



# Executive Summary

**Executive Summary—Township of Strathroy-Caradoc**

**Socio-Economic Factors**

This section of the report includes information on population changes, land area, density, household incomes, age demographics, assessment information, and building permit activity to assist in understanding some of the basic facts about each municipality and the overall growth patterns. The executive summary includes excerpts of the socio-economic factors. The results have been presented to show a comparison to the overall survey average of 95 Ontario municipalities as well as a comparison to the average within the geographic location.

	Strathroy-Caradoc	Survey Average	Southwest Average
2014 Population Density per sq. km.	81	594	512
2011-2014 Population Increase	5.5%	6.5%	4.6%
2013 Building Construction Value per Capita	\$ 2,685	\$ 2,192	\$ 2,172
2013 Estimated Average Household Income	\$ 74,057	\$ 93,038	\$ 89,948
2014 Unweighted Assessment per Capita	\$ 96,292	\$ 133,081	\$ 136,094
2014 Weighted Assessment per Capita	\$ 91,482	\$ 140,452	\$ 139,001
2013 - 2014 Change in Unweighted Assessment		5.2%	4.7%
2014 % of Residential Unweighted Assessment	72.6%	78.9%	75.4%
2013 Median Single Family Detached (000's)	\$ 222	\$ 262	\$ 243

**Population density** indicates the number of residents living in an area. Density readings can lend insight into the age of a city, growth patterns, zoning practices, new development opportunities and the level of multi-family unit housing. **Population growth** will influence the revenue base through its effect on property taxes. As the population increases so does the potential for an increase in the revenue base. As population increases, the expenditures of the municipality may also increase. Another indicator of relative growth is to compare **building construction** on a per capita basis.

**Household income** is one measure of a community's ability to pay. Credit rating firms use household income as an important measure of a municipality's ability to pay taxes. **Assessment** statistics have been compared to provide an indication of the "richness" of the assessment base in each municipality. Assessment is important because municipalities depend largely on the property tax base for a substantial portion of their revenue. Assessment growth also provides an indication of how the base upon which taxes are levied is changing over time. The proportionate contributions for residential, commercial and industrial tax revenue sources are important to understand.

### **Financial Indicators**

The Municipal Financial Indicators section of the report includes a number of measures such as the financial position, operating surplus, asset consumption ratio, reserves, debt and taxes receivables. The following table provides highlights from this section of the report.

	Strathroy- Caradoc	Survey Average
Financial Position per Capita	\$ (130)	\$ 185
Tax Operating Surplus Ratio	-9%	-7%
Tax Asset Consumption Ratio	52.8%	39.3%
Taxes Receivable as a % of Taxes Levied	8.3%	7.2%

A municipality's **financial position** is defined as the total fund balances including equity in business government enterprises less the amount to be recovered in future years associated with long term liabilities. An **operating surplus** (deficit) arises when operating revenue exceeds (is less than) operating expenses including amortization. Identifying the appropriate level of surplus must be done as a long term forward looking planning process that takes into account future capital investment. The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of own source revenues.

The **asset consumption ratio** shows the written down value of the tangible capital assets to their historical costs. This ratio seeks to highlight the aged condition of the assets and the potential asset replacement needs. A higher ratio may indicate significant replacement needs. However, if assets are renewed and replaced in accordance with an asset management plan a high ratio should not be a cause for concern.

Every year, a percentage of property owners is unable to pay property taxes (**taxes receivable**). If this percentage increases over time, it may indicate an overall decline in the municipality's economic health. Additionally, as uncollected property taxes rise, liquidity decreases. If the percentage of uncollected property taxes increases, the municipality should try to identify the causes and devise action strategies.

**Reserves** are a critical component of a municipality's long-term financing plan. The purpose for maintaining reserves is to:

- Provide stability of tax rates in the face of variable and uncontrollable factors
- Provide financing for one-time or short term requirements
- Make provisions for replacements/acquisitions of assets/infrastructure
- Provide a source of internal financing
- Ensure adequate cash flows
- Provide flexibility to manage debt levels and protect the municipality's financial position
- Provide for future liabilities incurred in the current year but paid for in the future

An examination of a municipality's **debt**, particularly over time can reveal the municipality's:

- Reliance on debt to finance infrastructure
- Expenditure flexibility (due to fixed costs in the form of debt)
- The amount of additional debt a municipality can absorb

Municipal credit rating agencies recommend a **debt to reserve ratio** of 1.0; in other words, for every \$1 in debt there should be \$1 in reserves.

**Net Financial Liabilities Ratio** indicates the extent to which financial liabilities could be met by its operating revenue.

	Strathroy-Caradoc	Survey Average
Tax Reserves (less WWW) as a % of Taxation	4%	70%
Tax Reserves as a % of Own Source Revenues	3%	50%
Tax Debt Interest as a % of Own Source Revenues	0.7%	1.5%
Debt to Reserve Ratio	0.8	1.1
Debt O/S per \$100,000 Unweighted Assessment	\$ 475	\$ 593
Net Financial Liabilities Ratio	12%	-27%

### **Expenditures Analysis and MPMPs**

The **net levy** per capita is a measure of the net cost of municipal services on a per person basis. This measure does not indicate value for money or the effectiveness in meeting community needs, however, it is an indication of the cost of service to each municipality. Net levy per \$100,000 of assessment is also provided. This section also includes a comparison of operating expenditures for every municipal program and service using Financial Information Returns (FIRs) and the Municipal Performance Measurement Program (MPMP).

2014	Strathroy-Caradoc	Survey Average	Median	Minimum	Maximum
Net Municipal Levy per Capita	\$ 983	\$ 1,397	\$ 1,372	\$ 893	\$ 4,051
Net Municipal Levy per \$100,000 Unweighted CVA	\$ 1,020	\$ 1,163	\$ 1,119	\$ 623	\$ 2,330

### **Taxes and Comparison of Relative Taxes**

The purpose of this section of the report is to undertake “like” property comparisons across each municipality and across various property types. In total there are 12 property types in the residential, multi-residential, commercial and industrial classes. There are many reasons for differences in relative tax burdens across municipalities and across property classes including, but not limited to:

- Differences in values of like properties
- Differences in the tax ratios and the use of optional classes
- Non-uniform education tax rates in the non-residential classes
- Level of service provided and the associated costs
- Extent to which a municipality employs user fees
- Access to other sources of revenues such as dividends from hydro utilities and casino revenues

Municipality	Detached Bungalow	2 Storey	Senior Executive	Walk Up Apartment per Unit	Mid/High Rise per Unit	Neigh. Shopping per sq. ft.
Strathroy-Caradoc	\$ 2,735	\$ 3,484	N/A	\$ 909	N/A	\$ 2.36
Survey Average	\$ 3,091	\$ 4,295	\$ 5,854	\$ 1,383	\$ 1,664	\$ 3.35
Southwest Average	\$ 2,723	\$ 4,100	\$ 5,634	\$ 1,305	\$ 1,837	\$ 3.02

Municipality	Office Building per sq. ft.	Hotels per Suite	Motels per Suite	Industrial Standard per sq.ft.	Industrial Large per sq.ft.	Industrial Vacant Land per Acre
Strathroy-Caradoc	N/A	N/A	N/A	\$ 1.35	\$ 0.99	\$ 463
Survey Average	\$ 3.02	\$ 1,591	\$ 1,179	\$ 1.64	\$ 1.23	\$ 3,367
Southwest Average	\$ 2.81	\$ 1,540	\$ 1,150	\$ 1.31	\$ 1.03	\$ 1,749

### ***2014 Comparison of Water and Sewer User Costs***

A comparison was made of water/sewer costs in each municipality. In order to put into perspective the impact of water/sewer costs on the overall burden to a property owner, typical consumptions were estimated for property types that followed predictable patterns. The following table summarizes the costs in the municipality for water and sewer on typical annual consumption against the overall survey average.

<b>Water/Sewer</b>	<b>Strathroy-Caradoc</b>	<b>Survey Average</b>
Residential - 200 m <sup>3</sup>	\$ 759	\$ 858
Commercial - 10,000 m <sup>3</sup>	\$ 26,759	\$ 28,849
Industrial - 30,000 m <sup>3</sup>	\$ 79,671	\$ 84,510
Industrial - 100,000 m <sup>3</sup>	\$ 179,127	\$ 273,931
Industrial - 500,000 m <sup>3</sup>	\$ 638,344	\$ 1,344,195

### ***2014 Property Taxes and Water/Wastewater Costs as a % of Income***

This section of the report provides a comparison of the availability of gross household income to fund municipal services on a typical household. This provides a measure of affordability within each community.

	<b>Strathroy-Caradoc</b>	<b>Survey Average</b>	<b>Southwest Average</b>
Property Taxes as a % of Household Income	3.7%	3.8%	3.6%
Water/Sewer + Taxes as a % of Household Income	4.7%	4.8%	4.6%

### ***Economic Development Programs***

A summary was completed of programs that municipalities have implemented to promote economic development in the areas of retention and expansion, downtown development, and brownfield redevelopment.

## **SECTION 1: Introduction**

Since 2000, BMA Management Consulting Inc. has annually completed a municipal comparative study on behalf of participating Ontario municipalities. The **Executive Summary** provides an overview of the analysis contained in the comprehensive report.

The study identifies both key quantifiable indicators and selective environmental factors that should be considered as part of a comprehensive evaluation of a local municipality's financial condition. Use of the study over a number of years provides trends to allow decision makers to monitor selected indicators over time. Trend analysis helps to provide interpretative context. In addition, context can be provided by comparing a municipality's own experience with the experience of other municipalities. In 2014, 95 Ontario municipalities participated.

**95 Ontario municipalities, representing in excess of 84% of the population.**

<b>Populations</b>	<b>Number of Municipalities</b>
100,000 or greater	25
30,000 - 99,999	25
15,000 - 29,999	26
less than 15,000	19
<b>Total</b>	<b>95</b>



The analysis was completed using the most recent information available as provided by the participating municipalities including:

- 2014 current value assessment
- 2014 tax policies
- 2014 levy by-laws
- 2014 development charges
- 2014 water/sewer rates
- 2013 FIRs
- 2013 MPMP Reports
- 2014 User Fees

**2014 Municipalities Included in the Study**

Populations range from 4,700 in population to 2.7 million. The following provides a summary of the municipalities participating by population range and by geographic location:

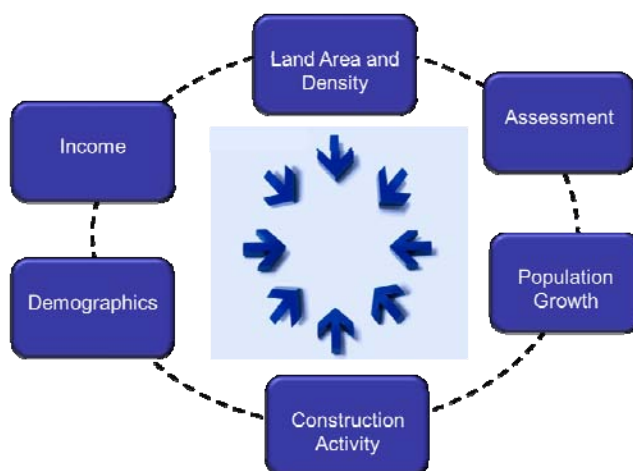
<b>Populations 15,000 or less</b>	<b>Populations 15,000 – 29,999</b>	<b>Populations 30,000 – 99,999</b>	<b>Populations &gt;100,000</b>
Brock Central Elgin Central Huron Elliot Lake Gravenhurst Greenstone Grey Highlands Hanover Ingersoll Lambton Shores Meaford North Dumfries North Perth Penetanguishene Saugeen Shores The Blue Mountains Wainfleet Wellesley West Lincoln	Bracebridge Brockville Collingwood East Gwillimbury Grimsby Huntsville Kenora King Kingsville Lincoln Middlesex Centre Niagara-on-the-Lake Orangeville Owen Sound Pelham Port Colborne Port Hope Prince Edward County Scugog South Frontenac Springwater Strathroy-Caradoc Thorold Tillsonburg Wilmot Woolwich	Aurora Belleville Brant Caledon Clarington Cornwall Fort Erie Georgina Halton Hills Innisfil Lakeshore Newmarket Niagara Falls North Bay Orillia Peterborough Pickering Quinte West Sarnia Sault Ste. Marie St. Thomas Stratford Timmins Welland Whitchurch-Stouffville	Ajax Barrie Brampton Burlington Cambridge Greater Sudbury Guelph Hamilton Kingston Kitchener London Markham Milton Mississauga Oakville Oshawa Ottawa Richmond Hill St. Catharines Thunder Bay Toronto Vaughan Waterloo Whitby Windsor

<b># of Municipalities</b>	<b>Geographic Location</b>
10	Eastern
24	GTA
13	Niagara/Hamilton
8	North
10	Simcoe/Muskoka/Dufferin
30	Southwest
95	Total

## **SECTION 2: Socio-Economic Factors**

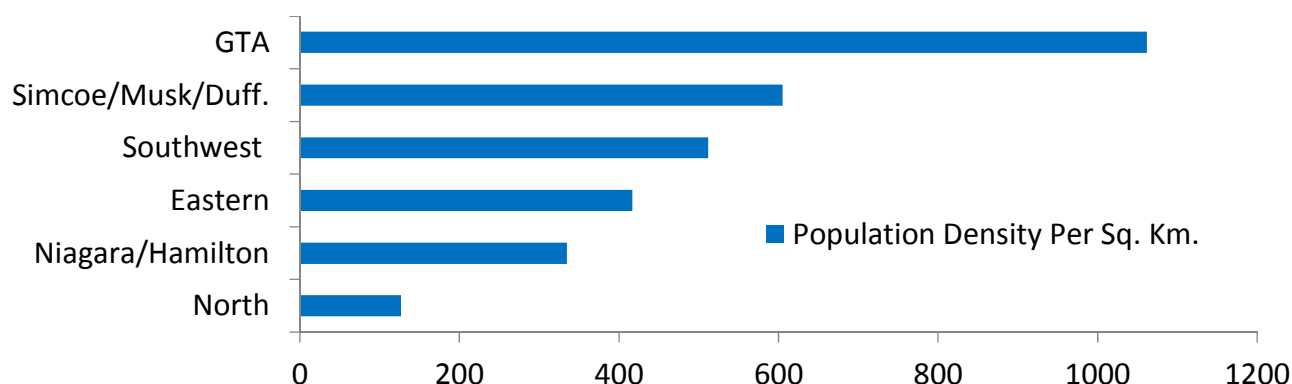
A complete assessment of a municipality's financial condition should include consideration of socio-economic factors. Socio-economic indicators describe and quantify a municipality's wealth and economic conditions and provide insight into a municipality's ability to generate revenue relative to the municipality's demand for public services. An examination of local economic and demographic characteristics can identify the following situations:

- A decline in the tax base as measured by population, property value, employment, or business activity
- A need to shift public service priorities because of demographic changes in the municipality
- A need to shift public policies because of changes in economic conditions



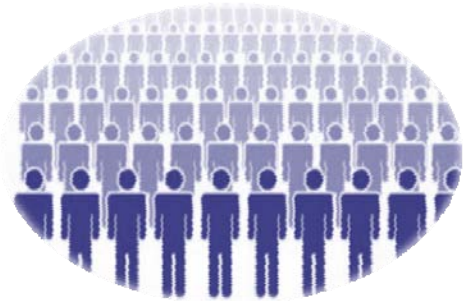
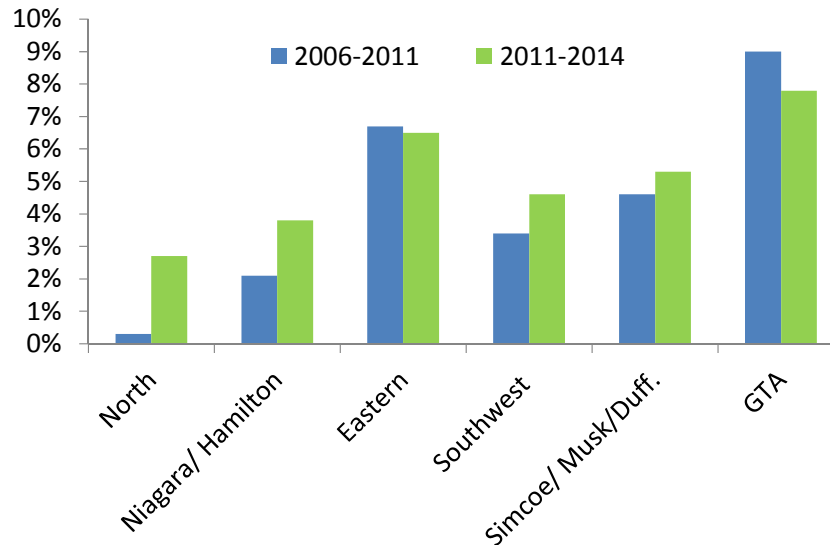
### **Land Density**

Population density indicates the number of residents living in an area (usually measured by square kilometre). Analysis of density can provide insight into the age of a city, growth patterns, zoning practices and new development opportunities. High population density can indicate whether a municipality may be reaching build-out, as well as service and infrastructure needs, such as additional public transit or street routes. The following graph provides a summary of average population density per square kilometre by geographic location.



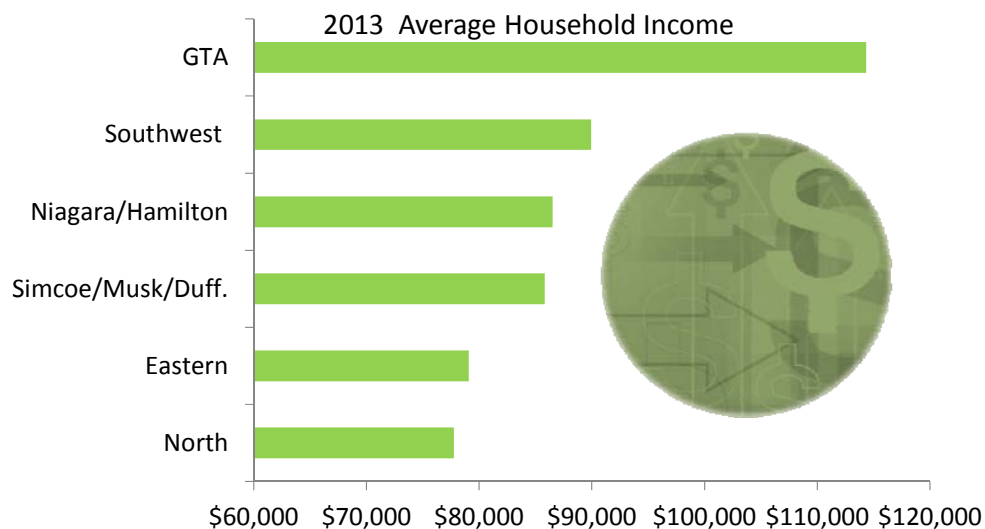
### Population Growth

As shown in the graph, the GTA municipalities experienced the largest population growth from 2011-2014.



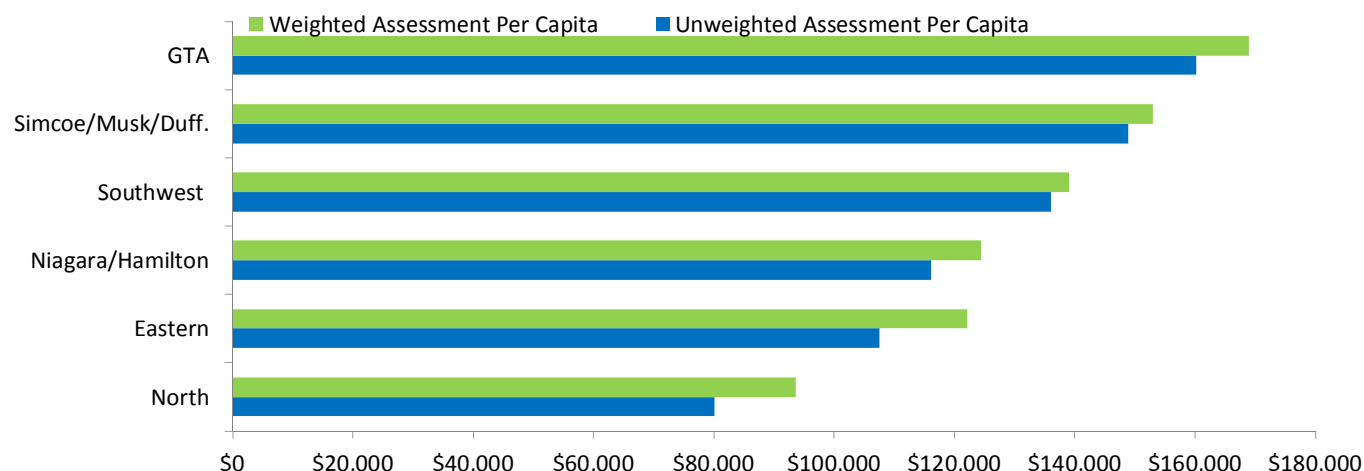
### Household Income

Personal income is one measure of a community's ability to pay. A higher gross household income will usually mean a lower dependency on municipal services, recreation, and social assistance. Also, credit rating firms use household income as an important measure of a municipality's ability to repay debt. The 2013 average household income across the 95 Ontario municipalities was \$93,000. The average household income varies by geographic location. For example, the average household income in Northern municipalities was \$77,800 compared with \$114,000 in the GTA.



### *Assessment Per Capita*

Property assessment is the basis upon which municipalities raise taxes. A strong assessment base is critical to a municipality's ability to generate revenues. Assessment per capita statistics have been compared to provide an indication of the "richness" of the assessment base in each municipality. Unweighted assessment provides the actual current value assessment of the properties. Weighted assessment reflects the basis upon which property taxes are levied, after applying the tax ratios to the various property classes to the unweighted assessment.



### *Assessment Change*

Assessment growth provides an indication of how the base upon which taxes are levied is changing over time. From 2013—2014, the assessment increased by 5.2% on average across the 95 Ontario municipalities. The GTA geographic area experienced the largest increase at 6.9%.

Municipality	2010-2011	2011-2012	2012-2013	2013-2014
Simcoe/Musk.Duf. Avg.	8.7%	6.2%	1.6%	3.4%
Niagara/Hamilton Average	5.7%	6.0%	2.9%	3.6%
Southwest Average	6.6%	6.0%	4.2%	4.7%
Eastern Average	6.7%	6.5%	4.4%	5.6%
North Average	7.5%	6.5%	6.1%	6.4%
GTA Average	7.4%	6.6%	6.6%	6.9%



### **Residential Properties**

Residential properties were broken down by property type to provide an indication of the housing mix in each municipality (Source MPAC). The following chart shows the median assessed values of each residential property type by geographic location.

Median Assessed Values (000's)								
Municipality	Single Family Detached	Link Home	Freehold Town/ Rowhouse	Semi- Detached	Single on Water	Condo	Seasonal/ Recreat.	
Eastern Average	\$ 235	\$ 209	\$ 205	\$ 173	\$ 416	\$ 182	\$ 231	
GTA Average	\$ 472	\$ 365	\$ 344	\$ 336	\$ 906	\$ 273	\$ 383	
Niagara/Hamilton Average	\$ 255	\$ 231	\$ 252	\$ 186	\$ 496	\$ 172	\$ 422	
North Average	\$ 159	\$ 183	\$ 133	\$ 117	\$ 316	\$ 151	\$ 182	
Simcoe/Musk.Duf. Avg.	\$ 266	\$ 224	\$ 243	\$ 195	\$ 561	\$ 227	\$ 479	
Southwest Average	\$ 260	\$ 225	\$ 207	\$ 198	\$ 530	\$ 181	\$ 363	

### **Construction Activity**

Building permits per capita were analyzed to provide a measure of relative building activity in each municipality and across the geographic locations. The range in activity for 2013 across the entire survey of 95 municipalities was \$644 per capita to \$11,500 per capita, with an average of \$2,200.

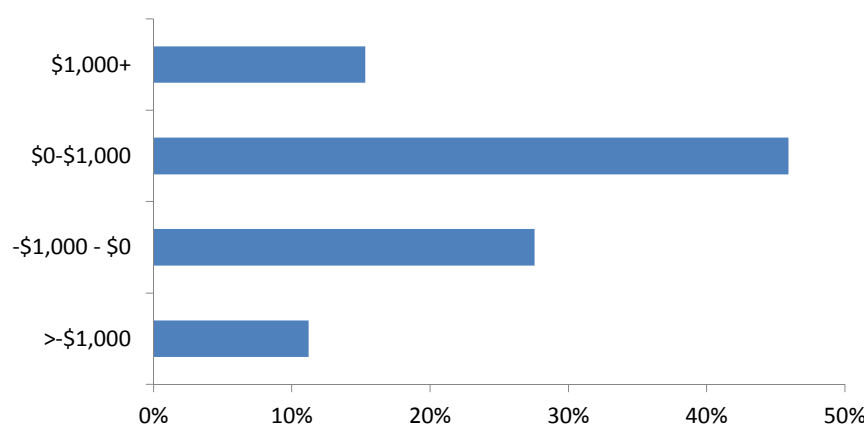


### **SECTION 3: Municipal Financial Sustainability Indicators**

The **Financial Sustainability Indicators** section of the report includes a number of indicators to assist municipalities in evaluating financial sustainability.

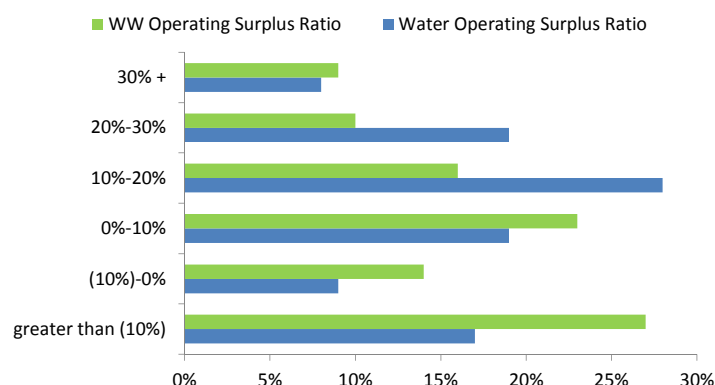
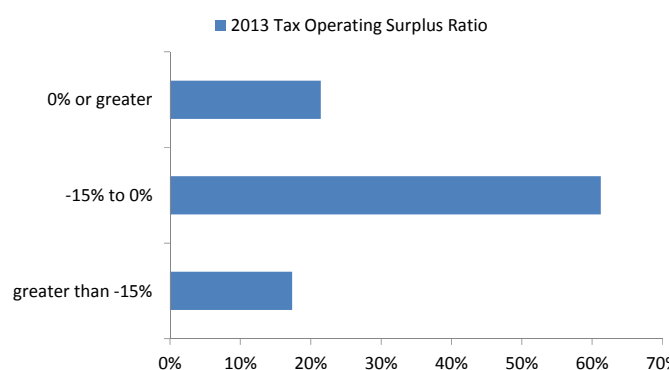
A municipality's financial position is defined as the total fund balances including equity in business government enterprises less the amount to be recovered in future years associated with long term liabilities. A comparison was made of each municipality's overall financial position (assets less liabilities). There is a significant range in municipal financial position per capita across Ontario from a low of negative (\$3,700) to a high of \$2,700 per capita. The following graph provides the percentage of municipalities that fall within each range.

**Financial Position Per Capita**



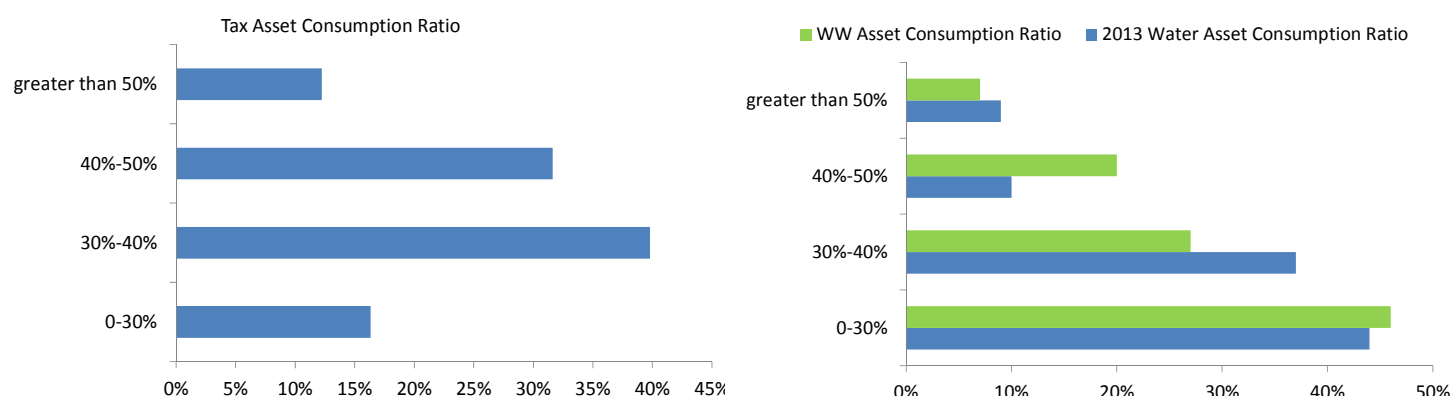
**Operating Surplus Ratio**

An operating surplus (deficit) arises when operating revenue exceeds (is less than) operating expenses including amortization. When an operating surplus is achieved, the amount is available for capital expenditure over and above amortization expenses. Municipalities operating with a deficit over several years should ensure that the long range financial plan provides clear direction to address the deficit. The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of own source revenues. A negative ratio indicates the percentage increase in total rates that would be required to achieve a break-even result. The following graphs provide a summary of the tax, water and wastewater operating surplus ratios for all participating municipalities within various ranges. As shown below, the majority of municipalities have a tax surplus ratio between -15% to zero.



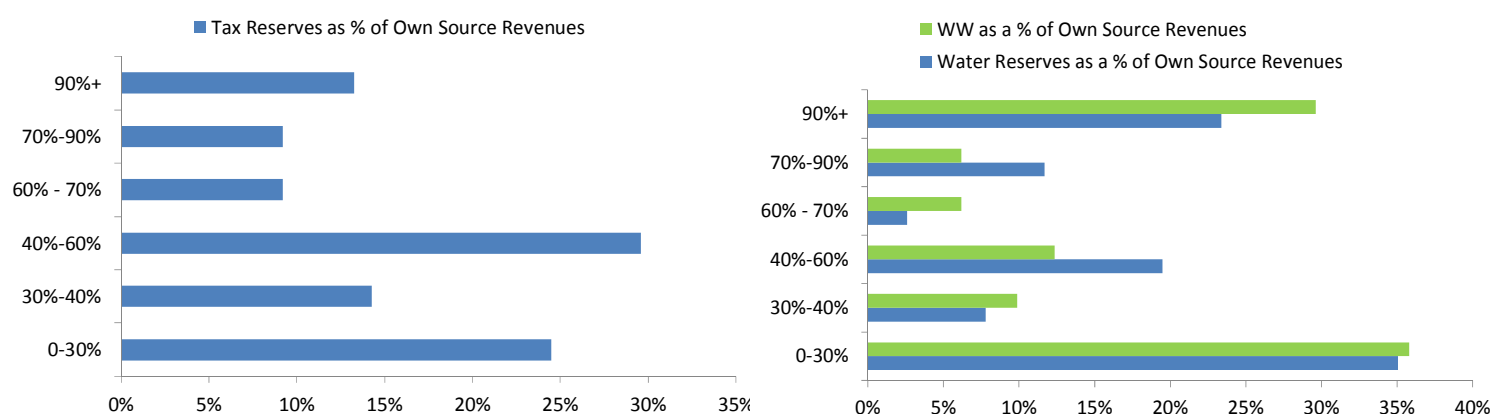
### Asset Consumption Ratio

The asset consumption ratio reflects the written down value of the tangible capital assets in relation to the historical costs of the assets. This ratio seeks to highlight the aged condition of the assets and the potential asset replacement needs. A higher ratio may indicate significant replacement needs. However, if assets are renewed and replaced in accordance with an asset management plan a high ratio should not be a cause for concern. The following table reflects the ratio ranges across the survey for tax, water and wastewater assets.



### Reserves

Reserves are a critical component of a municipality's long-term financing plan. The following graphs provide the range of reserves as a percentage of own source revenues for tax supported services, water and wastewater.



The level of reserves required will vary for a number of reasons including:

- Services provided by the municipality
- Age and condition of infrastructure, inventory of fleet and vehicles supporting municipal operations
- Level of expenditures
- Internal debt and reserve policies
- Targets, ranges established on a reserve by reserve basis
- Economic conditions and projections

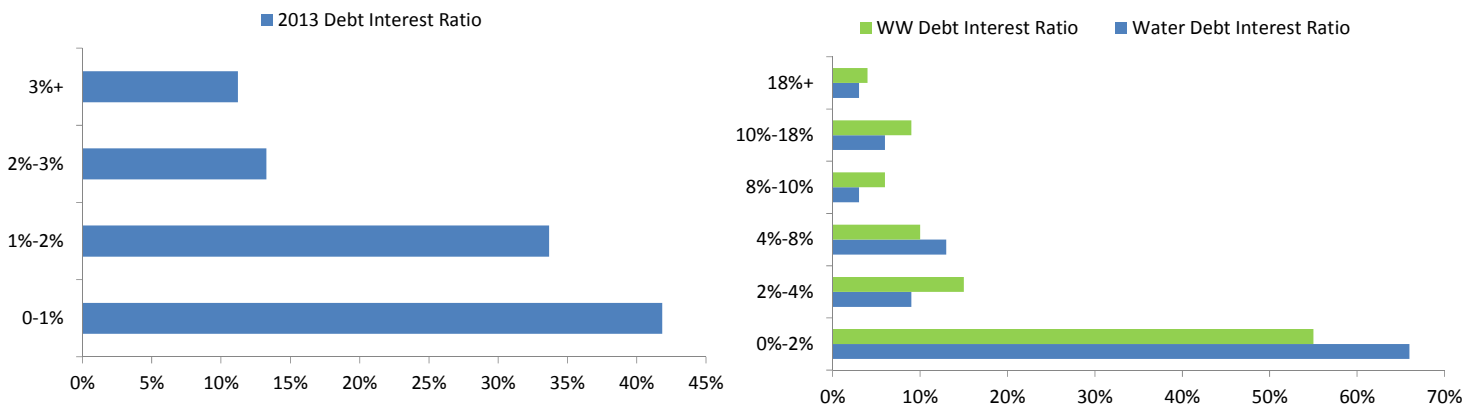
### Debt Indicators

Debt indicators can reveal:

- Increasing reliance on debt
- Decreasing flexibility
- Sudden large increases or decreases in future debt service
- Amount of debt that a community can absorb

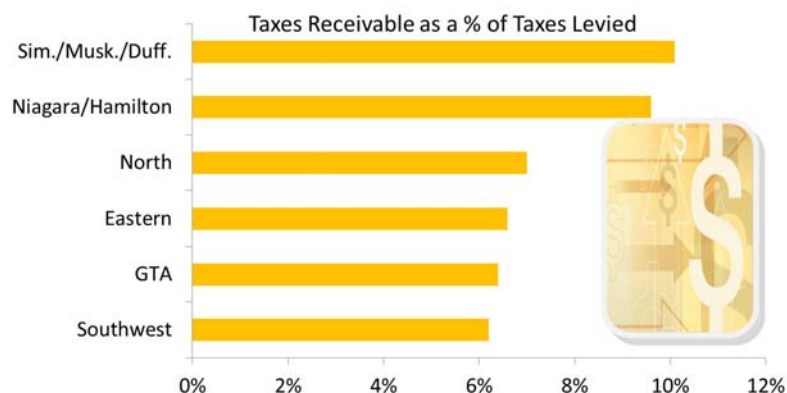


The following graphs summarize the debt interest ratio for tax, water and wastewater for the 95 municipalities surveyed to provide an understanding of the percentage of municipalities within various ranges of the debt interest ratio. This ratio indicates the extent to which a municipality's operating revenues are committed to interest expenses. As shown in the graphs below, in general, debt levels in water and wastewater operations are higher than in tax supported programs and services.



### Taxes Receivable

Every year, a percentage of property owners is unable to pay property taxes. If this percentage increases over time, it may indicate an overall decline in the municipality's economic health. Additionally, as uncollected property taxes rise, liquidity decreases. If the percentage of uncollected property taxes increases, over time, it may indicate an overall decline in the municipality's economic health. The following graph provides a summary of the 2013 taxes receivable as a percentage of taxes levied in each of the geographic areas.

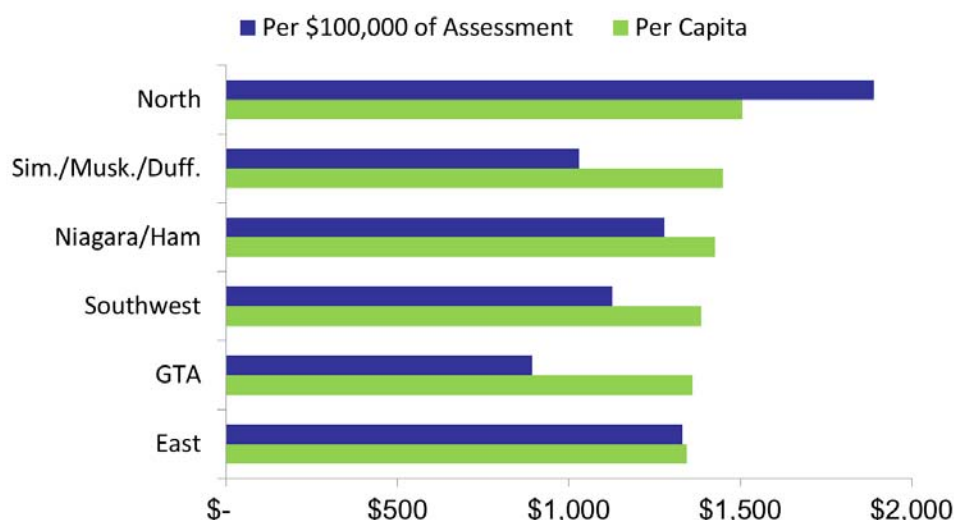


## **SECTION 4: Revenue & Expenditure Analysis & MPMPs**

### ***Net Municipal Levy per Capita and per \$100,000 of assessment***

An analysis of levy per capita and per \$100,000 of assessment does not indicate value for money or the effectiveness in meeting community objectives. Municipal levies may vary as a result of:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Different service levels</li> <li>• Variations in the types of services</li> <li>• Different methods of providing services</li> <li>• User fee policies</li> <li>• Age of infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• Different assessment composition</li> <li>• Varying demand for services</li> <li>• Locational factors</li> <li>• Demographic differences</li> <li>• Socio-economic differences</li> <li>• Urban/rural composition differences</li> </ul> |
|--|---|



Net municipal levy per capita was calculated using Manifold Data Mining 2014 estimated population and the 2014 municipal levies. The net levy on a per capita basis ranged across the 95 Ontario municipalities from \$893 to \$4,051 (with an average of \$1,397 per capita). Net levy per \$100,000 of assessment is also provided. With a relatively low assessment base, the net levy per \$100,000 of assessment in Northern municipalities is considerably higher than the other geographic locations. The net levy on a per \$100,000 of assessment basis ranged across the municipalities from \$623 to \$2,330 (with an average of \$1,163 per \$100,000 of assessment).

## **SECTION 5: Select User Fee and Revenue Information**

The **Select User Fee and Revenue Information** section of the report includes development charges, building permit fees, tipping fees and transit fares.

### **Development Charges**

The recovery of costs by Ontario municipalities for capital infrastructure required to support new growth is governed by the Development Charges Act (1997) and supporting regulations. The following table summarizes the 2014 development charges. Note: some municipalities do not charge development charges.

2014 Development Charges	Residential	Multiples Dwelling 3+	Apartments Units >=2	Non-Residential Commercial Sq. Ft.	Non-Residential Industrial Sq. Ft.
North	\$ 12,300	\$ 8,661	\$ 6,960	\$ 6.25	\$ 4.33
Eastern	\$ 13,454	\$ 10,939	\$ 8,743	\$ 8.87	\$ 5.87
Southwest	\$ 17,071	\$ 13,409	\$ 10,354	\$ 7.04	\$ 5.13
Niagara/Hamilton	\$ 20,614	\$ 13,578	\$ 10,884	\$ 16.13	\$ 8.47
Simcoe/Muskoka/Dufferin	\$ 23,082	\$ 19,697	\$ 15,640	\$ 8.84	\$ 5.95
GTA	\$ 52,029	\$ 44,389	\$ 33,142	\$ 29.86	\$ 16.44
Survey Average	\$ 27,614	\$ 22,471	\$ 17,260	\$ 15.24	\$ 9.43
Survey Median	\$ 22,824	\$ 17,519	\$ 12,785	\$ 13.70	\$ 7.74
Survey Minimum	\$ 4,271	\$ 3,417	\$ 3,417	\$ 0.42	\$ 0.42
Survey Maximum	\$ 68,057	\$ 67,386	\$ 48,107	\$ 45.07	\$ 25.55

## **SECTION 6: Tax Policies**

The relative tax burden in each class of property will be impacted by the type of tax policies implemented in each municipality. As such, an analysis of the 2014 tax policies that impact the relative tax position was completed. The following table summarizes the range of 2014 tax ratios across the survey.

2014 Tax Ratios	Average	Median	Min.	Max.
Multi-Residential	2.0068	2.0120	1.0000	3.1185
Commercial	1.6854	1.7993	1.0820	2.9218
Industrial	2.1802	2.2266	1.1000	3.1780

## **SECTION 7: Comparison of Relative Taxes**

Like property comparisons were undertaken on 13 property types that were of most interest to the participating municipalities. In order to calculate the relative tax burden of “like” properties, every effort was made to hold constant those factors deemed to be most critical in determining a property’s assessed value. There are many reasons for differences in relative tax burdens across municipalities and across property classes. These include, but are not limited, to the following:

- The values of like properties vary significantly across municipalities
- The tax ratios in each class and the use of optional classes
- Non-uniform education tax rates in the non-residential classes
- Tax burdens across municipalities also vary based on the level of service provided and the associated costs of providing these services
- Extent to which a municipality employs user fees or has access to other sources of revenues such as dividends from hydro utilities, gaming & casino revenues

<b>Residential Properties</b>	<b>Detached Bungalow</b>	<b>2 Storey</b>	<b>Senior Executive</b>
Eastern	\$ 2,948	\$ 4,497	\$ 6,119
GTA	\$ 3,645	\$ 4,442	\$ 6,122
Niagara/Hamilton	\$ 3,229	\$ 4,414	\$ 5,694
North	\$ 2,796	\$ 4,784	\$ 6,365
Simcoe/Musk./Duff.	\$ 2,865	\$ 3,819	\$ 5,245
Southwest	\$ 2,723	\$ 4,100	\$ 5,634
Survey Average	\$ 3,091	\$ 4,295	\$ 5,854
Survey Median	\$ 3,106	\$ 4,319	\$ 5,734

<b>Industrial Properties</b>	<b>Standard per sq.ft.</b>	<b>Large per sq.ft.</b>	<b>Vacant Land per acre</b>
Eastern	\$ 1.52	\$ 1.46	\$ 2,001
GTA	\$ 2.18	\$ 1.50	\$ 6,607
Niagara/Hamilton	\$ 1.69	\$ 1.02	\$ 2,933
North	\$ 1.70	\$ 1.19	\$ 2,029
Simcoe/Musk./Duff.	\$ 1.34	\$ 0.95	\$ 2,504
Southwest	\$ 1.31	\$ 1.03	\$ 1,749
Survey Average	\$ 1.64	\$ 1.23	\$ 3,367
Survey Median	\$ 1.62	\$ 1.18	\$ 2,276

<b>Multi-Residential Properties</b>	<b>Walk-Up per Unit</b>	<b>High-Rise per Unit</b>
Eastern	\$ 1,430	\$ 1,776
GTA	\$ 1,457	\$ 1,529
Niagara/Hamilton	\$ 1,615	\$ 1,760
North	\$ 1,175	\$ 1,509
Simcoe/Musk./Duff.	\$ 1,235	\$ 1,616
Southwest	\$ 1,305	\$ 1,837
Survey Average	\$ 1,383	\$ 1,664
Survey Median	\$ 1,449	\$ 1,748

<b>Commercial Properties</b>	<b>Office per sq.ft.</b>	<b>Neigh. Shopping per sq.ft.</b>	<b>Hotel per suite</b>	<b>Motel per suite</b>
Eastern	\$ 3.29	\$ 3.84	\$ 1,715	\$ 1,407
GTA	\$ 3.34	\$ 3.83	\$ 1,306	\$ 1,210
Niagara/Hamilton	\$ 2.69	\$ 3.56	\$ 1,780	\$ 1,071
North	\$ 2.89	\$ 2.91	\$ 1,765	\$ 1,313
Simcoe/Musk./Duff.	\$ 2.57	\$ 2.77	\$ 1,963	\$ 1,024
Southwest	\$ 2.81	\$ 3.02	\$ 1,540	\$ 1,150
Survey Average	\$ 3.02	\$ 3.35	\$ 1,591	\$ 1,179
Survey Median	\$ 2.92	\$ 3.46	\$ 1,560	\$ 1,166

## **SECTION 8: Comparison of Water/Sewer Costs**

The establishment of water and sewer rates is a municipal responsibility and the absence of standard procedures across Ontario has resulted in the evolution of a great variety of rate structure formats. There was considerable diversity across the survey in terms of the costs of water/sewer and how services are charged.

Volume Meter Size	Residential 200 m3 5/8"	Commercial 10,000 m3 2"	Industrial 30,000 m3 3"	Industrial 100,000 m3 4"	Industrial 500,000 m3 6"
Average	\$ 858	\$ 28,849	\$ 84,510	\$ 273,931	\$ 1,344,195
Median	\$ 821	\$ 26,400	\$ 78,525	\$ 257,378	\$ 1,279,912
Minimum	\$ 354	\$ 9,673	\$ 27,369	\$ 68,237	\$ 272,512
Maximum	\$ 1,520	\$ 58,300	\$ 174,900	\$ 583,000	\$ 2,915,000



## **SECTION 9: Property Taxes and Water/Wastewater as a % of Income**

A comparison was made of relative property tax burdens and water/sewer costs on comparable properties against the median household incomes. The report also calculates the total municipal tax burden as a percentage of income available on an average household.



	Property Taxes as a % of Household Income	Total Municipal Burden as a % of Household Income
GTA	3.8%	4.4%
Southwest	3.6%	4.6%
North	3.7%	4.9%
Eastern	3.9%	5.0%
Niagara/Hamilton	4.0%	5.0%
Simcoe/Musk./Duff.	4.2%	5.4%
Survey Average	3.8%	4.8%
Survey Median	3.8%	4.8%
Survey Minimum	1.6%	3.0%
Survey Maximum	5.5%	7.1%

## **SECTION 10: Economic Development Programs**

- **Business Retention & Expansion Programs**
- **Downtown/Area Specific Programs**
- **Brownfield Redevelopment**
- **Industrial Parks**