

TOWN OF CALEDON
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Bolton North Hill Landowners Group

Preliminary Fiscal Impact Study: Region of Peel Impact Assessment

Bolton North Hill Residential Expansion

January 24, 2025

BNHLG Preliminary Fiscal Impact Study: Region of Peel
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Acronyms and Abbreviations

BNHL	Bolton North Hill Lands
BNHLG	Bolton North Hill Landowners Group
BRES	Bolton Residential Expansion Study
DCBS	Development Charges Background Study
FIS	Fiscal Impact Study
LOPA	Local Official Plan Amendment
OPP	Ontario Provincial Police
PPJ	People Plus Jobs
ROPA 30	Regional Official Plan Amendment 30
SF	Square Feet
ZBLA	Zoning By-Law Amendment

Executive Summary

Arcadis Professional Services (Canada) Inc. (Arcadis) has been retained by the Bolton North Hill Landowners Group (BNHLG) to prepare a preliminary Regional Fiscal Impact Study (FIS) in support of a Local Official Plan Amendment (LOPA) application and a zoning by-law amendment (ZBLA) for the Bolton Residential Expansion Study (BRES) Option 1/2 lands in the Town of Caledon (the Town), herein referred to as the “Bolton North Hill sands” or the “subject lands”. The subject lands are approximately 167.8 gross hectares¹ (415 gross acres) and are located north of the intersection of Highway 50 and Columbia Way. BNHLG is proposing to develop the Bolton North Hill lands with a total of 4,445 residential units, 50,050 square feet (sf) (4,650 sm) of commercial space, two new schools, and 9.0 hectares (ha) of parkland. The proposed development is expected to provide housing for 12,500 people² and 410 jobs.³

Arcadis’ FIS includes an analysis of the capital and operating impacts of the Bolton North Hill lands on the Region of Peel to provide a long-term outlook of the financial sustainability of the project. The following summaries the key findings of the report:

- **Capital Impact Assessment**
 - **Development Charge Revenue:** the build-out of the Bolton North Hill lands is estimated to generate \$242.5 million in development charge revenues based on rates as of August 1, 2024.
 - **Roads:** The revenue generated by the regional road development charge program from the proposed Bolton North Hill lands development (\$40.2m) is expected to cover its’ proportionate share of the Region’s road development costs (\$3.4m) based on a 20% share of overall BRES lands future growth. The surplus of \$36.8m can be used for other regional projects.
 - **Water:** The revenue generated by the regional water development charge program from the proposed Bolton North Hill lands development (\$92.6m) is expected to cover its’ proportionate share of the Region’s water development costs (\$15.1m) based on a 20% share of overall BRES lands future growth. The surplus of \$77.5m can be used for other regional projects.
 - **Wastewater:** The revenue generated by the regional wastewater development charge program from the proposed Bolton North Hill lands development (\$100.6m) is expected to cover its’ proportionate share of the Region’s wastewater development costs (\$26.2m) based on a 20% share of overall BRES lands future growth. The surplus of \$74.4m can be used for other regional projects.
- **Operating Impact Assessment**
 - **Tax Revenue:** At build-out, the Bolton North Hill lands development is expected to generate \$7.0 million in annual property tax revenues for the Region of Peel (based on 2024 tax rates).
 - **Build-out Analysis:** At build-out, the annual net operating position of the Bolton North Hill lands will generate approximately \$1.87 million in annual operating surpluses for the Region of Peel.

At build-out, the development of the Bolton North Hill lands, as proposed by BNHLG, would have a net positive benefit on the Region of Peel from a capital, operations, and maintenance financial perspective. An area specific development charge for road costs may be required.

¹ Based on ‘Bolton North LOG’ August 19, 2024 (November 19, 2024).

² Based on ppu for updated unit counts as per Bolton North LOG August 19, 2024 (November 19, 2024).

³ Based on 12,500 residents plus 410 jobs.

A FIS for the Town of Caledon was also completed and yielded a net positive capital and operating position for the subject lands. Please refer to the “Preliminary Fiscal Impact Assessment: Town of Caledon Impact Assessment – Bolton North Hill Residential Expansion” for further details.

1 Introduction

Arcadis has been retained by the BNHLG to prepare a preliminary FIS in support of a LOPA application and ZBLA for the Bolton North Hill lands in the Town of Caledon, herein referred to as the “Bolton North Hill Lands” or the “subject lands”. The subject lands are approximately 167.8 gross ha⁴ (414 gross acres) and are located north of the intersection of Highway 50 and Columbia Way.

BNHLG is proposing to develop the Bolton North Hill lands with a total of 4,445 residential units, 50,050 SF (4,650 SM) of commercial space, two new schools, and 9.0 ha of parkland. The proposed development is expected to provide housing for 12,500 people and 410 jobs, totaling 12,910 people and jobs.

The Region of Peel (Peel Region) began its Municipal Comprehensive Review (MCR) on May 23, 2013, to incorporate new provincial legislation, regulations and policies to help guide growth and development within the region. On December 8, 2016, Peel Region adopted Regional Official Plan Amendment (ROPA) 30 to expand the Bolton Rural Service Centre settlement boundary to accommodate the forecasted growth to 2031 in both the Town and Peel Region. ROPA 30 was approved on November 30, 2020⁵ by oral decision at the Local Planning Appeals Tribunal (now known as the Ontario Land Tribunal).

Currently, the Town of Caledon is undertaking its Official Plan Review to bring the Town’s Official Plan into conformity with the Region of Peel Official Plan. The new Official Plan, referred to as the “Future Caledon Official Plan,” will replace the existing Official Plan and will be implemented in three phases. The initial phase, which was adopted by Town Council on March 26, 2024, encompasses the vision and guiding principles, urban system policies, and implementation policies of the plan and currently sits with the Ministry of Municipal Affairs and Housing⁶ for final approval. The second phase of the review, which commenced in Fall 2024⁷, will review, update and consolidate the existing Bolton Secondary Plans, as well as incorporate additional intensification and major transit station area policies into the Official Plan. The Phase 2 work plan is expected to continue into early 2025. Lastly, the third phase, expected to commence after the completion of Phase 2, will implement the review and updates of the Town’s secondary plans.

As per the updates from Phase 1 of the Future Caledon Official Plan process, the BRES lands as identified in ROPA 30 have been brought into the Urban Area and align with the amendments to the Urban Boundary through the Region’s MCR. The Town’s Urban System now includes 4,000 hectares of new Urban Area to provide land for new community and employment areas over the 30 years.

⁴ Based on ‘Bolton North LOG’ August 19, 2024 (November 19, 2024)

⁵ Peel Region. (n.d.). *Approved Regional Official Plan Amendments*. Retrieved from: <https://peelregion.ca/business/planning/official-plan/approved-regional-official-plan-amendments#:~:text=On%20November%2030%2C%202020%2C%20a,page%2C%20quoting%20case%20number%20PL170058>.

⁶ More Homes Built Faster Act, 2022 (Bill 23) removed statutory power under the *Planning Act* from Peel Region, effective July 1, 2024. As such, the Ministry of Municipal Affairs and Housing is now the approval authority for Official Plans and Official Plan Amendments for lower-tier municipalities in Peel Region.

⁷ Town of Caledon. (n.d.). *Bolton Secondary Plans Review*. Retrieved from: <https://haveyoursaycaledon.ca/bolton-secondary-plan-review>

1.1 Purpose and Approach

The purpose of this preliminary Region of Peel FIS is to establish the anticipated long-range fiscal impact of the Bolton North Hill lands with respect to the Region's operations, maintenance, and capital budgets and to provide a long-term outlook of the financial sustainability of the build-out of the subject site.

Based on the study purpose, this report has been structured as follows:

- **Development Summary:** A summary of the proposed development;
- **Capital Impact Assessment:** A broad assessment of the anticipated water, sewer and roads development charge funding impacts is provided based on the Region's development charges program and the estimated capital works as per Crozier Engineering Consultants for the development build-out; and,
- **Operations & Maintenance Analysis:** An analysis which compares the Region of Peel's tax funded operating budget against the annual tax yield and operations & maintenance costing to be generated from the proposed development at full build-out.

1.2 Assumptions & Limitations

Arcadis has used a set of assumptions to underpin this Regional FIS. This report and its recommendations should be reviewed in light of these basic assumptions, which are outlined below:

- Detailed planning of the concept plan has yet to occur. Any changes to the plan could result in changes to the build out population estimates, the unit counts, the underlying land uses, and the cost assumptions for infrastructure. Additional revisions may be required should changes to the plan occur.
- For the purposes of this FIS, Arcadis has used the following residential unit count as per the November 2024 concept plan from Bousfields: Singles/Semi-detached – 1,278 units; Townhouses – 813 units; Stacked & Back-to-back townhouses – 230 units; and, Apartments – 2,124 units for a total of 4,445 units.
- The population forecasts in this report are based on the Region of Peel's 2021 statistics and are assumed to be accurate. The build-out projections for the Bolton North Hill lands are based on the following persons per unit (PPU) outlined in the Town of Caledon's 2024 DCBS (July 3, 2024) and confirmed by Bousfields on November 26, 2024: Singles – 3.65ppu; Townhouses – 3.3ppu; Stacked/Back-to-Back Townhouses – 3.3ppu; and Apartments – 2.07ppu. Any changes to the PPU assumptions through future growth management process could impact the ultimate growth forecast for the subject lands.
- For the purpose of development charge rates and revenue calculation only, as there was no breakdown between Stacked and Back-to-Back townhouse units in the most-recent Unit Count document (dated November 27, 2024), Arcadis combined the 230 Stacked townhouse and Back-to-back townhouse units under 'Larger Apartment'. In addition, Arcadis has classified 50% (1,062) of the total apartment units as 'Larger Apartment >750sf', while the remaining 50% of the units are classified as 'Small Apartments (<750sf)'. Finally, all 813 Street Townhouse units have been classified as 'Other Residential'.
- Arcadis has assumed completion of the first residential units in 2030 and full build-out of the Bolton North Hill lands by 2040, as per correspondence by Bousfields on May 24, 2024.

- The Bolton North Hill lands have been calculated at a proportionate rate of 20%⁸ based on the combined PPJ yield (12,910 PPJ) for Bolton North Hill against expected population and employment growth for the C22 (Bolton) community area⁹ for 2021-2051 (67,300 PPJ).
- The Region's DCBS outlines capital works required to 2041. While it is anticipated that the full build-out for Bolton North Hill growth will occur beyond the 2041 planning horizon, any future development charges for units approved beyond the current DCBS horizon may be subject to new development charge rates.

⁸ Actual proportion is 19.2% however Arcadis has rounded for conservative calculations.

⁹ C22 refers to the Bolton Study Area (as per Appendix IV of the 2051 Scenario Community Tables Maps)b.

2 Site Context & Proposed Development

2.1 Site Context

The Bolton North Hill lands are located south of Castleberg Side Road, north of Bolton Heights Road and Columbia Way, east of Humber Station Road and west of the Caledon King Townline and total 167.8 gross ha (415 gross acres). As per 'Schedule E-1' (Regional Structure) of the Region of Peel Official Plan (2022), the entirety of Bolton North Hill lands are within the Regional Urban Boundary and are designated both *Urban System* and *Bolton Residential Expansion Settlement Area*.

At the time of this report, the Future Caledon Official Plan has not received approval from the Ministry of Municipal Affairs and Housing. While the current Official Plan (1979 version, consolidated March 2024) policies are in effect, the approval of the Future Caledon Official Plan is anticipated in 2025.

To conform with changes to the Region of Peel Official Plan through ROPA 30, the Future Caledon Official Plan redesignates the subject lands to *New Community Area*¹⁰ (Future Caledon Official Plan 'Schedule B4'). The *New Community Area* designation envisions the lands to be developed as future residential/ mixed-use communities through the preparation and approval of a secondary plan.¹¹ Detailed land use designations permitted within *New Community Area* include *Urban Centres, Urban Corridors, Major Commercial/ Mixed-use Areas, Neighbourhood Centres, Neighbourhood Area and Major Institutional Area*. Currently, a *Neighbourhood Centres* designation has been identified on Schedule F1 (Future Caledon Official Plan) for the Bolton North Hill lands. The *Neighbourhood Centres* designation permits a broad range of residential, retail, mixed-use, service, office, cultural, institutional, educational, hospitality, entertainment, and recreational uses. These permitted uses aim to facilitate a mix of neighbourhood-oriented uses, create neighbourhood-scale transportation hubs that can integrate multiple modes of transportation, and provide a range of retail and service experiences to meet local demands.

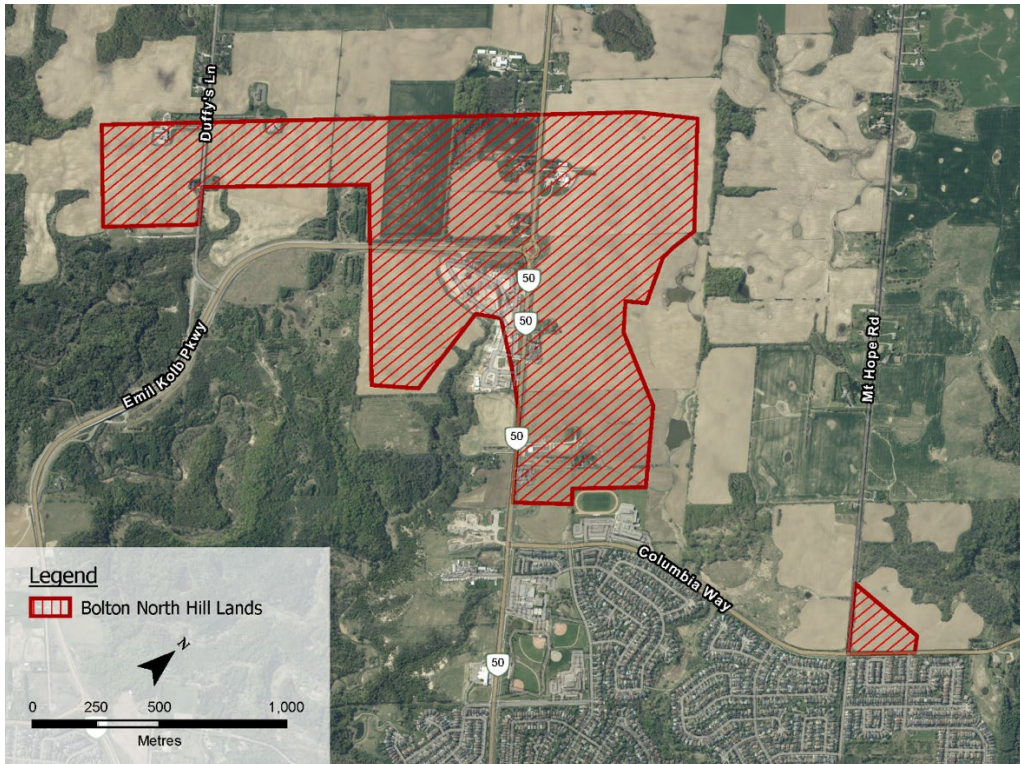
The surrounding uses include:

- **North:** Agricultural lands, Oak Ridges Moraine Conservation Plan Area
- **East:** Highway 50, Bolton North Hill Commercial Area, Gas Station, Natural Heritage System
- **West:** Agricultural lands, Farmers' Market
- **South:** Low-rise residential

¹⁰ Town of Caledon. (2024). *Future Caledon Official Plan – Schedule B4*. Retrieved from: <https://pub-caledon.escribemeetings.com/filestream.ashx?DocumentId=38343>

¹¹ Town of Caledon. (2024). *Future Caledon Official Plan – Community Areas*. Retrieved from: <https://pub-caledon.escribemeetings.com/filestream.ashx?DocumentId=38343>

Figure 2-1: Site Location



Source: Arcadis, 2024

2.2 Site Accessibility

The subject lands are centered on an existing arterial road network. Highway 50, which runs through the land holdings, is the main north-south high capacity arterial road in Bolton and provides strong access to the commercial areas to the south of the site. Emil Kolb Parkway, which runs east-west through the middle of the concept plan, is part of the Bolton Arterial Road network, and provides additional north-south access for the subject lands to connect to the employment area to the south as well as the City of Brampton. Columbia Way, which is located at the south end of the land holdings, runs east-west through the Bolton North Hill lands and connects the lands to existing uses in the northeast Bolton area.

2.3 Proposed Development & Statistics

The BNHLG is proposing the development of a complete community on the Bolton North Hill lands. The development will provide 4,445 new residential units comprising a combination of a variety of housing typologies, institutional spaces, public parks, open space and supporting infrastructure. As the proposed development is still within the secondary plan stage, the details are subject to change prior to the final submission of the development application.

The proposed development will provide 1,278 detached units, 813 townhouse units, 230 stacked/back-to-back units, and 2,124 apartment units for a total of 4,445 units. The plan will incorporate 50,050 SF (4,650 SM) of commercial space into the 8.5 hectares of mixed-use area, and will also provide 9.0 hectares of parkland, two

new schools totaling 6.2 hectares, 0.8 hectares of open space, a 1.87 ha wooded lot, and 15.98 hectares of stormwater management ponds integrated throughout the community. The proposed development is estimated to generate 410 jobs and 12,500 residents upon build-out, for a total of 12,910 people and jobs. See **Appendix B** for the concept plan.

Table 2-1: Residential Units, Population, & Jobs

Unit Type	Units	PPU ¹	Population
Single Detached	1,278	3.65	4,660
Townhouse	813	3.30	2,680
Back-to-Back Townhouse ²	230	3.30	760
Apartment	2,124	2.07	4,400
Subtotal - Residential	4,445		12,500
Job Unit Type	Unit Quantity	Jobs/units	Jobs ³
School	2	50	100
Apartment Block	7	10	70
Mixed Use Block	4	60	240
Total Jobs			410

(1) PPU based on 2024 Town DCBS (July 3, 2024)

(2) Combined stacked and back-to-back units (as per Statistic Worksheet received from Bousfields November 27, 2024)

(3) Population and employment numbers have been rounded to a multiple of 10.

3 Regional Capital Impact Assessment

3.1 Determination of Capital Costs

Capital costs associated with development are generally considered developer responsible items (i.e. local services typically internal to a subdivision) or development charge (DC) related items. In the case of DC related items, the capital costs can be broken down into following three components:

1. **Growth related** incurred during the development charge horizon period – included in the DC – no impact to the municipality;
2. **Growth related but beyond the horizon period** (oversizing) – to be collected from future DCs – ultimately no impact to the municipality; and,
3. **Benefit to existing** portion of development charge projects – to be funded from the tax base or in the case of water/wastewater through user rates.

For the purposes of this analysis, Arcadis has focused on the growth-related component of the development charge program to analyze the regional capital impacts of the proposed development against the estimated development charge revenues. As per the Region's 2024 Development Charges, the following services are included in the development charge program:

- Water Supply;
- Wastewater;
- Services related to a Highway – Transportation;
- Public Works;
- Growth Studies;
- Long Term Care;
- Public Health;
- Paramedics;
- Housing Services;
- Waste Diversion;
- Ontario Provincial Police Services (OPP)

The majority of Region's development charge (~96%) is attributable to water supply, wastewater and regional roads. On this basis, Arcadis has focused its analysis on these three growth components, as they represent the most readily identifiable infrastructure improvements required for the subject lands.

3.2 Development Charge Revenue

Table 3-1 provides an estimate of the DC revenues that would be generated by the proposed development for the Region. Arcadis has used the current DC Rates (in-force August 1, 2024 to January 31, 2025) to be consistent with the estimate of capital works, which has been costed by Crozier Consulting Engineers (Crozier) in 2024\$.

In total, the build-out of the Bolton North Hill lands is estimated to generate \$242.5 million in DC revenues.

It is noted that Arcadis has classified 50% (1,062 units) of the total apartment units as 'Larger Apartment >750 sf', while the remaining 50% of the units are classified as 'Small Apartment (<750 sf)'. In addition, all street townhouse units (813 units) are classified as 'Other Residential', and 230 stacked and back-to-back townhouse units have been classified under 'Larger Apartment >750sf'. This is due to stacked and back-to-back units being combined in the most-recent Statistic Worksheet. Further refinement to the total DC revenue to be generated will be required at the site plan stage.

Table 3-1: Estimated Development Charge Revenue

	Charge Effective Aug 1, 2024 to Jan 31, 2025 ⁽¹⁾					
	Residential (\$/Unit)				Non-Residential (\$/sm)	Total
	Single/Semi	Larger Apartment >750 sf ⁽²⁾⁽³⁾	Small Apartment <750 sf ⁽²⁾	Other Residential ⁽⁴⁾		
Total Town of Caledon Development Charge	\$94,329,551	\$69,243,099	\$30,071,220	\$47,526,411	\$1,375,639	\$242,545,920
Service Program						
Water Supply	\$36,045,338	\$26,459,269	\$11,490,856	\$18,160,858	\$446,025	\$92,602,346
Wastewater	\$39,144,999	\$28,734,591	\$12,478,994	\$19,722,572	\$481,357	\$100,562,514
Services Related to a Highway - Transportation	\$15,540,774	\$11,407,786	\$4,954,227	\$7,829,966	\$427,011	\$40,159,765
Public Works	\$494,752	\$363,175	\$157,722	\$249,273	\$7,299	\$1,272,221
Growth Studies	\$323,308	\$237,326	\$103,067	\$162,894	\$4,742	\$831,338
Long Term Care	\$1,520,219	\$1,115,925	\$484,629	\$765,938	\$0	\$3,886,711
Public Health	\$0	\$0	\$0	\$0	\$0	\$0
Paramedics	\$404,410	\$296,860	\$128,922	\$203,756	\$5,951	\$1,039,898
Housing services	\$0	\$0	\$0	\$0	\$0	\$0
Waste Diversion	\$665,621	\$488,602	\$212,193	\$335,362	\$1,302	\$1,703,080
Ontario Provincial Police Services	\$190,128	\$139,564	\$60,611	\$95,793	\$1,953	\$488,049

- (1) Development charges based on By-Law 77-2020 (in-effect as of August 1, 2024 with rates indexed as of February 1, 2025)
- (2) # Apartment units (2,124 units) have been split 50/50 between 'Small Apartment <750sf' and 'Larger Apartment >750sf'.
- (3) 230 stacked and back-to-back townhouse units are subject to 'Larger apartment >750sf' development charge rate.
- (4) 813 Street Townhouse units are subject to 'Other Residential' development charge rate.

3.3 Capital Infrastructure Requirements

3.3.1 Regional Road Infrastructure

Table 3-2 outlines the regional road infrastructure projects which are required for the build-out of the Bolton North Hill lands. The information was derived from the Crozier & Associates *Preliminary Opinion of Probable Costs* document (July 19, 2024).

In total, it is estimated that a total of \$16.9 million in regional road infrastructure improvements/upgrades will be required, with the Bolton North Hill lands' proportionate amount (20%) being \$3.4 million.

Table 3-2: Road Capital Costs (Region)

Area	Project	# ⁽¹⁾	From	To	Gross Capital Cost Estimate (2024\$) ⁽¹⁾	BTE	PPB+ Other	Net Capital Cost (2024\$)	Bolton North Hill Share (20%) ⁽²⁾
Bolton North Hill	Highway 50	A1	Centennial Drive	Castleberg Side Road	\$4,000,000	\$0	\$0	\$4,000,000	\$800,000
		A2	Columbia Street	Street A	\$800,000	\$0	\$0	\$800,000	\$160,000
		A3	Columbia Way		\$350,000	\$0	\$0	\$350,000	\$70,000
		A4	Bolton Heights		\$325,000	\$0	\$0	\$325,000	\$65,000
		A5	Proposed Street A		\$1,150,000	\$0	0	\$1,150,000	\$230,000
		A6	Emil Kolb / Proposed Street B		\$600,000	\$0	0	\$600,000	\$120,000
		A7	Proposed Street C		\$1,200,000	\$0	0	\$1,200,000	\$240,000
		A8	Proposed Street D		\$350,000	\$0	0	\$350,000	\$70,000
	Emil Kolb Parkway	C1	King Street	Highway 50	\$500,000	\$0	0	\$5,500,000	\$1,100,000
		C2	Duffy's Lane		700,000	\$0	0	\$700,000	\$140,000
		C3	Street E		1,250,000	\$0	0	\$1,250,000	\$250,000
C4		Street F		750,000	\$0	0	\$750,000	\$150,000	
Roads Sub-total					\$16,975,000	\$0		\$16,975,000	\$3,395,000

Source: Crozier Engineering, 'Preliminary Opinion of Probable Costs' (July 19, 2024)

- (1) Projects as per Crozier 'Preliminary Opinion of Probable Costs' (July 19, 2024)
- (2) Based on 20% Bolton North Hill share of overall BRES growth.

3.3.2 Water Services

Table 3-3 outlines the regional water infrastructure projects which are required for the build-out of the Bolton North Hill lands. The information was supplied by Crozier's 'Summary of Draft Cost Estimates for Shared Wastewater and Water Infrastructure' dated May 14, 2024.

In total, it is estimated that a total of \$75.6m in regional water infrastructure improvements/upgrades will be required for the total BRES lands, with the Bolton North Hill lands' proportionate amount (20%) being \$15.1 million.

Table 3-3: Water Infrastructure Capital Cost (Region)

Area	Project	Timing	Gross Capital Cost Estimate (2024\$) ⁽¹⁾	BTE	PPB+ Other	Net Capital Cost (2024\$)	Bolton North Hill Share (20%) ⁽²⁾
Bolton North Hill	Elevated Tank North of Hwy 50 & Emil Kolb Roundabout	TBD	\$18,458,700	\$0	\$0	\$18,458,700	\$3,691,740
	Watermain on Hwy 50 from Elevated Tank to Emil Kolb	TBD	\$6,592,300	\$0	\$0	\$6,592,300	\$1,318,460
	Watermain on Hwy 50 from Columbia Way to Emil Kolb	TBD	\$5,489,900	\$0	\$0	\$5,489,900	\$1,097,980
	Watermain on Emil Kolb from Columbia Way to Emil Kolb	TBD	\$16,646,500	\$0	\$0	\$16,646,500	\$3,329,300
	Watermain on Emil Kolb from King St to Booster Station	TBD	\$6,406,000	\$0	\$0	\$6,406,000	\$1,281,200
	Water Booster Station at Coleraine/King St W	TBD	\$22,059,000	\$0	\$0	\$22,059,000	\$4,411,800
Water Sub-total			\$75,652,400	\$0	\$0	\$75,652,400	\$15,130,480

Source: Crozier Summary of Draft Cost Estimates for Shared Water & Wastewater Infrastructure (May 14, 2024)

- (1) Projects as per Crozier 'Preliminary Opinion of Probable Cost' (July 19, 2024)
- (2) Based on 20% Bolton North Hill share of overall BRES growth.

3.3.3 Wastewater Services

Table 3-4 outlines the regional wastewater infrastructure projects which are required for the build-out of the Bolton North Hill lands. The information was supplied by Crozier’s ‘Summary of Draft Cost Estimates for Shared Wastewater and Water Infrastructure’ dated May 14, 2024.

In total, it is estimated that a total of \$130.9m in regional water infrastructure improvements/upgrades will be required for the total BRES lands, with the Bolton North Hill lands’ proportionate amount (20%) being \$26.2 million.

Table 3-4: Wastewater Infrastructure Capital Cost (Region)

Area	Project	Timing	Gross Capital Cost Estimate (2024\$) ⁽¹⁾	BTE	PPB+ Other	Net Capital Cost (2024\$)	Bolton North Hill Share (20%) ⁽²⁾
Bolton North Hill	Trunk Sewer on Emil Kob from Hwy 50 to Pumping Station (#WW17)	TBD	\$34,938,800	\$0	\$0	\$34,938,800	\$6,987,760
	Sewage Pumping Station	TBD	\$8,489,000	\$0	\$0	\$8,489,000	\$1,697,800
	Sewage Forecemain on Emil Kob from Pumping Station to King St	TBD	\$10,371,400	\$0	\$0	\$10,371,400	\$2,074,280
	Trunk Sewer on King St f rom Emil Kob to Humber Station	TBD	\$3,395,600	\$0	\$0	\$3,395,600	\$679,120
	Trunk Sewer. On Humber Station from King St to Healey Rd	TBD	\$73,790,838	\$0	\$0	\$73,790,838	\$14,758,168
Wasterwater Sub-total			\$130,985,638	\$0	\$0	\$130,985,638	\$26,197,128

Source: Crozier Summary of Draft Cost Estimates for Shared Water & Wastewater Infrastructure (May 14, 2024)

- (1) Projects as per Crozier ‘Preliminary Opinion of Probable Costs’ (July 19, 2024)
- (2) Based on 20% Bolton North Hill share of overall BRES growth.

3.4 Summary of Capital Costs vs. Revenues

The following summarizes the net capital position for regional roads, water, wastewater and wastewater services based on the build-out of the Bolton North Hill lands:

- **Roads:** The revenue generated by the regional road development charge program from the proposed Bolton North Hill lands development (\$40.2m) is expected to cover its’ proportionate share of the Region’s road development costs (\$3.4m) based on a 20% share of overall BRES lands. The surplus of \$36.8m can be used for other regional projects.
- **Water:** The revenue generated by the regional water development charge program from the proposed Bolton North Hill lands development (\$92.6m) is expected to cover its’ proportionate share of the Region’s water development costs (\$15.1m) based on a 20% share of overall BRES lands. The surplus of \$77.5m can be used for other regional projects.
- **Wastewater:** The revenue generated by the regional wastewater development charge program from the proposed Bolton North Hill lands development (\$100.6m) is expected to cover its’ proportionate share of the Region’s wastewater development costs (\$26.2m) based on a 20% share of overall BRES lands. The surplus of \$74.4m can be used for other regional projects.

Table 3-5: Summary of Projected Net Capital Cost Position (millions)

	Estimated DC Revenue	Estimated Regional Capital Cost	Suplus/ (Deficit)	Findings
Roads	\$ 40.2	\$ 3.4	\$ 36.8	No impact anticipated
Wastewater	\$ 100.6	\$ 26.2	\$ 74.4	No impact anticipated
Water	\$ 92.6	\$ 15.1	\$ 77.5	No impact anticipated

4 Operating Impact Analysis

4.1 Determination of Operating Revenues

Arcadis undertook an operating analysis which adopts the following format:

- Net Operating Position = Property Tax Revenues
- Plus: Non-Tax Revenues
- Less: Operating Expenditures
- Less: Capital from Current
- Less: Development Charge Percentage Reduction
- Less: Non-DC Eligible Capital

4.2 Determination of Operating Revenues – Region of Peel

4.2.1 Analysis of Comparables / Estimation of Assessment Value

Annual municipal property tax revenues are based on the application of tax rates against current property assessments for existing development in the Region of Peel and more specifically, the Town of Caledon. Through an analysis of comparable residential and commercial developments, an approximation of the assessed value of the Bolton North Hill lands was conducted in order to estimate property tax revenues.

For the purposes of this analysis, Arcadis utilized the assessment values based on recent comparable developments within Caledon as per the Caledon Station – Fiscal Impact Study (Urban Metrics Inc. – June 28, 2023). Arcadis has adopted this approach for consistency with surrounding development. Assessment values per square foot for commercial uses were based on average 2020 assessment values for neighbourhood commercial properties in Bolton using CoStar and MPAC analytics data.

For consistency with the calculation of the operating expenditures which are based on the Region’s “2023 Financial Information Return” (FIR) (indexed to 2024\$), the Region’s 2024 property tax rates were used in the revenue calculations.

Table 4-1: Average Assessment Values (2024)

Unit Type	Assessed Value
Single/Semi Detached	\$765,000
Street Townhouse	\$497,000
Back-to-back/Stacked Townhouse	\$397,600
Apartment	\$361,500
Non-Res (\$/sf)	\$322

Source: Caledon Station - Fiscal Impact Study (Urban Metrics Inc. - June 28, 2023)

Of note, the COVID-19 pandemic had a significant impact on assessed values, which, in turn, has impacted property tax revenues for municipalities. Assessed values have not been updated since 2016, as the provincial government postponed the 2020 assessment cycle due to said pandemic. As such, the assessed values which have been utilized in this analysis should be considered very conservative, with a large jump in assessment values expected in 2025 after the 2024 assessment cycle updates.

4.2.2 Region Property Tax Revenues

Property tax revenues are determined by applying the appropriate town tax rate to the assessed value. The 2024 Property Tax Rate for the Region of Peel was used in the revenue calculations.

It is expected that in 2040 (full build-out), development of the Bolton North Hill lands will generate approximately \$7.0m in annual property tax revenue for the Region of Peel.

Table 4-2: 2040 Property Tax Revenues (Based on 2024 Tax Rate)

		Average Assessment for 2024 Taxation Year ⁽¹⁾	2024 Tax Rates Region of Peel ⁽²⁾	2024 Property Tax Region of Peel (Per Unit/Per SF)	Units/Estimate of SF ⁽³⁾	2040 Tax Revenue (4,445 units)
Land & Building						
Residential (\$/Unit)	Single/Semi Detached	\$765,000	0.3114%	\$2,382	1,278	\$ 3,044,181
	Street Townhouse	\$497,000	0.3114%	\$1,548	813	\$ 1,258,129
	Stacked & Back-to-back Townhouse	\$397,600	0.3114%	\$1,238	230	\$ 284,743
	Apartment	\$361,500	0.3114%	1,126	2,124	\$ 2,390,787
Non-Res. (\$/Sf)	Retail	\$322	0.4196%	\$1.35	50,050	\$ 67,620
Total						\$7,045,460

- (1) Assessment Values based on Mayfield West Phase 1 Expansion (Stage 2) Financial Impact Study, urbanMetrics inc. (July 21, 2021)
- (2) Tax rate is only the Regional component. Local Municipal rates have not been analyzed for this report but are included in the Town of Caledon FIS.
- (3) Residential unit count based on the Bousfields' Unit Count document from August 29, 2024 (updated November 27, 2024)

4.2.3 Non-Tax Revenues

Non-tax revenues, such as licenses, permits, payment in lieu of taxes, and penalties, are estimated based on information provided in the 2023 FIR (indexed to 2024%) for the Region of Peel, and have been further refined by Arcadis to reflect the increase in proportion of residential/non-residential growth.

Based on the 2023 FIR data, Arcadis has estimated that non-tax revenues for the Region are approximately \$78 per capita for residential development and \$72 per job for non-residential development. Arcadis have indexed these amounts up to 2024\$, resulting in \$81 per capita and \$74 per job based on a five-year annual inflation average of 3.41%.

4.3 Operating Costs

4.3.1 Annual Operating Costs

Arcadis used the Region’s 2023 FIR to calculate the operating costs associated with the development of the Bolton North Hill lands. Arcadis identified the total operating expenditures by category for the Region which were then adjusted downward to take into account the long-term debt and user fees/service charges, resulting in the tax supported operating expenditures. The net expenditure for the Region in 2023 was approximately \$852.1 million.

To estimate the degree to which the net operating expenditures would increase due to growth, a “growth related percentage” is applied to determine the net growth related operating expenditure. A share of the growth related net operating expenditures is then allocated between residential or non-residential uses based on the prevailing residential/non-residential split in the Region.

The operating costs associated with residential development are totaled and divided by the Region’s 2023 population and employment to provide an operating cost per capita/ cost per job. The analysis yields a residential cost of \$474.82/capita and non-residential cost of \$188.73/job based on 2023\$, which Arcadis indexed to 2024\$, resulting in \$491.01/capita and \$195.16/job respectively.

4.3.2 Capital from Current

Capital from current refers to an allocation of funding from the operating budget that is used on annual capital expenditures. These funds can be used to pay for assets that have a shorter useful life and allow municipalities to reduce the amount of debt that is required to finance capital projects.

Arcadis has utilized a capital from current rate of 7% to provide a conservative estimate based on the Region of Peel’s 2019 and 2021 capital allocations from the Regional operating budgets.

4.3.3 Build-out Analysis

Table 4-4 provides the estimate of the annual net operating position of the proposed development at build-out for the Region. It is estimated that the Bolton North Hill lands will generate almost \$1.87 million in annual operating surpluses at full build-out (2040) for the Region of Peel. The Region’s operating revenue (\$8.08m) is sufficient to cover the annual operating expenditures (\$6.22m).

Table 4-4: Summary of Build-out Analysis

Description		2040 (\$'000's)
Growth Forecast		
Population	12,503	
Jobs	410	
Revenues		
Non-tax Revenue per Capita	\$81	\$1,009
Non-tax Revenue per Employee	\$74	\$31
Sub-total Non-Tax Revenue		\$1,039
Sub-total Tax Revenue		\$7,045
Total Tax Revenue		\$8,084
Expenditures		
Operating Expenditure per Capita	\$491	\$6,139
Operating Expenditure per Employee	\$195	\$80
Subtotal - Operating Expenditures		\$6,219
Surplus/(Deficit)		\$1,865

At build-out, the development of the Bolton North Hill lands as proposed by BNHLG would have a net positive benefit on the Region of Peel from an operating financial perspective.

5 Conclusions & Summary of Findings

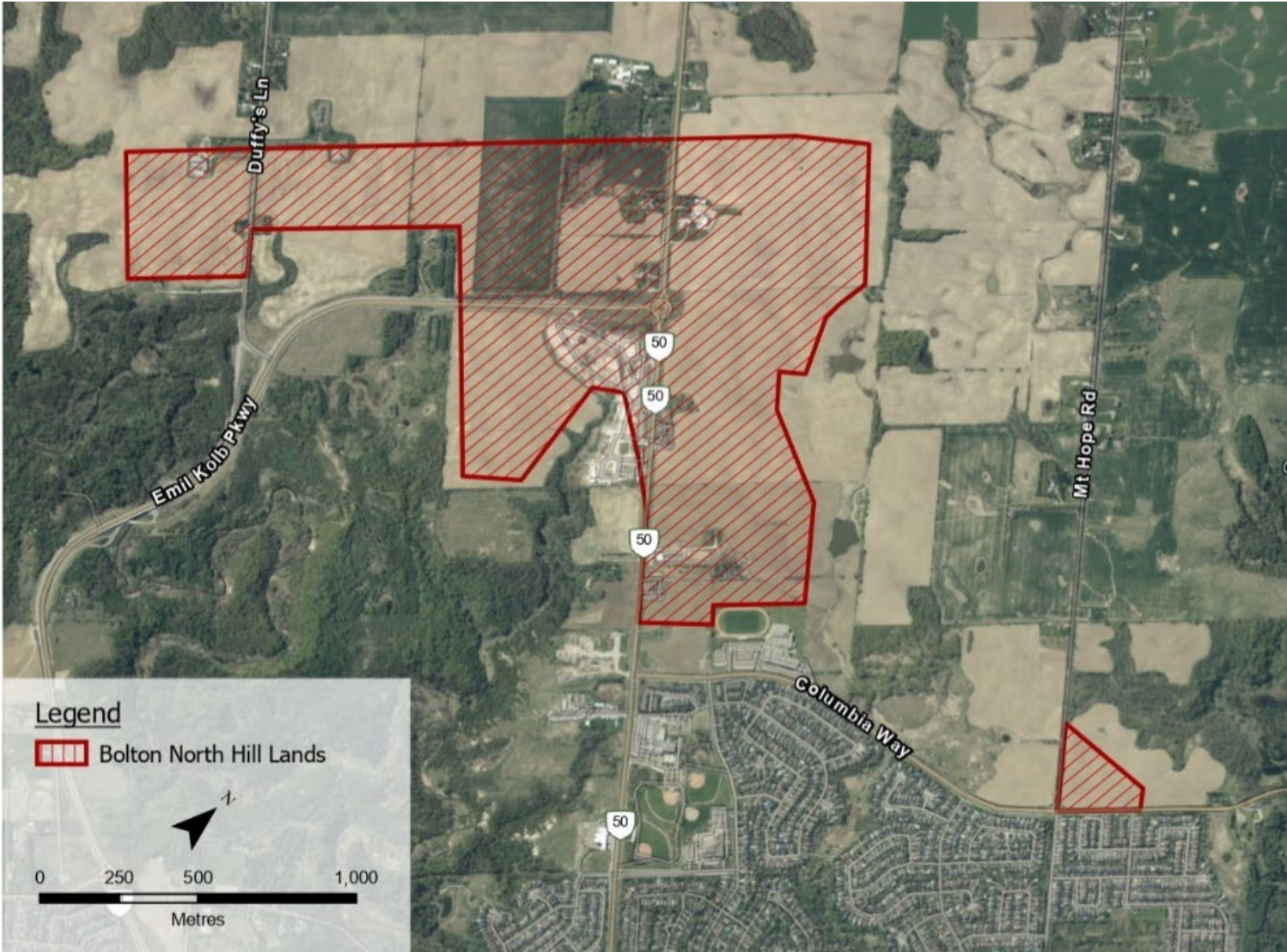
Arcadis' analysis includes an assessment of the capital and operating impacts of the Bolton North Hill lands on the Region of Peel to provide a long-term forecast of the financial sustainability of the project. Based on the analysis, the following findings have been established by Arcadis:

- **Capital Impact Assessment**
 - **Development Charge Revenue:** the build-out of the Bolton North Hill lands is estimated to generate \$242.5 million in development charge revenues based on rates as of August 1, 2024.
 - **Roads:** The revenue generated by the regional road development charge program from the proposed Bolton North Hill lands development (\$40.2m) is expected to cover its' proportionate share of the Region's road development costs (\$3.4m) based on a 20% share of overall BRES lands future growth. The surplus of \$36.8m can be used for other regional projects.
 - **Water:** The revenue generated by the regional water development charge program from the proposed Bolton North Hill lands development (\$92.6m) is expected to cover its' proportionate share of the Region's water development costs (\$15.1m) based on a 20% share of overall BRES lands future growth. The surplus of \$77.5m can be used for other regional projects.
 - **Wastewater:** The revenue generated by the regional wastewater development charge program from the proposed Bolton North Hill lands development (\$100.6m) is expected to cover its' proportionate share of the Region's wastewater development costs (\$26.2m) based on a 20% share of overall BRES lands future growth. The surplus of \$74.4m can be used for other regional projects.
- **Operating Impact Assessment**
 - **Property Tax Revenue:** At build-out, the Bolton North Hill lands development is expected to generate \$7.0 million in annual property tax revenues for the Region of Peel (based on 2024 tax rates).
 - **Build-out Analysis:** At build-out, the annual net operating position of the Bolton North Hill lands will generate approximately \$1.87 million in annual operating surpluses for the Region of Peel.

At build-out, the development of the Bolton North Hill lands as proposed BNHNLG would have a net positive benefit on the Region of Peel from a capital and operating financial perspective.

Appendix A

Aerial Photograph of the Site

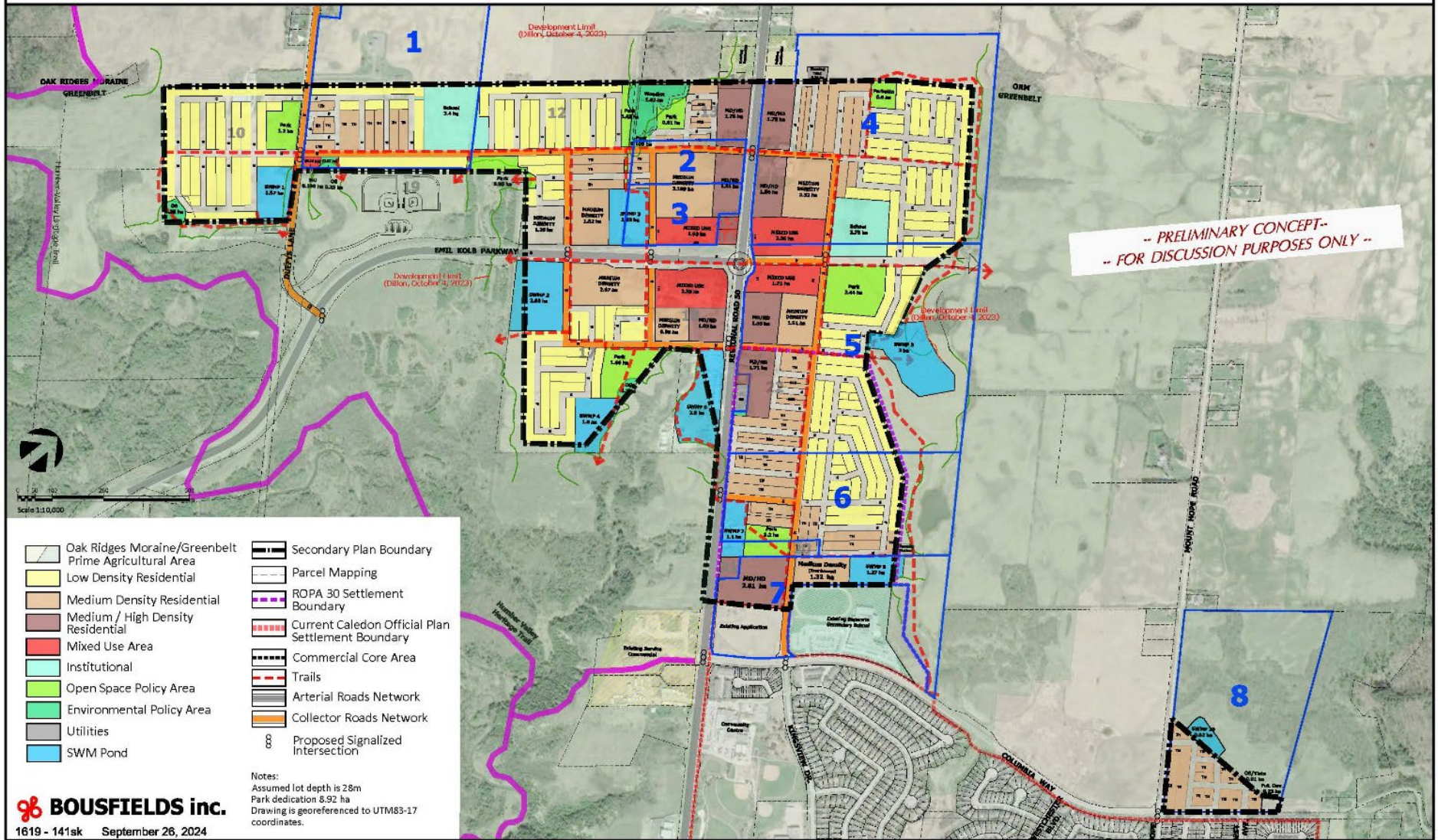


Appendix B

Concept Plan

Bolton North Hill Secondary Plan

Detailed Concept Plan



-- PRELIMINARY CONCEPT --
-- FOR DISCUSSION PURPOSES ONLY --

Appendix C

Literature Cited

Crozier (May 14, 2024). *Summary of Draft Cost Estimates for Shared Water & Wastewater Infrastructure*

Ministry of Finance (2023). *Town of Caledon Financial Information Return*.

<https://data.ontario.ca/dataset/financial-information-return-fir-for-municipalities>

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Ministry of Finance (2023). *Region of Peel Financial Information Return*. <https://data.ontario.ca/dataset/financial-information-return-fir-for-municipalities>

Region of Peel (2020). *Development Charges Background Study (2020)*.

https://peelregion.ca/sites/default/files/2024-05/peel_development-charges-background-study.pdf

Region of Peel. (2021). “*Peel 2051 Land Needs Assessment Report*.” <https://www.pub-peelregion.escribemeetings.com/filestream.ashx?DocumentId=18204>

Town of Caledon (2024). *2024 Development Charges Background Study (February 29, 2024)*

<https://www.caledon.ca/en/resourcesGeneral/Development-Charges-Background-Study.pdf>

Urban Metrics (June 28, 2023). *Caledon Station – Fiscal Impact Study*

Appendix D

Curriculum Vitae (CV)

Matthew Heather B.ES, MCIP, RPP, PLE Associate Principal - Manager, Planning

Matthew is an Associate Principal – Manager, Planning on the Real Estate, Economics and Planning Division at Arcadis. As an urban planner and professional land economist with over 12 years of professional planning and development experience, Matthew has diverse experience in a variety of disciplines within the planning industry including municipal finance and fiscal impact analysis, land economics and growth management, retail commercial market assessment and development approvals and land use planning.

Through his experience with both public and private sector clients, Matthew has supported the preparation of numerous studies/reports including municipal financial feasibility assessments, retail commercial market impact analyses, residential and employment growth management studies, secondary plan studies and land budgets, employment land conversion studies, due diligence reports, and highest and best use studies. Matthew also has experience in preparing planning justification reports, zoning by-law and official plan amendments, and site plan/ plan of subdivision applications.

Representative Experience

Financial Impact Study, Mayfield West Phase 2, Town of Caledon – Arcadis was retained by a private developer to conduct a financial impact study for a proposed residential development application in the Town of Caledon. The purpose of the study was to assess the financial impact of the proposed development as it related to the long-term capital and operating revenues/expenditures of the Town. Matthew was project lead and developed the financial model to determine the build-out financial impacts of the residential development and tested the impacts of the anticipated capital costs against the Towns projected development charge revenues.

Fiscal Impact Study, Bolton Residential Land Expansion, Town of Caledon – Arcadis was retained by a landowner's group to conduct a Fiscal Impact Study to quantify the municipal financial impact of six land use scenarios for a future urban expansion in the Town of Caledon. Matthew assisted in the financial modelling, analysing the potential impacts of the different land use scenarios on the municipalities operating/capital budgets (ongoing).

Fiscal Impact Study, Eagle Heights Subdivision, City of Burlington – Arcadis was retained by a private landowner to conduct a Fiscal Impact Study to quantify the municipal financial impact of a proposed development in Burlington, ON. Matthew conducted the financial modelling, analysing the potential impacts of the different land use scenarios on the municipalities operating/capital budgets and conducting a cash flow analysis to illustrate the long-term impacts of the proposed development (ongoing).

Fiscal Impact Study and Retail Impact Study, 12100 Creditview Rd., Town of Caledon – Arcadis was retained by a private landowner to conduct a Fiscal Impact Study and Retail Impact Study to quantify the municipal financial and retail impacts of a proposed development in

Education

B.ES. – (Honours Urban Planning),
University of Waterloo, Ontario, 2012

Experience

2022–Present

Arcadis, Toronto, ON,
Associate – Manager, Planning

2019–2022

Arcadis, Toronto, ON, Urban Planner

2012–2019

Malone Given Parsons Ltd. Markham, ON, Planner

2011

City of Waterloo, ON, Student Planner

2010

Region of Waterloo, ON, Strategic Policy Student
Planner

2009

Niagara Escarpment Commission. Georgetown,
ON, Planning and Monitoring Assistant

Memberships

Canadian Institute of Planners (CIP), Full Member

Ontario Professional Planners Institute (OPPI), Full
Member

Association of Ontario Land Economists, Full
Member (PLE)

Caledon, ON. Matthew was the project manager and was responsible for the financial modelling, analysing the potential impacts of the different land use scenarios on the municipalities operating/capital budgets, coordinating the retail commercial inventory, undertaking the retail impact analysis and overseeing the day-to-day operations of the project (ongoing).

Port Colborne Quarry Fiscal Impact Assessment, Port Colborne (ON) – Arcadis was retained to complete a financial impact assessment and economic benefit analysis to demonstrate the potential impacts of an expansion to the Port Colborne Quarry on the City and Region’s municipal finances. Arcadis conducted a land value assessment analysis to illustrate the potential impacts on the City’s operating revenues with the change in land use and used the input/output multiplier model to assess the potential economic benefits of the quarry. Matthew was lead on this project and was responsible for the financial analysis, drafting of the report, and the day-to-day management of the file.

Financial Sustainability Analysis, Township of Adjala-Tosorontio – Arcadis was retained by a private developer to conduct a financial sustainability analysis for an approved draft plan of subdivision to assess the financial sustainability of the project as it related to the long-term capital and operating revenues/expenditures of the Township. Matthew assisted in the development of the financial model to determine the build-out financial impacts of the residential development and tested the impacts of the anticipated capital costs against the Townships estimated water and wastewater connection charge revenues. Matthew also represented the developer in discussions with the Township through their development of a connection fee study for water and wastewater services.

Halton Region 2022 Development Charge Review - BILD Halton Chapter – Arcadis was retained by BILD Halton Chapter to review and assess Halton Region’s 2022 Development Charges Background Study and associated by-law. Arcadis’ analysis included an assessment of the proposed level of service, future capital project, and compliance of the study with the Development Charges Act. Matthew was the project lead, responsible for the detailed review of the Region’s work, consultation with BILD and Regional staff, and the provision of revisions/ recommendations for consideration by the industry.

City of Toronto 2022 Development Charge Review, Community Benefits Charge and Parkland Dedication Review - BILD Toronto Chapter – Arcadis, along with Altus Group, were retained by BILD Toronto Chapter to review and assess the City’s 2022 Development Charges Background Study, Community Benefits Charge and Alternative Parkland Dedication by-law. IBI’s analysis included an assessment of the proposed level of service, future capital project, and compliance of the studies with the overarching legislation. Matthew was the project lead, responsible for the detailed review of the City’s work, consultation with BILD and Regional staff, and the provision of revisions/ recommendations for consideration by the industry.

Town of Caledon Development Charges Peer Review – Arcadis was retained by a landowner group to peer review the Town of Caledon’s Development Charges Background Study to determine if the level of service and future capital infrastructure project assumptions used by the Town were appropriate. Matthew was the lead analyst on this project and ran the level of service calculations, analyzed the future capital projects, and determined areas of concern/issues with the background calculations. Matthew represented the landowner group at meeting with the Town to discuss updates and changes to the background study.

Halton Region Development Charge Review – Arcadis was retained by a BILD to review and assess the Region’s 2023 Development Charges Background Study. Arcadis’ analysis included an assessment of the proposed level of service, future capital project, and compliance of the studies with the overarching legislation. Matthew was the project lead, responsible for the detailed review of the City’s work, consultation with BILD and Regional staff, and the provision of revisions/ recommendations for consideration by the industry.

Economic Impact Studies/Market Studies/Highest and Best Use

Growth Management and Economic Impact Assessment, Industrial Development Park (St. Thomas, Ontario, Canada) — Arcadis was retained by PowerCo to conduct a Growth Management and Economic Impact Assessment for the proposed development of a 617 hectare industrial subdivision in St. Thomas, Ontario. The study assessed the need for future employment on site and identified the economic benefits (e.g. GDP, jobs, labour income, etc.) associated with the full build out of the subdivision. Upon completion of the study, it was announced by the Government of Ontario that the site would be the future home of the Volkswagen Battery Cell Gigafactory for the production of electric vehicle batteries.

Canada Lands Company (CLC) – Due Diligence/Highest and Best Use Studies (various locations) – Arcadis, along with EY and Golder, were retained by CLC to complete businesses cases to inform the potential purchase and redevelopment of surplus federal properties by CLC. Matthew assisted in the background market research and policy assessment for the Real Estate and Highest and Best Use component of this study to determine the potential on the site for added value.

Economic Impact Study, Broadway Triangle, Vancouver (BC) – Arcadis was retained by a private landowner to conduct an Economic Impact Study for the proposed development of the Broadway Triangle site, a 0.5-hectare site at the intersection of Main St. and East Broadway in Vancouver, BC. The purpose of the study was to quantify the direct, indirect and induced impacts of the proposed development and to identify additional benefits of the development within the broader planning context. Matthew was the project manager and was responsible for the economic analysis and the day-to-day management of the file.

Economic Impact Study, Nisku Area, Leduc County (AB) – Arcadis was retained by Leduc County to conduct an Economic Impact Study for the proposed expansion of the Nisku Spine Road. The purpose of the study was to quantify the potential short and long term economic impacts of the proposed expansion and to provide input into the County's grant application for the funding of the project. Matthew assisted with the background analysis to quantify the impacts on the County, contributed to the writing of the report, and was responsible for the day-to-day management of the file.

975 Dairy Dr. Market Study, Ottawa, ON – Arcadis was retained by the City of Ottawa to conduct a commercial market review in connection with the arbitration of a claim for additional compensation advanced following the acquisition of 975 Dairy Dr. by the City. The purpose of the study was to determine the market demand for new commercial office and industrial uses on the property to assess the viability of the claimant's proposed development in light of the City's acquisition of the property. Matthew was responsible for the market assessment and analysis, generating analysis on the City's forecasted employment growth and identifying market trends for commercial/industrial uses since the filing of the claimant's appeal.

Green Valley Secondary Plan Retail Market Study, Bradford West Gwillimbury – Arcadis was retained by a private developer to conduct a retail market study for a commercial block in an approved draft plan of subdivision to determine the viability of the site for commercial uses. Matthew was the project lead and conducted a retail commercial needs assessment, determined the retail commercial inventory within Bradford West Gwillimbury, and analyzed the viability of the site for future commercial uses based on anticipated market demand.

245 Steeles Ave W., Brampton Retail/Commercial Market Study – Arcadis was retained by a private developer to conduct a retail market assessment as part of an Official Plan and Zoning By-law amendment application a proposed mixed-use development. Matthew was the project lead and conducted a retail commercial needs assessment to determine the amount of ground floor retail/commercial space which could be supported by the development and forecasted growth within a local trade area. Other components of the study included a retail commercial inventory within the defined trade area in Brampton, an assessment of future growth and planned/proposed retail/commercial space, and an analysis of retail/commercial trends and design considerations which could help inform the design of the development.

Job Accommodation Analysis, Town of Ajax – Arcadis was retained by a private developer to conduct a job accommodation analysis to inform a future employment land conversion application. The purpose of this analysis was to determine then number of jobs under the existing planning regime and to understand the net impact on jobs of the proposed development. Matthew conducted the job yield analysis and provided recommendations to the client on the overall concept plan.

2 Champagne Dr., Toronto, ON Retail/Commercial Market Study– Arcadis was retained by a private developer to conduct a retail market assessment as part of a Zoning By-law amendment application to expand the commercial use permissions and minimum commercial GFA permissions to facilitate the development of an addition to the existing building on site. Matthew conducted a retail commercial needs assessment to determine the amount of retail/commercial space which could be supported by growth within the sites identified trade area. Matthew also assisted with an analysis on short-term stay accommodations to support proposed in-patient suites on site.

Fort Erie Racetrack Market Assessment, Fort Erie- Arcadis was retained by a private developer to conduct a market assessment of the Fort Erie market area to inform the creation of a development concept for the redevelopment of the Fort Erie Racetrack. As part of this work, Arcadis, along with CBRE and PMA Breathour, conducted market inventories of retail/commercial, residential and hotel space to inform the competitive market area. Based on market trends such as absorption, development of new space, and assessment of vacancy rates, the consulting team provided recommendation on the type and amount of different land uses which could be provided on the subject site.

Retail Market Assessment, King City – Arcadis was retained by a private developer to conduct a retail market assessment for King's Ridge Marketplace as part of an Official Plan and Zoning By-law amendment application to convert commercial lands to residential uses. Matthew was the project lead and conducted a retail commercial needs assessment, determined the retail commercial inventory within King City, and analyzed the impact of the proposed commercial land conversion to determine if the lands were required to accommodate future commercial demand.

Airport Road Commercial Impact Study Update, Caledon – Arcadis was retained by a private developer to conduct a commercial impact study update in support of a site plan application for a mixed-use townhouse/commercial development. Matthew led the commercial analysis and conducted a retail commercial needs assessment, analyzed the impact of the proposed commercial development on the surrounding trade area, and provided market justification to support the development of the commercial component of the development.

689 Victoria St. E. Market Impact Study, Town of New Tecumseth - Arcadis was retained a private developer to conduct a market impact study in support of a zoning by-law amendment application for the proposed mixed-use development at 689 Victoria St. E. in the Town of New Tecumseth. The purpose of the market impact study was to determine wither the proposed development could proceed on the basis of market demand without having a negative impact on Downtown. Matthew was the project manager for the file and conducted a retail commercial needs assessment, analyzed the impact of the proposed commercial development on the surrounding trade area, and provided market justification to support the development of the commercial component of the development.

170 Mill St. – Financial, Employment, Commercial and Residential Impact Studies, Essa, ON – Arcadis was retained by a private developer to complete four supplementary studies in support of a proposed hotel development in the Township of Essa. The financial impact study examined the potential direct and indirect impacts of a development on the existing local economy; the employment study assessed the impacts of a proposed use on employment areas, employment densities, job creation, and related employment data across a specific area; the commercial impact study examined the impacts of the development on the local competitive market, and the residential impact study assessed how the proposed development would impact housing stock and market activity. Matthew was the project lead and oversaw the research and analysis to support the proposed development.

Tunney's Pasture Market Analysis – Arcadis was retained by Canada Lands Company to conduct a Market Analysis to understand the Ottawa residential and retail markets. The analysis informed the design of the site and provided clarity on the scale of supportable redevelopment, anticipated pricing and absorptions, and commentary on general trends observed in the Ottawa residential and non-residential markets. Further development consideration was provided surrounding the impacts of interest rate changes, rate of investment in residential assets, and immigration statistics on the Ottawa new home market. Matt was team lead on the project and was responsible for the residential and retail data gathering and analysis as well as the market commentary reporting.

Heritage Heights Residential and Commercial Market Feasibility Analysis – Arcadis was retained by a private developer to undertake a Market Analysis that reviewed the demographic profile of West Brampton, current and historic performance of the ownership and rental residential markets, the retail and office markets, as well as other non-traditional land uses for consideration as part of the mixed-use development proposed within the Heritage Heights Secondary Plan. The report provided recommendations on the appropriate mix and pricing for units in the development as well as provide commentary on the viability of retail development at-grade. Matt was team lead on the project and was responsible for the residential and commercial data gathering and analysis and demographic trends analysis and reporting.

Terminal Avenue Economic Discussion Paper – Arcadis was retained by the Value Property Group and CN Railway to provide an economic discussion paper to highlight the existing market conditions, identify the market opportunities, and highlight the economic benefits to inform the next phase of discussions on the redevelopment of the Terminal Lands site in the City of Vancouver. The purpose of this economic discussion paper was to inform the land use conversion process and identify potential redevelopment opportunities for the subject site. Matt was responsible for commercial, residential, and demographic trends analysis and reporting.

Land Use Conversion/Community Services and Facilities

1799 St. Clair Av. W., Toronto – Employment Land Conversion Request and Community Services and Facility Study – Arcadis was retained by a private developer to provide an employment land conversion request letter and a community services and facilities study to support official plan and zoning bylaw amendment applications for the development of a mixed-use project. The subject site is located within the Keele-St. Clair Local Study Area and is within a Protected Major Transit Station Area. Current designated as employment lands, Arcadis conducted a review of the policy and locational context, the employment and market trends, the forecasted employment growth, and the potential job replacement of the new development to support the request for the conversion of the site.

To assess the need for community facilities within surrounding area, Arcadis assessed schools, libraries, parks and open spaces, community recreation centres/facilities and social services to determine the inventory of existing space and the demand which could be attributed to future residents of the development. As study lead, Matthew completed the demographic analysis and level of service calculations to determine if sufficient services/facilities were available to future residents of the site (ongoing).

87 Ethel Ave, Toronto - Community Services and Facility Review – Arcadis was retained by a private developer to conduct a community services and facilities study to support official plan and zoning bylaw amendment applications. The purpose of the study was to provide a review the available community services and facilities within the defined Study Area that would support the health, safety, and well-being of existing and future residents. Arcadis assessed schools, libraries, parks and open spaces, community recreation centres/facilities, social services and development applications located within the Study Area to determine the available community services/facilities that could be available to future residents of the development. Matthew was the study lead and

conducted the demographic analysis, generated the level of service calculations and conducted the report writing for the study (ongoing).

142 Ryding Ave., Toronto - Community Services and Facility Study – Arcadis was retained by a private developer to conduct a community services and facilities study to support official plan and zoning bylaw amendment applications. The purpose of the study was to provide a review the available community services and facilities within the defined Study Area that would support the health, safety, and well-being of existing and future residents. Matthew was the study lead and conducted the demographic analysis, generated the level of service calculations and conducted the report writing for the study.

180 Finch Street West, Toronto - Community Services and Facility Study – Arcadis was retained by a private developer to conduct a community services and facilities study to support official plan and zoning bylaw amendment applications. The purpose of the study was to provide a review the available community services and facilities within the defined Study Area that would support the health, safety, and well-being of existing and future residents. Arcadis assessed schools, libraries, parks and open spaces, community recreation centres/facilities, social services and development applications located within the Study Area to determine the available community services/facilities that could be available to future residents of the development. Matthew was the study lead and conducted the development analysis and report writing for the study.

991 Kennedy Rd., Toronto - Community Services and Facility Study – Arcadis was retained by a private developer to conduct a community services and facilities study to support official plan and zoning bylaw amendment applications. The purpose of the study was to provide a review the available community services and facilities within the defined Study Area that would support the health, safety, and well-being of existing and future residents. Arcadis assessed schools, libraries, parks and open spaces, community recreation centres/facilities, social services and development applications located within the Study Area to determine the available community services/facilities that could be available to future residents of the development. Matthew was the study lead and conducted the development analysis and report writing for the study.

250 Bowie Ave Employment Conversion Request, Toronto, ON - Arcadis was retained by a private developer to provide planning and market services in support of their request for an employment land conversion on 250 Bowie Avenue. Arcadis conducted a review of the policy and locational context, the employment and market trends, the forecasted employment growth, and the potential job replacement of the new development to support the request for the conversion of the site, which is located within a delineated MTSA. Matthew managed the day-to-day work for the project and conducted policy analysis, employment calculations and assisted with the drafting of the letter for submission to the City.

Welland Employment Lands Re-designation – Arcadis was retained by a private developer to work with the City of Welland and the Region of Niagara to review the re-designation of two parcels of former industrial land for a proposed mixed-use development. This study looks at the overall market profile of Niagara Region and the City of Welland and estimates the potential number of jobs and space which will need to be retained on the site. The goal of the study is to understand how the re-designation of the sites will impact the City of Welland's ability to accommodate future employment growth.

Metrolinx Durham-Scarborough BRT Socio-Economic and Land Use Study – Arcadis was awarded a contract by Metrolinx to develop a preliminary design and conduct an environmental assessment for the Durham-Scarborough BRT corridor. The Real Estate, Economics and Planning team has completed a socio-economic and land use review to determine the potential impact that the project would have on these environments and will put forward a collection of mitigation and monitoring measures to address potential adverse impacts. Matthew is assisting with the creation of demographic profile for the corridor and the analysis to inform the mitigation and monitoring measures.

Miscellaneous Studies

Bri-mor affordable Housing Strategy – Arcadis was retained by Bri-mor Developments to provide an overview of the Province of Ontario’s affordable housing policies and identify potential opportunities for entry into the affordable housing market. The purpose of the study was to define how affordable housing is defined in Ontario, highlight key changes that have occurred through changes to provincial policy, provide case studies of how local developers have integrated affordable housing into their projects, and identify potential growth markets in which Bri-mor could explore opportunities for entry into the market. Matthew was the project manager and was responsible for the policy analysis and the day-to-day oversight of the project.

Generational Housing Review, City of Toronto – Arcadis was retained by BILD Toronto to review the City of Toronto’s Generational Housing Report, which was conducted to inform the City’s municipal comprehensive review process. The assessment tested the City’s assumptions of aging in place and housing turnover to inform the BILD delegation on the numbers which were underpinning the City’s preliminary housing/population forecasts. Matthew was the project manager and was responsible for the peer review of the City’s analysis, the writing of the assessment piece for BILD and for correspondence with the City on behalf of BILD for discussions on the topic.

Prior Experience (Malone Given Parsons Ltd.)

Employment Land Studies

Employment Lands Study, Kingston, ON – A market demand and impact study and an industrial employment land study was conducted on behalf of a private developer in the City of Kingston. The studies tested demand and impact of a proposed retail development and assessed future employment needs to justify an employment land conversion. Matthew conducted the background research and policy review and assisted in the retail commercial needs and employment land needs modelling.

Employment Lands Conversion Land Use Study, Burlington, ON – An employment land conversion land use study was conducted on behalf of a private developer in Burlington, ON to provide justification for a proposed employment land conversion. The study assessed the existing land inventory and determined the requirements for future employment land needs based on employment forecasts. Matthew conducted the background research and policy review, completed the employment lands inventory assessment, and assisted in the employment land needs modelling.

Growth Management and Secondary Plans

Agerton and Trafalgar Secondary Plan, Milton, ON – A land budget, gap analysis, planning opinion report, and implementing official plan policies were required by the Town of Milton as part of the Agerton and Trafalgar Secondary Plan process. Matthew assisted in the development of the land budget, completed the planning opinion report and policy analysis and assisted in the crafting of the implementing official plan policies. Matthew also provided support to the Town throughout the public consultation process, engaging with stakeholders and writing the consultation summary report.

Robinson Glen Secondary Plan Area – Population, Housing and Employment Study, Markham, ON – As part of the secondary planning process, a population, housing and employment study was required for the Robinson Glen Secondary Plan area in the City of Markham. The purpose of the study was to identify the build-out population, jobs, and number of units, identify the necessary phasing in relationship to the delivery of infrastructure, provide an overview of the demographics and labour market, and identify opportunities for the provision of affordable housing within the plan. Matthew conducted the demographic/market analysis, determined the affordable housing requirement, assisted in the phasing of the development, and helped to determine the appropriate unit mix for build-out.

Commercial Policy Review

City of Cambridge Commercial Policy Review, Milton, ON – A commercial policy review of the City of Cambridge’s Official Plan policies was conducted on behalf of the City of Cambridge. The study assessed future retail commercial demand, analyzed the City’s commercial hierarchy and commercial policies, and determined if any policy changes were required as part of the City’s Municipal Comprehensive Review process. Matthew assisted in the creation of the retail commercial demand model, conducted background research and analysis on the City’s commercial policies, and assisted in the determination of the studies recommendations and commercial strategy.

Town of Hanover Commercial Policy Review, Hanover, ON – A commercial policy review of the Town of Hanover’s Official Plan policies was conducted on behalf of the Town of Hanover. The study which was in response to the allocation of new commercial lands within the Town, assessed future retail commercial demand, analyzed the Town’s commercial hierarchy and commercial policies, and provided guidance for the review of the Town’s zoning by-law update. Matthew assisted in the creation of the retail commercial demand model, conducted background research and analysis on the City’s commercial policies, and was the prime author of the report.

Development Approvals

101 Victoria Street, Town of Whitby – Mixed Use Building: Official Plan Amendment, Zoning By-law Amendment, Site Plan Approval

Mayfield West Phase 2- Stage 1, Town of Caledon – Draft Plan of Subdivision: Zoning By-law Amendment, Draft Plan Approval, Site Plan Approval for medium density blocks

9675 Yonge St., Town of Richmond Hill – Mixed Use Building: Official Plan Amendment, Zoning By-law Amendment

395 Harry Walker Parkway, Town of Newmarket – YRT Snow Storage Facility: Official Plan Amendment, Zoning By-law Amendment, Site Plan Approval

155 Snively St., Town of Richmond Hill – Draft Plan of Subdivision: Zoning By-law Amendment, Draft Plan of Subdivision, OMB Hearing

Mill Street, Community of Tottenham – Draft Plan of Subdivision: Official Plan Amendment, Zoning By-law Amendment, Draft Plan of Condominium, Site Plan Approval

1484-1498 Altona Road, City of Pickering – Draft Plan of Subdivision: Official Plan Amendment, Zoning By-law Amendment, Draft Plan of Condominium, Site Plan Approval