our report with you.

Yours truly,
urbanMetrics

A handwritten signature in blue ink that reads "Rowan Faludi".

Rowan Faludi, MCIP, RPP, CMC, PLE
Partner
rfaludi@urbanmetrics.ca

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Executive Summary

urbanMetrics inc. (“urbanMetrics”) has been retained by Argo Kennedy Limited (“Argo”) to estimate the financial impact of the primarily residential development on the lands immediately north of Mayfield West Phase 1 (the “subject site”) on the municipal finances of the Town of Caledon. The current plan for the subject site proposes to include 1,282 residential units at full build-out. It is estimated that the project will accommodate approximately 4,260 residents, representing a new area of concentrated growth and activity in the Town of Caledon.

The purpose of this Financial Impact Study has been to quantify the net financial impact that the proposed development will have on the Town of Caledon. This is accomplished through calculating both one-time and ongoing financial benefit accruing to the Town, as well as the financial costs that the Town could incur to provide services to the future residents on site.

Based on our analysis, we have determined that the project will, on aggregate, **have a positive fiscal impact** on the Town of Caledon.

- The subject site could generate approximately **\$53.0 million** in development charge revenue for funding growth-related capital projects in the Town. Specifically, the project will contribute:
 - **\$27.2 million** in development charge revenue for roads and related;
 - **\$20.2 million** for parks and recreation;
 - **\$2.8 million** for fire protection services; and,
 - **\$2.8 million** in other development charges.

The proposed development will generate an additional **\$4.3 million** in one-time revenues through building permit revenues associated with the residential development on-site.

- To calculate the ongoing net municipal operating impact associated with the proposed Mayfield West Phase 1 expansion, we have calculated the revenues (property taxes, user fees, fines, charges, etc.) and municipal operating & replacement costs that would likely be incurred throughout the development of the community.
 - Based on this analysis, the proposed development is forecast to generate approximately \$5.0 million per annum for the Town of Caledon, when the project is fully built-out by 2041, increasing by 2% per year thereafter.
 - Similarly, based on this analysis, the proposed development is forecast to cost the Town of Caledon nearly \$3.3 million, per annum in municipal operating expenses, when the project is fully built-out by 2041, increasing by 2% per year thereafter, aside from the scheduled replacement of hard infrastructure, including roads and storm sewers.

- Based on this methodology, on an ongoing basis, the Mayfield West Phase 1 expansion is expected to generate a revenue surplus of approximately \$1.7 million per year at full build-out in 2041. The operating surplus identified will provide the Town of Caledon with an opportunity to upgrade or replace existing facilities or infrastructure throughout the Town without compromising existing or future municipal finances.
- In addition to this financial impact analysis, we have also reviewed the phasing of new development on the subject site in comparison to the availability of services such as fire protection and other community services such as library and recreation facilities. Based on the *Town of Caledon 2021 Development Charges Background Study Update*, new community infrastructure in Mayfield West, including the Mayfield Recreation Complex Expansion, the Mayfield West Facility 2, the Mayfield West 2 Library Branch, and the Mayfield West Fire Station (Station #310) are all anticipated to be developed between 2023 and 2026.
- The completion of these facilities will occur prior to the build-out of the Mayfield West Phase 1 expansion, which is anticipated to occur by 2041. Therefore, there is anticipated to be sufficient community services available to support the development of the community.

1.0 Introduction

urbanMetrics inc. (“urbanMetrics”) has been retained by Argo Kennedy Limited to estimate the financial impact for the lands immediately north of Mayfield West Phase 1. This predominantly residential community being proposed, hereafter referred to as the “subject lands” would be located south of Old School Road, and north of the currently designated Mayfield West Community, extending from Hurontario Road in the west to a creek running east of Kennedy Road.

1.1 Objectives and Approach

Argo Kennedy Limited recently acquired a portion of the subject site, and expects the lands to be brought into the Urban Boundary through Peel Region’s 2041+ MCR ROPA.

As part of the complete Local Official Plan Amendment, which will effectively be an amendment to the existing Secondary Plan – Mayfield West Phase 1, the Town of Caledon has requested that a Financial Impact Study be prepared to address the financial impact of development on the Town’s capital and operating budget. In addition, settlement expansions are required to be accommodated through a municipal comprehensive review, which requires among other studies, an analysis of fiscal impact. Finally, this Financial Impact Study is also intended to estimate the cost and timing of required municipal infrastructure to support the proposed development.

To determine the net fiscal impact on the Town of Caledon, the following onetime and ongoing revenues and costs have been calculated.

Revenue

- **Development Charges** (one-time);
- **Building Permit Fees** (one-time);
- **Annual Property Taxes** (ongoing); and,
- **Other Non-Tax Revenues** (i.e. user fees, fines and other revenues) (ongoing)

Costs

- **Required Municipal Capital Projects** (one-time);
- **Operational Costs to Service New Development** (i.e. road maintenance, provision of emergency services, community recreation programming, stormwater operating costs, etc.) (ongoing);
- **Incremental Operating Costs** (i.e. operating costs associated with new roads, and stormwater infrastructure on site) (ongoing); and,

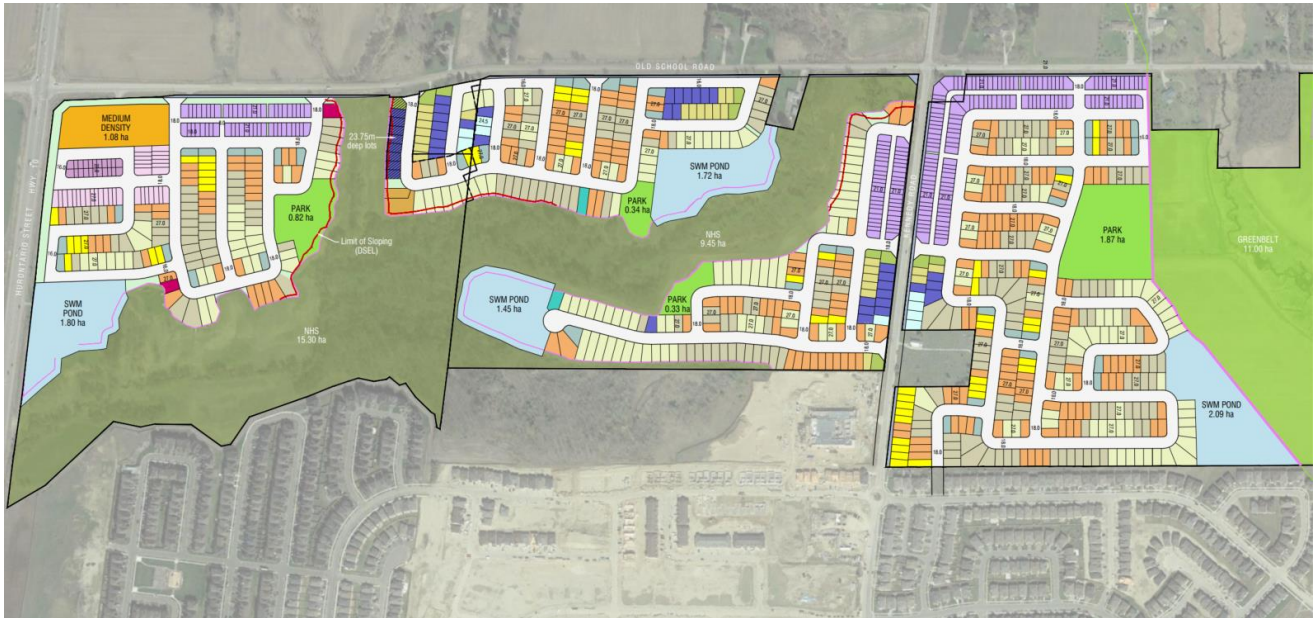
- **Lifecycle Capital Costs** – lifecycle costs to replace the incremental capital assets that are directly related to the proposed development.

It should be noted that all estimated revenues and expenses are stated in 2021 dollars and have been inflated at a rate of 2% annually.

2.0 Proposed Concept Plan

The current concept plan includes predominantly low-and-medium-density housing. Figure 2-1 illustrates the concept plan for the Mayfield West Phase 1 Expansion (the “subject lands”), located south of Old School Road, and north of the currently designated Mayfield West Community, extending from Hurontario Road in the west to a creek running east of Kennedy Road.

Figure 2-1: Preliminary Development Concept Plan



SOURCE: Preliminary Development Concept Plan provided by Argo Kennedy Limited on April 29, 2021.

Residential Development

Based on the current concept plan, the subject site would contain 1,282 residential units at full build-out. As summarized in Figure 2-2, this includes 800 single-detached units, 314 townhomes and 168 medium-density apartment units.

Figure 2-2: Residential Composition

	Units	% of Project
Single-Detached	800	62%
Row Housing	314	24%
3-Storey	42	3%
Rear Lane	232	18%
Back-to-Back	40	3%
Apartments	168	13%
Large > 70 m ²	81	6%
Small =< 70 m ²	87	7%
Total	1,282	100%

SOURCE: urbanMetrics inc., based on Preliminary Development Concept Plan, and unit estimates provided by Argo Kennedy Limited on April 29, 2021.

Figure 2-3 summarizes the development phasing for the subject lands, which we have utilized in this Financial Impact Analysis. We have assumed this year-by-year phasing plan for the subject site to better understand when related revenues and costs would be incurred.

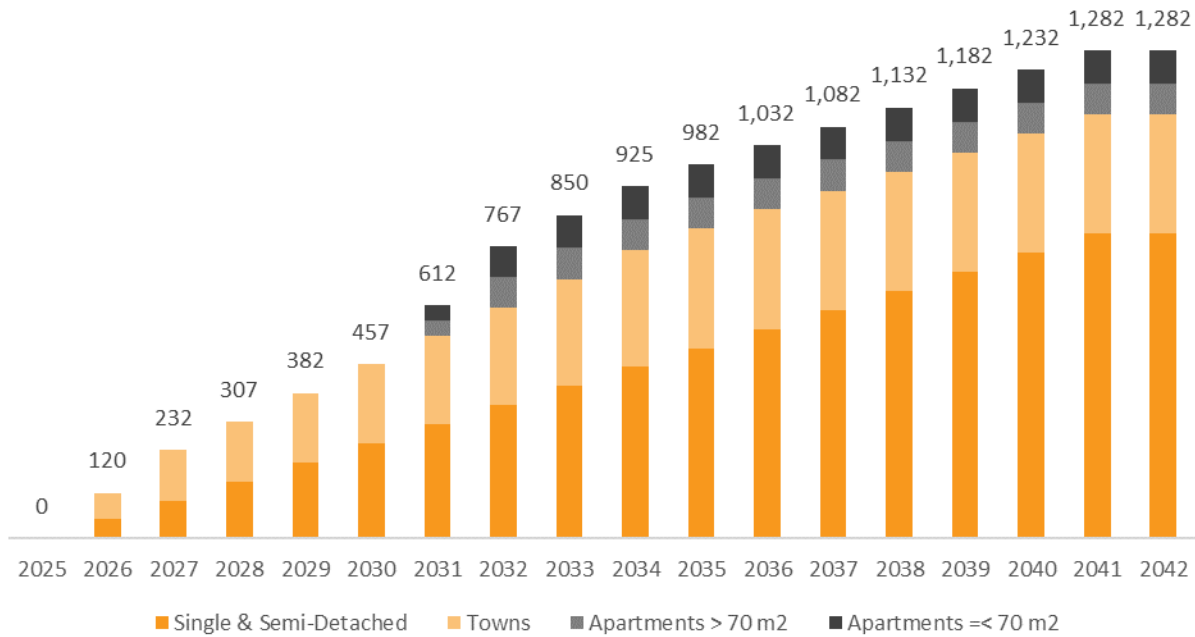
When determining the phasing timeline for this project, we reviewed recent absorption trends for various housing developments in the Town of Caledon and surrounding area. Based on this analysis, we assumed the following absorption rates for the various forms of housing:

- 50 single-and-semi detached units per year;
- 70 townhome units per year; and,
- 80 apartment units per year.

These absorption rates have been applied to the subject lands to determine how and when various residential units will be built-out. For the purposes of this analysis, we have assumed that development will commence in 2026. Owing to the location and scale of the development, we have also assumed the apartment units will commence in 2031.

Relative to the existing housing stock in Caledon, this development promotes a greater intensification of lands by integrating residential development of various densities. It will additionally help diversify and increase the overall housing supply in the Town.

Figure 2-3: Assumed Development Phasing



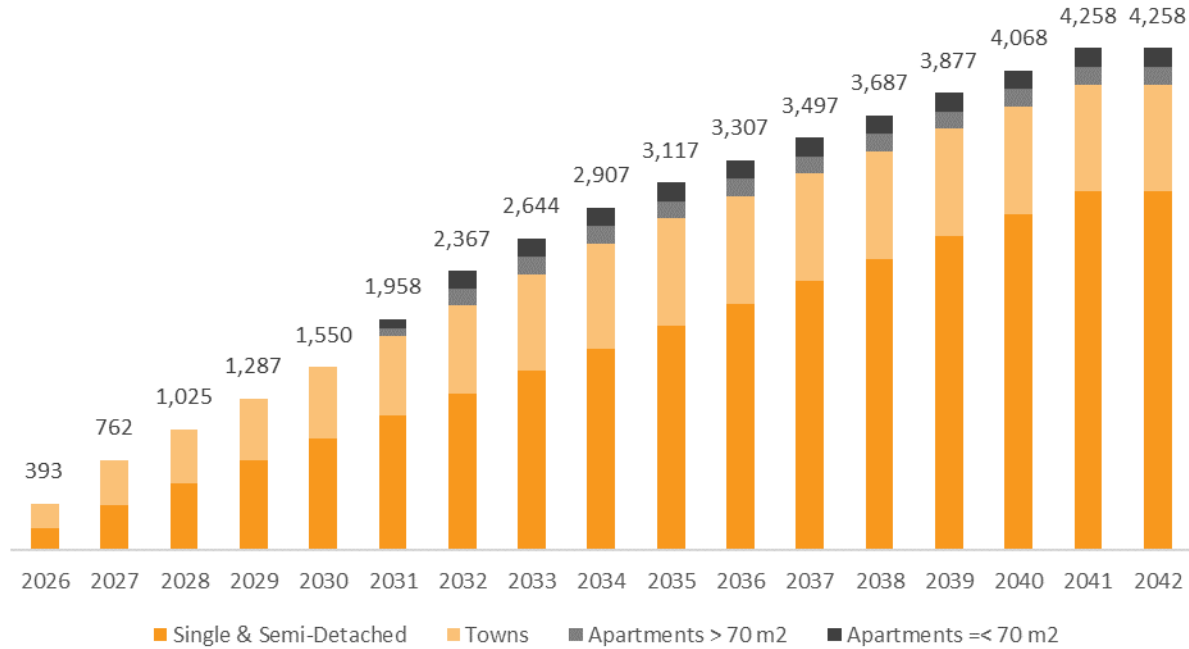
SOURCE: urbanMetrics inc.

NOTE: Large apartments are those > 70 sqm/750 sf. Small apartments are those <= 70 sqm/750 sf. Based on recent trends in the surrounding area we have assumed that 52% of future units on the subject site will be small units, and 48% will be large units.

To estimate the population that could ultimately be accommodated on the subject site, we have relied on person per unit (PPU) factors by dwelling type, included in the Town of Caledon’s 2021 Development Charge Background Study (“DCBS”) Update, prepared by Watson & Associates Economists Ltd. and adjusted these PPU factors to include net undercoverage.

As shown in Figure 2-4, the total 1,282 residential units on the subject site are forecast to accommodate approximately 4,258 persons at full build-out of the site.

Figure 2-4: Population Potential within the Mayfield West Expansion



SOURCE: urbanMetrics inc.

Infrastructure and Phasing

A high-level summary of the internal infrastructure associated with the subject lands, is shown in Figure 2-5. Figure 2-5 includes infrastructure such as, internal roadways, stormwater infrastructure and parks infrastructure that is intended to service the Mayfield West Expansion.

In this Financial Impact Study, we have built-in infrastructure to align with our assumed phasing plan for the subject site. Therefore, it is assumed that this infrastructure will be developed when the project is initiated, in 2026.

Figure 2-5: Mayfield West Expansion - Community Infrastructure

Infrastructure	Unit	Quantity
Roads	Lineal Metres	9,251.20
Storm Sewer Mains	Lineal Metres	9,512.59
Parks	Hectares	3.36
Storm Management Ponds	Units	4

SOURCE: urbanMetrics inc.

NOTE: Provides a high-level summary of infrastructure on the subject site. The detailed Financial Impact Analysis includes all infrastructure associated, including, sidewalks, curbs, lighting, park furniture and playgrounds, and rehabilitation.

3.0 Capital Infrastructure

The purpose of this analysis is to determine how the Town of Caledon will be affected by any capital infrastructure required to develop the subject site. To quantify this impact, we have calculated the revenue that would accrue to the Town, which includes the value of:

- Development Charges
- Other one-time fees such as building permits.

3.1 One-Time Revenues

Development charges are used by municipalities as a source of revenue to recover growth-related capital costs for new infrastructure. For the purposes of this analysis, we have utilized development charge rates included in the Development Charge Update Study as provided April 29, 2021. This Town-wide Development Charge Background Study (including addendum) and by-law amended the Town of Caledon's Development Charge By-law 2019-31 and applies to all lands in the Town. It effectively brings the Town's development charges into conformity with the recently legislated changes to the Development Charges Act. The amendment adjusted and consolidated Development Charge Eligible Costs in the Town, it also removed the 10% statutory deduction included in the 2019 Town of Caledon Development Charge Background Study for Parks and Recreation Services, Library Services, Provincial Offences Act Services, and the Development Related Studies class of service.

We have used these rates to estimate the revenues for new residential development within the Mayfield West Expansion site. As per this update, development charges in the Town of Caledon are used to fund capital infrastructure for the following service areas:

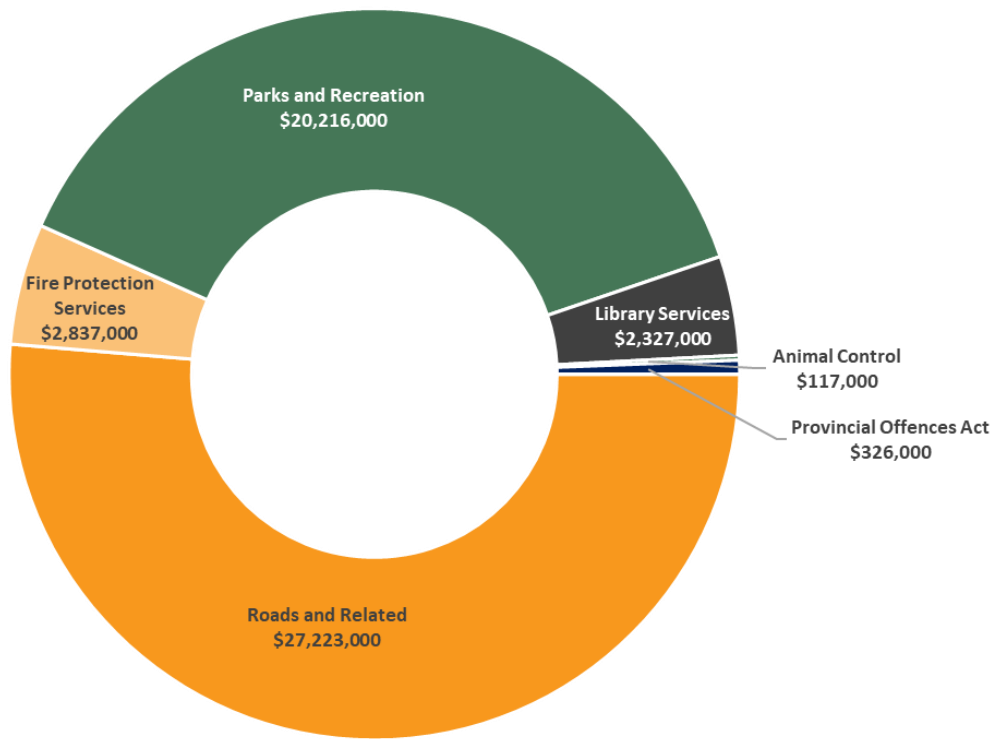
- Roads and Related;
- Fire Protection Services;
- Parks and Recreation;
- Library Services;
- Animal Control; and,
- Provincial Offences Act.

It should be noted that development charges for Animal Control are uncertain, however they are being maintained through to September 18, 2022; as the Town considers the specific funding implications for these growth-related needs. Until adjustments are determined, development charges accrued for Animal Control as a result of this development, have been included in this study. We would note that the Animal Control Charge is very small and would have only an extremely marginal impact on the municipal revenues available from the development.

Based on the updated development charge rates and amendments to the development charge eligible capital costs, it is estimated that the project will generate approximately \$53.0 million in development charge revenue at full build-out.¹ Figure 3-1 summarizes the distribution of development charges by service area at full build-out. Appendix A provides details on when development charges are expected to accrue to the Town of Caledon by service area, based on our forecasted development phasing.

As shown, Roads and Related, could account for approximately 51% of development charge revenue generated from this development, while 38% is attributed to Parks and Recreation. These development charges will go towards funding capital infrastructure required to support population growth in Mayfield West and other areas of Caledon, including parks and recreation, roads and related infrastructure, and municipal services, among others.

Figure 3-1: Mayfield West Expansion Development Charge Revenue



SOURCE: urbanMetrics inc.

NOTE: Rounded to the nearest \$1,000. Assumes 48% of apartments are > 70 sq. m/750 sq. ft, and 52% are =< 70 sq. m/750 sq. ft.

¹ Based on the assumed phasing of development. Assumes development charges will increase at a rate of 2% per year.

When reviewing Figure 3-1, it is important to note that these development charges are based on the current development charge by-law and inflated by 2% per year. If future capital infrastructure projects are added to the capital infrastructure program in future development charge by-laws, such as the next update in 2024, development charges could increase at a faster rate than our assumed rate of inflation, which would result in additional revenue for the Town.

3.2 Timing of Capital Infrastructure

While new dwellings on the subject lands will generate approximately \$53.0 million in development charge revenue, the 2021 DCBS update does not include any capital infrastructure projects that are internal to the community. Therefore, the development charges collected from the build-out of subject lands will go towards funding capital infrastructure in other areas of Caledon, including the broader Mayfield West.

As part of this Financial Impact Study, we have also reviewed the phasing of new development within the Mayfield West Expansion, in comparison to the availability of planned services such as fire protection and other community services such as library, and park and recreation facilities.

As shown in Figure 3-2, based on the 2021 DCBS update, new community infrastructure in Mayfield West, including the Mayfield Recreation Complex Expansion, the Mayfield West Facility 2, the Mayfield West 2 Library Branch, and the Mayfield West Fire Station (Station #310) are all anticipated to be developed between 2023 and 2026. There is only one neighbourhood park anticipated to be built in 2028.

The completion of these facilities will occur prior to the build-out of the subject lands, which is anticipated to be completed by 2041. Therefore, there is anticipated to be sufficient community services available to support the development of this community.

Figure 3-2: Mayfield West Capital Infrastructure

Service Area	Year
Parks and Recreation Services	-
Tournament Sports Park (15 Acres)	2023 - 2026
Community Park (5 Acres) - Mayfield West II	2021 - 2022
Neighbourhood Park (1 Acre) - Mayfield West II	2023 - 2023
Mayfield West II Skatepark	2024 - 2024
Mayfield West Skatepark	2024 - 2024
Community Park - Mayfield West II	2027 - 2027
Neighbourhood Park - Mayfield West II	2028 - 2028
Mayfield Recreation Complex Expansion	2023 - 2026
Mayfield West Facility 2	2023 - 2026
Parks and Recreation Services Total	
Library Services	
Mayfield West 2 Branch	2022 - 2025
Mayfield West 2 Branch - Materials	2023 - 2023
Library Services Total	
Fire Protection	-
New Pumper/Tanker Vehicle - Station 310 Mayfield West	2024 - 2024
New Pumper/Rescue Vehcile - Station 310 Mayfield West	2024 - 2024
Equipment - Station 310 Mayfield West	2024 - 2024
New Fire Station 310 - Mayfield West	2022 - 2025
Fire Protection Total	

SOURCE: urbanMetrics inc. based on *Town of Caledon 2021 Development Charges Update Study*.

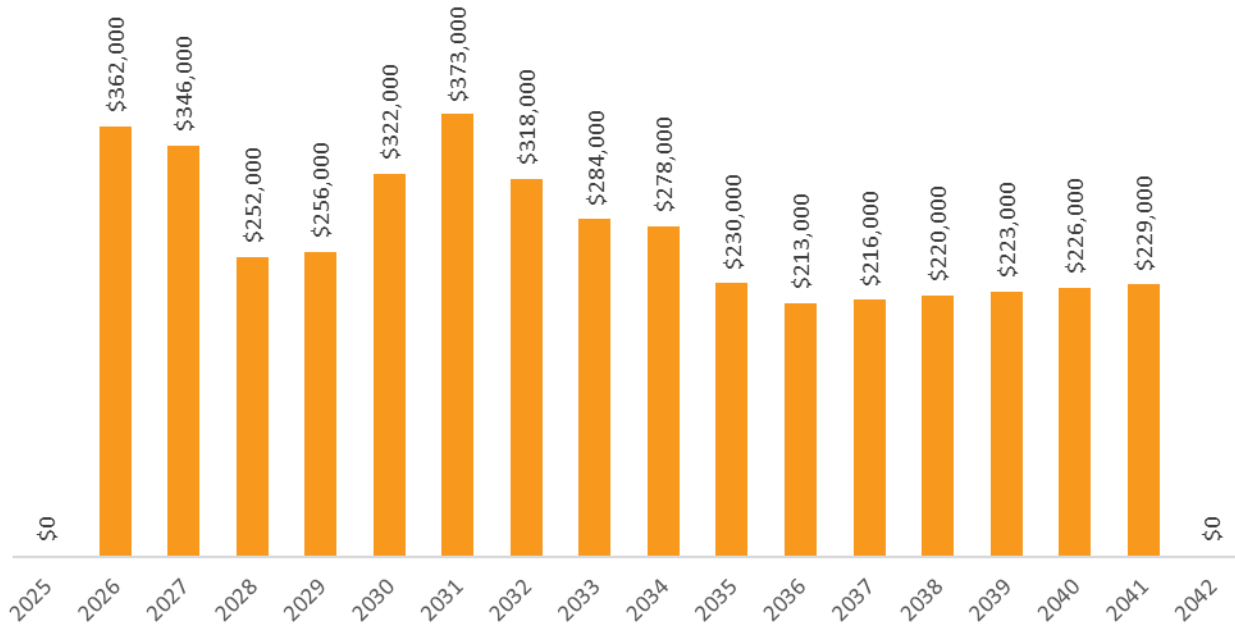
3.3 Building Permit Revenue

In addition to development charges, the development of the subject lands will generate one-time revenues to the Town of Caledon by way of building permit fees. In particular, we have identified and evaluated the development permitting fees that are collected by the Town to recover staff costs and other costs associated with building permits.

Building permits are an important one-time revenue for municipalities. Based on the Town of Caledon February 2021 rates, we have estimated building permit fees payable for the proposed residential uses.

As shown in Figure 3-3, we estimate that the proposed concept plan will generate approximately \$4.3 million in total building permit revenue for the Town at full build-out. Further details are provided in Appendix A.

Figure 3-3: Summary of Potential Building Permit Revenue



SOURCE: urbanMetrics inc., based on the Town of Caledon Building Permit Fees (Bylaw No. 2019-78, effective February 2021).

NOTE: Rounded to nearest \$1,000.

4.0 Ongoing Operational Impacts

The proposed development on the subject lands will generate on-going revenue for the Town of Caledon, namely property taxes and non-tax revenue sources such as user fees, fines, etc. The following section calculates revenues from each of these sources based on the residential units that have been included in the proposed development concept.

Further, this section summarizes the additional operating costs associated with the persons that are anticipated to be supported on the subject lands. These ongoing revenues and costs will be important in understanding the net operating impact of the project on the finances of the municipality.

4.1 Assessed Value and Property Taxes

Current assessed values were obtained directly from various resources including the Municipal Property Assessment Corporation (MPAC) and were based on recent comparable developments within Caledon. The estimated 2021 assessed values for the various non-residential uses proposed on the subject lands are summarized in Figure 4-1, with a detailed list of comparable properties included in Appendix B. Our analysis also assumes that assessed values will increase at a rate of 2% per year.

Figure 4-1: Summary of Average Assessed Values (2021)

Property Type	Assessed Value ¹
Single & Semi-Detached	\$694,000 per unit
3 Storey Towns	\$514,000 per unit
Rear Lane Towns	\$514,000 per unit
Back-to-Back Towns	\$514,000 per unit
Apartments > 70 m2	\$334,000 per unit
Apartments =< 70 m3	\$278,000 per unit

SOURCE: urbanMetrics inc., based on information from MPAC and other resources.

¹Rounded to the nearest \$1,000.

urbanMetrics has estimated the annual property tax revenue that would be payable to the Town of Caledon in each year of the proposed development. In total, the concept plan proposed on the subject lands could generate approximately \$4.0 million in annual property tax revenue when it is fully built-out in 2041 and increasing at a rate of 2% per year in subsequent years. The calculated property tax revenue assumes 2021 property tax rates with no rate escalation, aside from increases in assessed values.

We do note that if property tax rates were to increase, it would increase the property tax revenue received by the Town. Detailed property tax tables can be found in Appendix D.

4.2 Non-Property Tax Revenue

Per Resident Revenue

In addition to property taxes, municipalities can generate revenue from several other sources. These non-tax revenues include user fees, fines, charges, penalties, etc. We have calculated these non-tax revenues based on the most recent 2019 Financial Information Return (FIR) filed by the Town of Caledon with the Ministry of Municipal Affairs.

These non-tax revenues are summarized by category (i.e., payments in lieu of taxes, grants, fines, penalties, etc.). We have then made assumptions for the portion of non-tax revenue that would increase in proportion to residential and non-residential growth, to calculate the growth-related non-tax revenue.

For user fees and service charges, we have examined these charges by service area. User fees for water and wastewater services have been excluded in these calculations as operating revenues and costs associated with water and wastewater are incurred by the upper-tier municipality, the Region of Peel, and have no impact on the finances of the Town. Fees related to licences and permits, such as building permits have been calculated separately in Section 3.3. The residential share, as well as the growth share for each service area are detailed in Appendix C.

As shown in Figure 4-2, the annual non-tax revenue has been estimated at approximately \$167 per resident in 2021 dollars. We have also assumed that non-tax revenue per resident increases at a rate of 2% per year.

Figure 4-2: Estimate Annual Non-Tax Revenue Per Resident

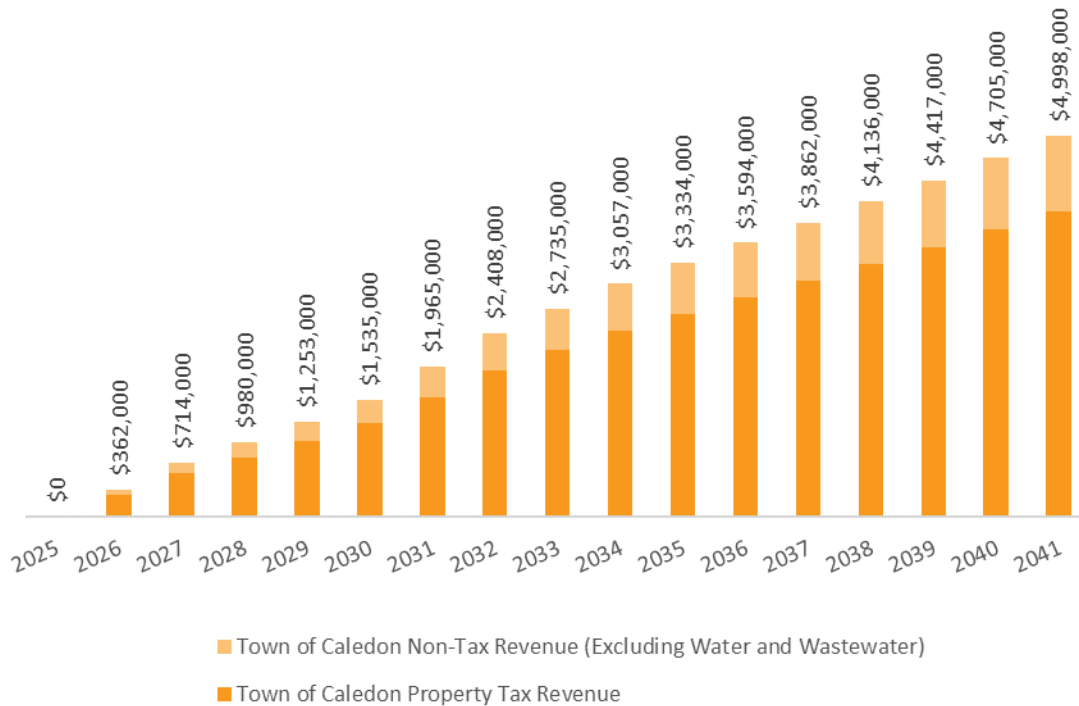


*Excludes water and wastewater user fees.

SOURCE: urbanMetrics inc. based on Town of Caledon 2019 Financial Information Return, inflated to the year 2021.

Figure 4-3 summarizes the property tax and non-property tax revenue generated by the proposed concept plan for the subject lands. As shown, the project is estimated to start generating revenue for the Town of Caledon in 2026. By 2041, when the project is built-out, it is estimated to generate nearly \$5.0 million per annum, increasing by 2% per year thereafter. Approximately 80% of revenue is estimated to come from property taxes.

Figure 4-3: Town of Caledon Revenue – Mayfield West Expansion



SOURCE: urbanMetrics inc.

NOTE: Rounded to nearest \$1,000.

4.3 Municipal Operating Costs

To estimate ongoing operational costs that could be incurred by the Town, which are related to the proposed development on the subject lands, we have estimated costs from three sources:

- **Municipal-wide Operational Costs** (i.e., provision of emergency services, community recreation programming, etc.), which have been estimated on a per resident basis.
- **Incremental Operating Costs** – The annual operating costs associated with new roads and parks infrastructure that are required on-site to service development.

- **Lifecycle Capital Replacement Costs** – Lifecycle replacement costs for the on-site incremental capital assets that are directly related to the proposed development.

Municipal Wide Operating Costs Per Resident

The approach we have utilized to estimate municipal-wide operating costs has relied upon the operating expenditures taken from Schedule 40 in the FIR submitted by the Town of Caledon to the Ministry of Municipal Affairs and Housing. Operating expenses listed in Schedule 40 are grouped by object expenses identified below:

- **Salaries, Wages and Employee Benefits** – includes expenses incurred for full-time, part-time and temporary salaries and wages including regular, overtime, shift premiums and other remuneration to employees.
- **Interest on Long-Term Debt** – interest incurred on long-term liabilities and for leased tangible capital assets.
- **Materials** – includes materials purchased by a municipality for its own uses and/or disposal or resale. This also includes expenses for insurance, travel, reimbursement of mileage, photocopying and materials purchased by the municipality which are subsequently provide to a third party.
- **Contracted Services** – includes expenses incurred when a municipality is responsible for providing a service(s) and contracts out service delivery. This could include services contracted out to a private contractor, another municipality or another level of government.
- **Rents and Financial Expenses** – includes rents and financial expenses paid to external parties, including expenses for rental of buildings, land, machinery, equipment and engineering structures.
- **External Transfers** – this category includes transfers to charitable organizations, conservation authorities, individuals (i.e., social assistance) and unconsolidated local boards. Amounts billed by the Province for social housing are also reported under this category.
- **Amortization** – includes the annual amortization expenses for tangible capital assets.

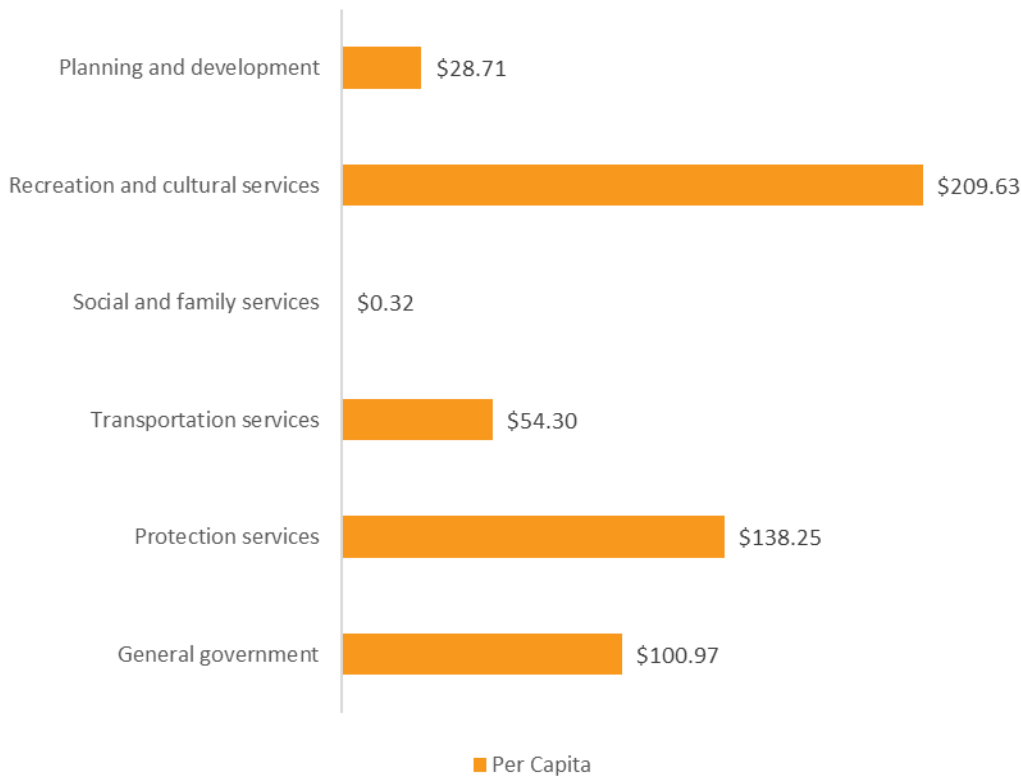
After allocating adjusted operating expenditures between the residential and non-residential sectors, we have estimated the degree to which adjusted operating expenditures will change with additional growth, by applying a “growth-related” factor. In some cases, this growth-related factor recognizes that there would be nearly proportionate increases in operating costs in comparison to the operating expenditures being incurred by the Town to provide services to existing residents and employees,

with a small allowance made for efficiencies and economies of scale. That being said, there are some services, such as general government, planning and development and solid waste collection where costs will likely grow at a slower pace than population/employment growth, as there are greater opportunities for economies of scale.

Figure 4-4 below summarizes our operation costs per resident assumptions based on the FIRs and growth-related factors summarized above.

As shown, the Town of Caledon’s growth-related annual operating costs amount to approximately \$532 per capita. We have similarly assumed that non-tax revenue per capita increases at a rate of 2% per year. Details are provided in Appendix C.

Figure 4-4: Town of Caledon Per Resident Growth-Related Operating Expenditures



SOURCE: urbanMetrics inc., based on the 2019 Town of Caledon Financial Information Return, inflated to the year 2021.

Annual Operating Costs for New Site-Specific Infrastructure

Our analysis also includes the costs of operating and maintaining infrastructure that is internal to the proposed development, which was summarized previously in Figure 2-5. This includes infrastructure related to roads and parks.

For the purposes of this analysis, we have utilized operating and maintenance costs taken from the 2019 FIR for Winter Control Costs and Park Operations. Annual operating costs were then divided by the quantity of infrastructure to determine the operating costs per unit. We have then applied these annual per unit costs to the infrastructure that will be developed within the subject lands. The operating costs used in our analysis are summarized in Figure 4-5.

Figure 4-5: On-Site Infrastructure Operating and Maintenance Costs Per Unit

	Operating Costs ¹	Units	Per Unit (2019 dollars)	Per Unit (2021 dollars)
Winter Control - Street Sidewalks, Parking	\$2,695,770	1,580 Paved Lane KM	\$1,706	\$1,774
Parks	\$2,875,082	328 Acres of developed parkland ²	\$8,760	\$9,111

SOURCE: urbanMetrics inc.

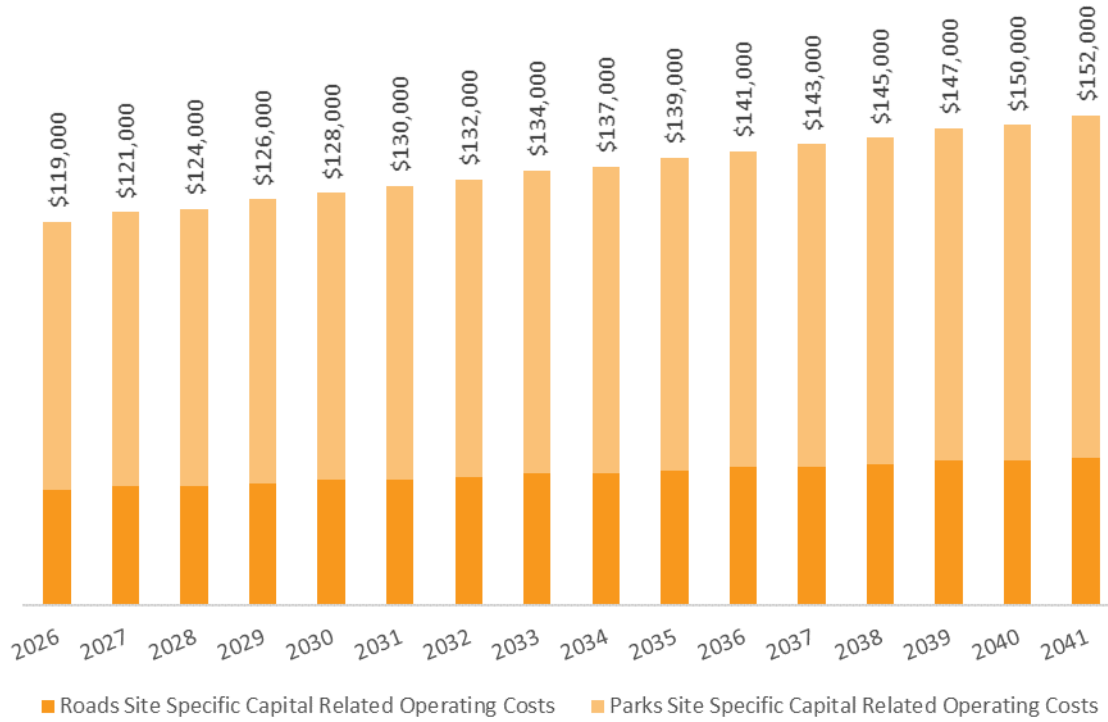
¹ Includes Salaries, Wages and Employee Benefits, Materials, Contracted Services, Rents and Financial Expenses and External Transfers.

² Based on acreage estimate included in the 2021 Town of Caledon Development Charge Background Study Update.

The results of this analysis are summarized in Figure 4-6, with detailed tables included in Appendix E. In our analysis, we have taken the conservative approach of assuming that all roads and parks are developed and conveyed to the Town in 2026. The actual development of roads and parks is likely to take place incrementally as development proceeds and therefore will have less of an impact on municipal finances.

As shown, on-site operating costs are estimated at approximately \$152,000 per year once the Mayfield West Expansion lands are fully built-out in 2041, and increasing by 2% per year thereafter.

Figure 4-6: Operating Costs for New Site-Specific Infrastructure



SOURCE: urbanMetrics inc., based on Town of Caledon 2019 Financial Information Return.

Lifecycle Replacement Capital Costs for New Site-Specific Infrastructure

In addition to annual operating costs associated with new site-specific infrastructure, our analysis also includes the lifecycle capital costs to replace the infrastructure at the end of its estimated useful life. The replacement costs per unit and estimated useful life is based on information provided by the Town of Caledon. For some infrastructure, including parks, we have relied on cost estimates and the estimated useful life, provided in the *2018 Asset Management Plan for the Town of Caledon*.

Estimated replacement costs (in 2021 dollars) and the estimated useful life for infrastructure is summarized in Figure 4-7.

Figure 4-7: Estimated Replacement Costs and Service Life

	Units	Cost Per Unit	Estimated Service Life (Years)
Roads			
18.0 R.O.W	Lineal Metre	\$917.99	25
16.0 R.O.W	Lineal Metre	\$917.99	25
8.0 R.O.W	Lineal Metre	\$890.46	25
Curbs	Lineal Metre	\$137.47	35
Sidewalks	Lineal Metre	\$257.40	25
Streetlights	Units	\$11,153.74	10
Maintenance - Crack Sealing	Square Metres	\$0.84	1
Resurfacing (60 PCI)	Square Metres	\$40.92	7.5
Rehabilitation (55 PCI)	Square Metres	\$49.34	10
2nd Rehabilitation (35 PCI)	Square Metres	\$20.10	20
Replacement (End of Life)	Square Metres	\$137.23	25
Storm Sewer Mains			
Storm Sewer Mains (250mm-450mm)	Metres	\$1,132.00	75
Storm Sewer Mains (525mm-750mm)	Metres	\$1,448.00	75
Storm Sewer Mains (825mm-900mm)	Metres	\$1,702.00	75
Storm Sewer Mains (>=1050mm)	Metres	\$3,026.00	75
Storm Water Management Ponds	Units	\$115,000.00	50
Parks			
Sports Fields	Per Asset	\$93,267.34	25
Playgrounds, Play Surfaces, Splash Pads	Per Asset	\$93,329.11	10
Pathways and Parking Lots	Per Asset	\$109,861.93	20
Lighting	Per Asset	\$49,845.43	10
Furniture & Equipment	Per Asset	\$36,885.24	30
Landscaping and Irrigation	Per Asset	\$448,484.98	25

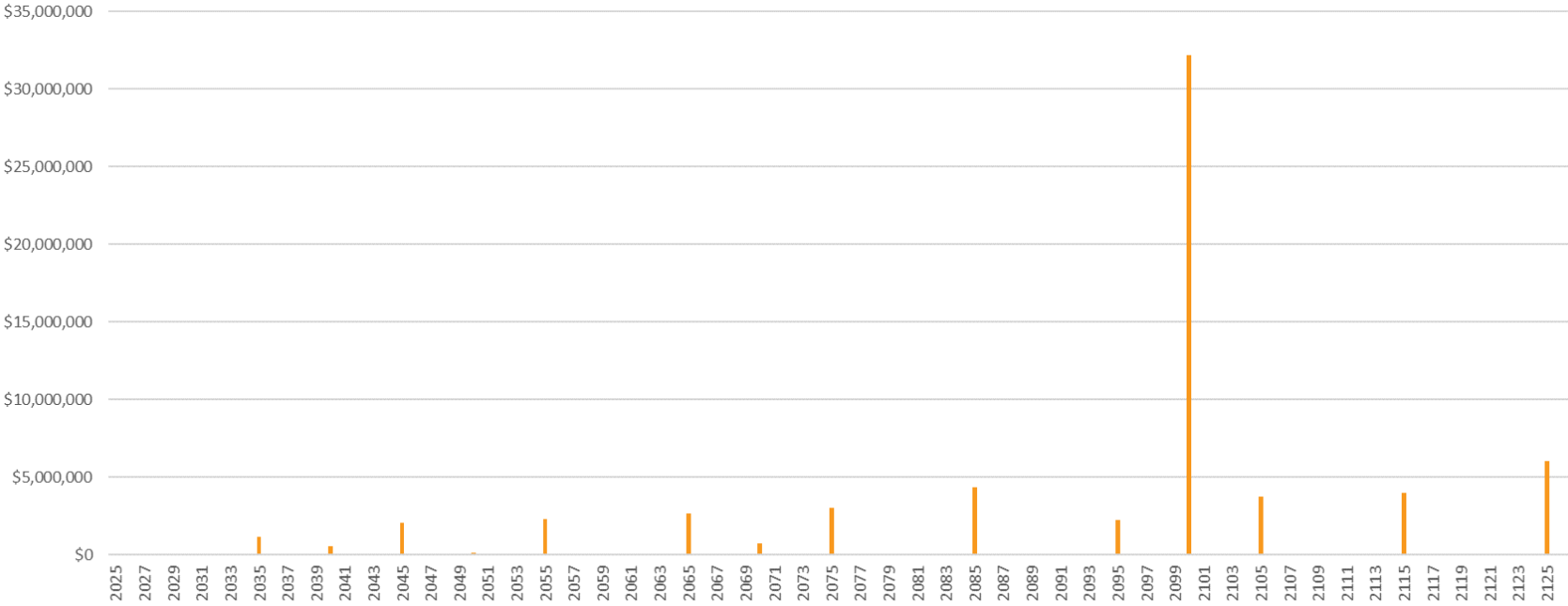
SOURCE: urbanMetrics inc., based on cost estimates included in the 2018 Asset Management Plan for the Town of Caledon.

Based on the assumed phasing of infrastructure, we have calculated the annual lifecycle replacement costs for each year based on the on-site infrastructure. Figure 4-8 summarizes these costs over a 100-year timeframe to reflect some infrastructure, such as Storm Sewer Mains, having an estimated useful life of 75 years or more. Therefore, over a 100-year timeframe, all infrastructure is expected to be replaced at least once.

As shown in Figure 4-8, in the early years of development, lifecycle costs are expected to be modest and are generally related to road rehabilitation, crack sealing and infrastructure associated with parks

(i.e., playgrounds and lighting). It is not until later years, when the replacement of stormwater mains is required, that lifecycle replacement costs are expected to be much larger.

Figure 4-8: Lifecycle Replacement Costs for Infrastructure within the Mayfield West Expansion



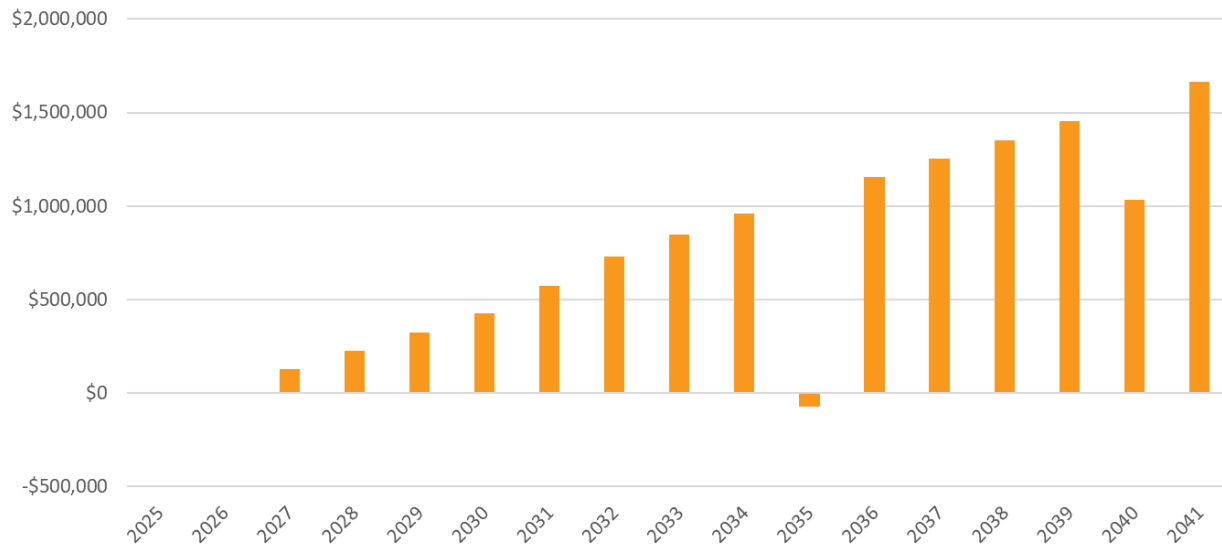
SOURCE: urbanMetrics inc., based on information provided by the Town of Caledon.

4.4 Net Operating Impact

To estimate the net operating impact associated with the proposed Mayfield West Expansion we have compared the municipal revenues that could be generated by the development to the estimated operating costs that could be incurred by the Town of Caledon in each year.

The total annual operating impact of the Mayfield West Expansion is summarized in Figure 4-9. As shown, with the exception of 2035, the proposed development of the subject lands, is expected to result in an operating surplus in each year of operation. We note that the marginal net operating loss in 2035 – which is due to site specific replacement costs accrued in that year – is easily offset by the ongoing cumulative surplus generated by this development each year prior and is not anticipated to impose any negative financial impact on the Town. The operating surplus identified in Figure 4-9 provides the Town with an opportunity to upgrade or replace existing facilities or infrastructure in other parts of the Town without being a drain on municipal finances.

Figure 4-9: Mayfield West Expansion – Municipal Net Operating Impact



SOURCE: urbanMetrics inc.

5.0 Summary

urbanMetrics has been retained to estimate the financial impact of the proposed Mayfield West Phase 1 Expansion on the municipal finances of the Town of Caledon. A Financial Impact Study is identified in Policy 3.4.3.5 of the Town of Caledon Official Plan as a requirement for individual developments requiring an Official Plan Amendment. In addition, settlement expansions are required to be accommodated through a municipal comprehensive review, which requires among other studies, an analysis of fiscal impact.

Overall, this Fiscal Impact Study seeks to inform the Town on key financial pressures that may result from the proposed project, in order to assist the Town in managing growth over the longer-term planning period. Based on our analysis, we have determined that the project will, on aggregate, have a positive fiscal impact on the Town through all phases of development.

The following summarizes our results pertaining to the fiscal impact on the Town of Caledon.

- While an exact development phasing plan has not yet been determined for these lands, we have analyzed the construction of the subject lands on a year-by-year basis to assess the financial impact of the project. **Based on development trends in the surrounding area, we have assumed that the full build-out of this community will occur by 2041.**
- In total, the proposed Mayfield West Expansion will comprise 1,282 residential units. It is estimated to accommodate approximately 4,260 persons at full build-out in 2041.
- The Town of Caledon can expect to accrue approximately \$57.3 million in one-time revenues from the proposed development, mainly driven by development charges.
 - **\$53.0 million** in total residential development charges;
 - **\$27.2 million** in development charge revenue for roads and related;
 - **\$20.2 million** for parks and recreation;
 - **\$2.8 million** for fire protection services; and,
 - **\$2.8 million** in other development charges.
 - **\$4.3 million** in building permit fees.
- At full realization (2041), this development will generate \$5.0 million in ongoing revenues for the Town of Caledon, per annum. Both property taxes and non-tax revenue are anticipated to increase by 2% per year thereafter.
 - **\$4.0 million** in annual property tax; and
 - **\$1.0 million** in non-tax revenue.

Overall, the proposed Mayfield West Expansion is expected to generate an annual revenue surplus for the Town of Caledon. The operating surplus identified will provide the Town and Region with an opportunity to maintain and upgrade existing facilities or infrastructure without compromising current municipal and regional finances.

Appendix A One-Time Revenues

Figure A- 1: Development Charge Revenue

	2026	2027	2028	2029	2030	2031	2032	2033
Roads and Related	\$2,255,957	\$2,161,535	\$1,562,541	\$1,589,954	\$1,617,367	\$2,523,468	\$2,565,526	\$1,772,674
Fire Protection Services	\$235,070	\$225,232	\$162,821	\$165,677	\$168,534	\$262,926	\$267,308	\$184,713
Parks and Recreation	\$1,675,245	\$1,605,128	\$1,160,321	\$1,180,677	\$1,201,034	\$1,873,854	\$1,905,085	\$1,316,359
Library Services	\$192,819	\$184,748	\$133,551	\$135,894	\$138,237	\$215,700	\$219,295	\$151,514
Animal Control	\$9,680	\$9,274	\$6,698	\$6,815	\$6,933	\$10,794	\$10,974	\$7,597
Provincial Offences Act	\$27,027	\$25,897	\$18,725	\$19,053	\$19,382	\$30,222	\$30,726	\$21,241
Total	\$4,395,798	\$4,211,814	\$3,044,655	\$3,098,070	\$3,151,485	\$4,916,964	\$4,998,913	\$3,454,099

	2034	2035	2036	2037	2038	2039	2040	2041
Roads and Related	\$1,727,019	\$1,406,159	\$1,290,575	\$1,310,430	\$1,330,285	\$1,350,140	\$1,369,995	\$1,389,850
Fire Protection Services	\$179,960	\$146,528	\$134,485	\$136,554	\$138,623	\$140,692	\$142,761	\$144,830
Parks and Recreation	\$1,282,460	\$1,044,192	\$958,360	\$973,104	\$987,848	\$1,002,592	\$1,017,336	\$1,032,080
Library Services	\$147,609	\$120,184	\$110,305	\$112,002	\$113,699	\$115,396	\$117,093	\$118,790
Animal Control	\$7,403	\$6,022	\$5,525	\$5,610	\$5,695	\$5,780	\$5,865	\$5,950
Provincial Offences Act	\$20,696	\$16,854	\$15,470	\$15,708	\$15,946	\$16,184	\$16,422	\$16,660
Total	\$3,365,145	\$2,739,940	\$2,514,720	\$2,553,408	\$2,592,096	\$2,630,784	\$2,669,472	\$2,708,160

Figure A- 2: Building Permit Revenue

Per sq.m.Fee	2026	2027	2028	2029	2030	2031	2032	2033
Single & Semi-Detached	\$171,940	\$175,067	\$178,193	\$181,319	\$184,445	\$187,571	\$190,698	\$193,824
3 Storey Towns	\$65,337	\$45,237	\$0	\$0	\$0	\$0	\$0	\$0
Rear Lane Towns	\$58,460	\$59,523	\$60,586	\$61,648	\$62,711	\$63,774	\$64,837	\$65,900
Back-to-Back Towns	\$46,768	\$47,618	\$0	\$0	\$0	\$0	\$0	\$0
Apartments > 70 m2	\$0	\$0	\$0	\$0	\$54,168	\$55,086	\$1,400	\$1,423
Apartments =< 70 m2	\$0	\$0	\$0	\$0	\$0	\$39,093	\$39,745	\$7,069
TOTAL PER SQ.M. Fee	\$342,505	\$327,445	\$238,778	\$242,968	\$301,324	\$345,525	\$296,680	\$268,216

Per sq.m.Fee	2034	2035	2036	2037	2038	2039	2040	2041
Single & Semi-Detached	\$196,950	\$200,076	\$203,202	\$206,329	\$209,455	\$212,581	\$215,707	\$218,833
3 Storey Towns	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rear Lane Towns	\$66,963	\$19,047	\$0	\$0	\$0	\$0	\$0	\$0
Back-to-Back Towns	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Apartments > 70 m2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Apartments =< 70 m2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PER SQ.M. Fee	\$263,913	\$219,123	\$203,202	\$206,329	\$209,455	\$212,581	\$215,707	\$218,833

Appendix B Assessed Value Research

Figure B- 1: Assessed Values of Comparable Single-and-Semi-Detached Homes

Address	Est. Assessed Value per unit
47 Cirrus Crescent	\$726,424
24 Lighthouse Drive	\$653,942
7 Oldgate Lane	\$621,700
33 Hutton Crescent	\$725,440
38 Mcechearn Cres	\$681,630
101 Larson Peak Road	\$711,657
111 Fawnridge Road	\$623,177
9 Helderman Drive	\$629,330
3 Helderman Street	\$716,702
24 Lost Hollow Road	\$738,361
41 Cottonfield Circle	\$723,471
39 Kenpark Avenue	\$911,876
29 Learmont Avenue	\$620,592
6 Larson Peak Road	\$702,920
575 Dougall Avenue	\$697,013
51 Brookwater Crescent	\$615,670
Single & Semi-Detached - Total/Average	\$694,000

Figure B- 2: Assessed Value of Comparable Townhomes

Address	Est. Assessed Value per unit
39 Kamori Road	\$456,430
36 Ledger Point Crescent	\$556,970
32 Flemington Drive	\$443,017
22 Ledger Point Crescent	\$604,102
64 Sussexvale Crescent	\$555,001
7 Potters Wheel Gate	\$557,216
142 Twin Pines Cres	\$460,983
38 Golden Springs Drive	\$585,397
22 Kayak Hlts	\$513,776
48 Miami Grove	\$587,735
141 Checkerberry Crescent	\$466,890
25 Miami Grove	\$550,202
12 Shipmate Avenue	\$533,835
17 Miami Grove	\$418,405
11 Miami Grove	\$586,628
14 Shiff Crescent	\$467,629
29 Shiff Crescent	\$418,405
14 Magdalene Crescent	\$492,241
3 Storey Towns - Total/Average	\$514,000

SOURCE: urbanMetrics inc. based on Municipal Property Assessment Corporation (MPAC) and other sources.

Figure B- 3: Assessed Value of Comparable Large Apartments

Address	Est. Assessed Value per unit
25 Via Rosedale Way	\$344,938
4 Dayspring Circ	\$325,494
6 Dayspring Circ	\$346,045
8 Dayspring Circ	\$296,821
8 Dayspring Circ	\$307,650
45 Yorkland Blvd	\$396,131
10 Dayspring Circ	\$324,387
Apartments > 70 m2 - Total/Average	\$334,000

Figure B- 4: Assessed Value of Comparable Small Apartments

Address	Est. Assessed Value per unit
65 Via Rosedale Way	\$282,300
55 Via Rosedale Way	\$297,436
55 Via Rosedale Way	\$272,209
55 Via Rosedale Way	\$272,209
35 Via Rosedale Way	\$273,317
35 Via Rosedale Way	\$273,194
Apartments =< 70 m3 - Total/Average	\$278,000

SOURCE: urbanMetrics inc. based on Municipal Property Assessment Corporation (MPAC) and other sources.

Appendix C Non-Tax Revenue and Cost Assumptions

Figure C- 1: Non-Tax Revenue Assumptions Per Capita

Town of Caledon						
2019 Non-Tax Revenue	Residential Allocation	Non-Residential Allocation	Growth Share	2019 Non-Tax Revenue Per Capita	2021 Non-Tax Revenue Per Capita	
Payments-in-Lieu of Taxation						
	\$613,212	73%	27%	0%	\$0.00	\$0.00
Ontario Municipal Partnership Fund (OMPF)	\$835,500	73%	27%	0%	\$0.00	\$0.00
Ontario Cannabis Legalization Implementation Fund (OCLIF)	\$0	73%	27%	0%	\$0.00	\$0.00
Other	\$725,000	73%	27%	0%	\$0.00	\$0.00
Other	\$0	73%	27%	0%	\$0.00	\$0.00
Other	\$0	73%	27%	0%	\$0.00	\$0.00
Other	\$0	73%	27%	0%	\$0.00	\$0.00
OMPF and Cannabis	\$1,560,500				\$0.00	\$0.00
Conditional Grants						
Ontario conditional grants (SLC 12 9910 01)	\$180,522	73%	27%	0%	\$0.00	\$0.00
Ontario Grants for Tangible Capital Assets (SLC 12 9910 05)	-\$34,950	73%	27%	0%	\$0.00	\$0.00
Canada conditional grants (SLC 12 9910 02)	\$31,566	73%	27%	0%	\$0.00	\$0.00
Canada Grants for Tangible Capital Assets (SLC 12 9910 06)	\$0	73%	27%	0%	\$0.00	\$0.00
Deferred revenue earned (Provincial Gas Tax) (SLC 60 1042 01 + SLC 60 1042 02)	\$0	73%	27%	0%	\$0.00	\$0.00
Deferred revenue earned (Canada Gas Tax) (SLC 60 1047 01)	\$2,483,997	73%	27%	0%	\$0.00	\$0.00
Sub-Total	\$2,661,135				\$0.00	\$0.00
Revenue from other municipalities for Tangible Capital Assets (SLC 12 9910 03)	\$1,405,813	73%	27%	0%	\$0.00	\$0.00
Revenue from other municipalities (SLC 12 9910 03)	\$1,488,234	73%	27%	0%	\$0.00	\$0.00
User Fees and Service Charges						
General government	\$412,042	73%	27%	100%	\$4.01	\$4.17
Protection services						
Fire	\$669,432	73%	27%	100%	\$6.51	\$6.77
Police	\$0	73%	27%	100%	\$0.00	\$0.00
Court Security	\$0	73%	27%	100%	\$0.00	\$0.00
Prisoner Transportation	\$0	73%	27%	100%	\$0.00	\$0.00
Conservation authority	\$0	73%	27%	100%	\$0.00	\$0.00
Protective inspection and control	\$428,473	73%	27%	100%	\$4.17	\$4.34
Building permit and inspection services	\$0	73%	27%	100%	\$0.00	\$0.00
Emergency measures	\$0	73%	27%	100%	\$0.00	\$0.00
Provincial Offences Act (POA)	\$0	73%	27%	100%	\$0.00	\$0.00
Other	\$0	73%	27%	100%	\$0.00	\$0.00
Sub-total - Protection services	\$1,097,905				\$10.68	\$11.11
Transportation services						
Roads - Paved	\$137,048	73%	27%	100%	\$1.33	\$1.39
Roads - Unpaved	\$0	73%	27%	100%	\$0.00	\$0.00
Roads - Bridges and Culverts	\$0	73%	27%	100%	\$0.00	\$0.00
Roads - Traffic Operations & Roadside	\$446,000	73%	27%	100%	\$4.34	\$4.51
Winter Control - Except sidewalks, Parking Lots	\$0	73%	27%	100%	\$0.00	\$0.00
Winter Control - Sidewalks, Parking Lots Only	\$0	73%	27%	100%	\$0.00	\$0.00
Transit - Conventional	\$0	73%	27%	100%	\$0.00	\$0.00
Transit - Disabled & special needs	\$0	73%	27%	100%	\$0.00	\$0.00
Parking	\$0	73%	27%	100%	\$0.00	\$0.00
Street lighting	\$0	73%	27%	100%	\$0.00	\$0.00
Air transportation	\$0	73%	27%	100%	\$0.00	\$0.00
Other	\$0	73%	27%	100%	\$0.00	\$0.00
Sub-total - Transportation services	\$583,048				\$5.67	\$5.90

Town of Caledon						
2019 Non-Tax Revenue	Residential Allocation	Non-Residential Allocation	Growth Share	2019 Non-Tax Revenue Per Capita	2021 Non-Tax Revenue Per Capita	
Environmental services						
Wastewater collection/conveyance	\$0	73%	27%	0%	\$0.00	\$0.00
Wastewater treatment & disposal	\$0	73%	27%	0%	\$0.00	\$0.00
Urban storm sewer system	\$0	73%	27%	0%	\$0.00	\$0.00
Rural storm sewer system	\$0	73%	27%	0%	\$0.00	\$0.00
Water treatment	\$0	73%	27%	0%	\$0.00	\$0.00
Water distribution/transmission	\$0	73%	27%	0%	\$0.00	\$0.00
Solid waste collection	\$0	73%	27%	100%	\$0.00	\$0.00
Solid waste disposal	\$0	73%	27%	100%	\$0.00	\$0.00
Waste diversion	\$0	73%	27%	100%	\$0.00	\$0.00
Other	\$0	73%	27%	0%	\$0.00	\$0.00
Sub-total - Environmental services	\$0				\$0.00	\$0.00
Health services						
Public health services	\$0	73%	27%	100%	\$0.00	\$0.00
Hospitals	\$0	73%	27%	100%	\$0.00	\$0.00
Ambulance services	\$0	73%	27%	100%	\$0.00	\$0.00
Ambulance dispatch	\$0	73%	27%	100%	\$0.00	\$0.00
Cemeteries	\$0	73%	27%	100%	\$0.00	\$0.00
Other	\$0	73%	27%	100%	\$0.00	\$0.00
Sub-total - Health services	\$0				\$0.00	\$0.00
Social and family services						
General assistance	\$0	100%	0%	100%	\$0.00	\$0.00
Assistance to aged persons	\$0	100%	0%	100%	\$0.00	\$0.00
Child care	\$0	100%	0%	100%	\$0.00	\$0.00
Other	0	100%	0%	100%	\$0.00	\$0.00
Sub-total - Social and family services	\$0				\$0.00	\$0.00
Social Housing						
Public Housing	\$0	100%	0%	0%	\$0.00	\$0.00
Non - Profit/Cooperative Housing	\$0	100%	0%	0%	\$0.00	\$0.00
Rent Supplement Programs	\$0	100%	0%	0%	\$0.00	\$0.00
Other	0	100%	0%	0%	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00
Sub-total - Social Housing	\$0				\$0.00	\$0.00
Recreation and cultural services						
Parks	\$491,979	95%	5%	100%	\$6.21	\$6.46
Recreation programs	\$2,564,308	95%	5%	100%	\$32.36	\$33.65
Recreation facilities - Golf Course, Marina, Ski Hill	\$0	95%	5%	100%	\$0.00	\$0.00
Recreation facilities - All Other	\$1,745,066	95%	5%	100%	\$22.02	\$22.90
Libraries	\$12,123	95%	5%	100%	\$0.15	\$0.16
Museums	\$0	95%	5%	100%	\$0.00	\$0.00
Cultural services	\$0	95%	5%	100%	\$0.00	\$0.00
Other	\$0	95%	5%	100%	\$0.00	\$0.00
Sub-total - Recreation and cultural services	\$4,813,476				\$60.74	\$63.17
Planning and development						
Planning and zoning	\$2,593,627	73%	27%	100%	\$25.24	\$26.25
Commercial and industrial	\$24,748	0%	100%	100%	\$0.00	\$0.00
Residential development	\$0	100%	0%	100%	\$0.00	\$0.00
Agriculture and reforestation	\$0	73%	27%	100%	\$0.00	\$0.00
Tile drainage/shore line assistance	\$0	73%	27%	100%	\$0.00	\$0.00
Other	\$0	73%	27%	100%	\$0.00	\$0.00
Sub-total - Planning and development	\$2,618,375				\$25.24	\$26.25
Other	\$0	73%	27%	0%	\$0.00	\$0.00
Total - User Fees and Service Charges	\$9,524,846				\$106.34	\$110.59

SOURCE: urbanMetrics inc. based on Town of Caledon 2019 Financial Information Return, inflated to the year 2021.

Figure C- 2: Municipal-Wide Operation Costs Per Capita

Total Expenses (Excluding Long-Term Debt)	Allocation of Expenses		Estimated Growth Impact	2019 Expenses Per Resident	2021 Expenses Per Resident	
	Residential	Non-Residential				
General government						
Governance	\$767,790	73%	27%	50%	\$3.74	\$3.89
Corporate Management	\$9,071,764	73%	27%	50%	\$44.14	\$45.90
Program Support	\$10,115,441	73%	27%	50%	\$49.22	\$51.18
Sub-total - General government						\$100.97
Protection services						
Fire	\$11,453,325	73%	27%	75%	\$83.59	\$86.93
Police	\$820,712	73%	27%	75%	\$5.99	\$6.23
Court Security	\$0	73%	27%	75%	\$0.00	\$0.00
Prisoner Transportation	\$0	73%	27%	75%	\$0.00	\$0.00
Conservation authority	\$0	73%	27%	75%	\$0.00	\$0.00
Protective inspection and control	\$2,149,774	73%	27%	75%	\$15.69	\$16.32
Building permit and inspection services	\$1,969,605	73%	27%	75%	\$14.37	\$14.95
Emergency measures	\$0	73%	27%	75%	\$0.00	\$0.00
Provincial Offences Act (POA)	\$1,821,540	73%	27%	75%	\$13.29	\$13.83
Other	\$0	73%	27%	75%	\$0.00	\$0.00
Sub-total - Protection services						\$138.25
Transportation services						
Roads - Paved	\$7,066,859	73%	27%	25%	\$17.19	\$17.88
Roads - Unpaved	\$688,311	73%	27%	25%	\$1.67	\$1.74
Roads - Bridges and Culverts	\$1,947,924	73%	27%	25%	\$4.74	\$4.93
Roads - Traffic Operations & Roadside	\$8,457,729	73%	27%	25%	\$20.58	\$21.40
Winter Control - Except sidewalks, Parking Lots	\$1,953,170	73%	27%	0%	\$0.00	\$0.00
Winter Control - Sidewalks, Parking Lots Only	\$742,600	73%	27%	0%	\$0.00	\$0.00
Transit - Conventional	\$159,807	73%	27%	75%	\$1.17	\$1.21
Transit - Disabled & special needs	\$0	73%	27%	75%	\$0.00	\$0.00
Parking	\$445,561	73%	27%	25%	\$1.08	\$1.13
Street lighting	\$1,188,159	73%	27%	50%	\$5.78	\$6.01
Air transportation	\$0	73%	27%	0%	\$0.00	\$0.00
Other	\$0	73%	27%	0%	\$0.00	\$0.00
Sub-total - Transportation services						\$54.30
Environmental services (excluding water and sewer)						
Wastewater collection/conveyance	\$0	73%	27%	0%	\$0.00	\$0.00
Wastewater treatment & disposal	\$0	73%	27%	0%	\$0.00	\$0.00
Urban storm sewer system	\$0	73%	27%	0%	\$0.00	\$0.00
Rural storm sewer system	\$793,966	73%	27%	0%	\$0.00	\$0.00
Water treatment	\$0	73%	27%	0%	\$0.00	\$0.00
Water distribution/transmission	\$0	73%	27%	0%	\$0.00	\$0.00
Solid waste collection	\$0	73%	27%	75%	\$0.00	\$0.00
Solid waste disposal	\$0	73%	27%	75%	\$0.00	\$0.00
Waste diversion	\$0	73%	27%	75%	\$0.00	\$0.00
Other	0	73%	27%	0%	\$0.00	\$0.00
Sub-total - Environmental services (excluding water and sewer)						\$0.00
Health services						
Public health services	\$0	73%	27%	75%	\$0.00	\$0.00
Hospitals	\$0	73%	27%	75%	\$0.00	\$0.00
Ambulance services	\$0	73%	27%	75%	\$0.00	\$0.00
Ambulance dispatch	\$0	73%	27%	75%	\$0.00	\$0.00
Cemeteries	\$0	73%	27%	75%	\$0.00	\$0.00
Other	\$0	73%	27%	75%	\$0.00	\$0.00
Sub-total - Health services						\$0.00

Total Expenses (Excluding Long-Term Debt)	Allocation of Expenses			Estimated Growth Impact	2019 Expenses Per Resident	2021 Expenses Per Resident
	Residential	Non-Residential				
Social and family services						
General assistance	\$0	100%	0%	50%	\$0.00	\$0.00
Assistance to aged persons	\$47,052	100%	0%	50%	\$0.31	\$0.32
Child care	\$0	100%	0%	50%	\$0.00	\$0.00
Other 0	\$0	100%	0%	50%	\$0.00	\$0.00
Sub-total - Social and family services						\$0.32
Social Housing						
Public Housing	\$0	100%	0%	0%	\$0.00	\$0.00
Non-Profit/Cooperative Housing	\$0	100%	0%	0%	\$0.00	\$0.00
Rent Supplement Programs	\$0	100%	0%	0%	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00
Sub-total - Social Housing						\$0.00
Recreation and cultural services						
Parks	\$3,663,779	95%	5%	75%	\$34.67	\$36.06
Recreation programs	\$2,729,665	95%	5%	75%	\$25.83	\$26.87
Rec. Fac. - Golf Crs, Marina, Ski Hill	\$0	95%	5%	75%	\$0.00	\$0.00
Rec. Fac. - All Other	\$11,205,294	95%	5%	75%	\$106.04	\$110.28
Libraries	\$3,701,420	95%	5%	75%	\$35.03	\$36.43
Museums	\$0	95%	5%	75%	\$0.00	\$0.00
Cultural services	\$0	95%	5%	75%	\$0.00	\$0.00
Other	\$0	95%	5%	75%	\$0.00	\$0.00
Sub-total - Recreation and cultural services						\$209.63
Planning and development						
Planning and zoning	\$5,674,825	73%	27%	50%	\$27.61	\$28.71
Commercial and Industrial	\$732,436	0%	100%	50%	\$0.00	\$0.00
Residential development	\$0	100%	0%	50%	\$0.00	\$0.00
Agriculture and reforestation	\$0	73%	27%	50%	\$0.00	\$0.00
Tile drainage/shoreline assistance	\$0	73%	27%	50%	\$0.00	\$0.00
Other	\$0	73%	27%	50%	\$0.00	\$0.00
Sub-total - Planning and development						\$28.71
Other	\$0	73%	27%	0%	\$0.00	\$0.00
Total Expenses	\$89,398,511					\$532.20

SOURCE: urbanMetrics inc. based on Town of Caledon 2019 Financial Information Return, inflated to the year 2021.

Appendix D Ongoing Revenue

Figure D- 1: Town of Caledon Property Tax Revenue

	2026	2027	2028	2029	2030	2031	2032	2033
Single & Semi-Detached	\$142,141	\$289,451	\$441,930	\$599,578	\$762,394	\$930,379	\$1,103,533	\$1,281,856
3 Storey Towns	\$52,637	\$90,039	\$91,646	\$93,254	\$94,862	\$96,470	\$98,078	\$99,686
Rear Lane Towns	\$52,637	\$107,189	\$163,654	\$222,034	\$282,327	\$344,535	\$408,657	\$474,693
Back-to-Back Towns	\$42,110	\$85,751	\$87,282	\$88,814	\$90,345	\$91,876	\$93,407	\$94,939
Apartments > 70 m2	\$0	\$0	\$0	\$0	\$0	\$59,702	\$121,393	\$124,926
Apartments =< 70 m2	\$0	\$0	\$0	\$0	\$0	\$49,692	\$101,040	\$111,682
Town of Caledon Property Tax Revenue	\$289,526	\$572,430	\$784,513	\$1,003,679	\$1,229,928	\$1,572,654	\$1,926,108	\$2,187,781

	2034	2035	2036	2037	2038	2039	2040	2041
Single & Semi-Detached	\$1,465,347	\$1,654,007	\$1,847,836	\$2,046,834	\$2,251,001	\$2,460,336	\$2,674,840	\$2,894,513
3 Storey Towns	\$101,293	\$102,901	\$104,509	\$106,117	\$107,725	\$109,333	\$110,940	\$112,548
Rear Lane Towns	\$542,643	\$568,407	\$577,288	\$586,169	\$595,051	\$603,932	\$612,813	\$621,695
Back-to-Back Towns	\$96,470	\$98,001	\$99,532	\$101,064	\$102,595	\$104,126	\$105,657	\$107,189
Apartments > 70 m2	\$126,940	\$128,955	\$130,970	\$132,985	\$135,000	\$137,015	\$139,030	\$141,045
Apartments =< 70 m2	\$113,483	\$115,285	\$117,086	\$118,887	\$120,689	\$122,490	\$124,291	\$126,093
Town of Caledon Property Tax Revenue	\$2,446,177	\$2,667,556	\$2,877,222	\$3,092,057	\$3,312,060	\$3,537,232	\$3,767,573	\$4,003,082

Figure D- 2: Town of Caledon Non-Tax Revenue Per Resident (Excluding Water and Wastewater Fees)

	2026	2027	2028	2029	2030	2031	2032	2033
Payments-in-Lieu of Taxation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OMPF and Cannabis	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Conditional Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revenue from other municipalities for Tangible Capital Assets	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revenue from other municipalities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
User Fees and Service Charges	\$121.65	\$123.87	\$126.08	\$128.29	\$130.50	\$132.71	\$134.93	\$137.14
Licences, permits, rents, etc.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fines and penalties	\$61.90	\$63.02	\$64.15	\$65.27	\$66.40	\$67.52	\$68.65	\$69.78
Other revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Town of Caledon - Non-Tax Revenue Per Resident (Excluding Water and Sewer)	\$72,082	\$142,457	\$194,927	\$249,149	\$305,122	\$392,150	\$481,905	\$547,138

	2034	2035	2036	2037	2038	2039	2040	2041
Payments-in-Lieu of Taxation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OMPF and Cannabis	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Conditional Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revenue from other municipalities for Tangible Capital Assets	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revenue from other municipalities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
User Fees and Service Charges	\$139.35	\$141.56	\$143.77	\$145.98	\$148.20	\$150.41	\$152.62	\$154.83
Licences, permits, rents, etc.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fines and penalties	\$70.90	\$72.03	\$73.15	\$74.28	\$75.40	\$76.53	\$77.65	\$78.78
Other revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Town of Caledon - Non-Tax Revenue Per Resident (Excluding Water and Sewer)	\$611,145	\$665,775	\$717,414	\$770,321	\$824,498	\$879,943	\$936,657	\$994,640

Appendix E Ongoing Costs

Figure E- 1: Municipal Wide Operating Costs

	2026	2027	2028	2029	2030	2031	2032	2033
General government	\$111.07	\$113.09	\$115.11	\$117.13	\$119.15	\$121.17	\$123.19	\$125.21
Protection services	\$152.08	\$154.84	\$157.61	\$160.37	\$163.14	\$165.90	\$168.67	\$171.43
Transportation services	\$59.73	\$60.82	\$61.90	\$62.99	\$64.07	\$65.16	\$66.25	\$67.33
Environmental services (excluding water and sewer)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Health services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Social and family services	\$0.36	\$0.36	\$0.37	\$0.38	\$0.38	\$0.39	\$0.40	\$0.40
Social Housing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation and cultural services	\$230.60	\$234.79	\$238.98	\$243.18	\$247.37	\$251.56	\$255.75	\$259.95
Planning and development	\$31.59	\$32.16	\$32.73	\$33.31	\$33.88	\$34.46	\$35.03	\$35.61
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Town of Caledon Residential Municipal-wide Operating Costs	\$229,899	\$454,356	\$621,704	\$794,639	\$973,162	\$1,250,727	\$1,536,995	\$1,745,051

	2034	2035	2036	2037	2038	2039	2040	2041
General government	\$127.23	\$129.25	\$131.26	\$133.28	\$135.30	\$137.32	\$139.34	\$141.36
Protection services	\$174.20	\$176.96	\$179.73	\$182.49	\$185.26	\$188.02	\$190.79	\$193.55
Transportation services	\$68.42	\$69.50	\$70.59	\$71.68	\$72.76	\$73.85	\$74.93	\$76.02
Environmental services (excluding water and sewer)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Health services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Social and family services	\$0.41	\$0.42	\$0.42	\$0.43	\$0.44	\$0.44	\$0.45	\$0.45
Social Housing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation and cultural services	\$264.14	\$268.33	\$272.53	\$276.72	\$280.91	\$285.10	\$289.30	\$293.49
Planning and development	\$36.18	\$36.75	\$37.33	\$37.90	\$38.48	\$39.05	\$39.63	\$40.20
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Town of Caledon Residential Municipal-wide Operating Costs	\$1,949,193	\$2,123,431	\$2,288,129	\$2,456,873	\$2,629,665	\$2,806,503	\$2,987,388	\$3,172,319

Figure E- 2: Town of Caledon Site Specific Operating Costs

	2026	2027	2028	2029	2030	2031	2032	2033
Roads Site Specific Capital Related Operating Costs	\$36,114	\$36,771	\$37,428	\$38,084	\$38,741	\$39,397	\$40,054	\$40,711
Parks Site Specific Capital Related Operating Costs	\$83,179	\$84,692	\$86,204	\$87,716	\$89,229	\$90,741	\$92,254	\$93,766
Total	\$119,294	\$121,463	\$123,632	\$125,801	\$127,970	\$130,139	\$132,308	\$134,477

	2034	2035	2036	2037	2038	2039	2040	2041
Roads Site Specific Capital Related Operating Costs	\$41,367	\$42,024	\$42,681	\$43,337	\$43,994	\$44,650	\$45,307	\$45,964
Parks Site Specific Capital Related Operating Costs	\$95,278	\$96,791	\$98,303	\$99,815	\$101,328	\$102,840	\$104,352	\$105,865
Total	\$136,646	\$138,815	\$140,984	\$143,153	\$145,321	\$147,490	\$149,659	\$151,828