

**Town of Oakville  
Fiscal Impact Assessment  
Proposed Redevelopment of  
Glen Abbey Golf Course**

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 Planning for growth

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## List of Acronyms and Abbreviations

C.M.H.C.	Canada Mortgage and Housing Corporation
D.C.	Development Charge
ha	Hectares
km	Kilometres
m	Metres
M.P.A.C.	Municipal Property Assessment Corporation
PwC	Pricewaterhouse Coopers
s.f.	square foot

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# 1. Introduction

## 1.1 Terms of Reference

The Town of Oakville has received an application from ClubLink Corporation ULC and ClubLink Holdings Limited to facilitate the redevelopment of the Glen Abbey Golf Course. The proposed redevelopment plans would provide for 3,222 residential units and 121,309 square feet of new non-residential development. The development envisioned on the Glen Abbey lands would consist of the following components:

- Residential Units – 3,222
  - Single Detached Homes – 141
  - Townhomes – 109
  - Stacked Townhomes – 190
  - Apartments – 2,782
- Non-residential Square Feet – 121,309
  - Retail – 62,871
  - Office – 58,438

The Town of Oakville has requested Watson & Associates Economists Ltd. (Watson) undertake a detailed financial analysis of the impact of this development to be included as an appendix to the Economic Impact Study being conducted by Price Waterhouse Coopers (PwC). This analysis is to assess the impact of this development on services provided by the Town and determine the capital and operating expenditure implications along with the anticipated revenues to be generated from this development. Note, the developer has hired IBI to conduct their own financial impact study regarding the redevelopment. Assumptions utilized in the IBI study, along with other reports produced by ClubLink, have been incorporated into this analysis.

## 1.2 Approach

The approach utilized in this analysis is consistent with the methodology devised by the firm and used for over 30 years to evaluate fiscal impact for more than three dozen landowners, the Ministry of Municipal Affairs, the Ontario Land Corporation, C.M.H.C., and municipalities such as Oakville, Burlington, Milton, Halton Hills, Halton Region, Caledon, York Region, East Gwillimbury, Collingwood, Durham Region, Pickering, Haldimand-Norfolk, and others.

Essentially, the methodology involves an operating and capital cost analysis. The operating cost analysis involves calculating the municipalities' most recent tax rate

calculation with the addition of the subject development. Revenues and expenditures attributable to the development are estimated on an incremental basis. That is, revenue and expenditure dollars are assigned to the project, only in accordance with anticipated variations it would create from the 2015 base year, if it had been built-out, as of that time. Sunk costs are ignored and service levels are planned as remaining generally constant.

The capital cost analysis discusses the funding sources available to the Town. The financing methods selected and the resultant charges involved are variable, depending on ultimate servicing solutions, municipal financial policy decisions, and detailed benefiting area calculations.

## **2. Development Description**

### **2.1 Introduction**

This chapter of the report describes the proposal with respect to those matters most relevant to a fiscal impact assessment – land use, building area, development units, number of residents and employees and rate of development, as well as existing and replacement (i.e. future) assessment.

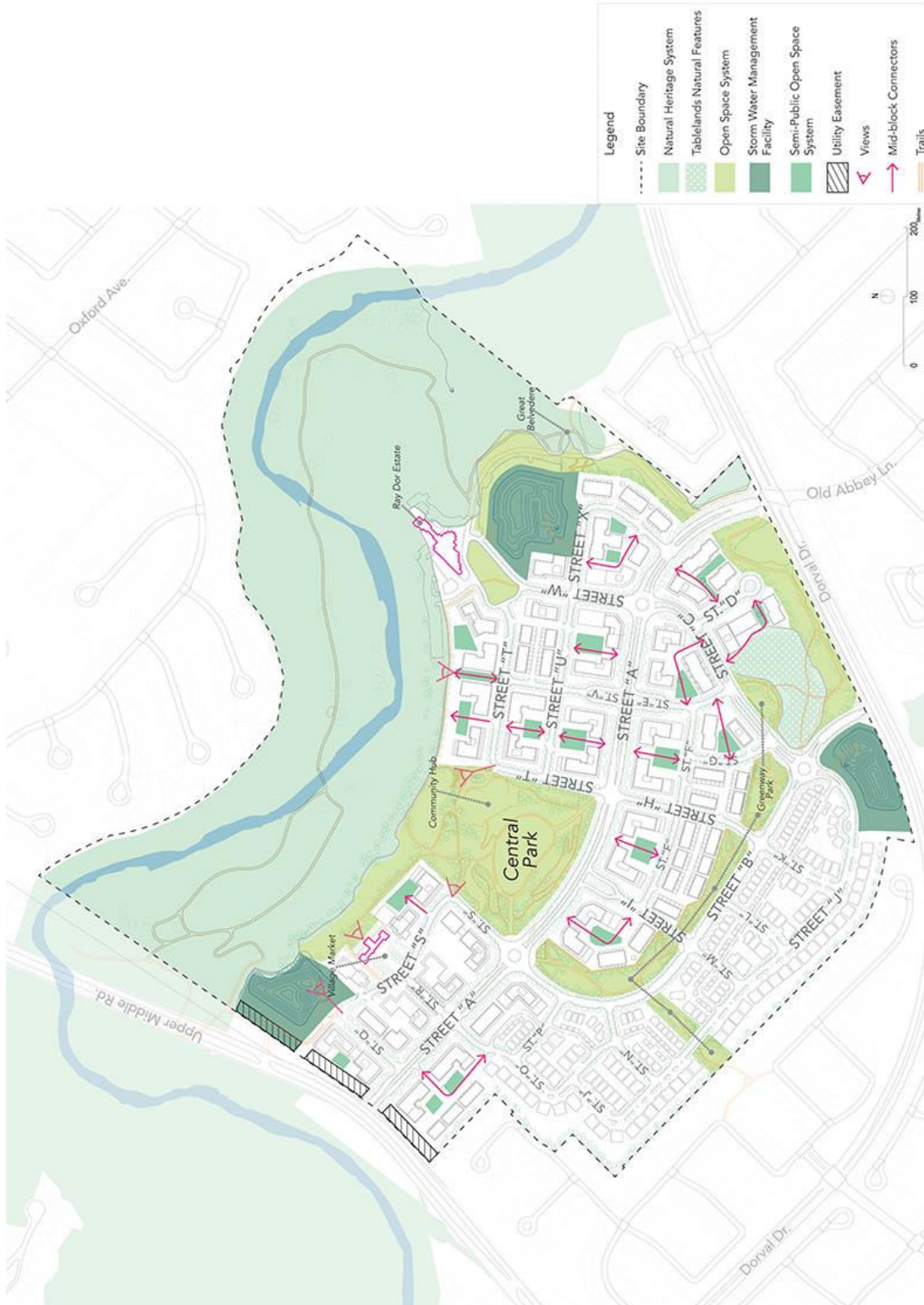
### **2.2 Development Proposal**

ClubLink Corporation ULC and ClubLink Holdings Limited are proposing that the 92.7 ha Glen Abbey golf course lands be redeveloped for residential, retail and office development, as well as open space uses. The proposed redevelopment envisions approximately 3,222 residential units and 121,000 s.f. of new commercial space being added to the Glen Abbey Community in the Town of Oakville (excluding the existing RayDor Estate which is approximately 49,000 s.f.).

Map 2-1 provides an overview of the proposed development. Table 2-1 provides for a summary of the potential residential units and non-residential development.

As denoted in Table 2-2, a potential timing has been provided in order to estimate the phasing in of assessment (Tables 2-5a and 2-5b) as the development proceeds. Based on discussions with the developing landowners, it has been assumed that the development would be undertaken in five (5) phases over an approximate 16 year period.

# Map 2-1 Glen Abbey Redevelopment Proposal Site Plan



## 2.3 Assessment Assumptions

As the new development is constructed, the Town will receive additional assessment arising from the completion of the buildings. Two samples of sale price and assessment data are utilized in this analysis, to produce a range for which the Town can expect to realize tax revenues.

As part of the Economic Impact Study being completed concurrently by PwC on behalf of the Town, a survey of sale prices of similar homes was conducted. The data used included a survey of homes in the nearby Fairway Hills neighbourhood, as well as other, newer areas across Oakville. These sale prices were then increased by 25% to account for a potential premium associated with the Glen Abbey site.

As part of ClubLink's analysis, the IBI Municipal Financial Impact Study, dated October 31, 2016 utilized a different assumption on the anticipated assessment values of the new homes. This survey of information was included in the study and included M.P.A.C. survey data from homes in neighbouring areas. The assessments identified in the IBI study are approximately half than what was identified in PwC's survey. However, as this study was conducted for ClubLink (i.e. the developer of the land), this information should be assumed to be ClubLink's best estimation of the anticipated revenue. Therefore this assessment information will be utilized as the lower-end of the range and the PwC survey information will be utilized as the higher-end of the range.

Table 2-3a and Table 2-3b provide for the total estimated new assessment to be generated from the development for each end of the range. This estimated assessment was calculated based upon the following steps:

### IBI:

- Surveyed M.P.A.C. assessment information from nearby neighbourhoods which was collected for properties estimated to be comparable to the proposed redevelopment.
- A total of 68 properties were surveyed for the various dwelling types, commercial uses, and office uses.

### PwC:

- A survey of sales prices of homes in newer neighbourhoods in the Town, including Fairway Hills, a nearby recent development was conducted.
- These sales prices were increased by 25% to account for the higher anticipated values in this proposed redevelopment.



- The assessed values are assumed to be 15% less than the surveyed sales revenue based on a Watson analysis comparing sales prices and assessment values of the IBI sample homes.

Table 2-4a and Table 2-4b provide for the anticipated new assessment to be generated annually based upon the assessment provided in Table 2-3a and Table 2-3b and the anticipated growth provided in Table 2-2. Table 2-5a and Table 2-5b provide for the weighted assessment based upon the tax rates.

Note, that within the IBI study, the high density units (i.e. apartments) were deemed “multi-residential” for calculating new taxation revenue. This property class is for “rental” apartments. Given the values placed on the residential units and the assessment sampling undertaken by IBI, the proposed units are likely “condo” units which are owned individually. For taxation purposes, the multi-residential units generate 126% more revenue than the owned condo units. Hence the anticipated taxation revenue has been over-stated for this unit type.

**Table 2-1**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Development Description**

1 Residential

Type Description	Number of Units	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
		2019-2021	2022-2023	2024-2027	2028-2031	2032-2035	
Single Detached Units	141	89	52	-	-	-	141
Townhomes	109	43	31	15	-	20	109
Stacked Townhomes	190	-	-	72	-	118	190
Apartments	2,782	36	408	830	642	866	2782
	3,222	168	491	917	642	1,004	3,222

2 Non-residential

Type Description	Est. GFA	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
		2019-2021	2022-2023	2024-2027	2028-2031	2032-2035	
Retail/Commercial	62,871	-	-	-	55,586	7,285	62,871
Office	58,437	-	-	-	44,589	13,848	58,437
	121,308	-	-	-	100,175	21,133	121,308

**Table 2-2**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Growth Forecast – Residential and Non-residential**

**Residential  
Units**

Type Of Units		Units Increment	Annual Forecast of Unit Construction (Years)				
			2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Single Detached Units		141	89	52	-	-	-
Townhomes		109	43	31	15	-	20
Stacked Townhomes		190	-	-	72	-	118
Apartments		2,782	36	408	830	642	866
Total	Annual		168	491	917	642	1,004
	Cumulative	3,222	168	659	1,576	2,218	3,222

**Population**

Type Of Units		Population Increment	Annual Forecast of Unit Construction (Years)				
			2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Single Detached Units		491	310	181	-	-	-
Townhomes		278	110	79	38	-	51
Stacked Townhomes		485	-	-	184	-	301
Apartments		5,119	66	751	1,527	1,181	1,593
Total	Annual		486	1,011	1,749	1,181	1,945
	Cumulative	6,372	486	1,496	3,245	4,427	6,372

Since 1/3 of the apartments are anticipated to be one bedroom and bachelor apartments, a blended P.P.U. of 1.84 is used (1/3 of the one bedroom and bachelor PPU + 2/3 of the two-plus bedroom PPU from the Town's DC study)

**Non-Residential  
Building Area (Ft<sup>2</sup>)**

Type of Development		Ft <sup>2</sup> Increment	Annual Forecast of Square Feet to be Added (Years)				
			2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Retail/Commercial		62,871	-	-	-	55,586	7,285
Office		58,437	-	-	-	44,589	13,848
Total	Annual		-	-	-	100,175	21,133
	Cumulative	121,308	-	-	-	100,175	121,308

**Employment**

Type of Development	Estimated ft <sup>2</sup>	Estimated ft <sup>2</sup> per Employee	Employment Increment	Annual Forecast of Employment to be Added				
				2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Retail/Commercial	62,871	500	126	-	-	-	111	15
Office	58,437	500	117	-	-	-	89	28
New Employment	Annual			-	-	-	200	42
	Cumulative		243	-	-	-	200	243

**Table 2-3a**  
**Town of Oakville – Glen Abbey Redevelopment**  
**IBI Assessment Survey**

## Residential

Type Description	Number of units	Assessed Value (2016 \$) <sup>1</sup>
Single Detached Units	141	\$109,282,136
Townhomes	109	\$53,443,354
Stacked Townhomes	190	\$56,131,130
Apartments	2,782	\$747,228,508
<b>Total</b>	<b>3,222</b>	<b>\$966,085,128</b>

1 Assessed values are based on IBI estimates from FIS

## Non-residential

Type Description	Est. GFA	Assessed Value (2016 \$) <sup>1</sup>
Retail/Commercial	62,871	\$19,741,494
Office	58,437	\$14,726,124
<b>Total</b>	<b>121,308</b>	<b>\$34,467,618</b>

1 Assessed values are based on IBI estimates from FIS

**Table 2-3b**  
**Town of Oakville – Glen Abbey Redevelopment**  
**PwC Assessment Survey**

## Residential

Type Description	Number of units	Selling Price / unit	Total Sales Revenue <sup>1</sup>	Assessed Value (2016 \$) <sup>2</sup>
Single Detached Units	141	\$2,000,000	\$282,000,000	\$245,217,391
Townhomes	109	\$1,000,000	\$109,000,000	\$94,782,609
Stacked Townhomes	190	\$1,000,000	\$190,000,000	\$165,217,391
Apartments	2,782	\$625,000	\$1,738,750,000	\$1,511,956,522
<b>Total</b>	<b>3,222</b>		<b>\$2,319,750,000</b>	<b>\$2,017,173,913</b>

1 The sales price estimates are based on surveyed information provided from PwC

2 Assessed values are assumed to be 15% less than the surveyed sales revenue

## Non-residential

Type Description	Est. GFA	Sales Price / ft <sup>2</sup>	Total Sales Revenue <sup>1</sup>	Assessed Value (2016 \$) <sup>2</sup>
Retail/Commercial	62,871	\$334.02	\$21,000,000	\$18,260,870
Office	58,437	\$333.69	\$19,500,000	\$16,956,522
<b>Total</b>	<b>121,308</b>	<b>\$667.71</b>	<b>\$40,500,000</b>	<b>\$35,217,391</b>

1 The sales price estimates are based on surveyed information provided from PwC

2 Assessed values are based on survey of properties provided by Town staff

**Table 2-4a**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Phased Assessment Increment - IBI Assessment Survey**

## 1 Residential

Type Description	Number of units	Selling Price/unit	Total Sales Revenue	Assessed Value /unit	Assessed Value (2016 \$)	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Single Detached Units	141	n/a	n/a	\$775,051	\$109,282,136	68,979,504	40,302,632	-	-	-
Tow nhomes	109	n/a	n/a	\$490,306	\$53,443,354	21,083,158	15,199,486	7,354,590	-	9,806,120
Stacked Tow nhomes	190	n/a	n/a	\$295,427	\$56,131,130	-	-	21,270,744	-	34,860,386
Apartments	2,782	n/a	n/a	\$268,594	\$747,228,508	9,669,384	109,586,352	222,933,020	172,437,348	232,602,404
Total	3,222				\$966,085,128	99,732,046	165,088,470	251,558,354	172,437,348	277,268,910
Cumulative						99,732,046	264,820,516	516,378,870	688,816,218	966,085,128

## 2 Non-residential

Type Description	Est. GFA	Selling Price/ sq.ft.	Total Sales Revenue	Assessed Value /sq.ft.	Assessed Value (2016 \$)	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Retail/Commercial	62,871	n/a	n/a	\$314	\$19,741,494	-	-	-	17,454,004	2,287,490
Office	58,437	n/a	n/a	\$252	\$14,726,124	-	-	-	11,236,428	3,489,696
Total	121,308				\$34,467,618	-	-	-	28,690,432	5,777,186
Cumulative						-	-	-	28,690,432	34,467,618
Grand Total					\$1,000,552,746	99,732,046	165,088,470	251,558,354	201,127,780	283,046,096
Cumulative						99,732,046	264,820,516	516,378,870	717,506,650	1,000,552,746

**Table 2-4b**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Phased Assessment Increment - PwC Assessment Survey**

## 1 Residential

Type Description	Number of units	Selling Price/unit	Total Sales Revenue	Assessed Value /unit	Assessed Value (2016 \$)	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Single Detached Units	141	\$2,000,000	\$282,000,000	\$1,739,130	\$245,217,391	154,782,609	90,434,783	-	-	-
Tow nhomes	109	\$1,000,000	\$109,000,000	\$869,565	\$94,782,609	37,391,304	26,956,522	13,043,478	-	17,391,304
Stacked Tow nhomes	190	\$1,000,000	\$190,000,000	\$869,565	\$165,217,391	-	-	62,608,696	-	102,608,696
Apartments	2,782	\$625,000	\$1,738,750,000	\$543,478	\$1,511,956,522	19,565,217	221,739,130	451,086,957	348,913,043	470,652,174
Total	3,222		\$2,319,750,000		\$2,017,173,913	211,739,130	339,130,435	526,739,130	348,913,043	590,652,174
Cumulative						211,739,130	550,869,565	1,077,608,696	1,426,521,739	2,017,173,913

## 2 Non-residential

Type Description	Est. GFA	Selling Price/ sq.ft.	Total Sales Revenue	Assessed Value /sq.ft.	Assessed Value (2016 \$)	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Retail/Commercial	62,871	334.02	\$21,000,000	\$290	\$18,260,870	-	-	-	16,144,943	2,115,927
Office	58,437	333.69	\$19,500,000	\$290	\$16,956,522	-	-	-	12,938,281	4,018,240
Total	121,308		\$40,500,000		\$35,217,391	-	-	-	29,083,224	6,134,167
Cumulative						-	-	-	29,083,224	35,217,391
Grand Total	124,530		\$2,360,250,000		\$2,052,391,304	211,739,130	339,130,435	526,739,130	377,996,268	596,786,341
Cumulative						211,739,130	550,869,565	1,077,608,696	1,455,604,963	2,052,391,304

**Table 2-5a**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Phased Weighted Assessment Increment – IBI Assessment Survey**

Type of Development		Total Assessment Increment	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Residential	2019-2035 (cumulative)	966,085,128	99,732,046	264,820,516	516,378,870	688,816,218	966,085,128
	<i>Weighted</i> 1.0000	966,085,128	99,732,046	264,820,516	516,378,870	688,816,218	966,085,128
Commercial <sup>1</sup>	2019-2035 (cumulative)	19,741,494	-	-	-	17,454,004	19,741,494
	<i>Weighted</i>						
	Occupied 1.4565	25,878,137	-	-	-	22,879,581	25,878,137
	Vacant 1.0196	2,012,744	-	-	-	1,779,523	2,012,744
	<i>Total Weighted Assessment</i>	27,890,881	-	-	-	24,659,104	27,890,881
Office <sup>1</sup>	2019-2035 (cumulative)	14,726,124	-	-	-	11,236,428	14,726,124
	<i>Weighted</i>						
	Occupied 1.4565	19,303,740	-	-	-	14,729,272	19,303,740
	Vacant 1.0196	1,501,402	-	-	-	1,145,610	1,501,402
	<i>Total Weighted Assessment</i>	20,805,142	-	-	-	15,874,882	20,805,142
<b>Total Weighted Assessment</b>		<b>1,014,781,151</b>	<b>99,732,046</b>	<b>264,820,516</b>	<b>516,378,870</b>	<b>729,350,204</b>	<b>1,014,781,151</b>

<sup>1</sup> Forecast for vacant land and units realty class (U/X) based on vacancy rate 10%. Similar to vacancy rate used in IBI study

**Table 2-5b**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Phased Weighted Assessment Increment – PwC Assessment Survey**

Type of Development		Total Assessment Increment	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
Residential	2019-2035 (cumulative)	2,017,173,913	211,739,130	550,869,565	1,077,608,696	1,426,521,739	2,017,173,913
	<i>Weighted</i> 1.0000	2,017,173,913	211,739,130	550,869,565	1,077,608,696	1,426,521,739	2,017,173,913
Commercial <sup>1</sup>	2019-2035 (cumulative)	18,260,870	-	-	-	16,144,943	18,260,870
	<i>Weighted</i>						
	Occupied 1.4565	23,937,261	-	-	-	21,163,598	23,937,261
	Vacant 1.0196	1,861,787	-	-	-	1,646,058	1,861,787
	<i>Total Weighted Assessment</i>	25,799,048	-	-	-	22,809,656	25,799,048
Office <sup>1</sup>	2019-2035 (cumulative)	16,956,522	-	-	-	12,938,281	16,956,522
	<i>Weighted</i>						
	Occupied 1.4565	22,227,457	-	-	-	16,960,146	22,227,457
	Vacant 1.0196	1,728,802	-	-	-	1,319,122	1,728,802
	<i>Total Weighted Assessment</i>	23,956,259	-	-	-	18,279,268	23,956,259
<b>Total Weighted Assessment</b>		<b>2,066,929,220</b>	<b>211,739,130</b>	<b>550,869,565</b>	<b>1,077,608,696</b>	<b>1,467,610,663</b>	<b>2,066,929,220</b>

<sup>1</sup> Forecast for vacant land and units realty class (U/X) based on vacancy rate 10%. Similar to vacancy rate used in IBI study



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## 3. Impact on the Town of Oakville's Capital Program

### 3.1 Introduction

The Town has an extensive capital budget which includes a large number of growth-related projects. The Town's residential and non-residential share of growth-related costs are partially funded from development charges.

Non-growth-related capital expenditures, which cover repairs, replacements, non-recoverable D.C. items, etc., are financed from existing reserves/reserve funds, operating budget transfers, debt, grant/ subsidies (when available) and related sources.

### 3.2 Direct Development-related Capital Costs

The following provides an overview of the capital needs and commentary on the impact of this development on Town services. The anticipated lifecycle costs associated with these works are calculated in Chapter 5 and included in the net impact calculations in Chapter 6.

#### ***Services Related to a Highway:***

##### Roads

- Based on the plan of subdivision, the proposed redevelopment includes provision for 0.88 km of one-lane local roads, 5.32 km of two-lane local roads, and 1.19 km of collector roads within the development area. The main collector road (identified as "Street A" in Map 2-1) will run through the development, connecting Upper Middle Road to Dorval Drive. The roads in the development range in width from 7.5m right-of-way local roads, to 36m right-of-way collector roads.
- As per the Town's local service policy (section A, 1), all local roads and collector roads internal to the subdivision would be classified as a direct developer responsibility.
- Once the subdivision is assumed by the Town, maintenance and winter control costs will be borne by the Town for all services related to a highway capital works.

### Intersection Improvements

- As noted above, there are planned external intersections at Upper Middle Road and Dorval Drive (in alignment with Old Abbey Lane through Dorval Drive). These intersections are proposed to be “full moves” intersections.
- Further, there is a second external intersection on Dorval Drive, approximately 300m to the west of the Old Abbey Lane intersection. This intersection is proposed to operate as a right turns only street connection.
- With regard to internal intersections, three roundabouts are proposed and signalization of intersections is not required.
- As per the Town’s local service policy (section A, 3), all intersections, both internal and external noted above, are considered a direct developer responsibility.

### Sidewalks and Bicycle Paths

- Based on the draft plan of subdivision and the report “Glen Abbey Golf Club Proposed Redevelopment Transportation Considerations” report by the BA Group, it is anticipated that there will be approximately 7.4 km of sidewalks within the proposed development.
- On-street bicycle lanes are proposed on the main collector road that connects Upper Middle Road and Dorval drive.
- An off-street trail system is proposed that will connect all of the parks in a continuous loop within the site. The trail system would also provide connections to external access such as Dorval Drive, the residential neighbourhood to the west, Sixteen Mile Creek to the east, and Upper Middle Road.
- As per section A, 5 of the Town’s local service policy, the identified works noted above would be a direct developer responsibility.

### ***Transit:***

- Based on the transit analysis provided in the BA Group report, the proposed development would require 5 buses, 6 bus shelters, and 9 concrete bus pads. The proposed routes and stops would be on Dorval Drive, Sixth Line, and Dundas Street East.
- As per the Town’s local service policy (section A, 7), the above capital works would be included within the Town’s D.C.
- The Town’s 2013 D.C. background study includes capital projects for expansion buses until 2031. Further, the bus shelters and concrete pads would be included in the Services Related to a Highway capital works.

### ***Stormwater Management:***

- The proposed development includes approximately 10.67 acres of land for three stormwater management ponds. Further, it is assumed that there will be approximately 7.38 km of storm sewers on the site.
- As per section B of the Town's local service policy, the ponds and sewers would be considered a direct developer responsibility.

### ***Parks and Recreation:***

#### Trails

- Based on the "Park & Open Space Concept Plan" report completed by ERA Architects Inc., approximately 2.6 km of trails have been identified within the development site.
- As per the Town's local service policy, section C, "recreational trails that do not form part of the Town's active transportation network, and their associated infrastructure, is included in the area municipal D.C. cost", therefore the trails proposed for this site would be included in the Town's D.C.
- The developer may develop the trails and receive a credit for the works completed.

#### Parks

- The proposed development includes two neighbourhood parks and one community park. In total, 10.41 ha of parkland have been included.
- Under the Town's local service policy, section C, development of community parks are to be included in the Town's D.C. Further, neighbourhood parks are considered a direct developer responsibility. However, the developer would be given a credit for the works, thereby 10% of the cost will be borne by the Town.
- With regard to parkland dedication, the Town's Official Plan, Liveable Oakville, notes that "The conveyance of land to the Town for park or other recreational purposes shall be required in an amount up to: 2% of the land for commercial or industrial purposes, 5% of the land or one hectare for each 300 dwelling units for residential purposes, and 5% of the land in all other cases. Based on the draft plan of subdivision, the proposed development would meet these requirements.

**Table 3-1  
Town of Oakville – Glen Abbey Redevelopment  
Summary of Direct Capital Works and Associated Funding Responsibility**

Service	Capital Funding			Approximate Cost to Town
	Developer	DC	Oakville	
<u>Services Related to a Highway</u>				
<b>Roads</b>				
Internal				
5.32 acres	100%			
<b>Intersections</b>				
3 intersections	100%			
<b>Sidewalks</b>				
14.467 km	100%			
<u>Transit Improvement</u>				
<b>Buses and Infrastructure</b>				
5 buses		90%	10%	251,520
6 bus shelters		90%	10%	6,036
9 concrete bus pads		90%	10%	2,097
<u>Stormwater Management</u>				
<b>Mains</b>				
7.38 km	100%			
<b>Storm Ponds</b>				
10.67 acres	100%			
<u>Parks and Recreation</u>				
<b>Trails</b>				
2.6 km		90%	10%	39,000
<b>Parks</b>				
5.1 Central Park (community) ha		90%	10%	96,733
4.13 Greenway Park (neighbourhood) ha*		90%	10%	123,175
1.18 East Park (neighbourhood) ha*		90%	10%	35,193
<b>Total</b>				<b>553,754</b>

\*Neighbourhood parks would be built by the developer but a credit for these works would be provided by the Town

Source: Capital Impact Assessment, IBI; Transportation Considerations, BA Group; Functional Servicing and Stormwater Management Report, SCS; Park & Open Space Concept Plan, ERA

### 3.3 Indirect Development-related Capital Costs

The Town's D.C. background study identified a forecasted growth of 59,534 population and employees in Oakville over the 10-year forecast and 117,839 over the buildout forecast. As the proposed development includes provision for population and employees of 6,615, this amounts to approximately 11% of the anticipated growth over the 10-year forecast and 6% of the growth over the buildout forecast. The development

charge provides for services which are external to the development to which a broader benefit is to be derived. An overview of the services is provided below.

***Services Related to a Highway:***

The Town's D.C. background study has identified a number of roads, sidewalks, signalization, and related works to be constructed due to growth. As development occurs throughout the Town, the construction of these projects will be required to service the new growth.

***Fire Services:***

Two new fire stations, a temporary fire station, and associated vehicles and equipment have been identified as required to service growth within the Town's D.C. study. These works should be sufficient to accommodate the proposed development.

***Public Transit:***

The Town's D.C. study provides for buses, care-a-vans, hybrid buses, and supervisor vehicles. There is a direct impact on transit, as noted above, however the expansion of the transit network benefits all growth within the Town as there is more opportunity for transit which benefits those that would use the transit system. As well, it alleviates some of the traffic pressures on Town roads.

***Municipal Parking:***

Various parking lots and spaces have been identified in the Town's D.C. study. These lots and spaces benefit all residents of the Town. It is anticipated that no further Town spaces would be required as a result of this development above what is included in the D.C. background study.

***Parks and Recreation:***

The residents and employees of the proposed development would derive some benefit from the capital works relating to indoor recreation facilities and outdoor parks included in the D.C. study. These works provide recreation and parks space for the proposed growth and benefit all residents and employees in the Town. It is anticipated that the works identified in the D.C. study are sufficient to service the proposed growth resulting from this development.

### **Library Services:**

The D.C. background study includes construction of three new library branches, leased space, and collection materials for these branches to expand on library services within the Town. As development occurs throughout the Town, this will facilitate the additional capital needs.

### **3.4 Town's Development Charge Policies**

Based on the Town's Development Charge By-law (2013-020), indexed to current rates, the following development charge collections are expected:

#### **Development Charges Anticipated from Development** *based on 2016\$*

##### Residential

Residential Units	Total	
	Number of Units	Development Charges
Single Detached Units	141	3,437,721
Townhouses	299	5,335,655
Townhouse		
Stacked Townhouse		
Apartments <sup>1</sup>		
Apartments - One Bedroom	928	9,494,368
Apartments - Two or more Bedrooms	1,854	26,371,296
<b>Total</b>	<b>3,222</b>	<b>44,639,040</b>

<sup>1</sup> Phasing of apartments was not split between one and two bedrooms.

Assumed one third of apartments are one bedroom and two thirds are apartments with two or more bedrooms for each phase, consistent with the IBI Study

##### Non-residential

Non-residential Type	Total	
	Sq.ft. of Development	Development Charges
Retail/Commercial	62,871	643,799
Office	58,437	598,395
<b>Total</b>	<b>121,308</b>	<b>1,242,194</b>

As noted in above, we anticipate impacts on services related to a highway, transit, stormwater management, and parks and recreation services. The Town will need to consider these impacts in more detail as part of their D.C. review to assess whether higher charges may be warranted to support the growth related costs.

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## 4. Impact on the Town of Oakville's Operating Budget

### 4.1 Introduction

This chapter examines the potential impact of buildout of the proposed redevelopment of the Glen Abbey Golf Course lands on the Town's operating budget. This is done by examining the revenue and expenditure implications separately, and then together with reference to net operating position. Additional analysis has been carried out, as well, introducing the impact of potential timing assumptions for development. Further, a lifecycle cost analysis is provided for the works required for this development, for both direct (internal works) and indirect (external works) lifecycle costs.

### 4.2 Operating Expenditure Implications

Table 4-1 summarizes the Town's "Revenue Fund" or "Operating Fund" transactions for 2015 (based on the Town's Financial Information Return (F.I.R.)). This represents a simple "model" of the Town's financial position for the operating fund and provides the structure of the financial impact analysis contained in this chapter.

Table 4-2 modifies the operating expenditures shown in Table 4-1 by netting "Interest on Long Term Debt", "External Transfers", and "Amortization" from the total. The debt charges are for "sunk" investments, unaffected by growth. The external transfers can vary significantly from year to year and relate largely to capital expenditures and general reserves, which are addressed separately in this analysis. Further, amortization is an accounting allocation which seeks to capture annual replacement costs. As this is based on historic costs, a separate analysis on lifecycle expenditures (based on future replacement cost) is conducted later in this report. It is therefore appropriate to remove these three classes of expenditures from the spending base, before determining incremental loss and/or average operating fund spending levels per capita and employee.

Table 4-3 allocates the Town's existing operating expenditure components between the needs of residential development and non-residential development (i.e. industrial, commercial and institutional), based on differences in the amount of such development and the need for particular types of services in each case. The expenditure allocation is then presented on a per household/per employee basis.



Table 4-4 assesses each of the Town's key service components in relation to the proposed development, to determine how the operating costs are likely to be impacted, based on the characteristics and location of the subject development.

**Table 4-1**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Summary of Consolidated Expenditures, Revenues, and Tax Rates**  
**(2015 FIR Data)**  
**(000's \$)**

	General Levy
<b>1. GROSS EXPENDITURES</b>	
1.1 General Government	131,888.2
1.2 Fire	36,098.6
1.3 Protective Inspection and Control	2,783.1
1.4 Building Permit and Inspection Services	6,209.6
1.5 Emergency Measures	4.8
1.6 Roadways & Winter Control	49,651.6
1.7 Transit	32,459.3
1.8 Parking	3,834.5
1.9 Street Lighting	4,063.2
1.10 Storm Sewer System	5,731.8
1.11 Other: PS3260 Contaminated Sites	989.9
1.12 Hospitals	3,174.8
1.13 Cemeteries	1,255.8
1.14 General Assistance	16.9
1.15 Parks	25,085.9
1.16 Recreation Programs	13,736.4
1.17 Recreation Facilities	21,153.6
1.18 Libraries	10,021.9
1.19 Museums and Cultural Services	7,152.0
1.20 Planning and Zoning	10,876.8
1.21 Commercial and Industrial	2,822.5
1.22 Agricultural and Reforestation	6,696.8
<b>Total Gross Expenditures</b>	<b>375,707.9</b>
<b>2. REVENUES</b>	
2.1 Payment in Lieu of Taxes	3,963.0
2.2 Unconditional Grants	0.0
2.3 Specific Grants	10,233.0
2.4 Other Municipal Grants and Fees	4,229.8
2.5 Fees, Service Charges and Donations	28,877.9
2.6 Licenses, Permits, Rents etc.	19,644.8
2.7 Tax Penalties/Interest and Fines	5,795.0
2.8 Investment Income & Donations	8,881.8
2.9 Deferred Revenue Earned	25,440.9
2.10 Donated Tangible Capital Assets	73,278.8
2.11 Other <sup>1</sup>	14,765.6
2.12 (Surplus) / Deficit	12,125.9
<b>Total Revenues</b>	<b>207,236.5</b>
<b>NET EXPENDITURES</b>	<b>168,471.4</b>
<b>3. PROPERTY TAXATION</b>	<b>168,471.4</b>

**Table 4-1 con't**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Summary of Consolidated Expenditures, Revenues, and Tax Rates**  
**(2015 FIR Data)**  
**(000's \$)**

	General Levy		
	Market Assessment	Tax Ratio	Weighted Assessment
<b>4 CALCULATION OF TAX RATES</b>			
<u>Weighted Assessment (000's)</u>			
4.1 Residential Assessment (RT, RH)	37,038,926.8	1.0000	37,038,926.8
4.2 Multi-Residential Assessment (MT)	883,754.8	2.2619	1,998,965.1
4.3 Commercial Assessment (CT, CH, GT, ST, XT, YT, ZT)	4,513,724.1	1.4565	6,574,239.2
4.4 Commercial Vacant Assessment (CU, CX, SU, XU, YU)	230,942.1	1.4565	336,367.1
4.5 Office Assessment	396,857.3	1.4565	578,022.7
4.6 Office Vacant Assessment	4,830.9	1.4565	7,036.1
4.7 Industrial Assessment (IT, IH, LT, JH, JT, KT)	742,228.1	2.3599	1,751,584.1
4.8 Industrial Vacant Assessment (IU, IK, IX, IJ, LU)	198,718.7	2.3599	468,956.3
4.9 Pipeline Assessment (PT)	59,039.7	1.0617	62,682.4
4.10 Farmlands (FT)	62,036.9	0.2000	12,407.4
4.11 Managed Forests Assessment (TT)	442.1	0.2500	110.5
4.10 Total Weighted Assessment (000's)	44,131,501.6		48,829,297.9
4.12 2015 Residential Tax Rate (RT, RH)			0.340014%
4.13 2015 Multi-Residential Tax Rate (MT)			0.769078%
4.14 2015 Commercial Tax Rate (CT, CH, GT, ST, XT, YT, ZT)			0.495230%
4.15 2015 Commercial Vacant Tax Rate (CU, CX, SU, XU, YU)			0.346661%
4.16 2015 Office Building Tax Rate(DT)			0.495230%
4.17 2015 Office Building Vacant Tax Rate(DU)			0.346661%
4.18 2015 Industrial Tax Rate (IT, IH, LT, JH, JT, KT)			0.802399%
4.19 2015 Industrial Vacant Tax Rate (IU, IK, IX, IJ, LU)			0.521559%
4.20 2015 Pipeline Tax Rate (PT)			0.360993%
4.21 2015 Farmlands Tax Rate (FT)			0.068003%
4.22 2015 Managed Forests Tax Rate (TT)			0.085004%

Source: Town of Oakville 2015 Financial Information Return

<sup>1</sup> Other revenues include interest earned on reserves and reserve funds, other revenues from government business enterprise, miscellaneous revenue, and increase in government business enterprise equity

**Table 4-2**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Summary of Net Operating Expenditures for 2015**

Category	Total Gross Expenditures	Interest on Long Term Debt	External Transfers	Amortization	Net Operating Expenditures
1.1 General Government	131,888,164	17,996	176,841	3,075,204	128,618,123
1.2 Fire	36,098,634	-	-	1,708,826	34,389,808
1.3 Protective Inspection and Control	2,783,134	-	-	854	2,782,280
1.4 Building Permit and Inspection Services	6,209,585	-	-	-	6,209,585
1.5 Emergency Measures	4,825	-	32,500	-	(27,675)
1.6 Roadways & Winter Control	49,651,577	171,382	12,884	15,437,875	34,029,436
1.7 Transit	32,459,345	116,777	639,378	4,658,147	27,045,043
1.8 Parking	3,834,482	-	353,592	86,809	3,394,081
1.9 Street Lighting	4,063,154	-	-	948,968	3,114,186
1.1 Storm Sewer System	5,731,767	-	-	3,839,865	1,891,902
1.1 Other: PS3260 Contaminated Sites	989,904	-	-	-	989,904
1.1 Hospitals	3,174,847	2,083,648	-	-	1,091,199
1.13 Cemeteries	1,255,829	-	208,866	46,193	1,000,770
1.14 General Assistance	16,882	-	15,454	-	1,428
1.15 Parks	25,085,904	419,750	189,766	8,071,753	16,404,635
1.16 Recreation Programs	13,736,356	-	272,574	43,049	13,420,733
1.17 Recreation Facilities	21,153,557	1,059,520	19,533	3,906,744	16,167,760
1.18 Libraries	10,021,871	1,768	1,526	878,271	9,140,306
1.19 Museums and Cultural Services	7,151,970	-	190,773	75,517	6,885,680
1.20 Planning and Zoning	10,876,825	-	105,060	7,011	10,764,754
1.21 Commercial and Industrial	2,822,450	-	49,500	40,921	2,732,029
1.22 Agricultural and Reforestation	6,696,833	-	-	19,654	6,677,179
<b>TOTAL</b>	<b>375,707,895</b>	<b>3,870,841.00</b>	<b>2,268,247</b>	<b>42,845,661</b>	<b>326,723,146</b>

Source: Town of Oakville 2015 Financial Information Return

**Table 4-3**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Operating Expenditure Summary**  
**Average Cost per Capita and Employee**

Category	Total Net Operating Expenditure	Residential Share		Cost Per Capita	Non-Residential Share		Cost Per Employee
		%	\$		%	\$	
<b>1. Expenditures</b>							
1.1 General Government	128,618,123	64%	82,315,599	425.53	36%	46,302,524	562.09
1.2 Fire	34,389,808	69%	23,728,968	122.67	31%	10,660,841	129.42
1.3 Protective Inspection and Control	2,782,280	64%	1,780,659	9.21	36%	1,001,621	12.16
1.4 Building Permit and Inspection Services	6,209,585	64%	3,974,134	20.54	36%	2,235,451	27.14
1.5 Emergency Measures	(27,675)	64%	(17,712)	(0.09)	36%	(9,963)	(0.12)
1.6 Roadways & Winter Control	34,029,436	64%	21,778,839	112.59	36%	12,250,597	148.72
1.7 Transit	27,045,043	64%	17,308,828	89.48	36%	9,736,216	118.19
1.8 Parking	3,394,081	64%	2,172,212	11.23	36%	1,221,869	14.83
1.9 Street Lighting	3,114,186	64%	1,993,079	10.30	36%	1,121,107	13.61
1.10 Storm Sewer System	1,891,902	64%	1,210,817	6.26	36%	681,085	8.27
1.11 Other: PS3260 Contaminated Sites	989,904	64%	633,539	3.28	36%	356,365	4.33
1.12 Hospitals	1,091,199	64%	698,367	3.61	36%	392,832	4.77
1.13 Cemeteries	1,000,770	95%	950,732	4.91	5%	50,039	0.61
1.14 General Assistance	1,428	95%	1,357	0.01	5%	71	0.00
1.15 Parks	16,404,635	95%	15,584,403	80.56	5%	820,232	9.96
1.16 Recreation Programs	13,420,733	95%	12,749,696	65.91	5%	671,037	8.15
1.17 Recreation Facilities	16,167,760	95%	15,359,372	79.40	5%	808,388	9.81
1.18 Libraries	9,140,306	95%	8,683,291	44.89	5%	457,015	5.55
1.19 Museums and Cultural Services	6,885,680	95%	6,541,396	33.82	5%	344,284	4.18
1.20 Planning and Zoning	10,764,754	64%	6,889,443	35.62	36%	3,875,311	47.04
1.21 Commercial and Industrial	2,732,029	64%	1,748,499	9.04	36%	983,530	11.94
1.22 Agricultural and Reforestation	6,677,179	64%	4,273,395	22.09	36%	2,403,784	29.18
<b>TOTAL</b>	<b>326,723,146</b>	<b>-</b>	<b>230,358,911</b>	<b>1,190.86</b>	<b>-</b>	<b>96,364,235</b>	<b>1,169.83</b>

2015 Population Estimate 193,441 70%

2015 Employment Estimate 82,375 30%

\*Residential / Non-residential allocations based on the Town's Development Charge Study

**Table 4-4  
Town of Oakville – Glen Abbey Redevelopment  
Operating Expenditures – Growth Sensitivity Analysis**

Expenditure Category	RESIDENTIAL			NON-RESIDENTIAL		
	Net Expenditure per Capita	Growth Share %	Net Expenditure Recast	Net Expenditure per Employee	Growth Share %	Net Expenditure Recast
1.1 General Government	425.53	25%	106.38	562.09	25%	140.52
1.2 Protection to Person and Property						
1.2.1 Fire	122.67	100%	122.67	129.42	100%	129.42
1.2.2 Protective Inspection and Control	9.21	100%	9.21	12.16	100%	12.16
1.2.3 Building Permit and Inspection Services	20.54	100%	20.54	27.14	100%	27.14
1.2.4 Emergency Measures	(0.09)	100%	(0.09)	(0.12)	100%	(0.12)
1.3 Transportation Services						
1.3.1 Roadways & Winter Control	112.59	100%	112.59	148.72	100%	148.72
1.3.2 Transit	89.48	200%	178.96	118.19	200%	236.38
1.3.3 Parking	11.23	50%	5.62	14.83	50%	7.42
1.3.4 Street Lighting	10.30	100%	10.30	13.61	100%	13.61
1.4 Environmental Services						
1.4.1 Storm Sewer System	6.26	100%	6.26	8.27	100%	8.27
1.4.2 Other: PS3260 Contaminated Sites	3.28	0%	-	4.33	0%	-
1.5 Health Services						
1.5.1 Hospitals	3.61	75%	2.71	4.77	75%	3.58
1.5.2 Cemeteries	4.91	100%	4.91	0.61	100%	0.61
1.6 Social and Family Services						
1.6.1 General Assistance	0.01	75%	0.01	-	75%	-
1.7 Recreation and Cultural Services						
1.7.1 Parks	80.56	100%	80.56	9.96	100%	9.96
1.7.2 Recreation Programs	65.91	100%	65.91	8.15	100%	8.15
1.7.3 Recreation Facilities	79.40	100%	79.40	9.81	100%	9.81
1.7.4 Libraries	44.89	100%	44.89	5.55	100%	5.55
1.7.5 Museums and Cultural Services	33.82	100%	33.82	4.18	100%	4.18
1.8 Planning and Development						
1.8.1 Planning and Zoning	35.62	100%	35.62	47.04	100%	47.04
1.8.2 Commercial and Industrial	9.04	100%	9.04	11.94	100%	11.94
1.8.3 Agricultural and Reforestation	22.09	100%	22.09	29.18	100%	29.18
<b>TOTAL</b>	<b>1,190.86</b>		<b>951.40</b>	<b>1,169.83</b>		<b>853.52</b>

Source: Town of Oakville 2015 Financial Information Return

The “Growth Share %” column denotes a particular percentage factor in each case. This factor reflects any variation from the current overall average per household expenditure level, which is called for in dealing with a development increment. For instance, if the average existing expenditure for a service is \$100 per household, economies of scale or other efficiencies, may indicate that service costs for the growth increment alone are likely to be lower than average, say 90% (or \$90 per capita), while being unaltered for the base population. This determination has been based on analysis of the Town’s budget, discussions with Town staff, other relevant studies prepared as part of this process, facility configuration, practice elsewhere, and the consultant’s experience. The provisions made are considered to be adequate with respect to the proposed development and existing service capacity in the Town.

These percentage attributions are used to compute average incremental operating costs per household and per employee, which is reflected in the “Net Expenditure” column. The per household and employee expenditure averages are utilized, subsequently, to estimate the incremental expenditure requirement generated by growth.

Based on the analysis provided in Table 4-4, the forecast of annual expenditures has been undertaken. Table 4-5 provides for the per household and per employee amount multiplied by the assumed growth take-up as provided in Table 2-2. The total line provides for the product of this calculation.

**Table 4-5**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Operating Expenditure Summary**

CATEGORY	Cost Per Capita	Cost Per Employee	Incremental Expenditures (2015 \$)	Incremental Expenditures (2015 \$)					
			Total	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035	
<b>1. Expenditures</b>									
1.1 General Government	106.38	140.52	711,947	51,659	107,521	186,064	153,818	212,884	
1.2 Fire	122.67	129.42	813,054	59,570	123,986	214,556	170,837	244,105	
1.3 Protective Inspection and Control	9.21	12.16	61,636	4,472	9,309	16,109	13,316	18,431	
1.4 Building Permit and Inspection Services	20.54	27.14	137,466	9,974	20,760	35,925	29,701	41,104	
1.5 Emergency Measures	(0.09)	(0.12)	(603)	(44)	(91)	(157)	(130)	(180)	
1.6 Roadways & Winter Control	112.59	148.72	753,506	54,675	113,798	196,926	162,796	225,312	
1.7 Transit	178.96	236.38	1,197,684	86,905	180,880	313,010	258,761	358,129	
1.8 Parking	5.62	7.42	37,611	2,729	5,680	9,830	8,125	11,246	
1.9 Street Lighting	10.30	13.61	68,934	5,002	10,411	18,015	14,894	20,612	
1.10 Storm Sewer System	6.26	8.27	41,895	3,040	6,327	10,949	9,052	12,527	
1.11 Other: PS3260 Contaminated Sites	-	-	-	-	-	-	-	-	
1.12 Hospitals	2.71	3.58	18,137	1,316	2,739	4,740	3,919	5,423	
1.13 Cemeteries	4.91	0.61	31,435	2,384	4,963	8,588	5,922	9,577	
1.14 General Assistance	0.01	-	64	5	10	17	12	19	
1.15 Parks	80.56	9.96	515,746	39,121	81,424	140,903	97,159	157,138	
1.16 Recreation Programs	65.91	8.15	421,956	32,007	66,617	115,280	79,491	128,562	
1.17 Recreation Facilities	79.40	9.81	508,318	38,557	80,252	138,875	95,759	154,875	
1.18 Libraries	44.89	5.55	287,386	21,799	45,372	78,515	54,140	87,561	
1.19 Museums and Cultural Services	33.82	4.18	216,516	16,423	34,183	59,153	40,788	65,968	
1.20 Planning and Zoning	35.62	47.04	238,384	17,297	36,002	62,301	51,502	71,281	
1.21 Commercial and Industrial	9.04	11.94	60,500	4,390	9,137	15,811	13,071	18,091	
1.22 Agricultural and Reforestation	22.09	29.18	147,837	10,727	22,327	38,637	31,941	44,206	
<b>TOTAL</b>	<b>951.40</b>	<b>853.52</b>	<b>6,269,408</b>	<b>462,009</b>	<b>961,609</b>	<b>1,664,046</b>	<b>1,294,873</b>	<b>1,886,871</b>	



### **4.3 Operating Revenue Implications**

Table 4-6 sets out the 2015 non-tax revenues for the Town as outlined in Table 4-1. The table distinguishes the revenues by service specific revenues in section 2.1 (defined as being directly related to individual programs) and those being of a general nature (section 2.2).

Table 4-7 assesses the 2015 non-tax revenues as to those which may be directly affected by growth. Generally, any grants and subsidies have been eliminated and the residual amounts are assessed as to their applicability to growth. The costs are then allocated between households and employees to provide a per household and per employee revenue.

Table 4-8 assesses the estimated proportionate share of growth in a similar manner as provided in Table 4-5. Table 4-9 then determines the forecast non-tax revenue to be generated annually based on the staging of growth provided in Table 2-2.

### **4.4 Taxation Revenue**

Based on the Phased Weighted Assessment Increment calculations provided in Table 2-4a and Table 2-4b, a forecast of the annual taxation revenue to be generated was undertaken using the 2015 tax rates. Table 4-10a and Table 4-10b provide for this calculation based on the proposed phasing for each survey of assessment (i.e. IBI and PwC assessment surveys as noted in Chapter 2). In undertaking this calculation, it is recognized that the property does currently pay property taxes to the Town in the amount of \$71,862. This amount has been netted from the estimated taxation revenue estimate to establish the additional taxation revenue increment. As noted previously, the tax rate utilized for the high density units is the residential rate, as all apartments in the proposed development are assumed to be condos.

**Table 4-6  
Town of Oakville – Glen Abbey Redevelopment  
Operating Revenue Summary (2015 \$)**

CATEGORY	NON-TAX OPERATING REVENUES (2015 \$)				
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Total Revenue - FIR 2015
<b>2. Revenues</b>					
2.1 <u>Service Specific Non-Tax Revenues</u>					
General Government	(369,145)	-	(473)	1,777,214	1,407,596
Fire	-	-	-	246,687	246,687
Protective Inspection and Control	-	-	-	727,328	727,328
Building Permit and Inspection Services	-	-	-	80,822	80,822
Emergency Measures	-	-	-	-	-
Roadways & Winter Control	-	-	3,660,015	506,735	4,166,750
Transit	-	-	-	7,618,537	7,618,537
Parking	-	-	2,570	1,825,560	1,828,130
Street Lighting	-	-	-	-	-
Storm Sewer System	-	-	14,891	-	14,891
Other: PS3260 Contaminated Sites	-	-	-	-	-
Hospitals	-	-	-	-	-
Cemeteries	-	-	-	1,000,146	1,000,146
General Assistance	-	-	-	-	-
Parks	-	-	434,903	7,522	442,425
Recreation Programs	86,324	-	-	7,286,293	7,372,617
Recreation Facilities	84,367	-	-	1,004,424	1,088,791
Libraries	206,453	5,280	-	48,567	260,300
Museums and Cultural Services	202,354	407,013	-	1,567,742	2,177,109
Planning and Zoning	-	-	-	4,869,251	4,869,251
Commercial and Industrial	27,000	41,828	-	285,681	354,509
Agricultural and Reforestation	-	-	117,874	25,418	143,292
2.2 <u>Other Non-Tax Revenues</u>					
Payment in Lieu of Taxes					3,963,000
Unconditional Grants					-
Specific Grants					10,233,032
Other Municipal Grants and Fees					4,229,780
Fees, Service Charges and Donations					28,877,927
Licenses, Permits, Rents etc.					19,644,813
Tax Penalties/Interest and Fines					5,795,007
Investment Income & Donations					8,881,757
Deferred Revenue Earned					25,440,947
Donated Tangible Capital Assets					73,278,758
Other 1					14,765,606
(Surplus) / Deficit					12,125,875
<b>TOTAL</b>	<b>237,353</b>	<b>454,121</b>	<b>4,229,780</b>	<b>28,877,927</b>	<b>241,035,683</b>

Source: Town of Oakville 2015 Financial Information Return

1 Other revenues include interest earned on reserves and reserve funds, other revenues from government business enterprise, miscellaneous revenue, and increase in government business enterprise equity

**Table 4-7**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Non-tax Operating Revenue Summary**  
**Average Revenue per Capita and Employee**

CATEGORY	Total Net Operating Revenue	Residential Share		Revenue Per Capita	Non-Residential Share		Revenue Per Employee <sup>2</sup>
		%	\$		%	\$	
<b>2. Revenues</b>							
2.1 <u>Service Specific Non-Tax Revenues</u>							
General Government	1,777,214	64%	1,137,417	5.88	36%	639,797	7.77
Fire	246,687	69%	170,214	0.88	31%	76,473	0.93
Protective Inspection and Control	727,328	64%	465,490	2.41	36%	261,838	3.18
Building Permit and Inspection Service	80,822	64%	51,726	0.27	36%	29,096	0.35
Emergency Measures	-	64%	-	-	36%	-	-
Roadways & Winter Control	506,735	64%	324,310	1.68	36%	182,425	2.21
Transit	7,618,537	64%	4,875,864	25.21	36%	2,742,673	33.29
Parking	1,825,560	64%	1,168,358	6.04	36%	657,202	7.98
Street Lighting	-	64%	-	-	36%	-	-
Storm Sewer System	-	64%	-	-	36%	-	-
Other: PS3260 Contaminated Sites	-	64%	-	-	36%	-	-
Hospitals	-	64%	-	-	36%	-	-
Cemeteries	1,000,146	95%	950,139	4.91	5%	50,007	0.61
General Assistance	-	95%	-	-	5%	-	-
Parks	7,522	95%	7,146	0.04	5%	376	-
Recreation Programs	7,286,293	95%	6,921,978	35.78	5%	364,315	4.42
Recreation Facilities	1,004,424	95%	954,203	4.93	5%	50,221	0.61
Libraries	48,567	95%	46,139	0.24	5%	2,428	0.03
Museums and Cultural Services	1,567,742	95%	1,489,355	7.70	5%	78,387	0.95
Planning and Zoning	4,869,251	64%	3,116,321	16.11	36%	1,752,930	21.28
Commercial and Industrial	285,681	64%	182,836	0.95	36%	102,845	1.25
Agricultural and Reforestation	25,418	64%	16,268	0.08	36%	9,151	0.11
2.2 <u>Other Non-Tax Revenues</u>							
Payment in Lieu of Taxes	3,963,000	64%	2,536,320	13.11	36%	1,426,680	17.32
Unconditional Grants	-	64%	-	-	36%	-	-
Specific Grants	10,233,032	64%	6,549,141	33.86	36%	3,683,892	44.72
Other Municipal Grants and Fees	4,229,780	64%	2,707,059	13.99	36%	1,522,721	18.49
Fees, Service Charges and Donations	28,877,927	64%	18,481,873	95.54	36%	10,396,054	126.20
Licenses, Permits, Rents etc.	19,644,813	64%	12,572,680	64.99	36%	7,072,133	85.85
Tax Penalties/Interest and Fines	5,795,007	64%	3,708,805	19.17	36%	2,086,203	25.33
Investment Income & Donations	8,881,757	64%	5,684,325	29.39	36%	3,197,433	38.82
Deferred Revenue Earned	25,440,947	64%	16,282,206	84.17	36%	9,158,741	111.18
Donated Tangible Capital Assets	73,278,758	64%	46,898,405	242.44	36%	26,380,353	320.25
Other 1	14,765,606	64%	9,449,988	48.85	36%	5,315,618	64.53
(Surplus) / Deficit	12,125,875	64%	7,760,560	40.12	36%	4,365,315	52.99
<b>TOTAL</b>	<b>236,114,429</b>	<b>-</b>	<b>154,509,124</b>	<b>798.74</b>	<b>-</b>	<b>81,605,305</b>	<b>990.65</b>

2015 Population Estimate

193,441

2015 Employment Estimate

82,375

1 Other revenues include interest earned on reserves and reserve funds, other revenues from government business enterprise, miscellaneous revenue, and increase in government business enterprise equity

**Table 4-8  
Town of Oakville – Glen Abbey Redevelopment  
Non-tax Operating Revenues – Growth Sensitivity Analysis**

REVENUE CATEGORY	RESIDENTIAL			NON-RESIDENTIAL		
	Net Revenue per Capita	Growth Share %	Net Revenue Recast	Net Revenue per Employee	Growth Share %	Net Revenue Recast
<b>2.1 Service Specific Non-Tax Revenues</b>						
General Government	5.88	25%	1.47	7.77	25%	1.94
Fire	0.88	100%	0.88	0.93	100%	0.93
Protective Inspection and Control	2.41	100%	2.41	3.18	100%	3.18
Building Permit and Inspection Services	0.27	100%	0.27	0.35	100%	0.35
Emergency Measures	-	100%	-	-	100%	-
Roadways & Winter Control	1.68	100%	1.68	2.21	100%	2.21
Transit	25.21	100%	25.21	33.29	100%	33.29
Parking	6.04	50%	3.02	7.98	50%	3.99
Street Lighting	-	100%	-	-	100%	-
Storm Sewer System	-	100%	-	-	100%	-
Other: PS3260 Contaminated Sites	-	n/a	-	-	n/a	-
Hospitals	-	100%	-	-	100%	-
Cemeteries	4.91	100%	4.91	0.61	100%	0.61
General Assistance	-	75%	-	-	75%	-
Parks	0.04	100%	0.04	-	100%	-
Recreation Programs	35.78	100%	35.78	4.42	100%	4.42
Recreation Facilities	4.93	100%	4.93	0.61	100%	0.61
Libraries	0.24	100%	0.24	0.03	100%	0.03
Museums and Cultural Services	7.70	100%	7.70	0.95	100%	0.95
Planning and Zoning	16.11	100%	16.11	21.28	100%	21.28
Commercial and Industrial	0.95	100%	0.95	1.25	100%	1.25
Agricultural and Reforestation	0.08	100%	0.08	0.11	100%	0.11
<b>Sub-total</b>	<b>113.11</b>		<b>105.68</b>	<b>84.97</b>		<b>75.15</b>
<b>2.2 Other Non-Tax Revenues</b>						
Payment in Lieu of Taxes	13.11	n/a	-	17.32	n/a	-
Unconditional Grants	-	0%	-	-	0%	-
Specific Grants	33.86	100%	33.86	44.72	100%	44.72
Other Municipal Grants and Fees	13.99	0%	-	18.49	0%	-
Fees, Service Charges and Donations	95.54	100%	95.54	126.20	100%	126.20
Licenses, Permits, Rents etc.	64.99	100%	64.99	85.85	100%	85.85
Tax Penalties/Interest and Fines	19.17	100%	19.17	25.33	100%	25.33
Investment Income & Donations	29.39	100%	29.39	38.82	100%	38.82
Deferred Revenue Earned	84.17	0%	-	111.18	0%	-
Donated Tangible Capital Assets	242.44	0%	-	320.25	0%	-
Other 1	48.85	50%	24.43	64.53	50%	32.27
(Surplus) / Deficit	40.12	n/a	-	52.99	n/a	-
<b>Sub-total</b>	<b>685.63</b>		<b>267.38</b>	<b>905.68</b>		<b>353.19</b>
<b>TOTAL</b>	<b>798.74</b>		<b>373.06</b>	<b>990.65</b>		<b>428.34</b>

Source: Town of Oakville 2015 Financial Information Return

1 Other revenues include interest earned on reserves and reserve funds, other revenues from government business enterprise, miscellaneous revenue, and increase in government business enterprise equity

**Table 4-9  
Town of Oakville – Glen Abbey Redevelopment  
Non-tax Operating Revenue Summary**

CATEGORY	Revenue Per Capita	Revenue Per Employee	Incremental Revenue (2015 \$) Total	Incremental Revenues (2015 \$)				
				2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
<b>2. Revenues</b>								
2.1 <u>Service Specific Non-Tax Revenues</u>								
General Government	1.47	1.94	9,838	714	1,486	2,571	2,125	2,942
Fire	0.88	0.93	5,833	427	889	1,539	1,226	1,751
Protective Inspection and Control	2.41	3.18	16,128	1,170	2,436	4,215	3,484	4,823
Building Permit and Inspection Services	0.27	0.35	1,805	131	273	472	389	540
Emergency Measures	-	-	-	-	-	-	-	-
Roadways & Winter Control	1.68	2.21	11,241	816	1,698	2,938	2,427	3,362
Transit	25.21	33.29	168,715	12,242	25,481	44,094	36,450	50,449
Parking	3.02	3.99	20,212	1,467	3,052	5,282	4,367	6,044
Street Lighting	-	-	-	-	-	-	-	-
Storm Sewer System	-	-	-	-	-	-	-	-
Other: PS3260 Contaminated Sites	-	-	-	-	-	-	-	-
Hospitals	-	-	-	-	-	-	-	-
Cemeteries	4.91	0.61	31,435	2,384	4,963	8,588	5,922	9,577
General Assistance	-	-	-	-	-	-	-	-
Parks	0.04	-	255	19	40	70	47	78
Recreation Programs	35.78	4.42	229,063	17,375	36,164	62,581	43,152	69,791
Recreation Facilities	4.93	0.61	31,562	2,394	4,983	8,623	5,946	9,616
Libraries	0.24	0.03	1,537	117	243	420	290	468
Museums and Cultural Services	7.70	0.95	49,295	3,739	7,783	13,468	9,286	15,019
Planning and Zoning	16.11	21.28	107,816	7,823	16,283	28,177	23,294	32,239
Commercial and Industrial	0.95	1.25	6,357	461	960	1,662	1,373	1,901
Agricultural and Reforestation	0.08	0.11	536	39	81	140	117	160
2.2 <u>Other Non-Tax Revenues</u>								
Payment in Lieu of Taxes	-	-	-	-	-	-	-	-
Unconditional Grants	-	-	-	-	-	-	-	-
Specific Grants	33.86	44.72	226,606	16,443	34,223	59,223	48,958	67,759
Other Municipal Grants and Fees	-	-	-	-	-	-	-	-
Fees, Service Charges and Donations	95.54	126.20	639,400	46,395	96,565	167,104	138,144	191,192
Licenses, Permits, Rents etc.	64.99	85.85	434,946	31,560	65,687	113,671	93,971	130,056
Tax Penalties/Interest and Fines	19.17	25.33	128,297	9,309	19,376	33,529	27,720	38,363
Investment Income & Donations	29.39	38.82	196,692	14,272	29,705	51,405	42,495	58,814
Deferred Revenue Earned	-	-	-	-	-	-	-	-
Donated Tangible Capital Assets	-	-	-	-	-	-	-	-
Other 1	24.43	32.27	163,497	11,863	24,692	42,729	35,324	48,889
(Surplus) / Deficit	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>373.06</b>	<b>428.34</b>	<b>2,481,064</b>	<b>181,162</b>	<b>377,063</b>	<b>652,501</b>	<b>526,506</b>	<b>743,833</b>

1 Other revenues include interest earned on reserves and reserve funds, other revenues from government business enterprise, miscellaneous revenue, and increase in government business enterprise equity

**Table 4-10a**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Property Tax Revenue – IBI Assessment Survey**

	Total	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
<b>1. Property Tax<sup>1</sup></b>						
2019-2035 Residential Growth						
<i>Residential Assessment (RT)</i>	966,085,128	99,732,046	165,088,470	251,558,354	172,437,348	277,268,910
Property Tax Revenue <sup>1</sup>	3,284,825	339,103	561,324	855,334	586,311	942,753
<b>Total Residential Property Tax Revenue</b>	<b>3,284,825</b>	<b>339,103</b>	<b>561,324</b>	<b>855,334</b>	<b>586,311</b>	<b>942,753</b>
2019-2035 Non-residential Growth						
<i>Commercial Occupied Assessment (CT)</i>	25,878,137	-	-	-	22,879,581	2,998,556
Property Tax Revenue <sup>1</sup>	87,989	-	-	-	77,794	10,196
<i>Commercial Vacant Assessment (CU)</i>	2,012,744	-	-	-	1,779,523	233,221
Property Tax Revenue <sup>1</sup>	6,844	-	-	-	6,051	793
<b>Total Commercial Property Tax Revenue</b>	<b>94,833</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>83,845</b>	<b>10,989</b>
2019-2035 Non-residential Growth						
<i>Office Occupied Assessment (DT)</i>	19,303,740	-	-	-	14,729,272	4,574,468
Property Tax Revenue <sup>1</sup>	65,635	-	-	-	50,082	15,554
<i>Office Vacant Assessment (DU)</i>	1,501,402	-	-	-	1,145,610	355,792
Property Tax Revenue <sup>1</sup>	5,105	-	-	-	3,895	1,210
<b>Total Office Property Tax Revenue</b>	<b>70,740</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,977</b>	<b>16,764</b>
<b>TOTAL PROPERTY TAX REVENUE</b>	<b>3,450,398</b>	<b>339,103</b>	<b>561,324</b>	<b>855,334</b>	<b>724,133</b>	<b>970,506</b>
Less: Existing Tax Revenues	71,862	71,862	-	-	-	-
<b>TOTAL NET PROPERTY TAX REVENUE</b>	<b>3,378,536</b>	<b>267,241</b>	<b>561,324</b>	<b>855,334</b>	<b>724,133</b>	<b>970,506</b>

<sup>1</sup> based on 2016 actual tax bill  
Residential Tax Rate: 0.340014%

**Table 4-10b**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Property Tax Revenue – PwC Assessment Survey**

	Total	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
<b>1. Property Tax<sup>1</sup></b>						
2019-2035 Residential Growth						
<i>Residential Assessment (RT)</i>	2,017,173,913	211,739,130	339,130,435	526,739,130	348,913,043	590,652,174
Property Tax Revenue <sup>1</sup>	6,858,674	719,943	1,153,091	1,790,987	1,186,353	2,008,300
<b>Total Residential Property Tax Revenue</b>	<b>6,858,674</b>	<b>719,943</b>	<b>1,153,091</b>	<b>1,790,987</b>	<b>1,186,353</b>	<b>2,008,300</b>
2019-2035 Non-residential Growth						
<i>Commercial Occupied Assessment (CT)</i>	23,937,261	-	-	-	21,163,598	2,773,663
Property Tax Revenue <sup>1</sup>	81,390	-	-	-	71,959	9,431
<i>Commercial Vacant Assessment (CU)</i>	1,861,787	-	-	-	1,646,058	215,729
Property Tax Revenue <sup>1</sup>	6,330	-	-	-	5,597	734
<b>Total Commercial Property Tax Revenue</b>	<b>87,720</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>77,556</b>	<b>10,165</b>
2019-2035 Non-residential Growth						
<i>Office Occupied Assessment (DT)</i>	22,227,457	-	-	-	16,960,146	5,267,311
Property Tax Revenue <sup>1</sup>	75,576	-	-	-	57,667	17,910
<i>Office Vacant Assessment (DU)</i>	1,728,802	-	-	-	1,319,122	409,680
Property Tax Revenue <sup>1</sup>	5,878	-	-	-	4,485	1,393
<b>Total Office Property Tax Revenue</b>	<b>81,455</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,152</b>	<b>19,303</b>
<b>TOTAL PROPERTY TAX REVENUE</b>	<b>7,027,849</b>	<b>719,943</b>	<b>1,153,091</b>	<b>1,790,987</b>	<b>1,326,061</b>	<b>2,037,768</b>
Less: Existing Tax Revenues	71,862	71,862	-	-	-	-
<b>TOTAL NET PROPERTY TAX REVENUE</b>	<b>6,955,986</b>	<b>648,081</b>	<b>1,153,091</b>	<b>1,790,987</b>	<b>1,326,061</b>	<b>2,037,768</b>

<sup>1</sup> based on 2016 actual tax bill  
Residential Tax Rate: 0.340014%

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## 5. Lifecycle Analysis

Table 5-1 provides for an analysis on the anticipated annual lifecycle costs associated with the direct (internal) capital works identified for this development (discussed in Chapter 3). Some of the works (i.e. roads, sidewalks, etc.) are a direct developer responsibility as per the Town's local service policy, however once these works are assumed, the Town will incur lifecycle costs associated with the future replacement of the works at the end of their useful life. This replacement of capital is often referred to as asset management or lifecycle cost. The method selected in this analysis to assess future asset replacement costing is the sinking fund method which provides that money will be contributed annually and invested, so that those funds will grow over time to equal the amount required for future replacement. The following factors were utilized to calculate the annual replacement cost of the capital projects (annual contribution = factor X capital asset cost) and are based on an annual growth rate of 2% (net of inflation) over the average useful life of the asset. These costs are included in the net impact calculations in Chapter 6.

Table 5-2 provides for an analysis of the indirect capital costs identified in the Town's D.C. study. As indicated in Chapter 3, the Town's D.C. background study identified a forecasted growth of 59,534 population and employees in Oakville over the 10-year forecast and 117,839 over their buildout forecast. As the proposed development includes provision for population and employees of 6,615, this amounts to approximately 11% of the anticipated growth over the 10-year forecast and 6% of the growth over the buildout forecast. Table 5-2 calculates the share of the annual lifecycle contributions identified in the D.C. by service which can be allocated to this development. These costs are included in the net impact calculations in Chapter 6

**Table 5-1  
Town of Oakville – Glen Abbey Redevelopment  
Lifecycle Analysis – Direct Impact**

Service	Unit Measure	Unit Cost 2015 \$	Capital Cost	% of Cost	Asset Useful Life (years)	Lifecycle Factor	Annual Contribution Total
<b>Transportation</b>							
Local Roads, Streetlights and Inters. Improv. (1 lane)	0.88	1,041,374	914,326				
- Base			667,458	73%	75	0.0059	10,519
- Surface			246,868	27%	25	0.0312	20,745
Local Roads, Streetlights and Inters. Improv. sidewalks (2 lane)	5.32	2,500,000	13,287,500				
- Base			9,699,875	73%	75	0.0059	152,865
- Surface			3,587,625	27%	25	0.0312	301,477
Internal Collector Roads (34m and 36m)	1.19	4,998,593	5,923,333				
- Base			4,324,033	73%	75	0.0059	68,144
- Surface			1,599,300	27%	25	0.0312	134,393
<b>Transit</b>							
Buses	5.00	503,040	2,515,201	100%	10	0.0913	Included in the DC analysis
Bus Shelter	6.00	10,061	60,365	100%	10	0.0913	
Concrete bus pad	9.00	2,330	20,969	100%	10	0.0913	
<b>Parks/Recreation</b>							
Neighbourhood Park	5.31	298,245	1,583,679	100%	30	0.0246	Included in the DC analysis
Community Park	5.10	189,673	967,330	100%	30	0.0246	
Trails (km)	2.60	150,000	390,000	100%	30	0.0246	
<b>Drainage/Stormwater</b>							
Storm Sewers (km)	7.38	496,059	3,659,921	100%	80	0.0052	50,838
Storm Ponds	4.32	608,959	2,630,703	100%	80	0.0052	36,542
<b>Total</b>			52,078,484				744,260

Investment Rate	2%
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*Includes provision for boulevards, sidewalks, streetlighting, landscaped islands from Town's 2013 DC*

**Table 5-2  
Town of Oakville – Glen Abbey Redevelopment  
Lifecycle Analysis – Indirect Impact**

Service	Annual Lifecycle Contribution	Forecast Period	Share of Growth	Proportionate Share of Annual Lifecycle costs for this Development
Services Related to a Highway	18,451,900	buildout	6%	1,035,756
Fire Protection Services	300,600	buildout	6%	16,874
Public Transit	192,000	10 year	11%	21,332
Municipal Parking	225,200	10 year	11%	25,021
Parks and Recreation	2,472,600	10 year	11%	274,722
Library Services	51,500	10 year	11%	5,722
<b>Total</b>	<b>21,693,800</b>			<b>1,379,427</b>



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## 6. Net Impact of the Proposed Redevelopment on the Town of Oakville

Table 6-1 summarizes the foregoing analysis provided in Chapters 4 and 5 over a planned forecast period. This table calculates the operating expenditures, including a provision for overall capital spending and non-tax revenues and taxation revenues to provide for the net annual financial position. The information in this table provides for the impact at buildout using both the IBI and PwC assessment surveys to calculate tax revenue.

Based on the results provided in Table 6-1, the development would provide a net negative contribution to the Town on an annual basis based on IBI's assessment survey. The development would result in a net-positive contribution to the Town on an annual basis using PwC's assessment survey information. Table 6-2a and Table 6-2b provide the same analysis for each proposed phase of the development. It is noted that for the PwC survey information, the Town would realize a net-negative position in the first phase and net-positive positions for the remaining phases.

Based on the IBI assessment survey, the development is expected to generate a net negative impact of approximately \$2.5 million per annum by the time the development reaches full build-out. Utilizing the PwC assessment survey information, the Town would realize a \$1.0 million surplus at buildout.

**Table 6-1  
Town of Oakville – Glen Abbey Redevelopment  
Summary and Net Position – Range at Buildout**

	<i>IBI Forecast</i>		<i>PwC Forecast</i>	
	(2015 \$)		(2015 \$)	
	At Buildout		At Buildout	
<b>1. Revenues</b>				
<b>1.1 Property Tax<sup>1</sup></b>				
2019-2035 Residential Growth	3,284,825		6,858,674	
2019-2035 Non-residential Growth	165,573		169,175	
<i>Less: Existing Tax Revenue</i>	71,862		71,862	
<b>Total Property Tax Revenue</b>	<b>3,378,536</b>		<b>6,955,986</b>	
<b>1.2 Non-Tax</b>				
2019-2035 Residential Growth	2,377,142		2,377,142	
2019-2035 Non-residential Growth	103,922		103,922	
<b>Total Non-Tax Revenue</b>	<b>2,481,064</b>		<b>2,481,064</b>	
<b>1.3 Total Revenue</b>				
2019-2035 Residential Growth	5,661,967		9,235,816	
2019-2035 Non-residential Growth	269,495		273,097	
<i>Less: Existing Tax Revenue</i>	71,862		71,862	
<b>Total Revenue</b>	<b>5,859,600</b>		<b>9,437,051</b>	
<b>2. Expenditures</b>				
<b>2.1 Operating</b>				
2019-2035 Residential Growth	6,062,330		6,062,330	
2019-2035 Non-residential Growth	207,078		207,078	
<b>Total Operating Expenditures</b>	<b>6,269,408</b>		<b>6,269,408</b>	
<b>2.2 Lifecycle</b>				
Total Internal Lifecycle Expenditures <sup>1</sup>	744,260		744,260	
Broader Town-wide Lifecycle impacts	1,379,427		1,379,427	
<b>Total Expenditures</b>	<b>8,393,095</b>		<b>8,393,095</b>	
<b>3. Surplus (Deficit)</b>	<b>(2,533,495)</b>		<b>1,043,956</b>	

<sup>1</sup> Assumes lifecycle costs spread across each phase (proportionately)

**Table 6-2a**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Summary and Net Position – IBI Assessment Survey**

	(2015 \$)	Allocation by Phase of Development (2015 \$)				
	At Buildout	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
<b>1. Revenues</b>						
<b>1.1 Property Tax<sup>1</sup></b>						
2019-2035 Residential Growth	3,284,825	171,276	500,574	934,880	654,518	1,023,577
2019-2035 Non-residential Growth	165,573	-	-	-	136,729	28,844
<i>Less: Existing Tax Revenue</i>	71,862	71,862	-	-	-	-
<b>Total Property Tax Revenue</b>	<b>3,378,536</b>	99,414	500,574	934,880	791,247	1,052,421
<b>1.2 Non-Tax</b>						
2019-2035 Residential Growth	2,377,142	181,162	377,063	652,501	440,688	725,729
2019-2035 Non-residential Growth	103,922	-	-	-	85,818	18,104
<b>Total Non-Tax Revenue</b>	<b>2,481,064</b>	181,162	377,063	652,501	526,506	743,833
<b>1.3 Total Revenue</b>						
2019-2035 Residential Growth	5,661,967	352,437	877,637	1,587,381	1,095,206	1,749,305
2019-2035 Non-residential Growth	269,495	-	-	-	222,547	46,949
<i>Less: Existing Tax Revenue</i>	71,862	71,862	-	-	-	-
<b>Total Revenue</b>	<b>5,859,600</b>	280,575	877,637	1,587,381	1,317,753	1,796,254
<b>2. Expenditures</b>						
<b>2.1 Operating</b>						
2019-2035 Residential Growth	6,062,330	462,009	961,609	1,664,046	1,123,870	1,850,796
2019-2035 Non-residential Growth	207,078	-	-	-	171,003	36,075
<b>Total Operating Expenditures</b>	<b>6,269,408</b>	462,009	961,609	1,664,046	1,294,873	1,886,871
<b>2.2 Lifecycle</b>						
Total Internal Lifecycle Expenditures <sup>1</sup>	744,260	148,852	148,852	148,852	148,852	148,852
Broader Town-wide Lifecycle impacts	1,379,427	275,885	275,885	275,885	275,885	275,885
<b>Total Expenditures</b>	<b>8,393,095</b>	886,747	1,386,346	2,088,784	1,719,610	2,311,609
<b>3. Surplus (Deficit)</b>	<b>(2,533,495)</b>	<b>(606,172)</b>	<b>(508,709)</b>	<b>(501,403)</b>	<b>(401,857)</b>	<b>(515,355)</b>

<sup>1</sup> Assumes lifecycle costs spread across each phase proportionately

**Table 6-2b**  
**Town of Oakville – Glen Abbey Redevelopment**  
**Summary and Net Position – PwC Assessment Survey**

	(2015 \$)	Allocation by Phase of Development (2015 \$)				
	At Buildout	2019-2021	2022-2023	2024-2027	2028-2031	2032-2035
<b>1. Revenues</b>						
<b>1.1 Property Tax<sup>1</sup></b>						
2019-2035 Residential Growth	6,858,674	357,622	1,045,192	1,952,019	1,366,626	2,137,216
2019-2035 Non-residential Growth	169,175	-	-	-	139,703	29,472
<i>Less: Existing Tax Revenue</i>	71,862	71,862				
<b>Total Property Tax Revenue</b>	<b>6,955,986</b>	285,760	1,045,192	1,952,019	1,506,329	2,166,687
<b>1.2 Non-Tax</b>						
2019-2035 Residential Growth	2,377,142	181,162	377,063	652,501	440,688	725,729
2019-2035 Non-residential Growth	103,922	-	-	-	85,818	18,104
<b>Total Non-Tax Revenue</b>	<b>2,481,064</b>	181,162	377,063	652,501	526,506	743,833
<b>1.3 Total Revenue</b>						
2019-2035 Residential Growth	9,235,816	538,783	1,422,255	2,604,519	1,807,314	2,862,944
2019-2035 Non-residential Growth	273,097	-	-	-	225,521	47,576
<i>Less: Existing Tax Revenue</i>	71,862	71,862	-	-	-	-
<b>Total Revenue</b>	<b>9,437,051</b>	466,921	1,422,255	2,604,519	2,032,835	2,910,520
<b>2. Expenditures</b>						
<b>2.1 Operating</b>						
2019-2035 Residential Growth	6,062,330	462,009	961,609	1,664,046	1,123,870	1,850,796
2019-2035 Non-residential Growth	207,078	-	-	-	171,003	36,075
<b>Total Operating Expenditures</b>	<b>6,269,408</b>	462,009	961,609	1,664,046	1,294,873	1,886,871
<b>2.2 Lifecycle</b>						
Total Internal Lifecycle Expenditures <sup>1</sup>	744,260	148,852	148,852	148,852	148,852	148,852
Broader Town-wide Lifecycle impacts	1,379,427	275,885	275,885	275,885	275,885	275,885
<b>Total Expenditures</b>	<b>8,393,095</b>	886,747	1,386,346	2,088,784	1,719,610	2,311,609
<b>3. Surplus (Deficit)</b>	<b>1,043,956</b>	<b>(419,826)</b>	<b>35,909</b>	<b>515,736</b>	<b>313,225</b>	<b>598,911</b>

<sup>1</sup> Assumes lifecycle costs spread across each phase proportionately