



Wildfield Village Secondary Plan

Fiscal Impact Study

June 27, 2024

Parcel

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Executive Summary

Parcel Economics Inc. ("Parcel") has been retained by the Wildfield Village Landowners Group Inc. The purpose of this study is to estimate the one-time and ongoing municipal financial impacts that the proposed Wildfield Village Secondary Plan could have on the Town of Caledon. Specifically, the purpose of the Fiscal Impact Study has been to determine the growth-related impact of the proposed development on the Town's capital and operating budget, and to ensure that the proposed development will not have an adverse financial impact on the municipality.

Based on our analysis, we have determined that the project will, on aggregate, have a positive fiscal impact on the Town of Caledon. It will provide the Town with an opportunity to upgrade or replace existing facilities or infrastructure without being a drain on municipal finances. Below is a summary of our findings.

- Based on a land use concept plan prepared by SGL Planning and Design, the Wildfield Village Secondary Plan could accommodate approximately 7,500 residential units in addition to some 37,500 square metres of commercial space. These new units and non-residential floor space could generate approximately \$420 million in development charge revenue that could go towards funding growth-related capital projects in the Town. The majority of development charge revenue will go towards funding growth-related projects throughout Caledon.
- To calculate the ongoing net municipal operating impact associated with the proposed development of the Wildfield Village Secondary Plan, we have calculated the revenues (property taxes, user fees, fines, charges, etc.) and municipal operating costs that would likely be incurred throughout the development and operation of Wildfield Village.
- Based on this methodology, on an ongoing basis, at full build-out in 2030, Wildfield Village is expected to result in a **net operating surplus**. The operating surplus will benefit the Town by ensuring there are sufficient reserve funds available to fund the lifecycle replacement costs of capital assets both on-site and Town-wide.

1.0

Introduction

Parcel Economics Inc. ("Parcel") has been retained by the Wildfield Village Landowners Group Inc. to estimate the municipal financial impact that the proposed development of the Wildfield Village Secondary Plan could have on the municipal finances of the Town of Caledon.

Context

As part of Peel Region's Municipal Comprehensive Review, the Wildfield Village lands were identified for inclusion within the Region's Settlement Area Boundary. Schedule E-1 in Peel Region's recently approved Official Plan which identifies the Wildfield Village lands as being designated 2051 New Urban Area and required to support population growth to 2051.

In March 2024, Town of Caledon Council advanced the new Official Plan which designates the lands in the Wildfield Secondary Plan as Urban Area and Urban Corridor in Schedule B1 and New Community Area in Schedule B4. The proposed Wildfield Secondary Plan Area is identified as G2 in Figure F3 of the Official Plan.

1.1 Objectives & Approach

As part of the landowner group's Official Plan Amendment application for the Wildfield Village Secondary Plan, the Town has requested that a *Financial Impact Study* be prepared to evaluate the growth-related financial impact of the

proposed development on the Town's capital and operating budgets. The *Financial Impact Study* is also intended to estimate the cost and timing of required municipal infrastructure necessary to support future development proposed as part of the plan for the Wildfield Village Secondary Plan.

To determine the net fiscal impact on the Town of Caledon, the following one-time and ongoing revenues and costs have been calculated:

Revenue

- **Development Charges** (one-time)
- **Building Permit Fees** (one-time)
- **Annual Property Taxes** (ongoing)
- **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, etc.) (ongoing)
- **Incremental Operating Costs** (i.e. operating costs associated with new roads / stormwater and park infrastructure located within the Wildfield Village Secondary Plan) (ongoing)
- **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 2024 dollars and have been inflated at a rate of 2% annually.

1.2 Purpose

As part of the complete Official Plan Amendment application for the subject lands, this *Financial Impact Study* has been requested by the Town of Caledon as a supporting study to address the **financial impact of development on the Town's infrastructure system, operating costs and tax base.**

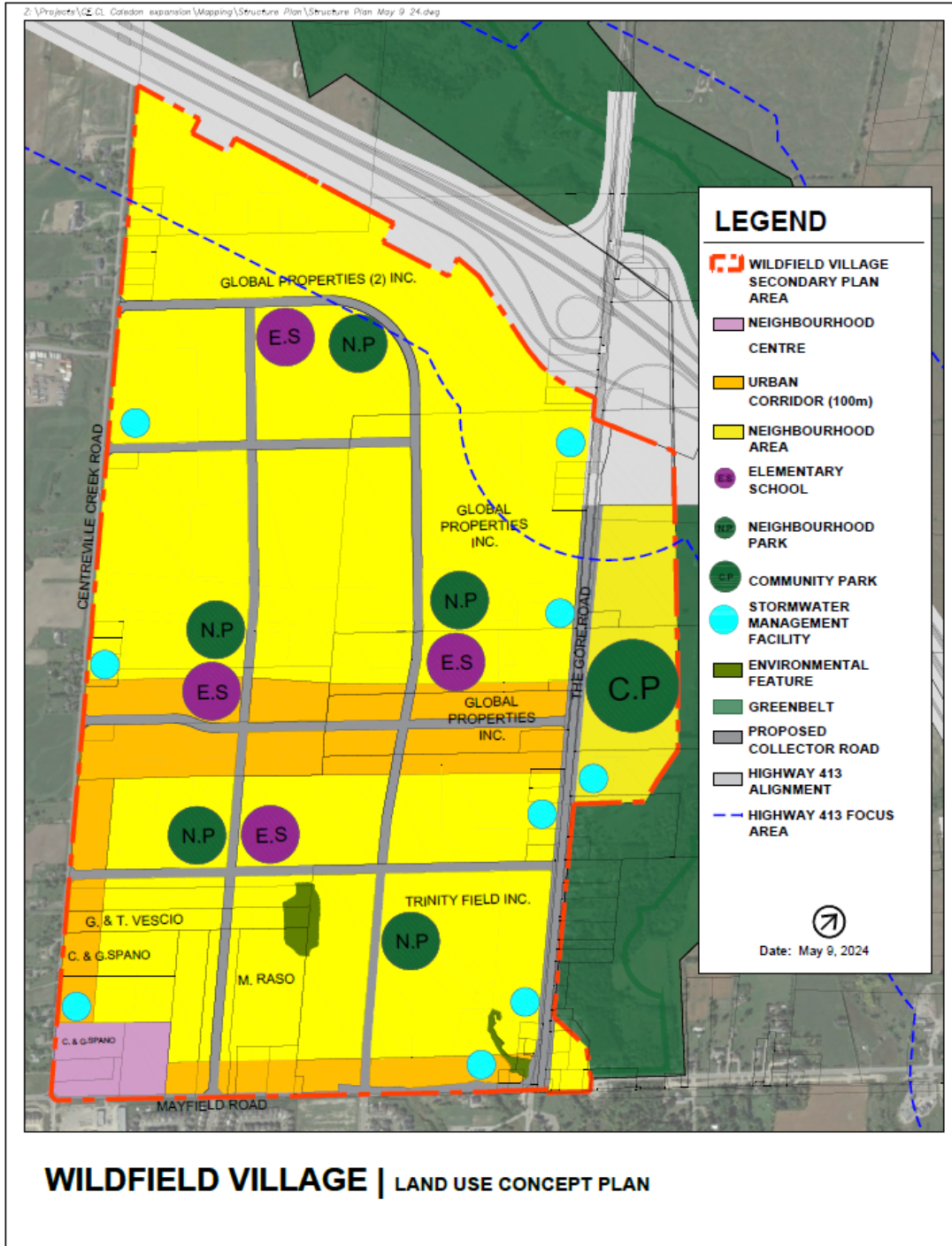
It is also required to ensure that the proposed development **will not have an adverse impact on the finances** of the Town. Furthermore, this *Financial Impact Study* is intended to estimate the cost and timing of municipal infrastructure required to support the proposed development of the Wildfield Village Secondary Plan.

2.0

Proposed Development

The Wildfield Village Secondary Plan is proposed to include a mix of low, medium-and-high-density housing types, in addition to commercial space, elementary schools and park space across approximately 355.9 hectares of land. The current concept plan does not envision lands for the development of Town of Caledon community facilities, including recreation centres, libraries, fire stations, etc. Figure 2.1 illustrates the concept plan for the Wildfield Village Secondary Plan, located in the Town of Caledon, directly north of Mayfield Road, east of Centreville Creek Road, west of The Gore Road and Greenbelt lands, and south of the proposed GTA West corridor in the north.

Figure 2.1
 Concept Plan for Wildfield Village Secondary Plan



Source: Prepared by Wildfield Village Landowners Group in May 2024.

Residential Development

Based on information provided by SGL Planning and Design (“SGL”) the proposed Secondary Plan currently contemplates the inclusion of approximately 7,500 residential units at full build-out. This includes 51% single-detached units, 36% townhomes (including row and stacked townhomes) and 13% apartment units as detailed in Figure 2.2.

Figure 2.2
Anticipated Residential Composition

	Total Units
Single-Detached	3,800
Townhomes	2,100
Stacked Towns	600
Apartments	1,000
Total Housing Units	7,500

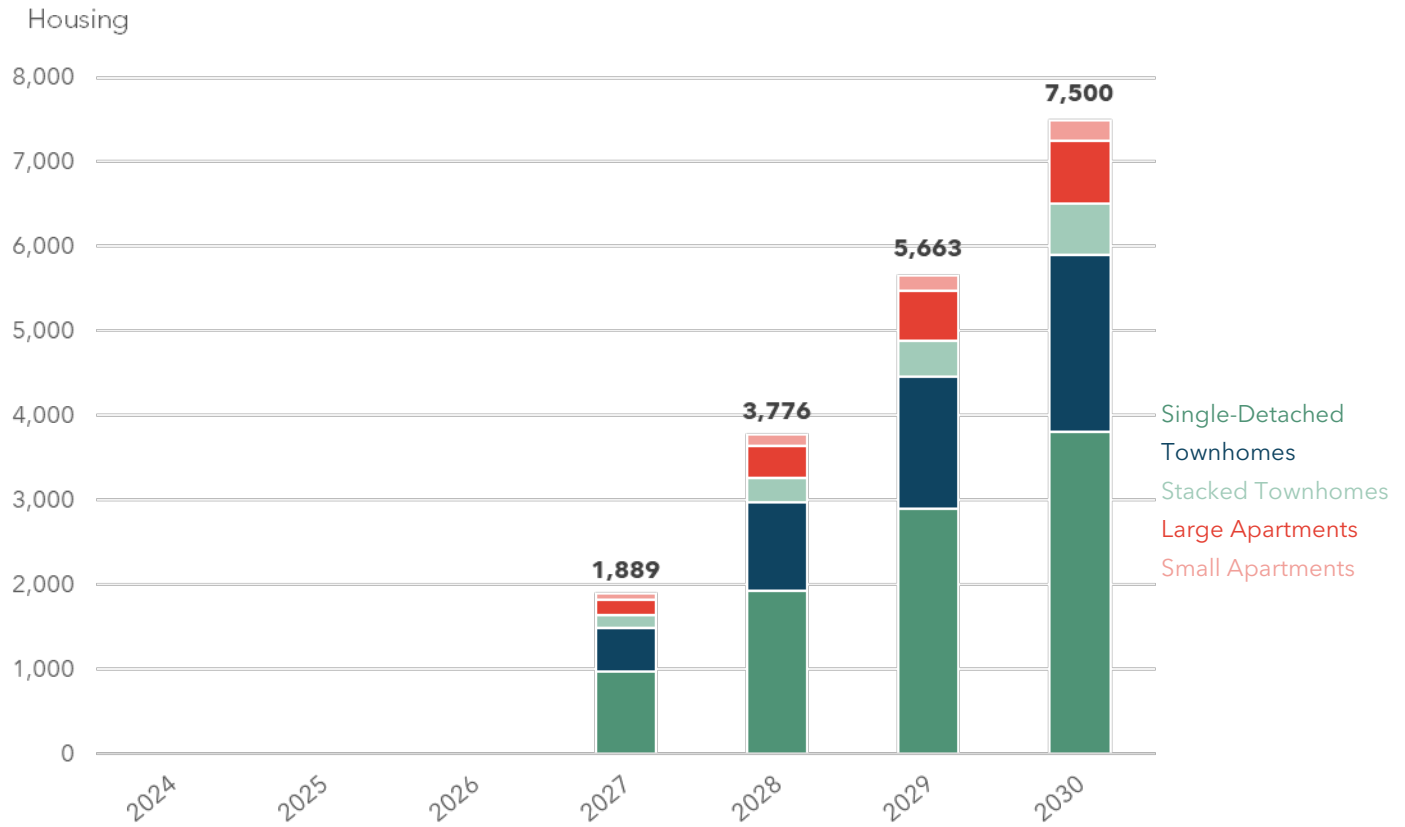
Source: Parcel based on residential composition provided by SGL and preliminary development planned prepared by Wildfield Village Landowners Group in May 2024.

Figure 2.3 summarizes the development phasing for the subject lands that has been used for purposes of this analysis. This year-by-year phasing plan has been used to identify when and how costs and revenues associated with the subject lands will be incurred.

Phasing patterns associated with the residential component of the subject lands have been based on discussions with the landowners. The landowners have indicated that the development of the Wildfield Village Secondary Plan will begin in 2026 and be completed by 2031. In turn, Parcel has estimated that housing development would be evenly distributed across this four-year period.

The range of housing units proposed as part of the subject lands are key to **supporting population growth** in Caledon and Peel Region to 2051. Also, the diversity of housing being proposed will **increase the range of housing** available to current and future residents of the Town, increasing opportunities for households with different incomes, preferences and needs.

Figure 2.3
Assumed Residential Development Phasing

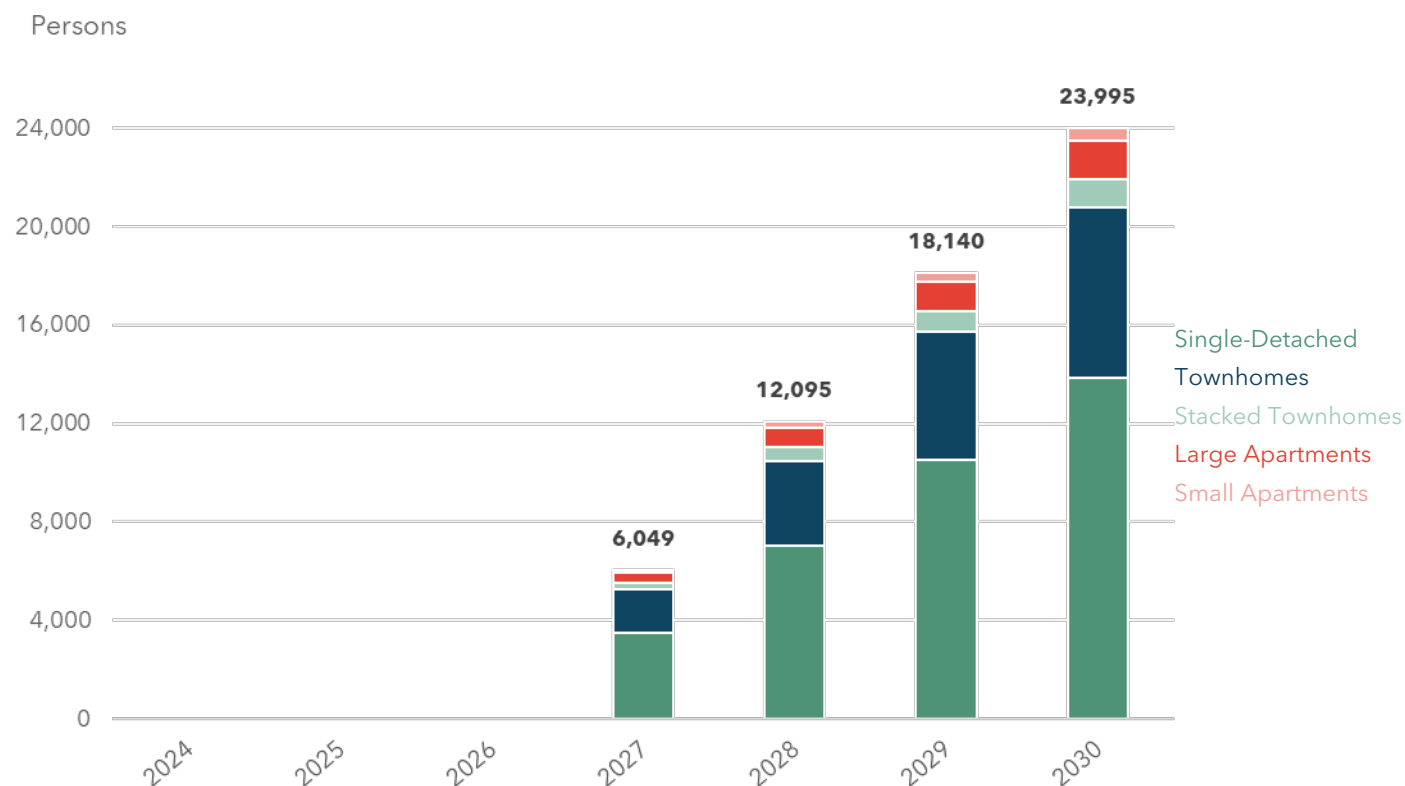


Source: Parcel. Based on the Town’s 2024 DCBS, small apartments are those \leq 70 square metres while large apartments are those that are $>$ 70 square metres. Based on recent development patterns nearby, Parcel has assumed that 25% of the apartment units proposed will be small units, the remaining 75% of the proposed apartment units will be large units.

To estimate the population that could be accommodated on the subject lands, we have relied on person per unit (“PPU”) factors by dwelling type, included in the Town of Caledon’s draft 2024 Development Charge Background Study (2024 DC Study), prepared by Hemson Consulting.

Figure 2.4 shows that at full build-out, the approximately 7,500 residential units proposed as part of the subject lands are anticipated to **accommodate nearly 24,000 persons**.

Figure 2.4
 Potential Population Accommodated at Wildfield Village Secondary Plan



Source: Parcel.

Commercial Development

Parcel has also estimated the amount of non-residential gross floor area (GFA) that could be accommodated on the subject lands, based on the *Commercial Impact Study* completed by Parcel on behalf of the Wildfield Village Landowners Group, as well as the proposed concept plan prepared by SGL for the Secondary Plan.

Figure 2.5 details that there is currently some 42.2 hectares of land designated within the current concept plan that could accommodate commercial development. This includes 6.5 hectares of potential opportunity on lands designated *Neighbourhood Centre* and some 35.7 hectares of potential opportunity on lands designated *Urban Corridor*.

Per the new Town of Caledon Official Plan, lands designated *Neighbourhood Centre* are permitted to contain retail space as part of the broader mixed-use developments, but are not permitted to accommodate single-purpose commercial uses. This differs from lands designated *Urban Corridor*, which are permitted to accommodate retail uses as part of broader mixed-use developments but are also permitted to contain single-purpose commercial uses as applicable.

Based on the likely and permitted format of commercial space on these lands, Parcel has calculated the amount of commercial gross floor area that is required to support population and employment growth within the Wildfield Village Secondary Plan to build-out.

Figure 2.5 details the results of this analysis. It is estimated that as much as 37,500 square metres (403,650 square feet) of new commercial space will be required within the Wildfield Village Secondary Plan, including approximately, 17,850 square metres (192,100 square feet) on *Neighbourhood Centre* lands and some 19,650 square metres (211,500 square feet) across *Urban Corridor* lands.

The ultimate build out of space could change in light of market trends, demand and store types accommodated on these lands. That said, these estimates have been used for the purposes of this financial impact analysis to approximate when costs and revenues associated with development in the Wildfield Village Secondary Plan could be incurred.

Figure 2.5

Estimated Commercial Development

	Land Area	Commercial Land	Commercial GFA (m²)
Neighbourhood Centre	6.5 ha	3.2 ha	17,850 m ²
Urban Corridor	35.7 ha	3.6 ha	19,650 m ²
Total	42.2 ha	6.8 ha	37,500 m²

Source: Parcel based on land estimates prepared by SGL Planning.

To estimate the number of jobs that could be accommodated within the Wildfield Village Secondary Plan, Parcel has utilized floor space per worker ratios included in the Town’s draft 2024 DC Study. The draft 2024 DC Study utilizes an employment density of 50 square metres per employee for commercial related development. Based on this employment density, and the required square metres of commercial development within the Wildfield Village Secondary Plan (Figure 2.5), a total of 750 jobs are anticipated to be accommodated as part of future commercial development.

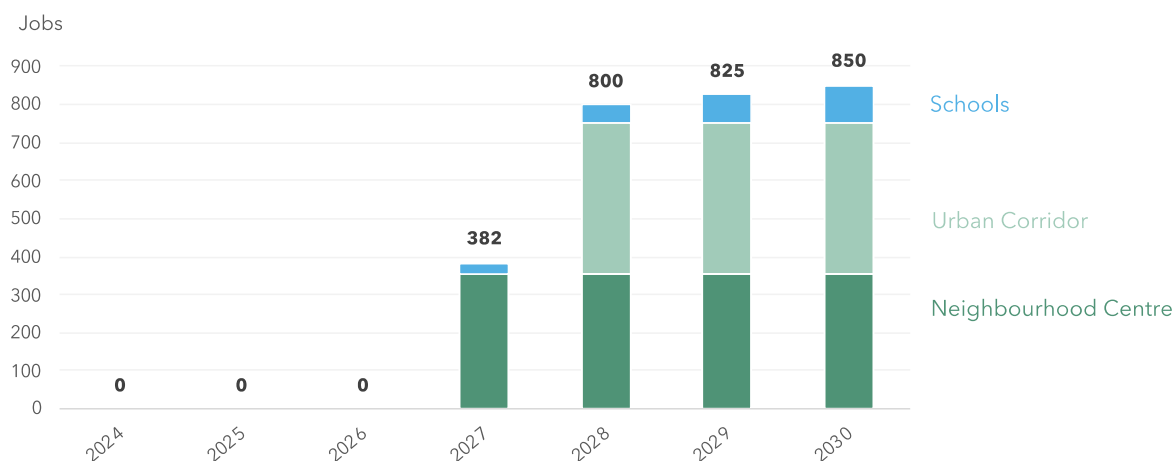
In addition to employment associated with commercial development, the concept plan for Wildfield Village identifies four elementary schools, each of which will provide additional employment opportunities in the Town. Parcel has relied on information tracked by the provincial government to estimate the number of employees that are generally required in an elementary school. This includes full Time Equivalent (“FTE”) teachers, administrative and support staff and Early Childhood Educators (“ECE”).

Based on the most recent data available, it is estimated that elementary schools in Ontario typically employ an average of 25 FTE employees. As a result, future schools included as part of the development of the subject lands are anticipated to accommodate some 100 jobs.

Figure 2.6 shows that forecast commercial space and proposed new school spaces are anticipated to accommodate **some 850 jobs at full build-out** within the community.

Figure 2.6

Potential Jobs Accommodated at Wildfield Village Secondary Plan



Source: Parcel.

Infrastructure

A high-level summary of the internal infrastructure associated with the proposed development is provided below, including the quantum of roadways, stormwater mains and parks-related infrastructure necessary to service the Wildfield Village Secondary Plan as proposed. These are preliminary estimates based on the proposed land use plan and will be refined further as the community moves through the planning process.

Figure 2.7

Wildfield Village Secondary Plan High-Level Infrastructure

Infrastructure	Unit	Quantity
Roads	Lineal Metres	41,000
Storm Sewer Mains	Lineal Metres	41,000
Parks	Ha	14.1
Stormwater Management Ponds	Units	9.0

Source: Parcel. This provides a high-level summary of infrastructure on the subject lands only. The detailed Financial Impact Analysis includes all infrastructure associated, including, sidewalks, curbs, lighting, park furniture and playgrounds, and rehabilitation.

3.0

Capital Infrastructure Impacts

The purpose of this analysis is to determine how the municipal finances of the Town of Caledon will be affected by the capital infrastructure required to support the proposed development for the Wildfield Village Secondary Plan. 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 (e.g., building permits)

3.1 One-Time Revenues

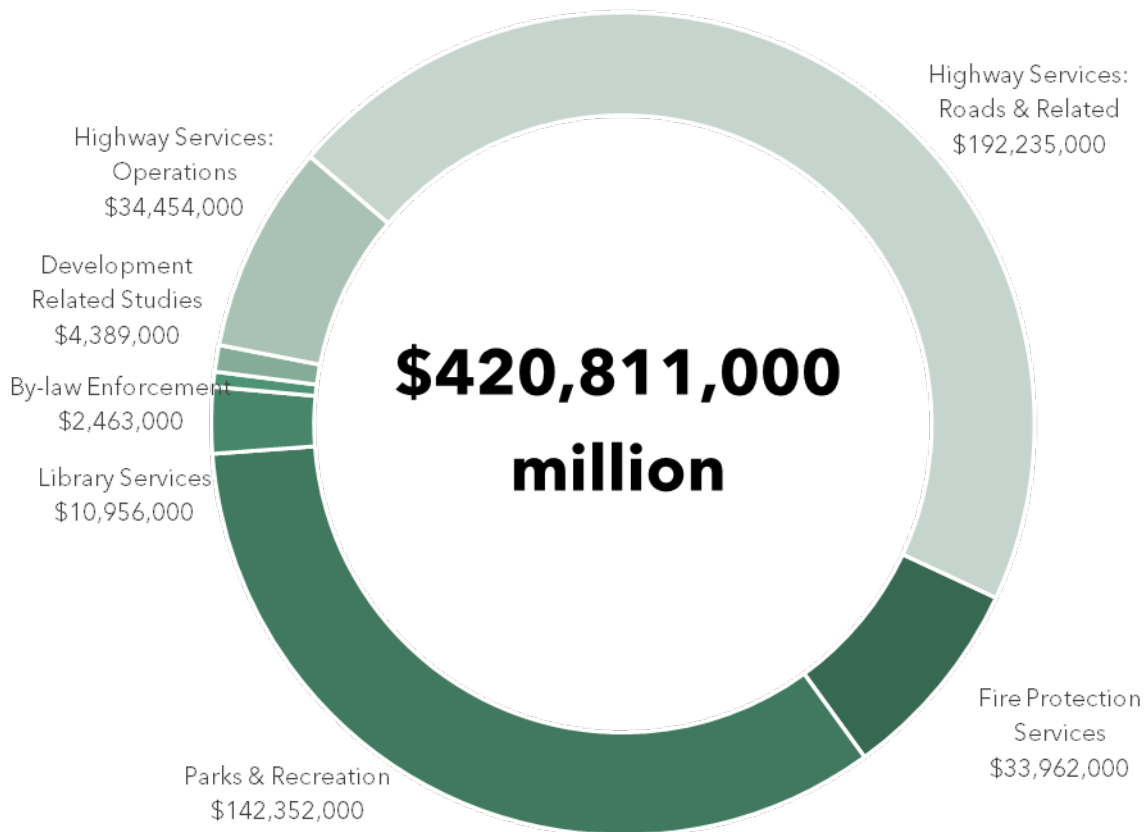
Development charges are used by municipalities to recover growth-related capital costs for new infrastructure. In the Town of Caledon, development charges are used to fund capital infrastructure for the following service areas:

- Fire Protection Services
- Parks & Recreation
- Library Services
- By-law Enforcement
- Development Related Studies
- Services Related to a Highway: Operations
- Services Related to a Highway: Roads & Related

For the purposes of this analysis, we have utilized development charge rates from the Town’s draft 2024 DC Study, to estimate the development charge revenues associated with the proposed development of the Wildfield Village Secondary Plan.

Based on these rates, the proposed development is anticipated to generate over \$420 million in development charge revenue at full build-out. Figure 3.1 summarizes the distribution of development charges by service area. Appendix 6 provides more specific detail on when these development charges are expected to accrue, based on our estimated development phasing. As shown, Highway Services and Park & Recreation Services are anticipated to account for approximately 80% of development charge revenue that will be collected by the Town.

Figure 3.1
Wildfield Village Secondary Plan Development Charges Revenue



Source: Parcel, rounded to the nearest \$1,000.

When reviewing Figure 3.1, it is important to note that these estimates are based on development charge rates in the Draft 2024 DC Study, inflated by 2% per year. If new capital infrastructure projects are added to the capital program in future development charge by-laws, it could result in development charges increasing faster than our assumed rate of inflation, which would result in additional development charge revenue for the Town of fund growth-related infrastructure costs.

3.2 Capital Infrastructure Costs

For the purposes of this analysis, we have examined development charges that could be collected from the units proposed within the Wildfield Village Secondary Plan for each service area, in comparison to the development charge eligible capital infrastructure that is proposed within the community to directly and indirectly to support population growth.

The following sub-sections identify and summarize the timing of any capital infrastructure costs and development charge revenues related to the development of the Wildfield Village Secondary Plan. Specifically, Parcel has reviewed the 2024 Draft DC Study prepared by Hemson Consulting Ltd. to identify any associated projects or costs.

Fire Protection Services

The 2024 DC Study identifies four new fire stations in the Town in the 10-year capital program. These proposed fire stations are not located on lands within the Wildfield Village Secondary Plan but will be necessary to support population and employment growth within the community. As summarized above, the build-out of the Wildfield Village Secondary Plan is anticipated to generate approximately \$34.0 million in development charge revenue for Fire Protection Services in the Town.

Parks and Recreation Services

The 2024 DC Study includes \$7.4 million in capital costs identified for the Wildfield Village Secondary Plan to be incurred during the period from 2026 to 2033. While the 2024 DC Study does not provide details on these capital costs, they are likely for new parks, as a new community centre is not identified for the Wildfield Village Secondary Plan. As summarized previously in Figure 3.1, the Town could collect nearly \$142.4 million in development charges for Parks and Recreation services.

Library Services

Similar to Parks and Recreation services, a new library is not identified for the Wildfield Village Secondary Plan. Therefore, the \$11.0 million in development charge revenue collected from growth within the Wildfield Village Secondary Plan will go towards funding new libraries located throughout the Town.

Services Related to a Highway: Operations

A new operations centre is not identified for a location within the Wildfield Village Secondary Plan. Therefore, the nearly \$34.4 million in development charge revenue collected from growth within the Wildfield Village Secondary Plan will go towards funding the reconstruction of Yard 3 and construction of the new Yard 4 that are identified in the 2024 DC Study.

Services Related to a Highway: Road and Related

The 2024 DC Study identifies 30 new traffic signals to be located in the Wildfield Village Secondary Plan at a cost of \$10.0 million, as well as a capital project for Centreville Creek Road north of Highway 413 to King Street. While this roadway is not located within the Secondary Plan, it will likely serve population growth within the Wildfield Village Secondary Plan. By comparison, development within the Wildfield Village Secondary Plan is anticipated to generate approximately \$192.2 million in development charge revenue for the Town with respect to roads and related works, which can go towards the capital projects internal to the development, as well as projects located throughout the Town.

The summary of the capital costs and revenues demonstrates that the proposed Wildfield Village Secondary Plan will not have an adverse financial impact on the municipality based on capital infrastructure projects identified in the draft 2024 DC Study.

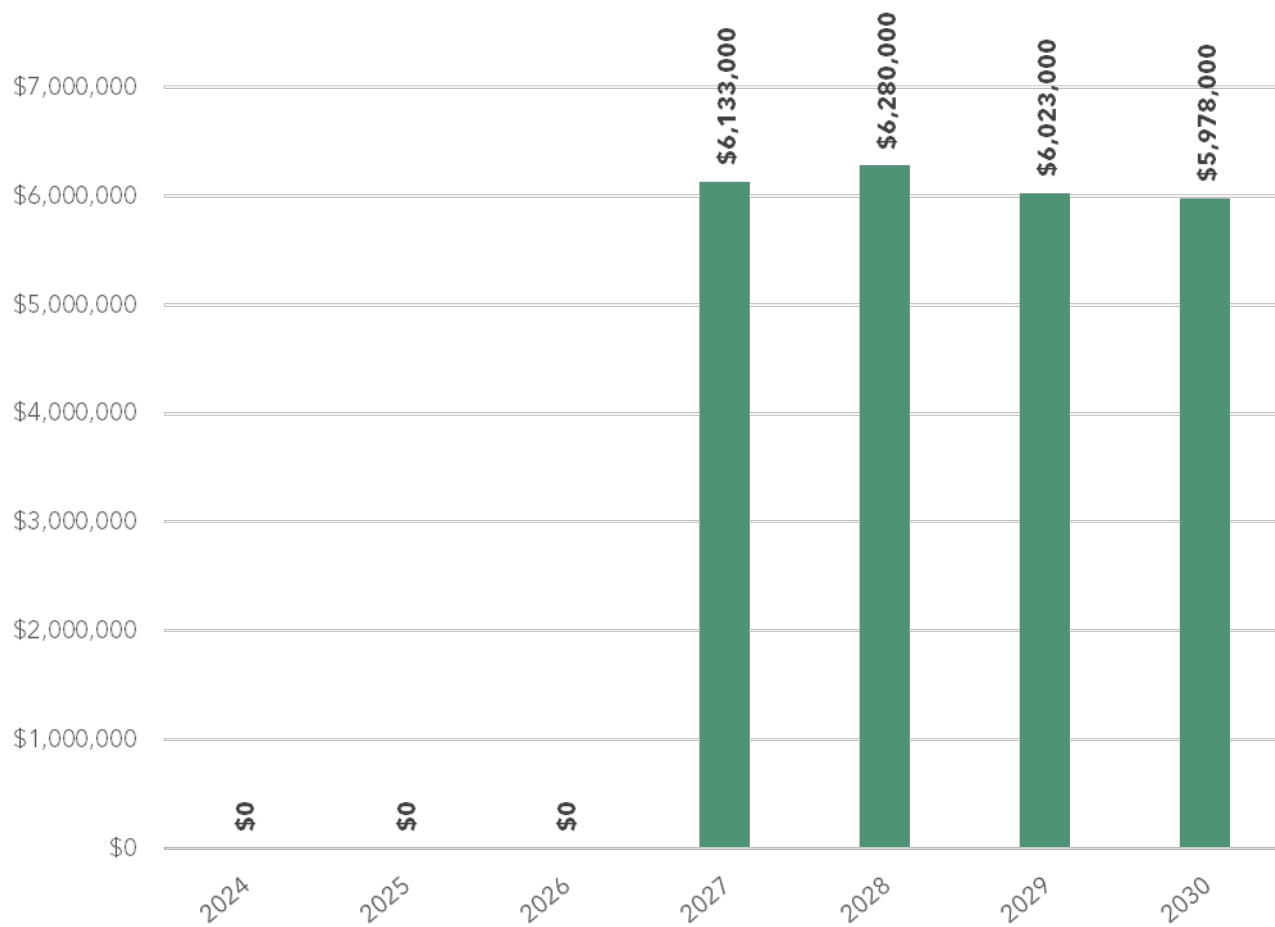
3.3 Building Permit Revenue

In addition to development charges, the build-out of the Wildfield Village lands will generate significant one-time revenues to the Town of Caledon by way of building permit fees. In particular, Parcel has identified and evaluated the development permit fees that are collected by the Town to recover staff costs related to development permits, building permits, and other related permits.

Building permits are an important one-time source of revenue for municipalities. Based on the rates currently posted on the Town’s website and applying a 2% average annual inflation for future years, we have estimated building permit fees payable for the proposed residential and commercial uses.

Figure 3.3 shows that the build-out of the Wildfield Village Secondary Plan is anticipated to generate approximately **\$24.4 million** in building permit revenue for the Town of Caledon at full build-out.

Figure 3.2
Wildfield Village Annual Building Permit Revenue



Source: Parcel based on the Town of Caledon 2024 building permit rates.

4.0

Ongoing Operational Impacts

The Wildfield Village Secondary Plan will generate ongoing operating revenue for the Town of Caledon, namely property taxes and other non-tax revenue sources such as user fees, fines, etc. The following section calculates revenues from each of these sources based on anticipated residential and commercial development.

Further, this section summarizes the additional operating costs associated with proposed residential and commercial development on the subject lands. These ongoing revenues and costs are key in understanding the net operating impact of the new community on the finances of the municipality.

4.1 Assessed Value & Property Taxes

Estimated assessed values were obtained directly from various resources, including the Municipal Property Assessment Corporation (“MPAC”), and were based on recent comparable developments within the Town of Caledon. Where recent comparable developments did not exist, such as stacked townhouse units, Parcel has leveraged their experience in other municipalities to estimate a potential assessed value.

The estimated 2024 assessment values for the various residential and commercial uses contemplated as part of the Wildfield Village Secondary Plan are summarized in Figure 4.1, with a detailed list of comparable properties—by unit type—included in Appendix 6.

It is important to note that in completing this analysis, we have relied on assessed values for comparable, recently completed residential and commercial developments in Caledon that are in the vicinity of the subject lands. However, the actual assessed value for future development on the subject lands will be determined by MPAC upon completion of the various buildings. Our analysis also assumes that assessed values will increase at a rate of 2% per year.

Figure 4.1

Average Assessed Values (2024)

Property Type	Assessed Value
Singles	\$596,000 per unit
Towns	\$504,000 per unit
Stacked Towns	\$398,100 per unit
Apartments (>70m ²)	\$419,000 per unit
Apartments (<70m ²)	\$302,000 per unit
Retail (Neighbourhood Centre)	\$3,200 per sq. m.
Retail (Urban Corridor)	\$3,200 per sq. m.

Source: Parcel, based on information from CoStar and MPAC. Rounded to the nearest \$1,000.

Parcel has also estimated the annual property tax revenue that would be payable to the Town of Caledon in each year of development. In total, the proposed development of the Wildfield Village lands could generate some **\$19.7 million** in annual property tax revenue when it is fully built-out in 2030, increasing at a rate of 2% per year thereafter.

The calculated property tax revenue assumes 2024 property tax rates with no rate escalation, aside from increases in assessed values. However, if property tax rates in the Town were to increase, so too would the property tax revenue collected. Detailed property tax tables can be found in Appendix 6.

4.2 Non-Property Tax Revenues

Municipal Wide 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. To estimate potential non-tax revenues accruing to the Town, Parcel has relied on the most recent 2022 Financial Information Return ("FIR") filed by the Town of Caledon with the Ministry of Municipal Affairs and Housing ("MMAH").

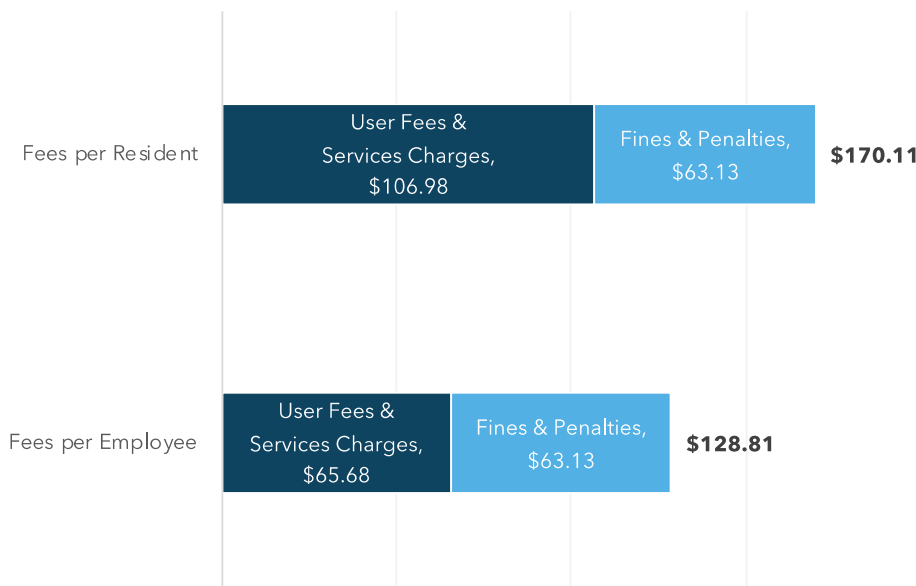
These non-tax revenues are summarized by category (i.e., payments in lieu of taxes, grants, fines, penalties, etc.). To calculate growth-related non-tax revenue, Parcel has then made assumptions for the portion of non-tax revenue that could increase in proportion to proposed residential and commercial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

For user fees and service charges, charges have been examined by service area. For general government, protection, transportation, and recreation/culture, we have assumed that future new residents of the proposed development will generate the same user fees per capita as existing residents in the Town of Caledon. For environmental services, we have only included user fees related to solid waste disposal. Fees related to building permits have been calculated separately, as described earlier in this *Financial Impact Study*.

Figure 4.2 shows that the annual non-tax revenue has been estimated at approximately \$170 per resident in 2024 dollars. We have also assumed that non-tax revenue per resident increases at a rate of 2% per year. The residential and non-residential share, as well as the growth share for each service area are summarized in Appendix 6.

Figure 4.2

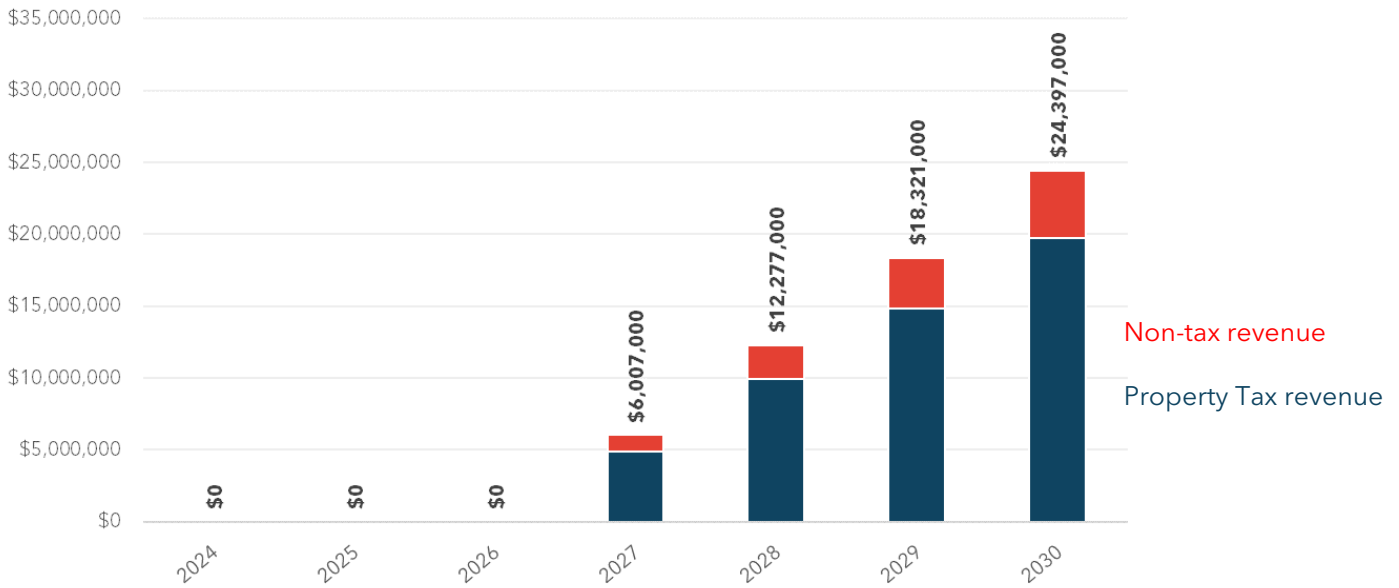
Estimated Annual Non-Tax Revenue per Resident & Employee (2024)



Source: Parcel based on the Town of Caledon Financial Information Return, 2022. Inflated to 2024.

Figure 4.3 summarizes the property tax and non-property tax revenues generated by the Wildfield Village Secondary Plan. As shown, the project is estimated to start generating revenue for the Town of Caledon in 2027. By 2030, when the project is fully built-out, it is estimated that Wildfield Village will generate nearly \$24.4 million per annum for the Town of Caledon, increasing by 2% per year thereafter. The vast majority—some 80%—of this revenue is estimated to come from property taxes.

Figure 4.3
Annual Revenue Collected by Wildfield Village



Source: Parcel. Rounded to the nearest \$1,000.

4.3 Municipal Operating Costs

To estimate ongoing operational costs that could be incurred by the Town due to the development of Wildfield Village, we have estimated costs from three sources:

- **Municipal-wide Operational Costs** - The provision of emergency services, community recreation programming and other municipal operations, which have been estimated on a per resident and per employee 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

The approach we have utilized to estimate municipal-wide operating costs has relied upon the operating expenditures taken from Schedule 40 in the FIR. Operating expenses listed in Schedule 40 are grouped by 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 provided 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.

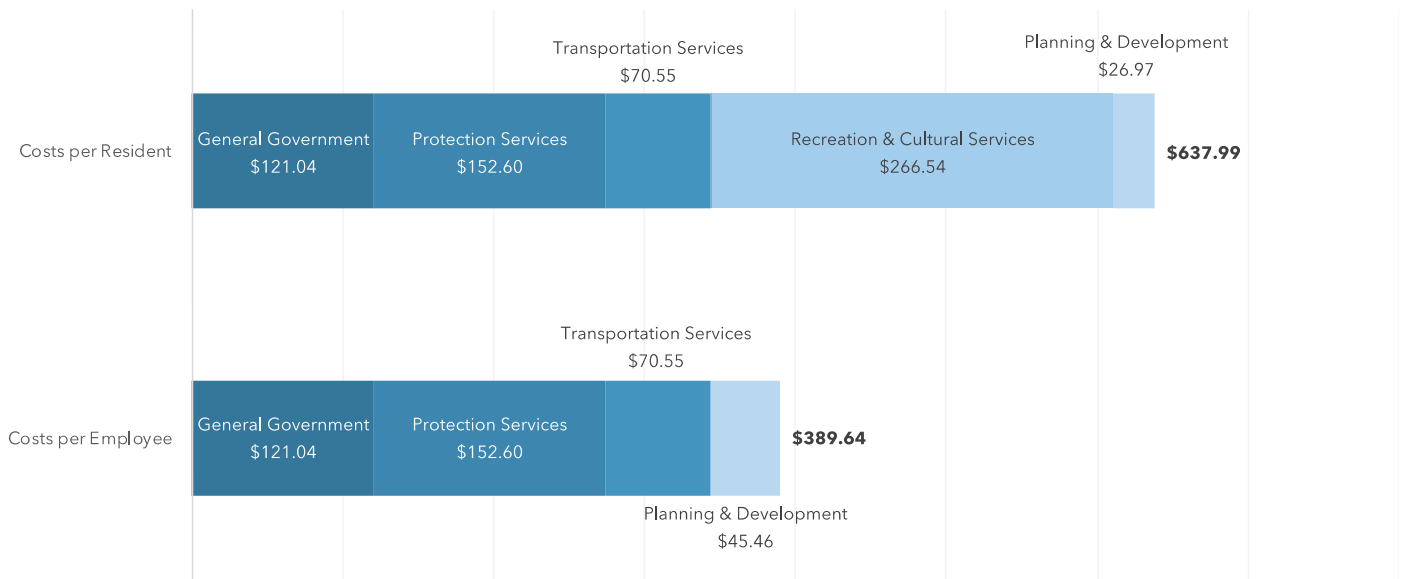
These adjusted operating expenditures have been allocated between residential and non-residential sectors based on existing population and employment and our understanding of the services areas.

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 relative 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. 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 or employment growth, as there are greater opportunities for economies of scale.

Figure 4.4 below summarizes operational costs per capita and employee based on the Town’s FIR and growth-related factors summarized above. Details are provided in Appendix 6.

Figure 4.4

Estimated Annual Net Operating Expenditures per Resident & Employee (2024)



Source: Parcel based on the Town of Caledon Financial Information Return, 2022. Inflated to 2024.

Annual Operating Costs for New Site-Specific Infrastructure

Our analysis also includes the costs of operating and maintaining infrastructure that is internal to the Wildfield Village Secondary Plan, including infrastructure such as roads, sidewalks, and parklands.

For the purposes of this analysis, we have utilized operating and maintenance costs taken from the 2022 FIR for Paved Roads, Winter Control Costs and Parks. The operating costs were then divided by the quantity of infrastructure maintained by the Town currently, to determine the operating costs per unit. We have then applied these annual per unit costs to the infrastructure that is expected to be included in the Wildfield Village Secondary Plan. The operating costs utilized in our analysis are summarized in Figure 4.5.

Figure 4.5

On-Site Operating & Maintenance Costs per Unit

	Operating Costs	Units	Cost Per Unit (2022 dollars)	Cost Per Unit (2024 dollars)
Paved Roads	\$1,663,340	1,306 Paved Lane KM	\$1,274	\$1,325
Winter Control - Roads	\$2,712,799	1,591 Lane KM Maintained in Winter	\$1,705	\$1,773
Parks	\$3,833,195	206.1 Hectares of Parkland	\$18,599	\$19,343

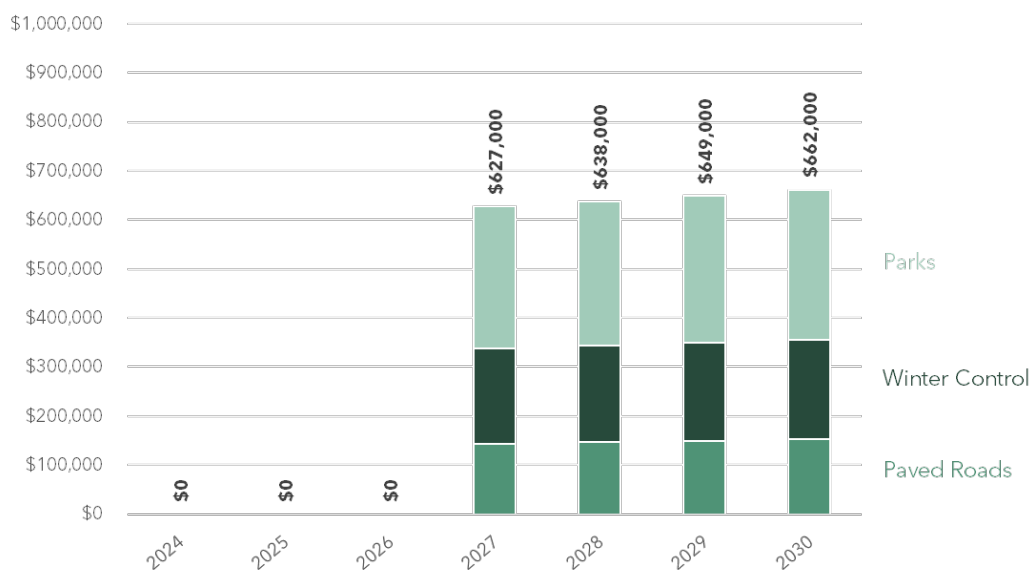
Source: Parcel, based on the Town of Caledon’s 2022 Financial Information Return. Operating Costs include: Salaries, Wages and Employee Benefits, Materials, Contracted Services, Rents and Financial Expenses and External Transfers.

The results of this analysis are summarized in Figure 4.6, with detailed tables included in Appendix 6. Our conservative approach anticipates that all roads and parks are developed and conveyed to the Town in 2027. However, the actual development of roads and parks is likely to take place incrementally as development proceeds.

As shown, operating costs are estimated at approximately \$627,000 in 2027, increasing at 2% per year thereafter.

Figure 4.6

Wildfield Village Secondary Plan Site Specific Operating Costs



Source: Parcel based on the Town of Caledon 2022 Financial Information Return. Inflated to 2024.

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.

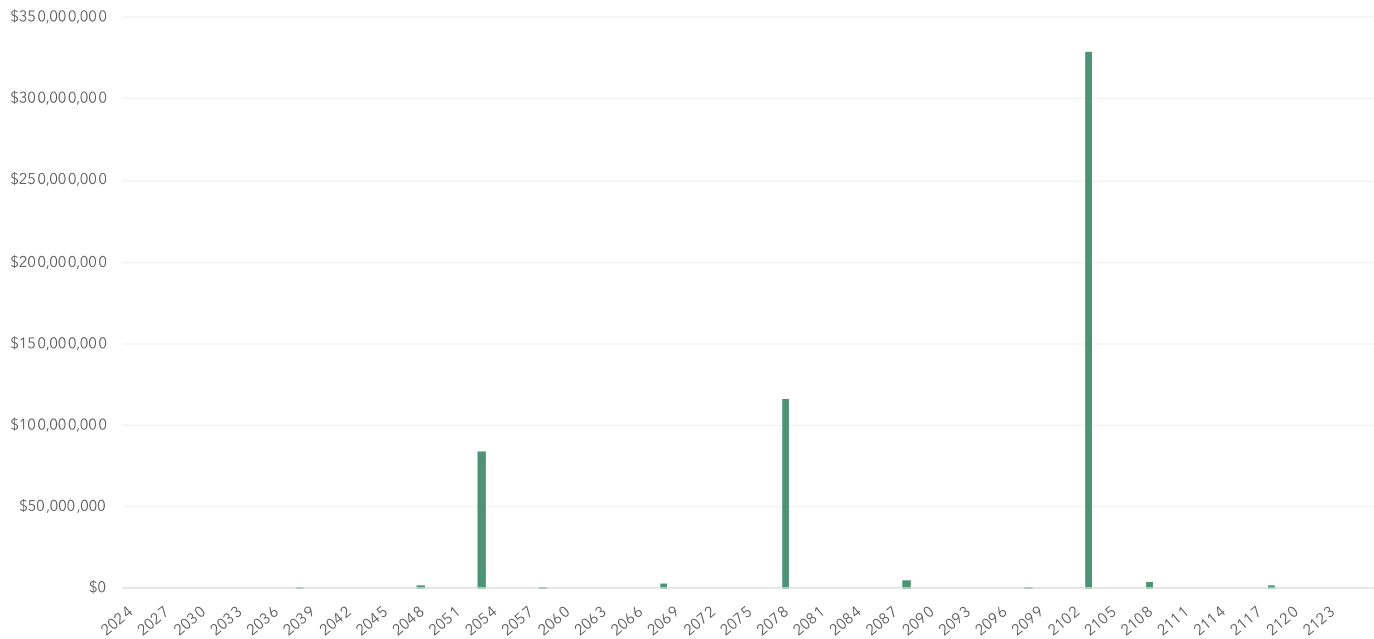
The replacement costs per unit and the estimated useful life of various infrastructure are based on information included in the Town of Caledon's 2020 Asset Management Plan, inflated to 2024, and summarized in Appendix 6.

Based on the assumed phasing of infrastructure, we have calculated the annual lifecycle replacement costs. Figure 4.7 summarizes these costs over a 100-year timeframe to reflect some infrastructure, such as sewer mains that have a longer estimated useful lifetime (some 75 years). Over the 100-year timeframe highlighted in Figure 4.7, all infrastructure is expected to be replaced at least once.

As shown, in the early years of the development, lifecycle replacement costs are expected to be modest and generally related to smaller infrastructure, including park infrastructure replacement, roads and sidewalks and other street infrastructure. It is not until later years, when replacement of the roads and underground infrastructure is required, that lifecycle replacement costs are expected to be larger. However, by this point, the Town will likely have built-up significant reserve funds to replace this infrastructure.

Figure 4.7

Lifecycle Replacement Costs for Infrastructure in the Wildfield Village Secondary Plan



Source: Parcel based on the Town of Caledon 2020 Asset Management Plan, inflated to 2024.

4.4 Net Municipal Operating Impact

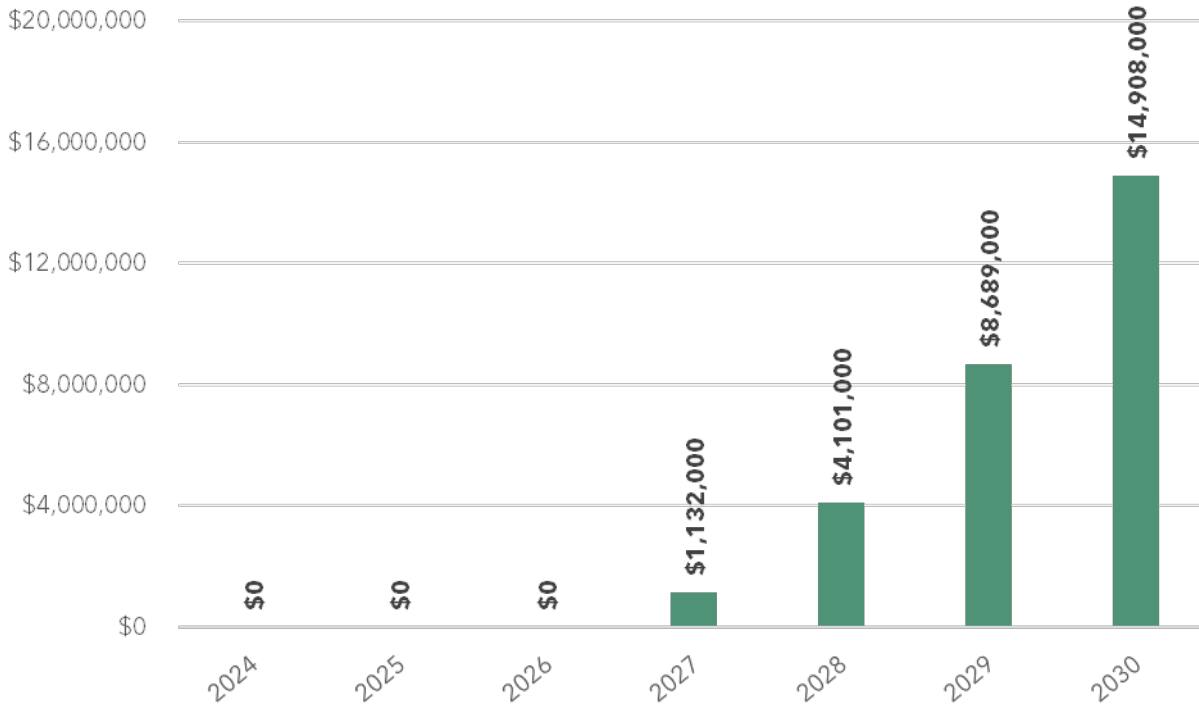
To estimate the net operating impact associated with the Wildfield Village Secondary Plan as proposed, Parcel has compared forecast municipal revenues that could be generated by the development of these lands against estimated operating costs that could be incurred by the Town of Caledon.

Figure 4.8 shows that Wildfield Village Secondary Plan is anticipated to have a **net positive financial benefit** to the Town of Caledon by 2028. This is largely related to significant development planned as part of the subject lands, including a range of residential units and associated property taxes that the Town can expect to accrue, in addition to other operating revenues.

We would note that by 2030 a significant share of the infrastructure included as part of the subject lands will be approaching the end of its lifecycle and will require capital investment. This is reflected in the declining surplus at the end of the build-out period.

Figure 4.8

Wildfield Village Secondary Plan Net Operating Impact, Cumulative Surplus



Source: Parcel.

Figure 4.9

Summary of Wildfield Village Net Operating Impact

	Total Revenues	Total Costs	Cumulative Surplus / (Deficit)
2027	\$6,007,000	\$4,874,925	\$1,132,075
2028	\$12,277,400	\$9,308,205	\$4,101,270
2029	\$18,321,500	\$13,733,832	\$8,688,938
2030	\$24,397,200	\$18,178,143	\$14,907,995

Source: Parcel.



Appendix 1

Aerial Photography

Appendix 1.1

Aerial Photograph



Source: Parcel with Google Earth.

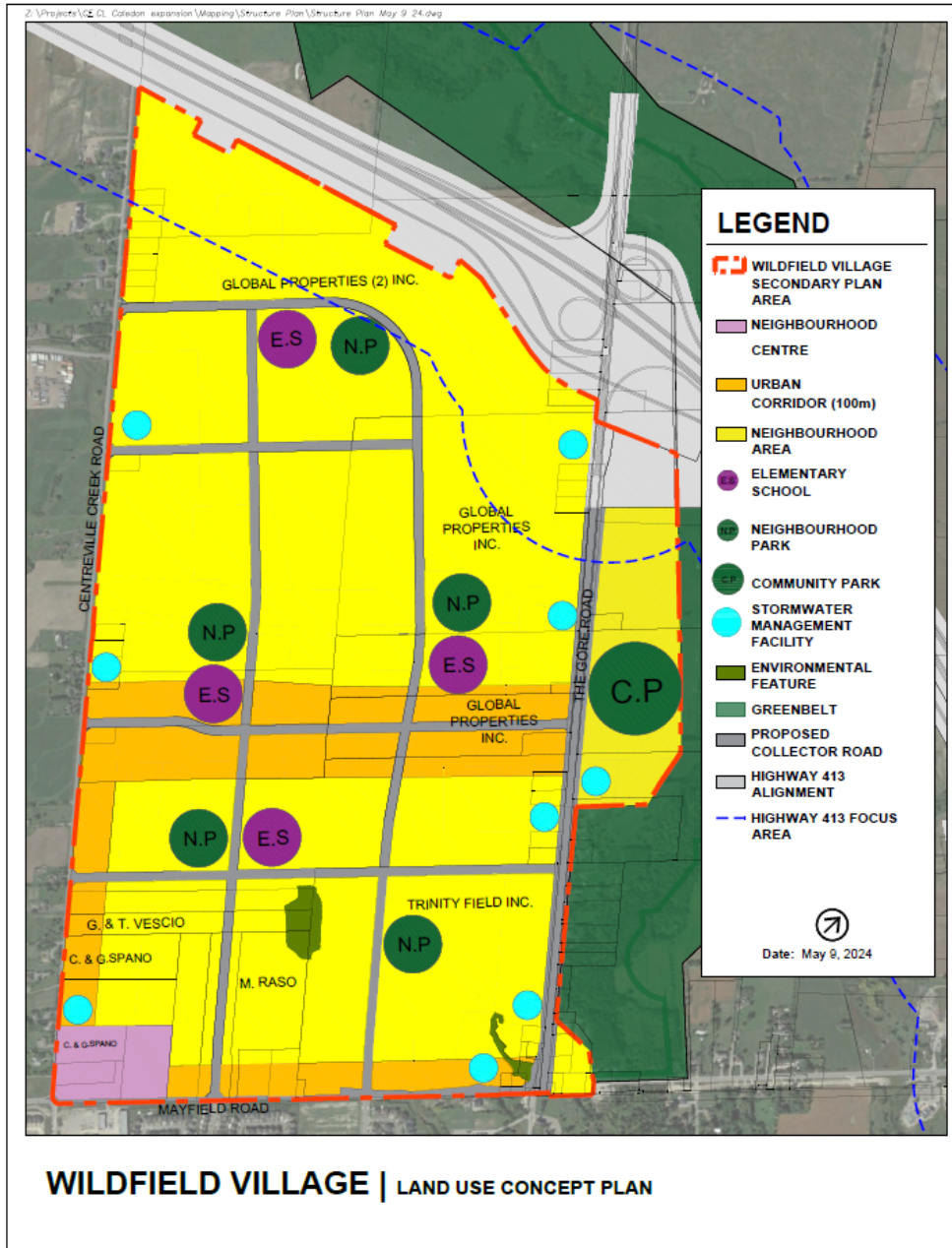


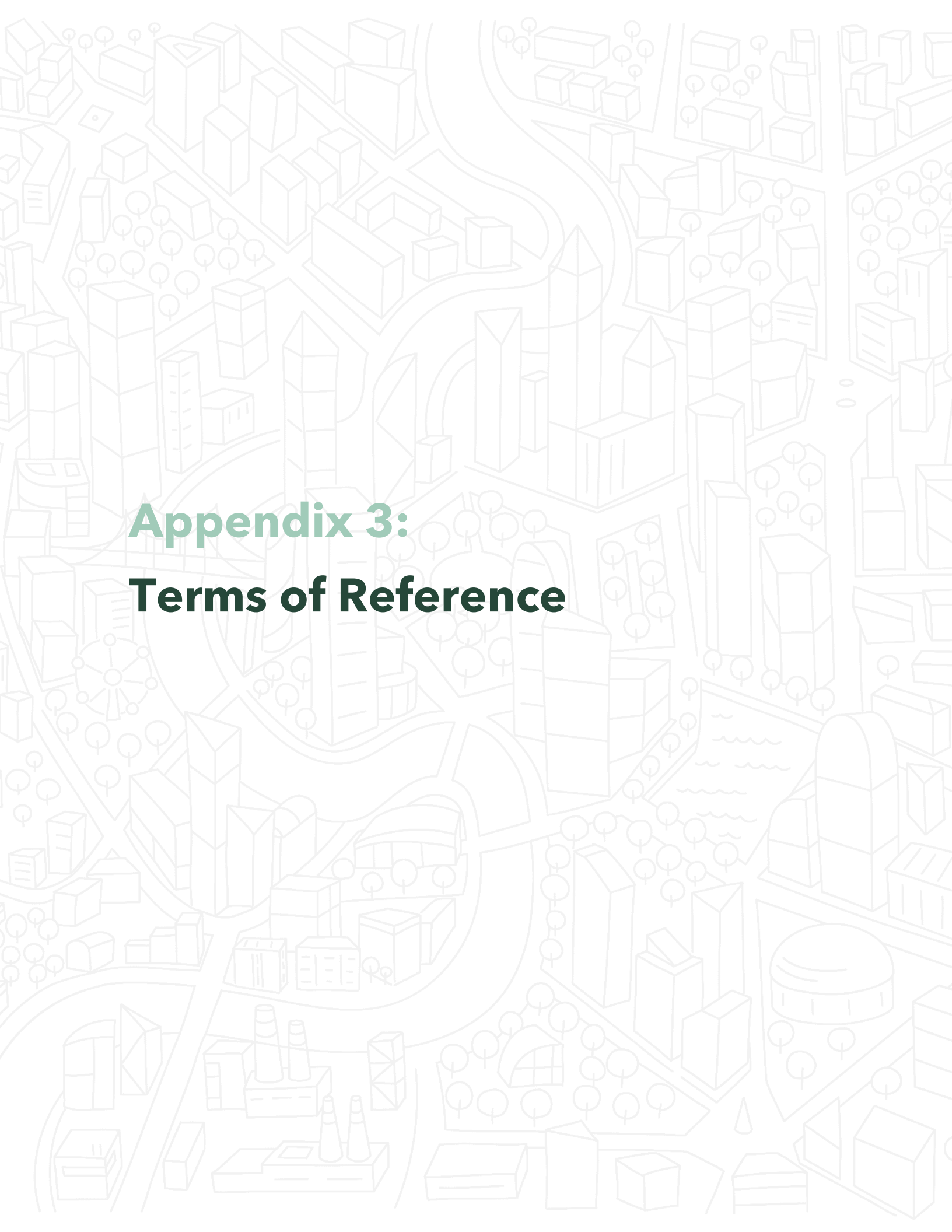
Appendix 2:

**Proposed Land Use Concept
Plan**

Appendix 2.1

Concept Plan for the Wildfield Village Secondary Plan





Appendix 3: **Terms of Reference**

Terms of Reference: Fiscal Impact Study

Purpose:

- To assess the impact of a proposed development on the Region's and Town's infrastructure system, operating costs, and tax base, and to ensure that the proposal will not have an adverse financial impact on the municipality.

Required in Support of:

- Through an Inquiry Meeting or Preliminary (PARC) Meeting, staff will confirm if a Fiscal Impact Study is required.
- In general, all major development proposals, with the exception of proposals to establish new pits and quarries, will require this study.
- A Fiscal Impact Study will always be required in support of applications for Official Plan Amendment (including Secondary Plans) and Draft Plans of Subdivision.
- Depending on the scale of the proposed development, a Fiscal Impact Study may be required in support of the following applications:
 - Draft Plan of Condominium
 - Zoning By-law Amendment
 - Site Plan
 - Consent

Prepared By:

- Qualified financial consultant.

Peer Review and Scoping:

- The Town will require a peer review of the Fiscal Impact Study at the sole cost of the owner/applicant submitting the development application.
- On a project-by-project basis, the Town will identify any possible scoping of the assessment, or alternatively, other considerations to be incorporated into the assessment.

Terms of Reference: Fiscal Impact Study

Content:

- Section 1: Executive Summary
- Section 2: Introduction
 - Site Location and Context: Information on the site (location, property size, existing uses), surrounding land, access, servicing, etc. A site description of the current designation, zoning, and use of the site and the existing site conditions (topography, historical significance, potential contamination, and natural features) is also required.
 - Description of Proposal: Indicate the proposed development, type of development application and proposed activities. Include a breakdown of phasing, unit types and/or commercial/industrial floor space, and identification of number of residents and/or jobs accommodated by the development.
 - Purpose: Identify the reason and objectives for the Report, including an explanation of how provincial, regional and municipal planning requirements and other provincial directives will be satisfied.
- Section 3: Capital Revenues and Expenditures
 - Outline the capital expenditures required to service the proposed development, the source of funding for the works, and impacts to the Town's budget. This should include:
 - An estimate of Development Charges revenues
 - An estimate of capital infrastructure requirements and associated costs
- Section 4: Ongoing Revenues and Costs
 - Provide an overview of the methodology for determining net annual fiscal impact of the development. This should include:
 - An overview of revenues associated with the proposed development from both property tax as well as non-tax revenues (e.g. licenses, permits, fines, etc.).
 - An overview of expenditures associated with the proposed development including net operating expenditures, annual operating costs and lifecycle funding for required infrastructure works to be installed, and indirect lifecycle costs.
- Section 5: Summary and Conclusion
 - Summarize the proposed development and the net annual fiscal impact of the proposed development.
 - Based on the net annual fiscal impact of the proposed development, describe whether or not the proposed development is in the best interest of the public.
- Section 6: Background Information
 - Appendix 1: Aerial Photograph - Identifying the parcel of land and surrounding land uses
 - Appendix 2: Proposed Development or Concept Plan
 - Appendix 3: Applied Terms of Reference and Scope Details
 - Appendix 4: Literature Cited

Terms of Reference: Fiscal Impact Study

- Appendix 5: Other Data Sources Used
- Appendix 6: Curriculum Vitae (CV) of Those Who Prepared the Study

Additional Resources:

- Town of Caledon's Development Charges Background Study Development Charges Update Study
- Town of Caledon's Development Charge By-laws



Appendix 4:
Literature Cited

Documents cited as part of this Fiscal Impact Study include:

- Peel Region Official Plan
- Draft Town of Caledon Official Plan, Version 4
- Town of Caledon's draft 2024 DC Study



Appendix 5:
Other Data Sources Used

Other data sources used include:

- Town of Caledon's 2024 Building Fees Bylaw
- 2024 Town of Caledon Property Tax Rates
- 2022 Financial Information Return ("FIR") filed by the Town of Caledon with the Ministry of Municipal Affairs and Housing
- Municipal Property Assessment Corporation



Appendix 6: **Methodologies**

Appendix 6.1

Development Charge Revenue

	2024	2025	2026	2027	2028	2029	2030
Fire Protection Services	\$0	\$0	\$0	\$8,456,543	\$8,636,506	\$8,508,313	\$8,360,811
Parks & Recreation	\$0	\$0	\$0	\$34,938,797	\$35,574,565	\$36,233,353	\$35,605,133
Library Services	\$0	\$0	\$0	\$2,688,954	\$2,737,884	\$2,788,586	\$2,740,242
By-law Enforcement	\$0	\$0	\$0	\$613,218	\$626,274	\$616,905	\$606,212
Development Related Studies	\$0	\$0	\$0	\$1,092,936	\$1,116,190	\$1,099,682	\$1,080,641
Services Related to a Highway: Operations	\$0	\$0	\$0	\$8,578,881	\$8,761,443	\$8,631,457	\$8,481,805
Services Related to a Highway: Roads & Related	\$0	\$0	\$0	\$47,866,307	\$48,884,926	\$48,159,566	\$47,324,607
TOTAL - Development Charge Revenue	\$0	\$0	\$0	\$104,235,635	\$106,337,787	\$106,037,863	\$104,199,451

Appendix 6.2

Building Permit Revenue

	2024	2025	2026	2027	2028	2029	2030
Singles	\$0	\$0	\$0	\$3,250,136	\$3,311,459	\$3,372,783	\$3,248,671
Towns	\$0	\$0	\$0	\$1,587,310	\$1,617,259	\$1,647,209	\$1,677,158
Stacked Towns	\$0	\$0	\$0	\$299,532	\$305,184	\$310,835	\$387,808
Apartments (>70m2)	\$0	\$0	\$0	\$262,583	\$266,158	\$271,087	\$243,123
Apartments (<70m2)	\$0	\$0	\$0	\$62,842	\$63,043	\$64,210	\$58,227
Retail (Neighbourhood Centre)	\$0	\$0	\$0	\$327,523	\$0	\$0	\$0
Retail (Urban Corridor)	\$0	\$0	\$0	\$0	\$367,353	\$0	\$0
Elementary Schools	\$0	\$0	\$0	\$343,542	\$350,024	\$356,506	\$362,988
TOTAL - Fee Per sq. m.	\$0	\$0	\$0	\$6,133,000	\$6,280,000	\$6,023,000	\$5,978,000

Appendix 6.3

Assessed Value of Comparable Single-Detached Homes

Address	Est. Assessed Value per unit
98 Waterbury St	\$483,058
130 Waterbury St	\$522,987
240 Waterbury St	\$583,592
234 waterbury St	\$681,986
3 Frustrac Tr	\$616,984
13 Strawberry Hil Crt	\$664,993
124 Riverwood Terr	\$632,039
35 Hanton Cres	\$742,710
94 Stella Cres	\$493,255
92 Stella Cres	\$493,255
46 Strawberry Hill Crt	\$650,020
347 Ellwood Dr W	\$621,975
28 Wakely Blvd	\$582,047
23 Cedargrove Rd	\$570,995
Singles - Average	\$596,000

Appendix 6.4

Assessed Value of Comparable Townhomes

Address	Est. Assessed Value per unit
35 True Blue Cres	\$561,013
61 Morra Ave	\$503,792
11 Queensland Cres	\$416,912
14 Sheardown Tr	\$461,866
28 Stella Cres	\$472,628
54 Hanton Cres	\$586,800
98 Rolling Hills Lane	\$527,978
Towns - Average	\$504,000

Appendix 6.5

Assessed Value of Comparable Small Apartments (=/ $<$ 70 square metres)

Address	Est. Assessed Value per unit
50 Ann St	\$293,711
50 Ann St	\$301,481
50 Ann St	\$310,869
Apartments (<70m²) - Average	\$302,000

Appendix 6.6

Assessed Value of Comparable Large Apartments (> 70 square metres)

Address	Est. Assessed Value per unit
50 Ann St	\$356,976
50 Ann St	\$441,463
60 Ann St	\$375,989
60 Ann St	\$563,984
60 Ann St	\$449,086
50 Ann St	\$330,357
50 Ann St	\$364,938
60 Ann St	\$467,967
Apartments (>70m²) - Average	\$419,000

Appendix 6.7

Assessed Value of Comparable Commercial Properties

Address	Building Size sq. m.	Estimated Assessed Value	Assessed Value Per sq. m.
Hwy 50 & George Bolton Pky	3,966	\$10,878,000	\$2,743
12550-12570 Kennedy Rd	2,044	\$9,230,000	\$4,516
334 Queen St S	929	\$2,462,000	\$2,650
1 Queensgate Blvd	4,631	\$15,650,000	\$3,380
12570 Kennedy Rd	2,384	\$9,230,000	\$3,872
12612 Highway 50	7,592	\$17,620,000	\$2,321
Retail (Neighbourhood Centre) - Average			\$3,245

Source: Parcel based on the Town of Caledon's Property Tax Rates, CoStar Realty & the Municipal Property Assessment Corporation.

Appendix 6.8

Non-Tax Revenues Per Capita & Employee

	2022 Non-Tax Revenue	Residential Share	Non-Residential Share	Growth Share	2022 Non-Tax Revenue Per Capita	2024 Non-Tax Revenue Per Capita	2022 Non-Tax Revenue Per Employee	2024 Non-Tax Revenue Per Employee
User Fees and Service Charges								
General government	\$531,063	72%	28%	100%	\$4.91	\$5.11	\$4.91	\$5.11
Protection services								
Fire	\$720,616	72%	28%	100%	\$6.66	\$6.93	\$6.66	\$6.93
Police	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Court Security	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Prisoner Transportation	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Conservation authority	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Protective inspection and control	\$388,834	72%	28%	100%	\$3.59	\$3.74	\$3.59	\$3.74
Building permit and inspection services	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Emergency measures	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Provincial Offences Act (POA)	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Protection services	\$1,109,450					\$10.67		\$10.67
Transportation services								
Roads - Paved	\$189,683	72%	28%	100%	\$1.75	\$1.82	\$1.75	\$1.82
Roads - Unpaved	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Roads - Bridges and Culverts	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Roads - Traffic Operations & Roadside	\$1,535,881	72%	28%	100%	\$14.20	\$14.76	\$14.20	\$14.76
Winter Control - Except sidewalks, Parking Lots	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Winter Control - Sidewalks, Parking Lots Only	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Transit - Conventional	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Transit - Disabled & special needs	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Parking	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Street lighting	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Air transportation	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Transportation services	\$1,725,564					\$16.59		\$16.59
Environmental services - Excluding Water and Wastewater								
Urban storm sewer system	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Rural storm sewer system	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Solid waste collection	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Solid waste disposal	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Waste diversion	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Environmental services - Excluding Water and Wastewater	\$0					\$0.00		\$0.00
Health services								
Public health services	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Hospitals	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Ambulance services	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Ambulance dispatch	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Cemeteries	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	100%	\$0.00	\$0.00	\$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	\$0.00	\$0.00
Assistance to aged persons	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Child care	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Social and family services	\$0					\$0.00		\$0.00

	2022 Non-Tax Revenue	Residential Share	Non-Residential Share	Growth Share	2022 Non-Tax Revenue Per Capita	2024 Non-Tax Revenue Per Capita	2022 Non-Tax Revenue Per Employee	2024 Non-Tax Revenue Per Employee
Social Housing								
Public Housing	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Non - Profit/Cooperative Housing	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Rent Supplement Programs	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Social Housing	\$0					\$0.00		\$0.00
Recreation and cultural services								
Parks	\$298,680	100%	0%	100%	\$3.83	\$3.99	\$0.00	\$0.00
Recreation programs	\$1,923,936	100%	0%	100%	\$24.70	\$25.68	\$0.00	\$0.00
Recreation facilities - Golf Course, Marina, Ski Hill	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Recreation facilities - All Other	\$1,151,433	100%	0%	100%	\$14.78	\$15.37	\$0.00	\$0.00
Libraries	\$6,521	100%	0%	100%	\$0.08	\$0.09	\$0.00	\$0.00
Museums	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Cultural services	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Recreation and cultural services	\$3,380,570					\$45.13		\$0.00
Planning and development								
Planning and zoning	\$3,067,532	72%	28%	100%	\$28.35	\$29.49	\$28.35	\$29.49
Commercial and industrial	\$111,579	0%	100%	100%	\$0.00	\$0.00	\$3.68	\$3.83
Residential development	\$0	100%	0%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Agriculture and reforestation	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Tile drainage/shoreline assistance	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Planning and development	\$3,179,111					\$29.49		\$33.32
Other	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - User Fees and Service Charges	\$9,925,758					\$106.98		\$65.68
Licences, permits, rents, etc								
Trailer revenue and permits	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Licences and permits	\$3,867,335	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Rents, concessions and franchises	\$489,516	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Royalties	\$237,111	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Green Energy	\$52,054	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Licences, permits, rents, etc	\$4,646,016					\$0.00		\$0.00
Fines and penalties								
Provincial Offences Act (POA) Municipality which POA on	\$4,665,469	72%	28%	100%	\$37.58	\$39.08	\$37.58	\$39.08
Other fines	\$3,811	72%	28%	100%	\$0.04	\$0.04	\$0.04	\$0.04
Penalties and interest on taxes	\$2,497,926	72%	28%	100%	\$23.09	\$24.01	\$23.09	\$24.01
Other	\$0	72%	28%	100%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Fines and penalties	\$6,566,797					\$63.13		\$63.13
Other revenue								
Investment income	\$5,662,119	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Interest earned on reserves and reserve funds	\$250,837	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Gain/Loss on sale of land & capital assets	\$1,499,104	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Deferred revenue earned (Development Charges (SLC 53 0610 01 + SLC 60 1026 01))	\$5,420,602	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Deferred revenue earned (Recreational land (The Parklands (SLC 60 1032 01 + SLC 60 1035 01))	\$1,600,000	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other Deferred revenue earned	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Donations	\$256,138	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Donated Tangible Capital Assets (SLC 53 0610 01)	\$16,358,396	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sale of publications, equipment, etc	\$1,626	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Contributions from non-consolidated entities	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenues from Government Business Enterprise (ie D50 funds, etc)	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Gaming and Casino Revenues	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$64,813	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$410,665	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$4,682	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$119,423	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Other revenue	\$68,658,452					\$0.00		\$0.00

Appendix 6.9

Municipal-Wide Operation Costs Per Capita & Employee

	Total Expenses (Excluding Long-Term Debt)	Residential Share	Non-Residential Share	Estimated Growth Impact	Expenses Per Resident	2024 Expenses Per Resident	Expenses Per Employee	2024 Expenses Per Employee
General government								
Governance	\$1,435,381	72%	28%	50%	\$6.63	\$6.90	\$6.63	\$6.90
Corporate Management	\$13,024,200	72%	28%	50%	\$60.19	\$62.60	\$60.19	\$62.60
Program Support	\$10,721,415	72%	28%	50%	\$49.55	\$51.53	\$49.55	\$51.53
Sub-Total - General government	\$25,180,996					\$121.04		\$121.04
Protection services								
Fire	\$13,178,272	72%	28%	75%	\$91.36	\$95.01	\$91.36	\$95.01
Police	\$880,030	72%	28%	75%	\$6.10	\$6.34	\$6.10	\$6.34
Court Security	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Prisoner Transportation	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Conservation authority	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Protective inspection and control	\$2,332,001	72%	28%	75%	\$16.17	\$16.81	\$16.17	\$16.81
Building permit and inspection services	\$2,716,871	72%	28%	75%	\$18.84	\$19.59	\$18.84	\$19.59
Emergency measures	\$313,223	72%	28%	75%	\$2.17	\$2.26	\$2.17	\$2.26
Provincial Offences Act (POA)	\$1,744,445	72%	28%	75%	\$12.09	\$12.58	\$12.09	\$12.58
Other	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Protection services	\$21,164,842					\$152.60		\$152.60
Transportation services								
Roads - Paved	\$8,820,262	72%	28%	25%	\$20.38	\$21.20	\$20.38	\$21.20
Roads - Unpaved	\$934,481	72%	28%	25%	\$2.16	\$2.25	\$2.16	\$2.25
Roads - Bridges and Culverts	\$2,638,876	72%	28%	25%	\$6.10	\$6.34	\$6.10	\$6.34
Roads - Traffic Operations & Roadside	\$12,252,705	72%	28%	25%	\$28.31	\$29.45	\$28.31	\$29.45
Winter Control - Except sidewalks, Parking Lots	\$2,712,799	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Winter Control - Sidewalks, Parking Lots Only	\$1,039,588	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Transit - Conventional	\$252,881	72%	28%	75%	\$1.75	\$1.82	\$1.75	\$1.82
Transit - Disabled & special needs	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Parking	\$623,753	72%	28%	25%	\$1.44	\$1.50	\$1.44	\$1.50
Street lighting	\$1,663,340	72%	28%	50%	\$7.69	\$8.00	\$7.69	\$8.00
Air transportation	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Transportation services	\$30,938,685					\$70.55		\$70.55
Environmental services - Excluding Water and Wastewater								
Urban storm sewer system	\$0	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Rural storm sewer system	\$1,128,887	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Solid waste collection	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Solid waste disposal	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Waste diversion	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Other	-\$1,870	72%	28%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Environmental services - Excluding Water and Wastewater	\$1,127,017					\$0.00		\$0.00
Health services								
Public health services	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Hospitals	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Ambulance services	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Ambulance dispatch	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Cemeteries	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Health services	\$0					\$0.00		\$0.00

	Total Expenses (Excluding Long-Term Debt)	Residential Share	Non-Residential Share	Estimated Growth Impact	Expenses Per Resident	2024 Expenses Per Resident	Expenses Per Employee	2024 Expenses Per Employee
Social and family services								
General assistance	\$0	100%	0%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Assistance to aged persons	\$45,885	100%	0%	50%	\$0.29	\$0.31	\$0.00	\$0.00
Child care	\$0	100%	0%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Social and family services	\$45,885					\$0.31		\$0.00
Social Housing								
Public Housing	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Non-Profit/Cooperative Housing	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Rent Supplement Programs	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	0%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Social Housing	\$0					\$0.00		\$0.00
Recreation and cultural services								
Parks	\$5,086,095	100%	0%	75%	\$48.97	\$50.92	\$0.00	\$0.00
Recreation programs	\$2,563,918	100%	0%	75%	\$24.68	\$25.67	\$0.00	\$0.00
Rec Fac - Golf Crs, Marina, Ski Hill	\$0	100%	0%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Rec Fac - All Other	\$13,929,705	100%	0%	75%	\$134.11	\$139.47	\$0.00	\$0.00
Libraries	\$5,040,543	100%	0%	75%	\$48.53	\$50.47	\$0.00	\$0.00
Museums	\$0	100%	0%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Cultural services	\$0	100%	0%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	100%	0%	75%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Recreation and cultural services	\$26,620,261					\$266.54		\$0.00
Planning and development								
Planning and zoning	\$5,610,178	72%	28%	50%	\$25.93	\$26.97	\$25.93	\$26.97
Commercial and Industrial	\$1,077,075	0%	100%	50%	\$0.00	\$0.00	\$17.78	\$18.50
Residential development	\$0	100%	0%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Agriculture and reforestation	\$0	72%	28%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Tile drainage/shoreline assistance	\$0	72%	28%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0	72%	28%	50%	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total - Planning and development	\$6,687,253					\$26.97		\$45.46
Other	\$0	72%	28%	50%	\$0.00	\$0.00	\$0.00	\$0.00

Source: Parcel based on the Town of Caledon's 2022 Financial Information Return.

Appendix 6.10

Town of Caledon Property Tax Revenue

Property Tax Revenue	2024	2025	2026	2027	2028	2029	2030
Singles	\$0	\$0	\$0	\$2,601,837	\$5,301,857	\$8,100,059	\$10,847,997
Towns	\$0	\$0	\$0	\$1,199,492	\$2,444,248	\$3,734,268	\$5,069,551
Stacked Towns	\$0	\$0	\$0	\$256,264	\$522,199	\$797,804	\$1,144,098
Apartments (>70m2)	\$0	\$0	\$0	\$368,488	\$748,946	\$1,143,237	\$1,505,203
Apartments (<70m2)	\$0	\$0	\$0	\$88,987	\$179,938	\$274,194	\$361,632
Retail (Neighbourhood Centre)	\$0	\$0	\$0	\$348,927	\$355,511	\$362,095	\$368,678
Retail (Urban Corridor)	\$0	\$0	\$0	\$0	\$391,361	\$398,608	\$405,856
Elementary Schools	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL - Property Tax Revenue	\$0	\$0	\$0	\$4,863,996	\$9,944,059	\$14,810,265	\$19,703,014

Appendix 6.11

Town of Caledon Non-Tax Revenue Per Capita & Employee (Excluding Water & Wastewater)

Per Resident

	2024	2025	2026	2027	2028	2029	2030
Payments-In-Lieu of Taxation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Government Transfers	\$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
Revenue from other municipalities for Tangible Capital Assets	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revenue from other municipalities (SLC 12 9910 03)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
User Fees and Service Charges	\$106.98	\$109.12	\$111.26	\$113.40	\$115.54	\$117.68	\$119.82
Licences, permits, rents, etc	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fines and penalties	\$63.13	\$64.39	\$65.65	\$66.92	\$68.18	\$69.44	\$70.70
Other revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Caledon - Non-Tax Revenue Per Resident	\$0	\$0	\$0	\$1,090,794	\$2,221,990	\$3,394,320	\$4,571,527

Per Employee

	2024	2025	2026	2027	2028	2029	2030
Payments-In-Lieu of Taxation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Government Transfers	\$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
Revenue from other municipalities for Tangible Capital Assets	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revenue from other municipalities (SLC 12 9910 03)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
User Fees and Service Charges	\$65.68	\$66.99	\$68.31	\$69.62	\$70.93	\$72.25	\$73.56
Licences, permits, rents, etc	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fines and penalties	\$63.13	\$64.39	\$65.65	\$66.92	\$68.18	\$69.44	\$70.70
Other revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Caledon - Non-Tax Revenue Per Employee	\$0	\$0	\$0	\$52,157	\$111,290	\$116,893	\$122,625

Appendix 6.12

Municipal Wide Operating Costs (Excluding Water & Wastewater)

Per Resident

	2024	2025	2026	2027	2028	2029	2030
General government	\$121.04	\$123.46	\$125.88	\$128.30	\$130.72	\$133.14	\$135.56
Protection services	\$152.60	\$155.65	\$158.70	\$161.75	\$164.80	\$167.86	\$170.91
Transportation services	\$70.55	\$71.96	\$73.37	\$74.78	\$76.19	\$77.61	\$79.02
Environmental services - Excluding Water and Wastewater	\$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
Social and family services	\$0.31	\$0.31	\$0.32	\$0.32	\$0.33	\$0.34	\$0.34
Social Housing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation and cultural services	\$266.54	\$271.87	\$277.20	\$282.53	\$287.86	\$293.19	\$298.52
Planning and development	\$26.97	\$27.51	\$28.04	\$28.58	\$29.12	\$29.66	\$30.20
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Caledon Residential Municipal-Wide	\$0	\$0	\$0	\$4,091,063	\$8,333,652	\$12,730,516	\$17,145,675

Per Employee

	2024	2025	2026	2027	2028	2029	2030
General government	\$121.04	\$123.46	\$125.88	\$128.30	\$130.72	\$133.14	\$135.56
Protection services	\$152.60	\$155.65	\$158.70	\$161.75	\$164.80	\$167.86	\$170.91
Transportation services	\$70.55	\$71.96	\$73.37	\$74.78	\$76.19	\$77.61	\$79.02
Environmental services - Excluding Water and Wastewater	\$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
Social and family services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Social Housing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation and cultural services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Planning and development	\$45.46	\$46.37	\$47.28	\$48.19	\$49.10	\$50.01	\$50.92
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Caledon Non-Residential Town-Wide	\$0	\$0	\$0	\$157,775	\$336,653	\$353,602	\$370,942

Appendix 6.13

Town of Caledon Site-Specific Operating Costs

	2024	2025	2026	2027	2028	2029	2030
Paved Roads	\$0	\$0	\$0	\$144,000	\$147,000	\$149,000	\$152,000
Winter Control - Roads	\$0	\$0	\$0	\$193,000	\$196,000	\$200,000	\$204,000
Parks	\$0	\$0	\$0	\$290,000	\$295,000	\$300,000	\$306,000
Total	\$0	\$0	\$0	\$627,000	\$638,000	\$649,000	\$662,000



Appendix 7:
Curriculum Vitae



Craig Ferguson, PLE

Principal



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Profile

Craig is a Principal with the real estate advisory firm, Parcel Economics Inc. Craig began his consulting career in 2008 and during this time has worked on a variety of large-scale, public facing projects.

Craig has developed extensive experience in the areas of municipal finance, growth management, demographic forecasting and employment land analysis. Craig has been qualified by the Ontario Land Tribunal (OLT) as a land economist. He is also a member of the Association of Ontario Land Economists (AOLE) and has a Master of Arts degree in Economics as well as a Bachelor of Commerce degree in finance, both from the University of Guelph.

Education

Master of Arts
Economics
University of Guelph

Bachelor of Commerce
Management Economics in Industry and Finance
University of Guelph

Memberships

Association of Ontario Land Economists (AOLE)

Speaking Engagements

Toronto Metropolitan University - Approach to
Economic Impact Analysis



Housing and Growth Management

Growth Allocations & Fiscal Impacts

Town of The Blue Mountains

Northeast Pickering Affordable Housing Strategy

City of Pickering

Review of Niagara Region MCR

Mega Canada Ltd.

City of Guelph Secondary Plan Review

Options for Homes

Residential Justification Study - Adjala-Tosorontio

Far Sight Homes

Residential Needs Study - Meaford

Parkbridge Lifestyle Communities

Student Housing Needs Analysis - Oshawa

6ixDesigns

Waterloo Seniors Housing Needs

Hygate Retirement Communities

Housing Supply and Data Analysis Framework

Ontario Ministry of Municipal Affairs and Housing

Employment Land Studies

Northeast Pickering Employment Lands Strategy

City of Pickering

Markville Secondary Plan Employment Assessment

City of Markham

Waterloo West Side Employment Lands

City of Waterloo

Highway 2 Corridor Employment Land Study

Town of Okotoks, Town of High River and Regional Municipality of Foothills

Fort Erie Industrial Land Supply Analysis

Town of Fort Erie

Bradford West Gwillimbury Employment Land Needs

Town of Bradford West Gwillimbury

Cobourg Employment Land Needs Study

DePalma Developments

Welland Official Plan Review

City of Welland

Dufferin County Municipal Comprehensive Review

Dufferin County

Vulcan (Alberta) Industrial Land Strategy

Town of Vulcan

Commercial and Employment Lands Review

City of Waterloo

Highest and Best Use Studies

Gateway Employment Lands Highest & Best Use

MacDonald-Cartier International Airport Authority

11976 Hwy 50 - Industrial Land Highest & Best Use

Gala Developments

London Gateway Block Highest and Best Use

City of London

530 Tremblay Road (Ottawa)

Canada Lands Corporation

Trinity Hills (Calgary)

Trinity Developments

Scarborough Industrial Highest & Best Use

Diana Distribution

Bramalea GO Mobility Hub

City of Brampton

Centennial Collge Highest and Best Use

Centennial College

Point Edward Highest & Best Use Study

Malleum Developments

Mississauga Hospital Highest & Best Use

Kaneff Properties





Megan Easton, MPI

Associate



megan@parceleconomics.com



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Profile

Megan is an Associate at Parcel and holds a Master of Planning in Urban Development from Toronto Metropolitan University (formerly Ryerson University) and a Bachelor of Arts from Western University. Megan is a knowledgeable market analyst whose project experience and education allows her to provide a variety of qualitative and quantitative insights on a diversity of projects.

She has experience working on a range of assignments, supporting private developments, municipal strategy and other city-building initiatives across small, mid-size and larger communities. Megan has experience across a range of asset classes, with a particular focus on commercial market demand analysis, municipal finance and housing.

Prior to joining Parcel, Megan worked at another land economics firm in Toronto. While completing her Master's, Megan was involved in research around brownfield redevelopment, comparing regional approaches and the role of their various Community Improvement Plans. She has also conducted research on the state of manufacturing in Southern Ontario.

Education

Master of Urban Development (MPI)
Toronto Metropolitan University

Bachelor of Arts (with Honours)
Western University

Memberships

Urban Land Institute (ULI)



Market Analysis

Squamish Expanded Supermarket Analysis *

Walmart

Residentail Market Assessment *

Islamic Shia Ithan-Asheri Jamaat (ISIJ) of Toronto

Retail Market Needs and Gap Analysis *

Town of Penetanguishene

Erin Mills Retail Market Study *

Queenscorp

Newcastle North Village Commercial Study *

Municipality of Clarington

Clarington Commercial Policy Review *

Municipality of Clarington

Commercial Function Study *

City of Guelph / Zelinka Priamo Ltd.

Mapleview & Essa Master Plan, Barrie *

7 Generations

Retail and Housing Analysis *

Crystal Homes

Kingsville Residential and Commercial Needs Study *

Baird AE / Pillon Abbs

Commercial Needs and Hotel Feasibility *

Doug Terry Homes

Cambridge Supermarket Study *

Starbank Development

Toronto Supermarket Study *

Longo Brothers Fruit Markets Ltd.

Angus Commercial and Residential Needs *

Virtus Asset Management Inc.

Retail Market Cap Review *

Town of Orangeville

Westridge Trailside Neighbourhood Commercial Needs *

Charter Development LP

Aurora Retail Market Study *

Shimvest Investment Ltd.

Commercial Market Study *

Freed Developments / Town of Blue Mountains

Retail Market Demand and Impact Study *

Westdell Development Corp.

Lindsay Retail Market Study *

Tribute Communities

Housing and Employment Analysis

Cambridge Residential Needs Analysis *

Starbank Developments

Residential Redevelopment Review *

Canadian Tire REIT

Affordable Housing Study *

Queenscorp

Waterloo Apartment Demand Study *

Hygate Active Retirement Living

Huron Church Road Employment Conversion *

Pillon Abbs / City of Windsor

Leamington Residential Market Assessment *

Parkbridge Communities

Huron Church Road Employment Conversion *

Pillon Abbs / City of Windsor

Langstaff Gateway Affordable Housing Study *

Langstaff Land Holdings Ltd.

Langstaff Gateway Community Services and Retail Study *

Langstaff Land Holdings Ltd.

**completed prior to joining Parcel*





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