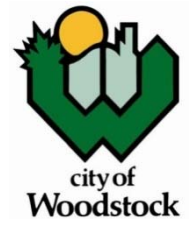


DEVELOPMENT CHARGES BACKGROUND STUDY

City of Woodstock



HEMSON Consulting Ltd

April 6, 2018

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EXECUTIVE SUMMARY

Hemson Consulting Ltd. was retained by the City of Woodstock to complete a Development Charges (DC) Background Study. This Background Study provides the basis and background to update the City's development charges to accurately reflect the servicing needs of new development in the City.

A. STUDY CONSISTENT WITH DEVELOPMENT CHARGES LEGISLATION

- This study calculates development charges for the City of Woodstock in compliance with the provisions of the *Development Charges Act, 1997 (DCA)* and its associated regulation *O. Reg. 82/98* and the recently amended provisions of the legislation.
- The City's current Development Charges By-Law 8871-13 expires on September 6, 2018. Council must pass a new by-law in order to continue to levy development charges.
- The City needs to continue implementing development charges to help fund capital projects related to development throughout Woodstock so that development continues to be serviced in a fiscally responsible manner. The calculated changes to the development charges rates are required in order to reflect the revised costs associated with the infrastructure requirements.
- The *DCA* and *O. Reg. 82/98* require that a development charges background study be prepared in which development charges are determined with reference to:
 - A forecast of the amount, type and location of residential and non-residential development anticipated in the City;
 - The average capital service levels provided in the City over the ten-year period immediately preceding the preparation of the background study;
 - A review of future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred or to be incurred by the City to provide for the expected development, including the determination of the DC eligible and non-DC-eligible components of the capital projects; and

- An examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate.
- An asset management plan to deal with all assets whose capital costs are proposed to be funded under the DC By-law are financially sustainable over their full life cycle.
- This report identifies the development-related capital costs which are attributable to development that is forecast to occur in the City. The costs are apportioned to types of development (residential, non-residential) in a manner that reflects the increase in the need for each service attributable to each type of development.

B. ALL SERVICES WITH DEVELOPMENT-RELATED COSTS INCLUDED IN THE ANALYSIS

- The following services have been included in the development charge analysis:
 - Library
 - Fire Services
 - Police Services
 - Recreation
 - Public Works
 - Transit
 - Waste Management
 - General Government
 - Roads and Related
- Development charges for all services are calculated on a City-wide basis.
- Waste Management is a new service being proposed for inclusion under the City's DC regime. Following amendments passed through Bill 73, certain waste management functions that were previously ineligible for funding through DCs may now be included in the analysis. It is proposed that the calculated Waste Management rate be included in the 2018 DC by-law.
- The amended Transit services charge reflects the changes to the legislation that came into force on January 1, 2016. This includes the removal of the statutory 10 per cent deduction and the use of the "planned level of service".

C. DEVELOPMENT FORECAST

- The capital infrastructure planning period for all services included in this DC Study is based on a ten-year planning horizon 2018 to 2027.
- The City is forecast to add approximately 2,680 new households in the ten-year planning period. This household estimate can accommodate roughly 6,680 persons in these new dwelling units. The 10-year Census change in population growth is 4,300.
- The City is forecast to add approximately 3,435 employees in the ten-year planning period. This results in the addition of 294,160 square metres of new non-residential building space from 2018 to 2027.
- The following is a summary of the projected growth for the City:

**Table 1
Development Forecast**

RESIDENTIAL FORECAST	Existing	2018 – 2027	
	As At Mid-Year 2017	Growth	Total at 2027
Households	17,426	2,683	20,109
Population			
Census	41,296	4,304	45,600
In New Households		6,681	

NON-RESIDENTIAL FORECAST	Existing	2018 – 2027	
	As At Mid-Year 2017	Growth	Total at 2027
Non-Residential Building Space (sq.m)		294,163	
Employment	25,082	3,435	28,517

D. THE CITY HAS AN EXTENSIVE DEVELOPMENT-RELATED CAPITAL PROGRAM FOR THE PROVISION OF ELIGIBLE SERVICES

- Municipal staff, in collaboration with Hemson Consulting, have developed a development-related capital program setting out projects that are required to service the anticipated development.
- The development-related capital programs are based on a ten-year planning period from 2018 to 2027 for all DC services.
- The gross cost of the City's development-related capital program for all services amounts to \$50.24 million and provides for a wide range of infrastructure additions. Of the \$50.24 million, approximately \$21.54 million has been identified as eligible for recovery through development charges over the 2018–2027 planning period.
- In total, approximately \$7.19 million has been identified as subsidies, or other recoveries, that the City will anticipate receiving to fund development-related projects.
- The *DCA* requires that development-related net capital costs for general services be reduced by 10 per cent when calculating the applicable development charges for these services. The 10 per cent share of development-related net capital costs not included in the development charges calculations must be funded from non-development charges sources. In total, about \$1.92 million is identified as the required 10 per cent reduction.
- Non-development charges funding for replacement portions of the capital program and for portions of development-related capital projects that benefit existing development have been identified. Replacement or benefit to existing shares amount to \$9.16 million.
- A share of the capital program is for portions of projects that relate to development in the post-2027 period (which will be considered for recovery in future development charges studies subject to service level considerations). In total, about \$6.32 million falls within this definition.
- Available DC reserve funds, in the amount of \$4.12 million, have been identified in the capital program to fund development-related infrastructure.

- The following is a summary of the development-related capital program for all services:

Table 2
Summary of Capital Forecast

Service	Gross Cost (\$000)	DC Eligible Cost For Recovery (\$000)
Library	\$8,191.2	\$1,460.0
Fire Services	\$1,757.1	\$1,248.0
Police Services	\$1,998.5	\$1,487.0
Recreation	\$22,584.4	\$9,480.3
Public Works	\$4,009.0	\$1,480.6
Transit	\$779.5	\$579.5
Waste Management	\$667.0	\$168.6
General Government	\$810.0	\$285.7
Roads and Related	\$9,446.0	\$5,346.1
Total	\$50,242.7	\$21,535.9

- Details regarding the capital programs for each individual service are provided in Appendix B of this report.
- It is estimated that net operating costs will increase by about \$3.60 million by the year 2027 as the facilities and infrastructure embodied in the capital forecast are operated and maintained.

E. DEVELOPMENT CHARGES ARE CALCULATED WITH REFERENCE TO THE *DCA*

- Development charges rates have been established under the parameters and limitations of the *DCA*. This study provides the rationale and basis for the calculated rates.
- A City-wide uniform cost approach is used to calculate development charges for the eligible services. Uniform residential and non-residential charges are levied throughout the City.

- The calculated charges are the maximum charges the City may adopt. Lower charges can be approved; however, this will require a reduction in the capital plan and reduced service levels or financing from other sources, most likely property taxes.
- The fully calculated residential charges are recommended to vary by unit type, reflecting the difference in occupancy patterns expected in various unit types and the associated differences in demand that would be placed on City services.
- The following is a summary of the fully calculated development charges:

Table 3
Calculated Residential Development Charges

Service	Residential Charge By Unit Type (1)			
	Singles & Semis	Rows & Other Multiples	Apartments 2+ Bedrooms	Apartments Bachelor or 1 Bedroom
Library Services	\$658	\$522	\$368	\$300
Fire Protection	\$412	\$327	\$230	\$188
Police Protection	\$659	\$522	\$368	\$300
Parks And Recreation	\$4,215	\$3,343	\$2,355	\$1,919
Public Works	\$499	\$396	\$279	\$227
Transit Services	\$172	\$137	\$96	\$78
Waste Management	\$98	\$78	\$55	\$45
General Government	\$87	\$69	\$49	\$40
Roads And Related	\$1,631	\$1,294	\$911	\$742
TOTAL	\$8,431	\$6,688	\$4,711	\$3,839

**Table 4
Calculated Non-Residential Development Charges**

Service	Industrial Charge		Non-Industrial Charge	
	Charge per Square Metre	Charge per Square Foot	Charge per Square Metre	Charge per Square Foot
Library Services	\$0.00	\$0.00	\$0.00	\$0.00
Fire Protection	\$1.67	\$0.16	\$1.67	\$0.16
Police Protection	\$2.67	\$0.25	\$2.67	\$0.25
Parks And Recreation	\$0.00	\$0.00	\$0.00	\$0.00
Public Works	\$2.03	\$0.19	\$2.03	\$0.19
Transit Services	\$0.70	\$0.07	\$0.70	\$0.07
Waste Management	\$0.00	\$0.00	\$0.76	\$0.07
General Government	\$0.36	\$0.03	\$0.36	\$0.03
Roads And Related	\$5.15	\$0.47	\$11.32	\$1.05
TOTAL CHARGE	\$12.58	\$1.17	\$19.51	\$1.81

F. NEWLY CALCULATED DC RATES ARE HIGHER THAN CURRENT RATES

- The fully calculated residential charge for a single or semi-detached unit is \$8,431 which represents a 15.0 per cent increase from the City's current charge of \$7,331.
- The calculated non-residential, non-industrial charge of \$19.51 per square metre of gross floor area represents a 64.8 per cent increase from the City's current non-residential, non-industrial charge of \$11.84 per square metre.
- The provisions of the City's current DC By-law exempt industrial development from the payment of development charges.

G. CONSIDERATION FOR AREA RATED SERVICES

- In accordance with the recent changes to s.10(2) of the *DCA*, a development charge background study must give consideration for “*the use of more than one development charge by-law to reflect the different needs for services in different areas*”.
- Following consultation with City staff, and in review of the City’s relevant plans and documents, it was determined that a municipal-wide approach continues to be the most appropriate for the nature of the works and services provided in Woodstock, and as such, only a City-wide charge has been calculated.

H. ASSET MANAGEMENT PLAN

- A key function of the Asset Management Plan is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life cycle.
- By 2028, the City will need to fund an additional \$742,000 per annum in order to properly fund the full life cycle costs of the new assets supported under the 2018 Development Charges by-law.
- It is determined that all assets proposed to be funded under this by-law are financially sustainable over their full life cycle.

I. DEVELOPMENT CHARGES BY-LAW PRACTICES AND COLLECTION POLICIES

- As required under the *DCA*, the City should codify any rules regarding application of the by-laws and any exemptions within the development charges by-laws proposed for adoption.
- The proposed draft by-law sets out the rules to determine development charges applicable in any particular case. Rules for exemptions are also outlined in the proposed draft by-law.

- It is recommended that Council adopt the development-related capital program included in this background study, subject to annual review through the City's normal capital budget process.

I INTRODUCTION

This City of Woodstock Development Charges (DC) Background Study is presented as part of a process to lead to the approval of new development charge by-law in compliance with the *Development Charges Act, 1997 (DCA)*.

The *DCA* and *O. Reg. 82/98* require that a development charge background study be prepared in which development charges are determined with reference to:

- A forecast of the amount, type and location of development anticipated in the City;
- The average capital service levels provided in the City over the ten-year period immediately preceding the preparation of the background study;
- A review of future capital projects, including an analysis of gross expenditures, funding sources, and net expenditures incurred, or to be incurred, by the City to provide for the expected development, including the determination of the eligible and ineligible components of the capital projects;
- An examination of the long-term capital and operating costs for the capital infrastructure required for each service to which the development charges by-laws would relate; and
- An asset management plan to deal with all assets whose capital costs are proposed to be funded under the DC By-law are financially sustainable over their full life cycle.

This study presents the development-related net capital costs which are attributable to development that is forecast to occur in the City. These development-related net capital costs are then apportioned among various types of development (residential; non-residential) in a manner that reflects the increase in the need for each service attributable to each type of development. The study arrives, therefore, at calculated development charges for various types of development.

The *DCA* provides for a period of public review and comment regarding the calculated development charges. Following completion of this process in accordance with the *DCA* and Council's review of this study and the comments it receives regarding this study or other information brought to its attention about the calculated charges, it is intended that Council will pass a new development charges by-law for the City.

The remainder of this study sets out the information and analysis upon which the calculated development charges are based.

Section II designates the services for which the development charges are calculated and the areas within the City to which the development charges will apply. It also briefly reviews the methodology that has been used in this background study.

Section III presents a summary of the residential and non-residential development which is forecast to occur within the City over the 2018–2027 period.

Section IV summarizes the historical ten-year average service levels that have been attained in the City which form the basis for the development charge calculations.

In Section V, the development-related capital programs that have been developed by various City departments are reviewed.

Section VI summarizes the calculation of applicable development charges and the resulting calculated development charges by land use and by unit type. This section also provides a comparison of existing development charge rates in the City with the rates calculated in this study.

Section VII provides an examination of the long term capital and operating costs for each service included in the development charge calculation.

Section VIII presents an Asset Management Plan for the City, demonstrating financial sustainability of assets over the life cycle of the 2018 Development Charges by-law and satisfying the new requirements of the 2015 amendment to the *Development Charges Act*.

Section IX provides a review of development charges administrative matters.

II A CITY-WIDE METHODOLOGY ALIGNS DEVELOPMENT-RELATED COSTS AND BENEFITS

Several key steps are required in calculating a development charge. Specific circumstances arise in each City which must be reflected in the calculation, therefore, we have tailored our approach to the City of Woodstock's unique circumstances. The approach to the calculated development charges is focused on providing a reasonable alignment of development-related costs with the development that necessitates them. This study calculates charges on a City-wide basis which is consistent with the City of Woodstock's 2013 Development Charges Study. Despite the fact that development charges are calculated on a City-wide basis, legislation allows a City to exempt or reduce rates for specific geographic areas. However, legislation prevents lost revenue, due to exemptions or reductions, from being made up through increasing charges on other areas.

A. CITY-WIDE DEVELOPMENT CHARGES ARE CALCULATED

Woodstock provides a range of services to the community it serves and has a sizeable inventory of facilities, land, infrastructure, vehicles and equipment. The *DCA* provides the City with flexibility when defining services that will be included in the development charge by-law, provided that the other provisions of the *Act* and *Regulations* are met. The *DCA* also permits the City to designate, in its by-law, the areas within which the development charges shall be imposed. The charges may apply to all lands in the City or to other designated development areas as specified in the by-law.

For all of the development charge eligible services that the City provides, the full range of capital facilities, land, equipment and infrastructure is available throughout the City. All residents therefore have access to all facilities. A widely accepted method for recovering the development-related capital costs for such services is to apportion them over all new development anticipated in the City.

The following services are included in the City-wide development charge calculation:

- Library
- Fire Protection
- Police Protection
- Parks and Recreation

- Public Works
- Transit Services
- Waste Management
- General Government
- Roads and Related

These services form a reasonable basis in which to plan and administer the City-wide development charges. It is noted that the analysis of each of these services examines the individual capital facilities and equipment that make them up. For example, the Fire Protection category includes fire stations and associated land, vehicles, furniture and equipment.

Waste Management is a new service proposed to be introduced in the 2018 DC by-law as elements of Waste Management, such as collection, diversion, recycling and organics processing are now eligible under the DCA.

B. KEY STEPS IN DETERMINING DEVELOPMENT CHARGES FOR FUTURE DEVELOPMENT-RELATED PROJECTS

Several key steps are required in calculating development charges for future development-related projects and are summarized below.

1. Development Forecast

The first step in the methodology requires a development forecast to be prepared for the ten-year study period, 2018–2027.

For the residential portion of the forecast both the census population growth and population growth in new units is estimated. Net population growth determines the need for additional facilities and provides the foundation for the development-related capital program.

The non-residential portion of the forecast estimates the gross floor area (GFA) of building space to be developed over the ten-year period, 2018–2027. The forecast of GFA is based on the employment forecast for the City. Factors for floor space per worker by category are used to convert the employment forecast into gross floor area for the purposes of the development charges study.

2. Service Categories and Historic Service Levels

The *DCA* provides that the increase in the need for service attributable to anticipated development:

... must not include an increase that would result in the level of service exceeding the average level of that service provided in the Municipality over the 10-year period immediately preceding the preparation of the background study...(s. 5. (1) 4.)

Historic ten-year average service levels thus form the basis for development charges. A review of the City's capital service levels for buildings, land, vehicles, and so on has therefore been prepared as a reference for the calculation so that the portion of future capital projects that may be included in the development charge can be determined. The historic service levels used in this study have been calculated based on the period 2008–2017.

In the case of Transit services, the need for service is to be based on the future planned level of service. For the purposes of this study, the Transit capital program is considered to be the future planned level of service. The current transit inventory has also been included (see Appendix B.6).

3. Development-Related Capital Program and Analysis of DC Eligible Costs to be Recovered Through Development Charges

A development-related capital program has been prepared by the City's departments as part of the present study. The program identifies development-related projects and their gross and net municipal costs, after allowing for capital grants, subsidies or other recoveries as required by the *Act (DCA, s. 5. (2))*. The capital program provides another cornerstone upon which development charges are based. The *DCA* requires that the increase in the need for service attributable to the anticipated development may include an increase:

... only if the council of the Municipality has indicated that it intends to ensure that such an increase in need will be met. (s. 5. (1) 3.)

In conjunction with *DCA, s. 5. (1) 4.* referenced above, these sections have the effect of requiring that the development charge be calculated on the lesser of the historic ten-year average service levels or the service levels embodied in future plans of the City. The development-related capital program prepared for this study ensures that development charges are only imposed to help pay for projects that have been or are intended to be purchased or built in order to accommodate future anticipated development. It is not sufficient in the calculation of development charges merely to have had the service in the past. There must also be a demonstrated commitment to continue to emplace facilities or infrastructure in the future. In this regard, *O. Reg. 82/98, s. 3* states that:

For the purposes of paragraph 3 of subsection 5 (1) of the *Act*, the council of a Municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan,

forecast or similar expression of the intention of the council has been approved by the council.

For some projects in the development-related capital program, a portion of the project may confer benefits to existing residents. As required by the *DCA*, s. 5. (1) 6., these portions of projects and their associated net costs are the funding responsibility of the City from non-development charges sources. The amount of municipal funding for such non-DC-eligible shares of projects is also identified as part of the preparation of the development-related capital program.

There is also a requirement in the *DCA* to reduce the applicable development charge by the amount of any “uncommitted excess capacity” that is available for a service. Such capacity is available to partially meet the future servicing requirements and adjustments are made in the analysis to meet this requirement of the *DCA*.

Finally, in calculating development charges, the development-related net municipal costs must be reduced by ten per cent for all municipal services except fire protection and police services and services related to a highway (roads and public works) (*DCA*, s. 5. (1) 8.). The ten per cent discount is applied to the other services, e.g. parks and recreation, library etc., and the resulting municipal funding responsibility from non-development charge sources is identified.

4. Attribution to Types of Development

The next step in the determination of development charges is the allocation of the development-related net capital costs between the residential and the non-residential sectors. In the City of Woodstock, the allocation for all services is based on the consideration of projected changes in population in new units and employment over the planning periods. The exceptions are for the services of library, and recreation facilities. The development-related costs for these services have been allocated 100 per cent to residential growth.

The residential component of the development charge is applied to different housing types based on average occupancy factors. The non-residential component is applied on the basis of gross building space in square metres for non-residential development.

5. Final Adjustment

The final determination of the development charge results from adjustments made to development-related DC eligible costs for each service and sector resulting from the application of any unallocated growth-related reserve fund balances that are available to finance the development-related capital costs in the capital program. A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are therefore accounted for in the calculation as allowed under the *DCA*.

III DEVELOPMENT FORECAST

This section summarizes the development forecasts used to calculate the development charges for the City of Woodstock. Appendix A contains additional material related to the development forecast and the City's demographics.

The development forecast used in this Development Charges Background Study utilizes 2016 Statistic Canada Census data and City building permit data.

A. RESIDENTIAL DEVELOPMENT FORECAST

Table 1 provides a summary of the residential forecast for the ten-year planning period from 2018 to 2027. The ten-year planning period is used throughout this study for all services.

Over the planning period from 2018 to 2027, the total number of new residential units will increase by approximately 2,680, which translates into a population in new units of 6,680. The population in new units was derived using data from Statistics Canada analysing household sizes in recently constructed units. Overall, the City's census population change over the ten-year planning period will grow by 4,300 persons.

A summary of the residential growth forecast can be found in Table 1.

B. NON-RESIDENTIAL DEVELOPMENT FORECAST

As with the population and dwellings forecast, the non-residential forecast will see a continuation of past development trends. The forecast for employment is largely based upon a stable activity rate throughout the City for the ten-year planning period.

The non-residential portion of the forecast estimates the amount of building space to be developed in the City over the ten-year planning period. The forecast is based on the projected increase in employment levels and the anticipated amount of new building space required to accommodate them.

The ten-year forecast projects an increase of approximately 3,440 employees which can be accommodated in 294,200 square metres of new non-residential building space.

A summary of the non-residential growth forecast can be found in Table 1.

TABLE 1

**CITY OF WOODSTOCK
SUMMARY OF RESIDENTIAL AND NON-RESIDENTIAL
DEVELOPMENT FORECAST**

Growth Forecast	2017 Estimate	Ten-year Growth	2027 Estimate
Residential			
Total Occupied Dwellings	17,426	2,683	20,109
Total Population			
Census	41,296	4,304	45,600
<i>Population In New Dwellings</i>		6,681	
Non-Residential			
Employment	25,082	3,435	28,517
Non-Residential Building Space (sq.m.)		294,163	

IV SUMMARY OF HISTORIC CAPITAL SERVICE LEVELS

The *DCA* and *O. Reg. 82/98* require that the development charges be set at a level no higher than the average service level provided in the City over the ten-year period immediately preceding the preparation of the background study, on a service by service basis.

For non-engineered services, or general services, the legislative requirement is met by documenting historic service levels for the preceding ten years; in this case, for the period 2008 to 2017. Typically, service levels for general services are measured as a ratio of inputs per capita (or per capita and employment).

O. Reg. 82/98 requires that when determining historical service levels both quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service levels for buildings are presented in terms of square feet per capita. The qualitative aspect is introduced by the consideration of the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of dollars per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be charged to new development reflect not only the quantity (number and size) but also the quality (value or replacement cost) of service provided historically by the City. Both the quantitative and qualitative aspects of service levels used in the present analysis are based on information provided by Municipal staff based on historical records and their experience with costs to acquire or construct similar facilities, equipment and infrastructure.

In the case of Transit services, the need for service is to be based on the future planned level of service. For the purposes of this study, the Transit capital program is considered to be the future planned level of service. The current transit inventory has also been included (see Appendix B.6).

Table 2 summarizes service levels for all City-wide services included in the development charge calculation (excluding General Government). Appendix B provides detailed historical inventory data upon which the calculation of service levels is based for all services.

TABLE 2

**CITY OF WOODSTOCK
SUMMARY OF AVERAGE HISTORIC SERVICE LEVELS 2008 - 2017**

Service	2008 - 2017 Service Level Indicator
1.0 LIBRARY SERVICES	\$376.92 per capita
Buildings	\$229.71 per capita
Land	\$6.19 per capita
Materials	\$128.07 per capita
Furniture And Equipment	\$12.95 per capita
2.0 FIRE PROTECTION	\$161.26 per population & employment
Buildings	\$50.78 per population & employment
Land	\$7.52 per population & employment
Furniture & Equipment	\$38.03 per population & employment
Vehicles	\$64.93 per population & employment
3.0 POLICE PROTECTION	\$192.15 per population & employment
Buildings	\$131.27 per population & employment
Land	\$6.10 per population & employment
Furniture & Equipment	\$51.20 per population & employment
Vehicles	\$3.58 per population & employment
4.0 PARKS AND RECREATION	\$2,447.42 per capita
Major Facilities & Land	\$1,561.28 per capita
Parkland	\$334.77 per capita
Park Facilities	\$317.91 per capita
Vehicles and Special Facilities	\$233.46 per capita
5.0 PUBLIC WORKS	\$191.32 per population & employment
Buildings	\$63.12 per population & employment
Land	\$10.93 per population & employment
Furniture & Equipment	\$12.47 per population & employment
Fleet & Equipment	\$104.80 per population & employment
6.0 TRANSIT SERVICES	\$118.69 per population & employment
Buildings	\$23.39 per population & employment
Land	\$2.02 per population & employment
Shelters	\$3.69 per population & employment
Equipment	\$2.43 per population & employment
Buses	\$87.16 per population & employment
7.0 WASTE MANAGEMENT	\$98.90 per population & employment
Buildings	\$35.99 per population & employment
Land	\$1.29 per population & employment
Vehicles	\$51.88 per population & employment
Equipment	\$9.74 per population & employment
9.0 ROADS AND RELATED	\$1,691.28 per population & employment
Roads	\$1,278.82 per population & employment
Bridges & Culverts	\$69.85 per population & employment
Traffic Signals	\$28.03 per population & employment
Sidewalks	\$260.94 per population & employment
Rail Grade Separations	\$53.64 per population & employment

V THE DEVELOPMENT-RELATED CAPITAL PROGRAM

A. A DEVELOPMENT-RELATED CAPITAL PROGRAM IS PROVIDED FOR COUNCIL'S APPROVAL

The *DCA* requires the Council of a Municipality to express its intent to provide future capital facilities at the level incorporated in the development charges calculation. As noted above in Section II, *O. Reg. 82/98*, s. 3 states that:

For the purposes of paragraph 3 of subsection 5 (1) of the Act, the council of a Municipality has indicated that it intends to ensure that an increase in the need for service will be met if the increase in service forms part of an official plan, capital forecast or similar expression of the intention of the council and the plan, forecast or similar expression of the intention of the council has been approved by the council.

Based on the development forecasts summarized in Section III and detailed in Appendix A, City staff, in collaboration with the consultants, developed a development-related capital program setting out those projects that are required to service anticipated development. For all services the capital program covers the ten-year period from 2018 to 2027.

One of the recommendations contained in this background study is for Council to adopt the development-related capital program developed for the purposes of the development charges calculation. It is assumed that future capital budgets and forecasts will continue to bring forward the development-related projects contained herein that are consistent with the development occurring in the City. It is acknowledged that changes to the capital program presented here may occur through the City's normal capital budget process.

B. THE DEVELOPMENT-RELATED CAPITAL PROGRAM FOR CITY SERVICES

A summary of the development-related capital forecast for all services is presented in Table 3.

The table provides a separate total for services analysed over the ten-year period, 2018–2027. Further details on the capital programs for each individual service category are available in Appendix B.

The development-related capital program for all services estimates a total gross cost of \$50.24 million. \$7.19 million in subsidies, or other recoveries, has been identified. Therefore the net municipal cost of the capital program is \$43.05 million.

This capital program incorporates those projects identified to be related to development anticipated in the next ten years. It is not implied that all of these costs are to be recovered from new development by way of development charges (see Section VI for the method and determination of net municipal costs attributable to development). Portions of this capital program may relate to providing servicing for development which has occurred prior to 2018 (for which development charge reserve fund balances exist), for replacement of existing capital facilities, or for development anticipated to occur beyond the 2018–2027 planning period. In addition, the amounts shown in Table 3 have not been reduced by ten per cent for various general services as mandated by s.5(1)8. of the *DCA*.

Of the \$43.05 million in ten-year net municipal capital costs, \$22.58 million (53 per cent) is related to the provision of parks and recreation services. More than half of this amount is related to the construction of a new twin pad arena, field house and youth centre. Several parkland improvements and amenities are also included in this capital program, along with provisions for trail development, and for the recovery of a portion of the Cowan Fields Recreation Complex debenture.

The roads and related capital program recovers for new road construction, road widening's, roads on park and woodlot frontages, traffic signals, intersection improvements, and road related studies and other works. It also includes the recovery of the road related portions of the Cowan Fields Recreation Complex debenture. The total net municipal cost for this program is calculated at \$7.78 million.

The public works capital program relates to a new wash and storage building, along with an addition to the existing engineering building. The program also includes for the recovery of additions to the fleet, and for the recovery of the land acquisition debenture. The total net municipal cost for this program totals to \$4.01 million.

The library capital program primarily includes a planned library expansion. Grants, subsidies, or other recoveries are anticipated to help fund two thirds of the project construction costs. The library capital program also includes a provision for material acquisitions at historic service levels. The net municipal cost for this program amounts to \$3.16 million.

The capital program associated with police protection recovers mainly for the debt payments associated with police station addition. The net municipal cost for this program amounts to nearly \$2.00 million.

The capital program associated with fire protection recovers mainly for an expansion to the existing fire station, along with a new training building. New vehicles and equipment for new staff is also included. The net municipal cost is \$1.76 million.

The waste management capital program primarily includes the recovery of the debenture related to the new household hazardous waste depot. New bins are also anticipated to serve future development. The net municipal cost is \$667,000.

The City's transit services will be expanded through the purchase of a new bus as well as a new transit route. The program also recovers for the service's negative reserve fund balance. The cost of this program is \$579,500.

The portion of the City's capital program which relates to the provision of development-related studies is referred to as general government. The net municipal cost for this program amounts to \$510,000.

CITY OF WOODSTOCK
SUMMARY OF DEVELOPMENT-RELATED CAPITAL PROGRAM
FOR ALL CITY SERVICES 2018 - 2027
(in \$000)

Service	Gross Cost	Grants/ Subsidies	Municipal Cost	Total Net Capital Program										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
1.0 LIBRARY SERVICES	\$8,191.2	\$5,026.7	\$3,164.5	\$155.1	\$55.1	\$55.1	\$55.1	\$55.1	\$2,568.5	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1
1.1 Buildings, Land & Furnishings	\$7,640.0	\$5,026.7	\$2,613.3	\$100.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2,513.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
1.2 Material Acquisitions	\$551.2	\$0.0	\$551.2	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1	\$55.1
2.0 FIRE PROTECTION	\$1,757.1	\$0.0	\$1,757.1	\$942.1	\$490.0	\$0.0	\$0.0	\$325.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.1 Recovery of Negative Reserve Fund Balance	\$84.7	\$0.0	\$84.7	\$84.7	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.2 Buildings, Land & Furnishings	\$1,300.0	\$0.0	\$1,300.0	\$850.0	\$450.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.3 Vehicles	\$365.0	\$0.0	\$365.0	\$0.0	\$40.0	\$0.0	\$0.0	\$325.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
2.4 Equipment & Other	\$7.4	\$0.0	\$7.4	\$7.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
3.0 POLICE PROTECTION	\$1,998.5	\$0.0	\$1,998.5	\$33.8	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3
3.1 Buildings, Land & Furnishings	\$1,964.7	\$0.0	\$1,964.7	\$0.0	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3	\$218.3
3.2 Recovery of Negative Reserve Fund Balance	\$33.8	\$0.0	\$33.8	\$33.8	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
4.0 PARKS AND RECREATION	\$22,584.4	\$0.0	\$22,584.4	\$677.6	\$902.6	\$2,027.6	\$462.6	\$2,477.6	\$15,945.6	\$45.6	\$45.6	\$0.0	\$0.0	
4.1 Indoor Recreation Facilities	\$17,565.0	\$0.0	\$17,565.0	\$0.0	\$165.0	\$0.0	\$0.0	\$1,500.0	\$15,900.0	\$0.0	\$0.0	\$0.0	\$0.0	
4.2 Parkland & Park Facilities	\$4,280.0	\$0.0	\$4,280.0	\$557.0	\$617.0	\$1,907.0	\$342.0	\$857.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
4.3 Trail Development	\$375.0	\$0.0	\$375.0	\$75.0	\$75.0	\$75.0	\$75.0	\$75.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
4.4 Recovery of Community Complex Debentures	\$364.4	\$0.0	\$364.4	\$45.6	\$45.6	\$45.6	\$45.6	\$45.6	\$45.6	\$45.6	\$45.6	\$0.0	\$0.0	
5.0 PUBLIC WORKS	\$4,009.0	\$0.0	\$4,009.0	\$194.0	\$3,285.0	\$30.0	\$500.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
5.1 Buildings and Land	\$3,095.0	\$0.0	\$3,095.0	\$90.0	\$3,005.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
5.2 Fleet and Equipment	\$720.0	\$0.0	\$720.0	\$0.0	\$220.0	\$0.0	\$500.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
5.3 Recovery of Land Acquisition Debenture 1	\$150.0	\$0.0	\$150.0	\$60.0	\$60.0	\$30.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
5.4 Recovery of Negative Reserve Fund Balance	\$44.0	\$0.0	\$44.0	\$44.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
6.0 TRANSIT SERVICES	\$779.5	\$200.0	\$579.5	\$129.5	\$0.0	\$25.0	\$25.0	\$0.0	\$400.0	\$0.0	\$0.0	\$0.0	\$0.0	
6.1 Recovery of Negative Reserve Fund	\$129.5	\$0.0	\$129.5	\$129.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
6.2 Fleet	\$600.0	\$200.0	\$400.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$400.0	\$0.0	\$0.0	\$0.0	\$0.0	
6.3 Studies and Other	\$50.0	\$0.0	\$50.0	\$0.0	\$0.0	\$25.0	\$25.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
7.0 WASTE MANAGEMENT	\$667.0	\$0.0	\$667.0	\$156.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	
7.1 Recovery Debentures	\$567.0	\$0.0	\$567.0	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	\$56.7	
7.2 Fleet and Equipment	\$100.0	\$0.0	\$100.0	\$100.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
8.0 GENERAL GOVERNMENT	\$810.0	\$300.0	\$510.0	\$150.0	\$25.0	\$270.0	\$0.0	\$32.5	\$0.0	\$0.0	\$0.0	\$0.0	\$32.5	
8.1 Development-Related Studies	\$810.0	\$300.0	\$510.0	\$150.0	\$25.0	\$270.0	\$0.0	\$32.5	\$0.0	\$0.0	\$0.0	\$0.0	\$32.5	
9.0 ROADS AND RELATED	\$9,446.0	\$1,661.5	\$7,784.5	\$451.5	\$2,115.5	\$2,459.5	\$1,292.0	\$695.5	\$276.5	\$166.5	\$166.5	\$80.5	\$80.5	
9.1 Road Construction	\$2,186.0	\$970.5	\$1,215.5	\$0.0	\$245.0	\$338.0	\$632.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
9.2 Road Widening	\$1,339.0	\$0.0	\$1,339.0	\$0.0	\$593.0	\$373.0	\$123.0	\$250.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
9.3 Roads on Park and Woodlot Frontages	\$304.0	\$0.0	\$304.0	\$20.5	\$55.5	\$45.5	\$20.5	\$59.5	\$20.5	\$20.5	\$20.5	\$20.5	\$20.5	
9.4 Traffic Signals	\$750.0	\$113.0	\$637.0	\$60.0	\$60.0	\$97.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	
9.5 Intersection Improvements	\$1,350.0	\$0.0	\$1,350.0	\$0.0	\$0.0	\$1,100.0	\$250.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
9.6 Studies and Other	\$2,829.0	\$578.0	\$2,251.0	\$285.0	\$1,076.0	\$420.0	\$120.0	\$240.0	\$110.0	\$0.0	\$0.0	\$0.0	\$0.0	
9.7 Recovery Debentures	\$688.0	\$0.0	\$688.0	\$86.0	\$86.0	\$86.0	\$86.0	\$86.0	\$86.0	\$86.0	\$86.0	\$0.0	\$0.0	
TOTAL - 10 YEAR CAPITAL FORECAST	\$50,242.7	\$7,188.2	\$43,054.5	\$2,890.2	\$7,148.2	\$5,142.2	\$2,609.7	\$6,374.0	\$16,952.2	\$542.2	\$542.2	\$410.6	\$443.1	

VI DEVELOPMENT CHARGES ARE CALCULATED IN ACCORDANCE WITH THE *DCA*

This section summarizes the calculation of development charges for each service category and the resulting total development charge by type of development. Furthermore, the calculation of the “unadjusted” per capita (residential) and per square metre (non-residential) is presented. Adjustments are made to these amounts resulting from a cash flow analysis that considers interest earnings and borrowing costs.

For residential development, the adjusted total per capita amount is then converted to a variable charge by housing unit type using unit occupancy factors. The calculated non-residential charges are based on gross floor area (GFA) of building space.

It is noted that the calculation of the City-wide development charges does not include any provision for exemptions required under the *DCA* such as the exemption for enlargements of up to 50 per cent on existing industrial buildings. Such legislated exemptions, or other exemptions or reductions which Council may choose to provide, will result in loss of development charge revenue for the affected types of development. Any such revenue loss may not be made up, however, by offsetting increases in other portions of the calculated charge.

A. UNADJUSTED DEVELOPMENT CHARGE CALCULATION

A summary of the “unadjusted” residential and non-residential development charges is presented in Table 4. Further details of the calculation for each individual City service category are available in Appendix B.

The capital program incorporates those projects identified to be related to development anticipated in the next ten years. However, not all of the capital costs are to be recovered from new development by way of development charges. Table 4 shows that \$9.16 million of the capital program relates to replacement of existing capital facilities or to shares of projects that provide benefit to the existing community. These portions of capital costs will likely be funded from property taxes, user fees or other non-development charge revenue sources.

The *DCA*, s.5(1)8 requires that development-related net municipal costs for general services be reduced by ten per cent in calculating the applicable development charge. The discount does not apply to fire protection services, police protection services,

transit services, public works, or roads and related services. The ten per cent share of development-related net municipal costs not included in the development charge calculations must be funded from non-development charge sources. In total, \$1.92 million is identified as the required ten per cent reduction.

An additional share of \$4.12 million has been identified as DC reserve fund monies are available to fund growth-related projects. These funds have been utilized to fund the first shares of the capital program. This portion has been netted out of the chargeable capital costs. Another share of the forecast, \$6.32 million, is attributable to development beyond the 2027 period (which will be considered for recovery in future development charges studies, subject to service level considerations).

The total costs eligible for recovery through development charges is \$21.54 million. This amount is allocated between the residential and non-residential sectors to derive the unadjusted development charges. Library service, and parks and recreation are all deemed to benefit residential development only, while the other services are allocated between both sectors based on shares of population in new units and employment growth. Approximately \$17.83 million of the development charges recoverable amount is deemed to benefit residential development. When this amount is divided by the ten-year population growth in new units (6,681), an unadjusted charge of \$2,689.43 per capita is derived.

The non-residential share of the capital program totals \$3.54 million. This amount is further allocated between the industrial and non-industrial sectors based on the share of employment growth from the industrial and non-industrial sector. Further, the non-residential share of costs associated with waste management services has only been allocated to the non-industrial sectors, as this service generally does not benefit the industrial sector.

The non-residential rate for industrial development is \$10.67 per square metre of gross floor area, and \$18.08 per square metre of GFA for non-industrial development. These unadjusted rates are displayed in Table 4.

B. ADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES

Final adjustments to the “unadjusted” development charge rates summarized above are made through a cash flow analysis. The analysis, details of which are included in the

Appendices, considers the borrowing cost and interest earnings associated with the timing of expenditures and development charge receipts for each service.

Table 5 summarizes the results of the adjustment for the residential development charge rates. The adjusted per capita rate increases from \$2,689.43 to \$2,907.29 after the cash flow analysis. Residential City-wide development charges are proposed to vary by dwelling unit type to reflect their different occupancy factors and resulting demand for services. The calculated residential development charges for all services are shown in Table 5.

As shown in the table, the calculated residential charge ranges from \$3,839 for a small apartment unit to \$8,431 for single and semi-detached units. The calculated charge for multiple dwelling units is \$6,688 and a large apartment is \$4,711.

The calculated non-residential development charges rates are presented in Tables 6. The calculated adjusted rate for new non-residential industrial development is \$12.58 per square metre, which is an increase of \$1.91 from the unadjusted rate of \$10.67 per square metre. The calculated charges for non-industrial development are also shown on Table 6. The unadjusted rate of \$18.08 per square metre rises to \$19.51 per square metre after cash flow adjustments.

C. COMPARISON OF 2018 NEWLY CALCULATED DEVELOPMENT CHARGES WITH CHARGES CURRENTLY IN FORCE IN WOODSTOCK

Tables 7 and 8 present a comparison of the newly calculated residential and non-industrial development charges with currently imposed development charge rates. Table 7 demonstrates that the residential development charge rate for a single- or semi-detached unit increases by \$1,100 per unit, or 15.0 per cent from the City's currently imposed charge.

The current development charges rate for non-industrial development increases by \$7.67 per square metre, or 64.8 per cent. The provisions of the City's current DC By-law exempt the payment of development charges for industrial development.

CITY OF WOODSTOCK
SUMMARY OF UNADJUSTED RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT CHARGES

10 Year Growth in Population in New Units	6,681
10 Year Growth in Square Metres	294,163
Industrial	236,233
Non-Industrial	57,930

Service	Development-Related Capital Program (2018 - 2027)						Residential Share		Non-Residential Share	
	Net Municipal Cost	Replacement & Benefit to Existing	Required Service Discount	Available DC Reserves	Post-2027 Benefit	Total DC Eligible Costs for Recovery	%	(\$000)	%	(\$000)
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)				
1.0 LIBRARY SERVICES	\$3,164.5	\$0.0	\$316.5	\$871.0	\$517.0	\$1,460.0	100%	\$1,460.0	0%	\$0.00
Unadjusted Development Charge Per Capita								\$218.54		
Unadjusted Development Charge Per Sq.M										\$0.00
2.0 FIRE PROTECTION	\$1,757.1	\$0.0	\$0.0	\$0.0	\$509.1	\$1,248.0	66%	\$824.2	34%	\$423.76
Unadjusted Development Charge Per Capita								\$123.37		
Unadjusted Development Charge Per Sq.M										\$1.44
3.0 POLICE PROTECTION	\$1,998.5	\$0.0	\$0.0	\$0.0	\$511.5	\$1,487.0	66%	\$982.1	34%	\$504.93
Unadjusted Development Charge Per Capita								\$147.00		
Unadjusted Development Charge Per Sq.M										\$1.72
4.0 PARKS AND RECREATION	\$22,584.4	\$7,241.0	\$1,534.3	\$2,073.2	\$2,255.6	\$9,480.3	100%	\$9,480.3	0%	\$0.00
Unadjusted Development Charge Per Capita								\$1,418.99		
Unadjusted Development Charge Per Sq.M										\$0.00
5.0 PUBLIC WORKS	\$4,009.0	\$0.0	\$0.0	\$0.0	\$2,528.4	\$1,480.6	66%	\$977.9	34%	\$502.75
Unadjusted Development Charge Per Capita								\$146.36		
Unadjusted Development Charge Per Sq.M										\$1.71
6.0 TRANSIT SERVICES	\$579.5	\$0.0	\$0.0	\$0.0	\$0.0	\$579.5	66%	\$382.7	34%	\$196.77
Unadjusted Development Charge Per Capita								\$57.29		
Unadjusted Development Charge Per Sq.M										\$0.67
7.0 WASTE MANAGEMENT	\$667.0	\$479.7	\$18.7	\$0.0	\$0.0	\$168.6	84%	\$141.3	16%	\$27.23
Unadjusted Development Charge Per Capita								\$21.15		
Unadjusted Development Charge Per Sq.M (non-industrial only)										\$0.47
8.0 GENERAL GOVERNMENT	\$510.0	\$12.5	\$49.8	\$162.0	\$0.0	\$285.7	66%	\$188.7	34%	\$97.03
Unadjusted Development Charge Per Capita								\$28.25		
Unadjusted Development Charge Per Sq.M										\$0.33
9.0 ROADS AND RELATED	\$7,784.5	\$1,422.4	\$0.0	\$1,016.0	\$0.0	\$5,346.1	66%	\$3,530.8	34%	\$1,815.29
Unadjusted Development Charge Per Capita								\$528.48		
Unadjusted Industrial Development Charge Per Sq.M										\$4.80
Unadjusted Non-Industrial Development Charge Per Sq.M										\$11.74
TOTAL	\$43,054.5	\$9,155.6	\$1,919.3	\$4,122.3	\$6,321.5	\$21,535.9		\$17,826.8		\$3,540.5
Unadjusted Development Charge Per Capita								\$2,689.43		
Unadjusted Industrial Development Charge Per Sq.M										\$10.67
Unadjusted Non-Industrial Development Charge Per Sq.M										\$18.08

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TABLE 5

**CITY OF WOODSTOCK
CITY-WIDE DEVELOPMENT CHARGES
RESIDENTIAL DEVELOPMENT CHARGES BY UNIT TYPE**

Service	Unadjusted Charge Per Capita	Adjusted Charge Per Capita	Residential Charge By Unit Type (1)				Percentage of Charge
			Singles & Semis	Rows & Other Multiples	Apartments 2+ Bedrooms	Apartments Bachelor or 1 Bedroom	
Library Services	\$218.54	\$227.02	\$658	\$522	\$368	\$300	7.8%
Fire Protection	\$123.37	\$142.09	\$412	\$327	\$230	\$188	4.9%
Police Protection	\$147.00	\$227.09	\$659	\$522	\$368	\$300	7.8%
Parks And Recreation	\$1,418.99	\$1,453.45	\$4,215	\$3,343	\$2,355	\$1,919	50.0%
Public Works	\$146.36	\$172.00	\$499	\$396	\$279	\$227	5.9%
Transit Services	\$57.29	\$59.35	\$172	\$137	\$96	\$78	2.0%
Waste Management	\$21.15	\$33.85	\$98	\$78	\$55	\$45	1.2%
General Government	\$28.25	\$30.00	\$87	\$69	\$49	\$40	1.0%
Roads And Related	\$528.48	\$562.45	\$1,631	\$1,294	\$911	\$742	19.3%
TOTAL	\$2,689.43	\$2,907.29	\$8,431	\$6,688	\$4,711	\$3,839	100.0%
(1) Based on Persons Per Unit Of:			2.90	2.30	1.62	1.32	

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TABLE 6

**CITY OF WOODSTOCK
CITY-WIDE DEVELOPMENT CHARGES
NON-RESIDENTIAL DEVELOPMENT CHARGES**

Service	Industrial Charge			
	Unadjusted Charge per Square Metre	Charge per Square Metre	Unadjusted Charge per Square Foot	Charge per Square Foot
Library Services	\$0.00	\$0.00	\$0.00	\$0.00
Fire Protection	\$1.44	\$1.67	\$0.13	\$0.16
Police Protection	\$1.72	\$2.67	\$0.16	\$0.25
Parks And Recreation	\$0.00	\$0.00	\$0.00	\$0.00
Public Works	\$1.71	\$2.03	\$0.16	\$0.19
Transit Services	\$0.67	\$0.70	\$0.06	\$0.07
Waste Management	\$0.00	\$0.00	\$0.00	\$0.00
General Government	\$0.33	\$0.36	\$0.03	\$0.03
Roads And Related	\$4.80	\$5.15	\$0.44	\$0.47
TOTAL CHARGE	\$10.67	\$12.58	\$0.99	\$1.17

Non-Industrial Charge			
Unadjusted Charge per Square Metre	Charge per Square Metre	Unadjusted Charge per Square Foot	Charge per Square Foot
\$0.00	\$0.00	\$0.00	\$0.00
\$1.44	\$1.67	\$0.13	\$0.16
\$1.72	\$2.67	\$0.16	\$0.25
\$0.00	\$0.00	\$0.00	\$0.00
\$1.71	\$2.03	\$0.16	\$0.19
\$0.67	\$0.70	\$0.06	\$0.07
\$0.47	\$0.76	\$0.03	\$0.07
\$0.33	\$0.36	\$0.03	\$0.03
\$11.74	\$11.32	\$1.08	\$1.05
\$18.08	\$19.51	\$1.68	\$1.81

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TABLE 7

**CITY OF WOODSTOCK
COMPARISON OF CURRENT AND CALCULATED
RESIDENTIAL DEVELOPMENT CHARGES**

Service	Current Residential Charge / SDU	Calculated Residential Charge / SDU	Difference in Charge	
Library Services	\$787	\$658	(\$129)	-16.4%
Fire Protection	\$359	\$412	\$53	14.8%
Police Protection	\$483	\$659	\$176	36.4%
Parks And Recreation	\$4,010	\$4,215	\$205	5.1%
Public Works	\$384	\$499	\$115	29.9%
Transit Services	\$239	\$172	(\$67)	-28.0%
Waste Management	\$0	\$98	\$98	N/A
General Government	\$48	\$87	\$39	81.3%
Roads And Related	\$1,021	\$1,631	\$610	59.7%
TOTAL CHARGE	\$7,331	\$8,431	\$1,100	15.0%

TABLE 8

**CITY OF WOODSTOCK
COMPARISON OF CURRENT AND CALCULATED
NON-INDUSTRIAL DEVELOPMENT CHARGES**

Service	Non-Industrial (\$/Square Metre)			
	Current Non-Residential Charge	Calculated Non-Residential Charge	Difference in Charge	
Library Services	\$0.00	\$0.00	\$0.00	0.0%
Fire Protection	\$1.29	\$1.67	\$0.38	29.5%
Police Protection	\$1.83	\$2.67	\$0.84	45.9%
Parks And Recreation	\$0.00	\$0.00	\$0.00	0.0%
Public Works	\$1.29	\$2.02	\$0.73	56.6%
Transit Services	\$0.97	\$0.70	(\$0.27)	-27.8%
Waste Management	\$0.00	\$0.76	\$0.76	N/A
General Government	\$0.22	\$0.36	\$0.14	63.6%
Roads And Related	\$6.24	\$11.33	\$5.09	81.6%
TOTAL CHARGE	\$11.84	\$19.51	\$7.67	64.8%

VII LONG-TERM CAPITAL AND OPERATING COSTS

This section provides a brief examination of the long-term capital and operating costs for the capital facilities and infrastructure to be included in the development charges by-law. This examination is required as one of the features of the *DCA*.

A. NET OPERATING COSTS FOR THE CITY'S SERVICES ESTIMATED TO INCREASE OVER THE FORECAST PERIOD

Table 9 summarizes the estimated increase in net operating costs that the City will experience for additions associated with the planned capital program. These estimates are based on historical average costs. (additional details are included in Appendix D).

As shown in Table 9, by 2027, the City's net operating costs for tax-supported services are estimated to increase by \$3.60 million. The most significant portion of this increase relates to the expansion of the library. The new parks and recreation facilities and roads construction are also projected to impact on the annual operating budget.

B. LONG-TERM CAPITAL FINANCING FROM NON-DEVELOPMENT CHARGE SOURCES TOTALS \$11.07 MILLION

Table 9 also summarizes the components of the development-related capital program that will require funding from non-development charges sources. Of the \$42.54 million net capital program, about \$11.07 million will need to be financed from non-development charges sources over the next ten years. This includes about \$1.92 million with respect to the ten per cent discount required by the *DCA* for general services and about \$9.16 million for shares of projects related to capital replacement and for non-growth shares of projects that provide benefit to the existing community. In addition, \$6.32 million in interim financing may be required for projects related to growth in the post-2027 period. It is likely that most of these monies could be recovered from future development charges as the by-laws are revisited at least every five years.

TABLE 9

**CITY OF WOODSTOCK
SUMMARY OF LONG TERM CAPITAL AND
OPERATING COST IMPACTS OF THE DC CAPITAL FORECAST¹
(in thousands of constant dollars)**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Net Operating Impacts (1)											
Library Services	\$0.0	\$0.0	\$0.0	\$0.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0
Fire Protection	\$128.7	\$134.7	\$134.7	\$134.7	\$183.4	\$183.4	\$183.4	\$183.4	\$183.4	\$183.4	\$183.4
Police Protection	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Parks And Recreation	\$39.0	\$82.2	\$215.7	\$239.6	\$299.6	\$879.6	\$879.6	\$879.6	\$879.6	\$879.6	\$879.6
Public Works	\$0.0	\$120.4	\$120.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4
Transit Services	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0
Waste Management	\$7.8	\$10.7	\$13.5	\$16.3	\$19.2	\$22.0	\$24.8	\$27.7	\$30.5	\$33.4	\$33.4
Roads and Related	\$70.5	\$142.0	\$214.5	\$288.5	\$352.3	\$416.8	\$482.3	\$548.8	\$616.0	\$670.8	\$670.8
NET OPERATING IMPACTS	\$246.0	\$490.0	\$698.8	\$849.6	\$2,624.9	\$3,332.2	\$3,400.6	\$3,469.9	\$3,540.0	\$3,597.6	n/a
Long-term Capital Impact (1)											
Total Net Cost	\$2,890.2	\$7,148.2	\$5,142.2	\$2,609.7	\$6,374.0	\$16,952.2	\$542.2	\$542.2	\$410.6	\$443.1	\$43,054.5
Net Cost From Development Charges	\$1,455.2	\$2,685.5	\$3,691.8	\$1,838.3	\$3,890.2	\$7,148.6	\$370.1	\$295.3	\$65.8	\$95.1	\$21,535.9
Prior Growth Share from DC Reserve Balances (2)	\$1,097.5	\$1,613.3	\$734.2	\$56.0	\$589.0	\$6.4	\$6.4	\$6.4	\$6.4	\$6.4	\$4,122.3
Portion for Post-2027 Development (3)	\$0.0	\$2,182.5	\$30.0	\$500.0	\$594.0	\$2,223.2	\$90.6	\$165.5	\$267.9	\$267.9	\$6,321.5
Funding From Non-DC Sources											
Discount Portion	\$109.1	\$97.9	\$236.1	\$52.6	\$438.7	\$946.8	\$10.9	\$10.9	\$6.4	\$9.6	\$1,919.3
Replacement	\$228.4	\$569.0	\$450.1	\$162.7	\$862.1	\$6,627.1	\$64.1	\$64.1	\$64.1	\$64.1	\$9,155.6
FUNDING FROM NON-DC SOURCES	\$337.5	\$666.9	\$686.2	\$215.3	\$1,300.8	\$7,573.9	\$75.0	\$75.0	\$70.5	\$73.7	\$11,074.9
TOTAL NET OPERATING & CAPITAL IMPACTS	\$583.6	\$1,156.9	\$1,385.0	\$1,064.9	\$3,925.7	\$10,906.1	\$3,475.6	\$3,544.9	\$3,610.4	\$3,671.3	n/a

Notes:

(1) See Appendix D

(2) Existing development charge reserve fund balances collected from growth prior to 2018 are applied to fund initial projects in development-related capital forecast

(3) Post 2027 development-related net capital costs may be eligible for development charge funding in future DC by-laws

VIII ASSET MANAGEMENT PLAN

The *Development Charges Act* was amended in late 2015 and, effective January 1st 2016, municipalities are required to complete an Asset Management Plan before the passing of a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life cycle.

A. ANNUAL CAPITAL PROVISIONS WILL REACH \$742,000 BY 2028

Table 10 summarizes the annual capital provisions required to replace the capital infrastructure proposed to be funded under the development charges by-law. This estimate is based on information obtained through discussions with municipal staff regarding useful life assumptions and the capital cost of acquiring and/or emplacing each asset.

Table 10 illustrates that, by 2028, the City will need to fund an additional \$742,000 per annum in order to properly fund the full life cycle costs of the new assets supported under this development charges by-law. The calculated life cycle funding requirement of \$742,000 equates to approximately 1.2 per cent of the City's 2016 total own source revenues of \$61.23 million.

The calculated annual funding provision should be considered within the context of the City's projected growth; over the next 10 years (to 2027) the City is projecting an increase of approximately 2,680 total occupied dwellings units as well as roughly 3,435 new employees. This growth will have the effect of increasing the overall assessment base to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the development charges by-law.

The calculated annual provisions identified are considered to be financially sustainable as it is expected that the increased capital asset management requirements can be absorbed by the tax and user base over the long-term.

B. TRANSIT ASSET MANAGEMENT IN THE CITY

The City of Woodstock currently operates six transit routes serviced by 11 conventional buses and two paratransit vehicles. In addition, the transit system

includes 30 shelters (see Appendix B.6). The City aims to maintain the transit fleet in state of good repair through regular maintenance and inspections to achieve public transit safety and reliability standards.

The City is currently planning to add a new transit route in 2021, and one additional conventional transit bus in 2023. The service increase is reflected in the Transit capital program. The full cost of the growth related capital program for Transit is \$779,500 (see Appendix B.6).

The additional bus is expected to have a yearly net operating impact of \$48,000 per year by 2028 (see Appendix D). In addition, by 2028 the City will be required to contribute an additional \$33,000 in both DC and Non DC related funds for future replacement of the growth-related capital in this study (Table 10).

The City dedicates Gas Tax funding to transit on a yearly basis. The City also ensures that the transit system will be financially sustainable through yearly capital and operating budget reviews.

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TABLE 10

CITY OF WOODSTOCK
CALCULATED ANNUAL PROVISION BY 2028

Service	2018-2027 Capital Program		Calculated AMP Annual Provision by 2028	
	DC Recoverable	Non-DC Funded	DC Related	Non-DC Related
Library Services	\$ 1,460,000	\$ 6,731,000	\$ 88,000	\$ 160,000
Fire Protection Services	\$ 1,248,000	\$ 509,000	\$ 24,000	\$ 24,000
Police Protection Services	\$ 1,487,000	\$ 511,000	\$ -	\$ -
Parks and Recreation	\$ 9,490,000	\$ 13,094,000	\$ 377,000	\$ 211,000
Public Works	\$ 1,480,000	\$ 2,529,000	\$ 43,000	\$ 76,000
Transit Services	\$ 580,000	\$ 20,000	\$ 22,000	\$ 11,000
Waste Management	\$ 169,000	\$ 498,000	\$ 5,000	\$ -
Roads & Related	\$ 5,346,000	\$ 4,100,000	\$ 183,000	\$ 105,000
Total 2028 Provision	\$ 21,260,000	\$ 27,992,000	\$ 742,000	\$ 587,000

IX DEVELOPMENT CHARGES ADMINISTRATION

A. DEVELOPMENT CHARGE ADMINISTRATION

Many of the administrative requirements of the *DCA* will be similar to those presently followed by the City in terms of collection practices. In this regard:

- As required under the *DCA*, the City should codify any rules regarding the application of the by-laws and any exemptions within the development charges by-law proposed for adoption;
- The proposed draft by-law (available under separate cover) sets out the rules to determine development charges applicable in any particular case. Rules for exemptions, potential reductions, and redevelopment of land are also outlined in the proposed draft by-law;
- It is recommended that limited exemptions, other than those required in the *DCA* be formally adopted in the by-laws; and
- It is recommended that Council adopt the development-related capital program included in this background study, subject to annual review through the City's normal capital budget process.

APPENDIX A

DEVELOPMENT FORECAST

APPENDIX A

DEVELOPMENT FORECAST

This appendix provides the details of the development forecast used in the preparation of the 2018 Development Charges Background Study for the City of Woodstock. The forecast method and key assumptions are discussed. The results of the forecasts are presented in the following ten tables:

Historical Development

Table 1	Historical Population, Occupied Dwellings & Employment
Table 2	Historical Housing Activity
Table 3	Historical Residential Building Permits
Table 4	Historical Households by Period of Construction Showing Household Size
Table 5	Historical Place of Work Employment

Forecast Development

Table 6	Forecast Population, Household & Employment Growth Summary
Table 7	Forecast of Occupied Households by Unit Type
Table 8	Forecast Growth in Households by Unit Type
Table 9	Forecast Population in New Households by Unit Type
Table 10	Non-Residential Space Forecast

The population, housing and employment forecasts are for the entire City. The forecast takes into consideration data from the 2016 Census, recent housing completions, the City's historical building permit data, as well as forecasts prepared for the County as part of the Population, Household and Employment Forecasts and Employment Lands Study in 2014. The results of the forecasts used in this study are provided in a series of tables.

A. FORECAST AND KEY ASSUMPTIONS

The *Development Charges Act (DCA)* requires the City to estimate “the anticipated amount, type and location of development” for which development charges may be imposed. The development forecast must cover both residential and non-residential development and be specific enough with regards to quantum, type, location and timing of development to allow the City to prepare a reasonable development-related capital program.

The forecast is based on census years and is translated into the time periods required for DC purposes, generally pro-rating the census periods to the DC time period. A ten-year development forecast, from 2018 to 2027, has been used for all the development charge eligible services in the City.

B. HISTORICAL DEVELOPMENT IN THE CITY OF WOODSTOCK

Historical growth and development figures presented here are based on Statistics Canada Census data and municipal building permit data. A “Census-based” definition of population is used for the purpose of the development charges study. This definition does not include the Census net undercoverage, which is typically included in the definition of “total” population commonly used in municipal planning documents. For development charges purposes, a ten-year historical period of 2008 to 2017 is used for calculating historical service levels.

The City of Woodstock has experienced significant population growth over the last ten years, and in particular during the most recent Census period of 2011 to 2016. Household growth has also been strong. As shown in Table 1, the City’s population increased from approximately 36,200 people in 2007 to an estimated 41,296 in 2017. This represents an increase of 14 per cent. The number of private occupied dwelling units in the City also increased during the ten-year historical period from approximately 14,659 to 17,426 private occupied households in 2017 – a 19 per cent increase. The difference between the rates of population and occupied dwelling unit growth is the result of a decline in the average number of persons residing in housing units.

Historical employment figures are also shown in Table 1 and are based on Statistics Canada place of work data. Place of work data records where people work rather than the place of residence. The employment figures used for development charge calculations include workers with no fixed place of work, but exclude *work at home* employment. Overall, the City’s employment growth has increased over the last ten years from approximately 19,753 in 2007 to 25,082 employees in 2017, this represents an increase of 27 per cent. The City’s activity rate (the ratio of employment to population) has increased over this period, from 55 per cent in 2007 to nearly 61 per cent in 2017.

Details on historical housing unit growth in the City are provided in Table 2, Historic Housing Activity, and Table 3, Historical Residential Building Permits. This information is sourced from CMHC housing market information and Statistics

Canada building permit data, respectively. Overall, the dominant type of new housing in Woodstock constructed since 2007 has been single- and semi-detached housing.

Table 4 provides details on historical occupancy patterns in the City. The overall average occupancy level in Woodstock for all units is 2.33 persons per housing unit (PPU). Occupancy levels for recently constructed units, between 2006 and 2016 are higher than the overall average and are generally used in the development charges calculation since they better reflect the number of people that are likely to reside in new development. For singles and semis, the 2011-2016 average PPU of 2.90 is used in the development charges calculation as a large sample size of data is available for these recently constructed units. For rows, as relatively few units were constructed over recent census periods the overall average PPU of 2.30 is used. Finally, the development charges calculation for apartments uses the 2006-2016 PPU of 1.53.

Table 5 summarizes the growth in place of work employment in the City of Woodstock between 2006 and 2017 by employment category. In recent years the City has experienced slowing growth in the population-related sector, which includes retail and institutional employment. This is balanced by rapid growth in the employment land (industrial) sector over the past decade, and particularly over the 2011-2016 census period. Although displayed in the table, work at home employment is not included in the development charges study calculations since the increased need for services associated with these employees is accounted for within the residential forecast.

C. FORECAST RESULTS

Development charges are levied on residential development as a charge per new unit and on non-residential development as a charge per unit of gross floor area (GFA).

1. Residential Development Forecast

The residential development forecast is based on forecasts of population and households. The population and household growth determines the need for additional facilities and provides the foundation for the development-related capital program. Table 6 summarizes the population and household growth forecast. The table shows that the City's net population (or Census population) is forecast to increase by 4,304 people over the ten-year planning period. The number of occupied dwellings will increase by 2,683 over the ten-year period.

In addition to the net population forecast, a forecast of “population in new units” that will result from the addition of new housing units has also been developed (Tables 7, 8 and 9). As discussed above, population growth in new units is estimated by applying the following PPU’s to the housing unit forecast: 2.90 for single and semi-detached units; 2.30 for rows and other multiples; and 1.53 for apartments. The forecasted persons in newly constructed units are based upon the historical time series of population growth in housing according to recent census information. In total, 6,681 is the forecasted population in new dwelling units over the ten-year planning period.

2. Non-Residential Development Forecast

Non-residential development charges are calculated on a per unit of gross floor area (GFA) basis. Therefore, as per the *DCA*, a forecast of non-residential building space has been developed. As with the residential forecast, a ten-year development forecast, from mid-year 2018 to mid-year 2027, has been used for all the development charge eligible services in the City.

Employment densities have been used to convert the employment forecast into building space estimates. The following densities, by employment type, have been utilized in this study:

Population-Related: 45.0 square metres per employee
 Employment Land: 110.0 square metres per employee

Population-related employment represents business that would generally serve the population such as commercial, retail and institutional employment. Employment land employment typically represents industrial employment.

The GFA forecasts are provided in Table 10 and show total GFA growth is forecast at 294,163 square metres over the ten-year period with accompanying employment growth of 3,435.

D. CONSIDERATION FOR AREA-RATED SERVICES

In accordance with the recent changes to s.10(2) of the *DCA*, a development charge background study must give consideration for “*the use of more than one development charge by-law to reflect different needs for services in different areas*”. Following consultation with City staff, and in review of the City’s relevant plans and documents, it was determined that a municipal-wide approach continues to be most appropriate for the nature of the works and services provided in Woodstock, and as such, only a City-wide charge has been calculated.

**APPENDIX A - TABLE 1
CITY OF WOODSTOCK
HISTORICAL POPULATION, OCCUPIED DWELLINGS & EMPLOYMENT**

Mid-Year	Census Population	Annual Growth	Occupied Households	Annual Growth	Av. Household Size (PPU)	Place of Work Employment	Annual Growth	Activity Rate
2001	33,269		13,743		2.42	17,130		
2002	33,765	496	13,874	131	2.43	17,525	395	51.9%
2003	34,268	503	14,006	132	2.45	17,929	404	52.3%
2004	34,778	510	14,139	133	2.46	18,343	414	52.7%
2005	35,296	518	14,274	135	2.47	18,766	423	53.2%
2006	35,822	526	14,410	136	2.49	19,199	433	53.6%
2007	36,200	378	14,659	249	2.47	19,753	554	54.6%
2008	36,582	382	14,913	254	2.45	20,323	570	55.6%
2009	36,968	386	15,171	258	2.44	20,910	587	56.6%
2010	37,358	390	15,433	262	2.42	21,513	603	57.6%
2011	37,754	396	15,700	267	2.40	22,134	621	58.6%
2012	38,364	610	15,980	280	2.40	22,625	491	59.0%
2013	38,983	619	16,264	284	2.40	23,132	507	59.3%
2014	39,612	629	16,554	290	2.39	23,657	525	59.7%
2015	40,252	640	16,850	296	2.39	24,200	543	60.1%
2016	40,902	650	17,150	300	2.38	24,761	561	60.5%
2017	41,296	394	17,426	276	2.37	25,082	321	60.7%
<i>Growth 2008-2017</i>		5,096		2,767			5,329	

Source: Statistics Canada, Census of Canada,

Note: Activity Rate represents the ratio between total employment and Census population.

Note: Census Population does not include Census net undercoverage of roughly 2.4%.

**APPENDIX A - TABLE 2
CITY OF WOODSTOCK
HISTORICAL HOUSING ACTIVITY - UNITS**

Year	CMHC Annual Housing Completions				Shares by Unit Type			
	Singles/Semis	Rows	Apts.	Total	Singles/Semis	Rows	Apts.	Total
2006	133	66	216	415	32%	16%	52%	100%
2007	120	27	0	147	82%	18%	0%	100%
2008	145	14	0	159	91%	9%	0%	100%
2009	132	46	163	341	39%	13%	48%	100%
2010	225	0	43	268	84%	0%	16%	100%
2011	148	30	0	178	83%	17%	0%	100%
2012	181	51	4	236	77%	22%	2%	100%
2013	164	18	0	182	90%	10%	0%	100%
2014	189	11	8	208	91%	5%	4%	100%
2015	99	51	0	150	66%	34%	0%	100%
2016	268	15	12	295	91%	5%	4%	100%
2017	155	51	225	431	36%	12%	52%	100%
<i>Growth 2008 - 2017</i>	<i>1,706</i>	<i>287</i>	<i>455</i>	<i>2,448</i>	<i>70%</i>	<i>12%</i>	<i>19%</i>	<i>100%</i>

Source: Canada Mortgage and Housing Corporation (CMHC), Housing Market Information

**APPENDIX A - TABLE 3
CITY OF WOODSTOCK
HISTORICAL RESIDENTIAL BUILDING PERMITS**

Year	Building Permits				Shares by Unit Type			
	Singles/Semis	Rows	Apts.	Total	Singles/Semis	Rows	Apts.	Total
2006	143	31	151	325	44%	10%	46%	100%
2007	190	69	11	270	70%	26%	4%	100%
2008	163	56	130	349	47%	16%	37%	100%
2009	165	0	43	208	79%	0%	21%	100%
2010	210	26	46	282	74%	9%	16%	100%
2011	160	26	0	186	86%	14%	0%	100%
2012	176	81	208	465	38%	17%	45%	100%
2013	177	20	12	209	85%	10%	6%	100%
2014	166	34	53	253	66%	13%	21%	100%
2015	236	85	258	579	41%	15%	45%	100%
2016	234	107	46	387	60%	28%	12%	100%
2017	241	64	10	315	77%	20%	3%	100%
<i>Growth 2008 - 2017</i>	<i>1,928</i>	<i>499</i>	<i>806</i>	<i>3,233</i>	<i>60%</i>	<i>15%</i>	<i>25%</i>	<i>100%</i>

Source: Stats Can, Building Permit Data

APPENDIX A - TABLE 4
CITY OF WOODSTOCK
HISTORICAL HOUSEHOLDS BY PERIOD OF CONSTRUCTION SHOWING HOUSEHOLD SIZE

Dwelling Unit Type	Period of Construction										Period of Construction Summary		
	Pre 1945	1946-1960	1961-1970	1971-1980	1981-1990	1991-1995	1996-2000	2001-2005	2006-2010	2011-2016	Pre 2006	2006-2016	Total
Singles & Semis													
Household Population	4,645	4,540	3,530	3,710	2,555	1,605	1,670	1,965	2,840	2,540	24,220	5,380	29,600
Households	1,910	2,060	1,430	1,350	925	570	600	675	905	875	9,520	1,780	11,300
Household Size	2.43	2.20	2.47	2.75	2.76	2.82	2.78	2.91	3.14	2.90	2.54	3.02	2.62
Rows													
Household Population	135	160	340	735	1,155	500	330	260	250	405	3,615	655	4,270
Households	50	70	130	295	460	240	130	155	140	185	1,530	325	1,855
Household Size	2.70	2.29	2.62	2.49	2.51	2.08	2.54	1.68	1.79	2.19	2.36	2.02	2.30
Apartments (no duplex)													
Household Population	825	535	655	830	700	425	275	335	540	195	4,580	735	5,315
Households	560	345	460	620	490	280	190	215	340	140	3,160	480	3,640
Household Size	1.47	1.55	1.42	1.34	1.43	1.52	1.45	1.56	1.59	1.39	1.45	1.53	1.46
Duplex													
Household Population	365	150	50	55	55	0	0	0	0	0	675	0	675
Households	155	75	40	25	25	10	0	0	10	0	330	10	340
Household Size	2.35	2.00	1.25	2.20	2.20	0.00	0.00	0.00	0.00	0.00	2.05	0	1.99
All Units													
Household Population	5,970	5,385	4,575	5,330	4,465	2,530	2,275	2,560	3,630	3,140	33,090	6,770	39,860
Households	2,675	2,550	2,060	2,290	1,900	1,100	920	1,045	1,395	1,200	14,540	2,595	17,135
Household Size	2.23	2.11	2.22	2.33	2.35	2.30	2.47	2.45	2.60	2.62	2.28	2.61	2.33

Source: Statistics Canada, 2016 Census Special Run.

APPENDIX A - TABLE 5
CITY OF WOODSTOCK
HISTORICAL PLACE OF WORK EMPLOYMENT

Year	Population Related	Annual Growth	Employment Land	Annual Growth	Total for DC Study	Annual Growth	Work at Home	Annual Growth	Total W/ Work At Home	Annual Growth
2006	8,117		11,082		19,199		755		19,954	
2007	8,316	199	11,437	355	19,753	554	783	28	20,536	582
2008	8,520	204	11,803	366	20,323	570	812	29	21,135	599
2009	8,728	208	12,181	378	20,909	586	842	30	21,751	616
2010	8,942	214	12,571	390	21,513	604	873	31	22,386	635
2011	9,160	218	12,974	403	22,134	621	905	32	23,039	653
2012	9,184	24	13,441	467	22,625	491	880	-25	23,505	466
2013	9,208	24	13,924	483	23,132	507	855	-25	23,987	482
2014	9,232	24	14,425	501	23,657	525	831	-24	24,488	501
2015	9,256	24	14,944	519	24,200	543	808	-23	25,008	520
2016	9,280	24	15,481	537	24,761	561	785	-23	25,546	538
2017	9,400	120	15,682	201	25,082	321	795	10	25,877	331
<i>Growth 2008 - 2017</i>		<i>1,084</i>		<i>4,245</i>		<i>5,329</i>				

**APPENDIX A - TABLE 6
CITY OF WOODSTOCK
FORECAST POPULATION, HOUSEHOLD & EMPLOYMENT GROWTH SUMMARY**

Mid-Year	Census Population	Annual Growth	Total Occupied Dwellings	Annual Growth	Av. Household Size (PPU)	Place of Work Employment	Annual Growth	Activity Rate
2016	40,902		17,150		2.38	24,761		60.5%
2017	41,296	394	17,426	276	2.37	25,082	321	60.7%
2018	41,694	398	17,708	282	2.35	25,407	325	60.9%
2019	42,096	402	17,994	286	2.34	25,736	329	61.1%
2020	42,501	405	18,284	290	2.32	26,069	333	61.3%
2021	42,910	409	18,580	296	2.31	26,405	337	61.5%
2022	43,355	445	18,835	255	2.30	26,766	361	61.7%
2023	43,804	449	19,093	258	2.29	27,131	365	61.9%
2024	44,258	454	19,355	262	2.29	27,500	370	62.1%
2025	44,717	459	19,621	266	2.28	27,875	375	62.3%
2026	45,180	463	19,890	269	2.27	28,254	379	62.5%
2027	45,600	420	20,109	219	2.27	28,517	263	62.5%
<i>Growth 2018-2027</i>		<i>4,304</i>		<i>2,683</i>			<i>3,435</i>	

**APPENDIX A - TABLE 7
CITY OF WOODSTOCK
FORECAST OF OCCUPIED HOUSEHOLDS BY UNIT TYPE**

Year	Occupied Households				Shares By Unit Type			
	Singles/Semis	Rows	Apartments	Total	Singles/Semis	Rows	Apartments	Total
2016	11,310	1,860	3,980	17,150	66%	11%	23%	100%
2017	11,473	1,909	4,044	17,426	66%	11%	23%	100%
2018	11,639	1,960	4,109	17,708	66%	11%	23%	100%
2019	11,807	2,012	4,175	17,994	66%	11%	23%	100%
2020	11,977	2,065	4,242	18,284	66%	11%	23%	100%
2021	12,150	2,120	4,310	18,580	65%	11%	23%	100%
2022	12,306	2,164	4,365	18,835	65%	11%	23%	100%
2023	12,464	2,209	4,420	19,093	65%	12%	23%	100%
2024	12,624	2,255	4,476	19,355	65%	12%	23%	100%
2025	12,786	2,302	4,533	19,621	65%	12%	23%	100%
2026	12,950	2,350	4,590	19,890	65%	12%	23%	100%
2027	13,083	2,389	4,637	20,109	65%	12%	23%	100%

APPENDIX A - TABLE 8
CITY OF WOODSTOCK
FORECAST GROWTH IN HOUSEHOLDS BY UNIT TYPE

Year	Occupied Households				Shares By Unit Type			
	Singles/Semis	Rows	Apartments	Total	Singles/Semis	Rows	Apartments	Total
2016	160	35	105	300	53%	12%	35%	100%
2017	163	49	64	276	59%	18%	23%	100%
2018	166	51	65	282	59%	18%	23%	100%
2019	168	52	66	286	59%	18%	23%	100%
2020	170	53	67	290	59%	18%	23%	100%
2021	173	55	68	296	58%	19%	23%	100%
2022	156	44	55	255	61%	17%	22%	100%
2023	158	45	55	258	61%	17%	21%	100%
2024	160	46	56	262	61%	18%	21%	100%
2025	162	47	57	266	61%	18%	21%	100%
2026	164	48	57	269	61%	18%	21%	100%
2027	133	39	47	219	61%	18%	21%	100%
<i>Growth 2018-2027</i>	<i>1,610</i>	<i>480</i>	<i>593</i>	<i>2,683</i>	<i>60%</i>	<i>18%</i>	<i>22%</i>	<i>100%</i>

**APPENDIX A - TABLE 9
CITY OF WOODSTOCK
FORECAST POPULATION IN NEW HOUSEHOLDS BY UNIT TYPE**

Year	Average Household Size (PPU)				Population in New HH			
	Singles/Semis	Rows	Apartments	Total	Singles/Semis	Rows	Apartments	Total
2018	2.90	2.30	1.53	2.48	481	117	99	697
2019	2.90	2.30	1.53	2.47	487	120	101	708
2020	2.90	2.30	1.53	2.47	493	122	103	718
2021	2.90	2.30	1.53	2.47	502	127	104	733
2022	2.90	2.30	1.53	2.50	452	101	84	637
2023	2.90	2.30	1.53	2.50	458	104	84	646
2024	2.90	2.30	1.53	2.50	464	106	86	656
2025	2.90	2.30	1.53	2.50	470	108	87	665
2026	2.90	2.30	1.53	2.50	476	110	87	673
2027	2.90	2.30	1.53	2.50	386	90	72	548
2018-2027	2.90	2.30	1.53	2.49	4,669	1,105	907	6,681

APPENDIX A - TABLE 10
CITY OF WOODSTOCK
NON-RESIDENTIAL SPACE FORECAST

Employment Density

Commercial/Population-Related Employment 45.0 m² per employee
Work at Home Employment - m² per employee
Industrial Employment 110.0 m² per employee

Mid-Year	Commercial/Population Related Employment			Employment Land			Total for DC Study			Work at Home Employment			Total With Work at Home Employment		
	Employees	Emp Growth	Space (m ²)	Total Emp	Empl Growth	Space (m ²)	Total Emp	Empl Growth	Space (m ²)	Employees	Empl Growth	Space (m ²)	Employees	Empl Growth	Space (m ²)
2016	9,280			15,481			24,761			785			25,546		
2017	9,400	120		15,682	201		25,082	321		795	10		25,877	331	
2018	9,522	122	5,483	15,885	203	22,360	25,407	325	27,843	805	10	0	26,212	335	27,843
2019	9,645	123	5,551	16,091	206	22,638	25,736	329	28,189	815	10	0	26,551	339	28,189
2020	9,770	125	5,609	16,299	208	22,875	26,069	333	28,484	826	11	0	26,895	344	28,484
2021	9,896	126	5,678	16,509	211	23,155	26,405	337	28,833	837	11	0	27,243	348	28,833
2022	10,031	135	6,081	16,735	225	24,796	26,766	361	30,877	849	12	0	27,615	372	30,877
2023	10,168	137	6,152	16,963	228	25,089	27,131	365	31,241	861	12	0	27,992	377	31,241
2024	10,307	139	6,235	17,194	231	25,426	27,500	370	31,661	873	12	0	28,373	382	31,661
2025	10,447	140	6,318	17,428	234	25,766	27,875	375	32,084	885	12	0	28,760	387	32,084
2026	10,589	142	6,392	17,665	237	26,064	28,254	379	32,456	896	11	0	29,150	390	32,456
2027	10,688	98	4,430	17,829	164	18,064	28,517	263	22,494	904	8	0	29,421	271	22,494
2018-2027		1,287	57,930		2,148	236,233		3,435	294,163		109	0		3,544	294,163

Source: Hemson Consulting Ltd.

APPENDIX B

***GENERAL AND ROADS AND RELATED SERVICES
TECHNICAL APPENDIX***

APPENDIX B

GENERAL AND ROADS AND RELATED TECHNICAL APPENDIX

INTRODUCTION AND OVERVIEW

The following appendix provides the detailed analysis undertaken to establish the development charge rates for each of the services in the City of Woodstock. Nine services have been analysed as part of the development charges study:

Appendix B.1	Library Services
Appendix B.2	Fire Protection
Appendix B.3	Police Protection
Appendix B.4	Parks and Recreation
Appendix B.5	Public Works
Appendix B.6	Transit Services
Appendix B.7	Waste Management
Appendix B.8	General Government
Appendix B.9	Roads and Related

Every service, with the exception of General Government, contains a set of three tables. The tables provide the background data and analysis undertaken to arrive at the calculated development charge rates for that particular service. An overview of the content and purpose of each of the tables is given below.

TABLE 1 HISTORIC SERVICE LEVELS

Table 1 presents the data used to determine the ten-year historic service level. The *DCA* and *O. Reg. 82/98* require that development charges be set at a level no higher than the average service level provided in the City over the ten-year period immediately preceding the preparation of the background study, on a service-by-service basis. For the purpose of this study, the historic inventory period has been defined as 2008 to 2017.

O. Reg. 82/98 requires that when defining and determining historic service levels both the quantity and quality of service be taken into consideration. In most cases, the service levels are initially established in quantitative terms. For example, service

levels for buildings are presented in terms of square feet. The qualitative aspect is introduced by considering the monetary value of the facility or service. In the case of buildings, for example, the cost would be shown in terms of cost per square foot to replace or construct a facility of the same quality. This approach helps to ensure that the development-related capital facilities that are to be funded by new growth reflect not only the quantity (number and size) but also the quality (replacement value or cost) of service provided by the City in the past. Both the quantitative and qualitative aspects of service levels used in the current analysis are based on information provided by municipal staff. This information is generally based on historical records and experience with costs to acquire or construct similar facilities, equipment and infrastructure.

The final page of Table 1 shows the calculation of the “maximum allowable”, net of uncommitted excess capacity and the legislated 10 per cent reduction (for all applicable services). The maximum allowable is defined as the 10-year historic service level (expressed as either \$/capita or \$/population & employment) multiplied by the forecast increase in net population, or net population and employment growth, over the planning period. The resulting figure is the value of capital infrastructure that must be constructed for that particular service so that the ten-year historic service level is maintained.

There is also a requirement in the *DCA* to consider “excess capacity” within the City’s existing infrastructure that may be available to partially meet future servicing requirements. If Council has expressed its intent before or at the time the capacity was created to recoup the cost of providing the capacity from new development, it is considered “committed excess capacity” under the *DCA*, and the associated capital cost is eligible for recovery. Should uncommitted excess capacity exist, it is determined whether or not this capacity will be available to service new development and, if so, deductions to maximum allowable funding envelope are required.

**TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM &
CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGE**

The *DCA* requires that Council express its intent to provide future capital facilities to support future growth. Based on the development forecasts presented in Appendix A, Hemson Consulting in collaboration with City staff has developed a development-related capital program, which sets out the projects required to service anticipated growth for the ten-year period from 2018 to 2027.

To determine the share of the program that is eligible for recovery through development charges, the project costs are reduced by any anticipated grants, “replacement” shares and the legislated “10 per cent reduction” for any eligible services.

A replacement share occurs when a new facility will, at least in part, replace a facility that is demolished, redeployed or will otherwise not be available to serve its former function. The replacement share of the capital program is not deemed to be development-related and is therefore removed from the development charge calculation. The capital cost for replacement will require funding from non-development charge sources, typically property taxes or user fees.

When calculating development charges, the development-related net capital cost must be reduced by 10 per cent for all services except protection services, transit services, and engineered services (*DCA* s.5.(1)8.). The 10 per cent discount is therefore applied to all general services considered in this appendix with the exception of Fire, Police, Public Works, Transit and Roads. As with replacement shares, the 10 per cent mandatory reduction must be funded from non-development charge sources.

The capital program less any replacement or benefit to existing shares, 10 per cent discount, yields the development related costs. Although deemed development-related, not all of the net development-related capital program may be recoverable from development charges in the period from 2018 to 2027. For some of the services, a portion of the capital program will service growth that will not occur until after 2027. This portion of the capital program is either deemed “pre-built” service capacity to be considered as committed excess capacity to be recovered under future development, or is a service level increase.

The remaining portion of the net capital program represents the development-related cost that may be included in the development charge. In all cases, as required, this amount is equal to or less than the maximum allowable capital amount as calculated on the final page of Table 1. The result is the discounted development-related net capital cost that is eligible for recovery against development over the period from 2018 to 2027.

Calculation of the Unadjusted Development Charge Rates

The section below the capital program displays the calculation of the “unadjusted” development charge rates. The term “unadjusted” development charge is used to

distinguish the charge that is calculated prior to cash flow financing considerations. The cash flow analysis is shown in Table 3.

The first step when determining the unadjusted development charge rate is to allocate the development-related net capital cost between the residential and non-residential sectors. For all general services with the exception of Library Services and Parks and Recreation, the development-related costs have been apportioned as 66 per cent residential and 34 per cent non-residential. This apportionment is based on the anticipated shares of population in new units and employment growth over the ten-year forecast period.

The development-related costs associated with Waste Management have been apportioned allocation 84 per cent to the residential sector and 16 per cent to the non-residential, non-industrial sector. The need for Waste Management services is generally driven by residential development and development associated with commercial or population-related employment.

The development-related costs associated with the Library Services and Parks and Recreation have been allocated 100 per cent to the residential sector because the need for these services is generally driven by residential development.

The residential share of the 2018-2027 DC eligible costs are then divided by the forecast population growth in new units. This gives the unadjusted residential development charge per capita. The non-residential development-related net capital costs are divided by the forecast increase in non-residential gross floor area (GFA). This yields a charge per square metre of new non-residential GFA.

TABLE 3 CASH FLOW ANALYSIS

A cash flow analysis is also undertaken to account for the timing of projects and receipt of development charges. Interest earnings or borrowing costs are accounted for in the calculation as allowed under the *DCA*. Based on the growth forecast, the analysis calculates the development charges rate that is required to finance the net development-related capital spending plan including provisions for any borrowing costs or interest earnings on the reserve funds. The cash flow analysis is designed so that the closing cash balance at the end of the planning period is as close to nil as possible.

In order to determine appropriate development charges rates reflecting borrowing and earnings necessary to support the net development-related funding requirement,

assumptions are used for the inflation rate and interest rate. An inflation rate of 2.0 per cent is used for the funding requirements, an interest rate of 3.5 per cent is used for positive opening balances, and a rate of 5.5 per cent is used for negative opening balances.

Table 3 displays the results of the cash flow analysis and provides the adjusted or final per capita residential and per square metre (of GFA) non-residential development charges.

APPENDIX B.1

LIBRARY SERVICES

APPENDIX B.1

LIBRARY SERVICES

The City of Woodstock provides Library Services through the main library branch on Hunter Street. The library offers a wide array of adult and children's services, library programs and room rentals. The main branch has a variety of collection materials available for the community's use.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

Table 1 displays the Library's ten-year historic inventory for buildings, land, materials, and furniture and equipment (excluding computer equipment). The building space amounts to 23,606 square feet, which is valued at \$8.90 million. The library buildings occupy approximately 0.24 hectares of land worth \$240,000. The collection materials are valued at \$4.79 million and furniture and equipment associated with the branch is valued at \$619,800.

The 2017 full replacement value of the inventory of capital assets amounts to \$14.55 million and the ten-year historic average service level is \$376.92 per capita.

The historic service level multiplied by the ten-year forecast of net population growth results in a ten-year maximum allowable funding envelope of \$1.62 million (4,304 net population growth X historic service level of \$376.92/capita). No excess capacity has been identified for this service.

Library services must be reduced by ten per cent as required under the *DCA*. The resulting net maximum allowable funding envelope brought forward to the development charges calculation is reduced to \$1.46 million.

TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGE

The Library Services anticipates adding new library space for a total gross cost of \$7.64 million. This project involves undertaking a feasibility study for \$100,000 in 2018, and the construction of 20,000 square feet of additional space at a cost of \$7.54 million in 2022.

The balance of the Library Services capital program includes a provision of \$551,213 to cover the cost of acquiring new materials over the ten-year planning period while maintaining the average historic service level.

The total gross cost of the Library Services DC capital program is \$8.19 million. It was assumed that approximately two thirds of the library expansion construction costs would be funded through grants, and as such, the net cost of the capital program to the municipality is calculated at \$3.16 million. No shares of the projects are deemed to be a replacement as they are net additions to the current Library's service level. As required by the *DCA*, a 10 per cent reduction has been applied to the new projects, and these shares amount to \$316,455. The net municipal cost of this program is then netted down to \$2.85 million, which is deemed to be DC eligible. The funds that are available in the DC reserves amount to \$871,031, and are used to help offset the cost of the program. Finally, a share of \$517,024 is deemed to be of post-period benefit and it will be examined for recovery in the next DC by-law update, subject to service level restrictions.

The remaining \$1.46 million is related to growth between 2018 and 2027, which is allocated entirely against future residential development in the City of Woodstock. This results in an unadjusted development charge of \$218.54 per capita.

TABLE 3 CASH FLOW AND RESERVE FUND ANALYSIS

After cash flow, the residential calculated charge increases to \$227.02 per capita. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Library development charge:

LIBRARY SERVICES SUMMARY						
10-year Hist. Service Level per capita	2018 - 2027		Unadjusted		Adjusted	
	Development-Related Total	Capital Program Net DC Recoverable	Development Charge		Development Charge	
			\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$376.92	\$8,191,213	\$1,460,037	\$218.54	\$0.00	\$227.02	\$0.00

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APPENDIX B.1
TABLE 1 - PAGE 1

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
LIBRARY SERVICES

BUILDINGS Branch Name	# of Square Feet										UNIT COST (\$/sq.ft.)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Public Library (445 Hunter Street)	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	\$377
Total (sq.ft.)	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	23,606	
Total (\$000)	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	

LAND Branch Name	# of Hectares										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Public Library (445 Hunter Street)	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	\$1,000,000
Total (ha)	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	
Total (\$000)	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	

MATERIALS Type of Collection	# of Collection Materials										UNIT COST (\$/item)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Books	138,394	139,571	135,087	132,082	134,871	132,065	129,495	133,085	128,530	128,530	\$37
Periodicals	162	171	196	179	179	160	160	164	150	150	\$56
CD-ROM Software	89	88	77	-	-	-	-	-	-	-	\$48
Electronic Database Subscriptions	45	52	48	77	77	77	77	77	116	116	\$250
Total (#)	138,690	139,882	135,408	132,338	135,127	132,302	129,732	133,326	128,796	128,796	
Total (\$000)	\$5,145.2	\$5,190.9	\$5,024.9	\$4,916.3	\$5,019.5	\$4,914.6	\$4,819.5	\$4,952.6	\$4,793.0	\$4,793.0	

FURNITURE AND EQUIPMENT Branch Name	Total Value of Furniture and Equipment (\$)									
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Public Library (445 Hunter Street)	\$397,256	\$414,503	\$423,389	\$425,464	510,818	527,847	\$536,824	\$574,929	\$619,812	\$619,812
Total (\$000)	\$397.3	\$414.5	\$423.4	\$425.5	\$510.8	\$527.8	\$536.8	\$574.9	\$619.8	\$619.8

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APPENDIX B.1
TABLE 1 - PAGE 2

CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
LIBRARY SERVICES

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296

INVENTORY SUMMARY (\$000)

Buildings	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5	\$8,899.5
Land	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0	\$240.0
Materials	\$5,145.2	\$5,190.9	\$5,024.9	\$4,916.3	\$5,019.5	\$4,914.6	\$4,819.5	\$4,952.6	\$4,793.0	\$4,793.0
Furniture And Equipment	\$397.3	\$414.5	\$423.4	\$425.5	\$510.8	\$527.8	\$536.8	\$574.9	\$619.8	\$619.8
Total (\$000)	\$14,681.9	\$14,744.9	\$14,587.7	\$14,481.2	\$14,669.8	\$14,581.9	\$14,495.8	\$14,667.0	\$14,552.3	\$14,552.3

SERVICE LEVEL (\$/capita)											Average Service Level
Buildings	\$243.27	\$240.73	\$238.22	\$235.72	\$231.97	\$228.29	\$224.67	\$221.09	\$217.58	\$215.50	\$229.71
Land	\$6.56	\$6.49	\$6.42	\$6.36	\$6.26	\$6.16	\$6.06	\$5.96	\$5.87	\$5.81	\$6.19
Materials	\$140.65	\$140.42	\$134.51	\$130.22	\$130.84	\$126.07	\$121.67	\$123.04	\$117.18	\$116.06	\$128.07
Furniture And Equipment	\$10.86	\$11.21	\$11.33	\$11.27	\$13.32	\$13.54	\$13.55	\$14.28	\$15.15	\$15.01	\$12.95
Total (\$/capita)	\$401.34	\$398.86	\$390.49	\$383.57	\$382.38	\$374.06	\$365.94	\$364.38	\$355.78	\$352.39	\$376.92

CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
LIBRARY SERVICES

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2008 - 2017	\$376.92
Net Population Growth 2018 - 2027	4,304
Maximum Allowable Funding Envelope	\$1,622,264
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$162,226
Discounted Maximum Allowable Funding Envelope	\$1,460,037

Excess Capacity Calculation	
Total Value of Inventory in 2017	\$14,552,284
Inventory Using Average Service Level	\$15,565,288
Excess Capacity	\$0

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
LIBRARY SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	10% Reduction		Available DC Reserves	2018-2027	Post 2027
1.0 LIBRARY SERVICES										
1.1 Buildings, Land & Furnishings										
1.1.1 Library Expansion - Feasibility Study	2018	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 10,000	\$ 90,000	\$ 90,000	\$ -	\$ -
1.1.2 Library Expansion - Construction (20,000 sq.ft)	2022	\$ 7,540,000	\$ 5,026,667	\$ 2,513,333	\$ -	\$ 251,333	\$ 2,262,000	\$ 532,985	\$ 1,460,037	\$ 268,978
Subtotal Buildings, Land & Furnishings		\$ 7,640,000	\$ 5,026,667	\$ 2,613,333	\$ -	\$ 261,333	\$ 2,352,000	\$ 622,985	\$ 1,460,037	\$ 268,978
1.2 Material Acquisitions										
1.2.1 Additional Materials at Historic Service Levels	2018	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609	\$ 49,609	\$ -	\$ -
1.2.2 Additional Materials at Historic Service Levels	2019	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609	\$ 49,609	\$ -	\$ -
1.2.3 Additional Materials at Historic Service Levels	2020	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609	\$ 49,609	\$ -	\$ -
1.2.4 Additional Materials at Historic Service Levels	2021	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609	\$ 49,609	\$ -	\$ -
1.2.5 Additional Materials at Historic Service Levels	2022	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609	\$ 49,609	\$ -	\$ -
1.2.6 Additional Materials at Historic Service Levels	2023	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609		\$ -	\$ 49,609
1.2.7 Additional Materials at Historic Service Levels	2024	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609		\$ -	\$ 49,609
1.2.8 Additional Materials at Historic Service Levels	2025	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609		\$ -	\$ 49,609
1.2.9 Additional Materials at Historic Service Levels	2026	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609		\$ -	\$ 49,609
1.2.10 Additional Materials at Historic Service Levels	2027	\$ 55,121	\$ -	\$ 55,121	\$ -	\$ 5,512	\$ 49,609	\$ -	\$ -	\$ 49,609
Subtotal Material Acquisitions		\$ 551,213	\$ -	\$ 551,213	\$ -	\$ 55,121	\$ 496,092	\$ 248,046	\$ -	\$ 248,046
TOTAL LIBRARY SERVICES		\$ 8,191,213	\$ 5,026,667	\$ 3,164,547	\$ -	\$ 316,455	\$ 2,848,092	\$ 871,031	\$ 1,460,037	\$ 517,024

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	100%	\$1,460,037
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$218.54
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$0.00

2018 - 2027 Net Funding Envelope	\$1,460,037
Uncommitted Reserve Fund Balance Balance as at December 31, 2017	\$871,031

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APPENDIX B.1
TABLE 3

CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
LIBRARY SERVICES
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

LIBRARY SERVICES	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.0	\$161.0	\$333.4	\$517.7	\$715.5	(\$722.5)	(\$597.5)	(\$459.7)	(\$308.6)	(\$143.4)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Library Services: Non Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$1,460.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1,460.0
- Library Services: Inflated	\$0.0	\$0.0	\$0.0	\$0.0	\$1,580.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1,580.4
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$158.2	\$163.9	\$169.6	\$176.6	\$156.5	\$161.9	\$167.7	\$173.4	\$179.0	\$148.7	\$1,655.6
INTEREST											
- Interest on Opening Balance	\$0.0	\$5.6	\$11.7	\$18.1	\$25.0	(\$39.7)	(\$32.9)	(\$25.3)	(\$17.0)	(\$7.9)	(\$62.3)
- Interest on In-year Transactions	\$2.8	\$2.9	\$3.0	\$3.1	(\$39.2)	\$2.8	\$2.9	\$3.0	\$3.1	\$2.6	(\$12.9)
TOTAL REVENUE	\$161.0	\$172.4	\$184.2	\$197.8	\$142.4	\$125.0	\$137.8	\$151.2	\$165.2	\$143.4	\$1,580.4
CLOSING CASH BALANCE	\$161.0	\$333.4	\$517.7	\$715.5	(\$722.5)	(\$597.5)	(\$459.7)	(\$308.6)	(\$143.4)	\$0.0	

2018 Adjusted Charge Per Capita	\$227.02
--	-----------------

Allocation of Capital Program	
Residential Sector	100.0%
Non-Residential Sector	0.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.2

FIRE PROTECTION

APPENDIX B.2

FIRE PROTECTION

The Woodstock Fire Department currently operates two stations in providing fire services to the City. The Department is responsible for fire prevention, inspections, public education and training as well as fire suppression.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

The City of Woodstock Fire department operates from two station located on Parkinson Road and Vansittart Avenue. The combined area of the stations is 10,407 square feet and the buildings are valued at \$3.12 million. The land area associated with the buildings is approximately 1.65 hectares and is valued at \$462,500. Personal firefighting equipment, communications equipment, and other station equipment add another \$3.02 million to value of the inventory. Finally, the 16 vehicles associated with the stations have a replacement value of \$4.13 million.

The current replacement value of the Fire Protection capital infrastructure is \$10.74 million. It has provided the City with a ten-year average service level of \$161.26 per capita and employee. The calculated maximum allowable recoverable through development charges over the 2018 to 2027 planning period is \$1.25 million (7,739 population and employment growth X historic service level of \$161.26/capita & employee). The 2017 service level exceeds the ten-year average service level, and therefore notional excess capacity of approximately \$31,100 is identified. However, the notional excess capacity identified cannot be used to meet the capital requirements required by future development, and therefore, the associated capital cost is eligible for recovery and no reduction to the funding envelope is made.

TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGE

The City's Fire reserve fund is in a negative position of nearly \$85,000 and is included for recovery in this planning period. The Fire Protection capital program recovers for the remaining costs associated with the expansion of a fire station of \$850,000. It also includes a new training building/shelter in 2019 at a cost of \$450,000, and two new vehicles totaling \$365,000. One new fire fighter is anticipated to be hired in 2018, and the equipment for this fire fighter amounts to \$7,400.

In summary, the ten-year capital program for Fire Protection amounts to \$1.76 million. No grants, replacement shares or 10 per cent discount is identified for this service's capital program and as such, the entire program is deemed to be DC eligible.

However, a share of this program cannot be recovered through this by-law – about \$509,100 is deemed to be of post-period benefit and will be examined for recovery in the next DC by-law update, subject to service level restrictions.

The remaining \$1.25 million will be funded through development charges over the period 2018-2027 and has been included in the DC rate calculations. The ten-year development-related net capital cost is allocated 66 per cent, or \$824,200, against residential development, and 34 per cent, or \$423,800, against non-residential development. The allocation between residential and non-residential development is based on shares of ten-year growth in population in new units and employment. The resulting unadjusted development charge is \$123.37 per capita and \$1.44 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the residential charge increases to \$142.09 per capita and the non-residential charge increases to \$1.67 per square metre. The increase reflects the front-ended nature of the capital program.

The following table summarizes the calculation of the Fire Protection development charge.

FIRE PROTECTION SUMMARY						
10-year Hist.	2018 - 2027		Unadjusted		Adjusted	
Service Level per pop & emp	Development-Related Capital Program		Development Charge		Development Charge	
	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$161.26	\$1,757,053	\$1,247,976	\$123.37	\$1.44	\$142.09	\$1.67

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
FIRE PROTECTION

BUILDINGS Station Name	# of Square Feet										UNIT COST (\$/sq. ft.)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Station #1 - Headquarters (1203 Parkinson Rd)	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	6,472	\$300
Station #2 (251 Vansittart Avenue)	3,935	3,935	3,935	3,935	3,935	3,935	3,935	3,935	3,935	3,935	\$300
Total (sq.ft.)	10,407	10,407	10,407	10,407	10,407	10,407	10,407	10,407	10,407	10,407	
Total (\$000)	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	

LAND Station Name	# of Hectares										UNIT COST (\$/ha)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Station #1 - Headquarters (1203 Parkinson Rd)	1.22	1.22	1.22	1.22	1.22	1.22	1.22	1.22	1.22	1.22	\$150,000
Station #2 (251 Vansittart Avenue)	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	\$650,000
Total (ha)	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	
Total (\$000)	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	

FURNITURE & EQUIPMENT Station Name	Total Value of Furniture & Equipment (\$)										UNIT COST (\$/outfit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Equipment for Vehicles											
- Water Management Equipment	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	\$122,000	
- Extrication Equipment	\$188,000	\$188,000	\$194,000	\$214,000	\$214,000	\$214,000	\$214,000	\$214,000	\$214,000	\$214,000	
- Communications Equipment	\$340,000	\$340,000	\$340,000	\$446,000	\$552,000	\$552,000	\$552,000	\$740,000	\$1,300,000	\$1,300,000	
- Breathing Apparatus	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$250,000	\$250,000	\$270,000	\$270,000	\$285,000	
- Miscellaneous	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	\$138,000	
Thermal imaging cameras (3)	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	
Water Rescue Equipment	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	
Confined Space Equipment	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	
Dispatch Centre (Back-up 911 Dispatch - Parkinson Road)	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	
Emergency Operations Centre @ Parkinson Road Station	\$0	\$0	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	
VOIP Telephone System	\$53,000	\$53,000	\$53,000	\$53,000	\$53,000	\$53,000	\$53,000	\$53,000	\$53,000	\$53,000	
Back up Generator - Parkinson Road Station	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	
Air Filling Station	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	
Diesel Exhaust Filtration Equipment and CO monitoring-Parkinson St.	\$37,000	\$37,000	\$37,000	\$37,000	\$37,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	
Diesel Exhaust Filtration Equipment and CO monitoring-Van Ave St.	\$29,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	
Furnishing at Station #1	\$98,000	\$98,000	\$98,000	\$98,000	\$98,000	\$98,000	\$98,000	\$98,000	\$98,000	\$98,000	
Furnishing at Station #2	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	
Equipment for Firefighters											
- Number of Firefighters	48	48	48	48	48	48	48	48	48	48	\$3,700
Total (\$000)	\$2,017.6	\$2,024.6	\$2,057.6	\$2,183.6	\$2,289.6	\$2,241.6	\$2,241.6	\$2,449.6	\$3,009.6	\$3,024.6	

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APPENDIX B.2
TABLE 1 - PAGE 2

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
FIRE PROTECTION

VEHICLES Vehicle Type	# of Vehicles										UNIT COST (\$/vehicle)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
2002 ALF 1250 GPM Pumper/Rescue	1	1	1	1	1	1	1	1	1	1	1	\$500,000
2002 Ford F550 Rescue/CAFS	1	1	1	1	1	1	1	1	1	1	1	\$240,000
1991 Pierce/Superior 75' Telesquirt, 1250 GPM Pump	1	1	1	1	1	1	1	-	-	-	-	\$472,000
1991 Pierce/Superior 50' Telesquirt, 1050 GPM Pump	-	-	-	-	-	-	-	-	-	-	-	\$640,000
2014 Pierce Pumper	-	-	-	-	-	-	1	1	1	1	1	\$500,000
2006 ALF 1500 GPM, 92' Aerial Platform	1	1	1	1	1	1	1	1	1	1	1	\$1,300,000
2003 Chevrolet, 2500, 4X4 Pick up truck	1	1	1	1	-	-	-	-	-	-	-	\$35,000
2012 Dodge HD 3500 Pick up Truck	-	-	-	-	1	1	1	1	1	1	1	\$60,000
Zodiac Rescue Boat	-	-	-	-	-	-	-	-	-	-	-	\$25,000
2004 Superdux 12' Rescue Boat/Motor/Trailer	1	1	1	1	1	1	1	1	1	-	-	\$25,000
2016 Explorer 1600 Rescue Boat/Motor/Trailer	-	-	-	-	-	-	-	-	-	1	1	\$25,000
2006 ALF 1500 GPM, 75' Aerial	1	1	1	1	1	1	1	1	1	1	1	\$700,000
2007 ALF 1050 GPM Pumper	1	1	1	1	1	1	1	1	1	1	1	\$500,000
12' Enclosed Utility Trailer - Fire Prevention	1	1	1	1	1	1	1	1	1	1	1	\$10,000
2011 10' Enclosed Utility Trailer - Public Education	-	-	-	1	1	1	1	1	1	1	1	\$80,000
2005 Cargo Enclosed Utility Trailer - Suppression Operations	-	-	-	1	1	1	1	1	1	1	1	\$25,000
Pontiac Vibe	1	1	-	-	-	-	-	-	-	-	-	\$30,000
Pontiac Vibe	1	1	-	-	-	-	-	-	-	-	-	\$30,000
2009 Toyota Rav 4 SUV	-	-	1	1	1	1	1	1	1	1	1	\$30,000
2009 Toyota Rav 4 SUV	-	-	1	1	1	1	1	1	1	1	1	\$30,000
2012 Toyota Rav 4 SUV	-	-	-	-	1	1	1	1	1	1	1	\$30,000
PT Cruiser	1	1	1	1	1	1	1	1	1	1	-	\$20,000
2017 Ford Interceptor SUV	-	-	-	-	-	-	-	-	-	1	1	\$48,000
2017 For Interceptor SUV	-	-	-	-	-	-	-	-	-	1	1	\$48,000
Total (#)	12	12	12	14	15	15	15	15	15	17	16	
Total (\$000)	\$3,862.0	\$3,862.0	\$3,862.0	\$3,967.0	\$4,022.0	\$4,022.0	\$4,050.0	\$4,050.0	\$4,050.0	\$4,146.0	\$4,126.0	

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APPENDIX B.2
TABLE 1 - PAGE 3

CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
FIRE PROTECTION

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296
Historic Employment	<u>20,323</u>	<u>20,910</u>	<u>21,513</u>	<u>22,134</u>	<u>22,625</u>	<u>23,132</u>	<u>23,657</u>	<u>24,200</u>	<u>24,761</u>	<u>25,082</u>
Total Historic Population & Employment	56,905	57,878	58,871	59,888	60,989	62,115	63,269	64,452	65,663	66,378

INVENTORY SUMMARY (\$000)

Buildings	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1	\$3,122.1
Land	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5	\$462.5
Furniture & Equipment	\$2,017.6	\$2,024.6	\$2,057.6	\$2,183.6	\$2,289.6	\$2,241.6	\$2,241.6	\$2,449.6	\$3,009.6	\$3,024.6
Vehicles	\$3,862.0	\$3,862.0	\$3,862.0	\$3,967.0	\$4,022.0	\$4,022.0	\$4,050.0	\$4,050.0	\$4,146.0	\$4,126.0
Total (\$000)	\$9,464.2	\$9,471.2	\$9,504.2	\$9,735.2	\$9,896.2	\$9,848.2	\$9,876.2	\$10,084.2	\$10,740.2	\$10,735.2

SERVICE LEVEL (\$/pop & emp)											Average Service Level
Buildings	\$54.87	\$53.94	\$53.03	\$52.13	\$51.19	\$50.26	\$49.35	\$48.44	\$47.55	\$47.04	\$50.78
Land	\$8.13	\$7.99	\$7.86	\$7.72	\$7.58	\$7.45	\$7.31	\$7.18	\$7.04	\$6.97	\$7.52
Furniture & Equipment	\$35.46	\$34.98	\$34.95	\$36.46	\$37.54	\$36.09	\$35.43	\$38.01	\$45.83	\$45.57	\$38.03
Vehicles	\$67.87	\$66.73	\$65.60	\$66.24	\$65.95	\$64.75	\$64.01	\$62.84	\$63.14	\$62.16	\$64.93
Total (\$/pop & emp)	\$166.32	\$163.64	\$161.44	\$162.56	\$162.26	\$158.55	\$156.10	\$156.46	\$163.57	\$161.73	\$161.26

CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
FIRE PROTECTION

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2008 - 2017	\$161.26
Net Population & Employment Growth 2018 - 2027	7,739
Maximum Allowable Funding Envelope	\$1,247,976
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$1,247,976

Excess Capacity Calculation	
Total Value of Inventory in 2017	\$10,735,200
Inventory Using Average Service Level	\$10,704,089
Excess Capacity	\$31,111
Excess Capacity:	Committed

**Notional excess capacity of \$31,111 exists for this service*

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
FIRE PROTECTION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	0% Reduction		Available DC Reserves	2018-2027	Post 2027
2.0 FIRE PROTECTION										
2.1 Recovery of Negative Reserve Fund Balance										
2.1.1 Recovery of Negative Rserve Fund	2018	\$ 84,653	\$ -	\$ 84,653	\$ -	\$ -	\$ 84,653	\$ -	\$ 84,653	\$ -
Subtotal Recovery of Negative Reserve Fund Balance		\$ 84,653	\$ -	\$ 84,653	\$ -	\$ -	\$ 84,653	\$ -	\$ 84,653	\$ -
2.2 Buildings, Land & Furnishings										
2.2.1 Fire Station #1 Expansion (3,746 sq. ft.) - Remaining Cost	2018	\$ 850,000	\$ -	\$ 850,000	\$ -	\$ -	\$ 850,000	\$ -	\$ 850,000	\$ -
2.2.2 Training Building/Shelter	2019	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ -	\$ 450,000	\$ -	\$ 305,924	\$ 144,076
Subtotal Buildings, Land & Furnishings		\$ 1,300,000	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 1,300,000	\$ -	\$ 1,155,924	\$ 144,076
2.3 Vehicles										
2.3.1 Off-road Response Vehicle	2019	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
2.3.2 Tanker	2022	\$ 325,000	\$ -	\$ 325,000	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ 325,000
Subtotal Vehicles		\$ 365,000	\$ -	\$ 365,000	\$ -	\$ -	\$ 365,000	\$ -	\$ -	\$ 365,000
2.4 Equipment & Other										
2.4.1 Fire Fighter Bunker Gear (1 new staff - 2 sets)	2018	\$ 7,400	\$ -	\$ 7,400	\$ -	\$ -	\$ 7,400	\$ -	\$ 7,400	\$ -
Subtotal Equipment & Other		\$ 7,400	\$ -	\$ 7,400	\$ -	\$ -	\$ 7,400	\$ -	\$ 7,400	\$ -
TOTAL FIRE PROTECTION		\$ 1,757,053	\$ -	\$ 1,757,053	\$ -	\$ -	\$ 1,757,053	\$ -	\$ 1,247,976	\$ 509,076

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	66%	\$824,220
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$123.37
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	34%	\$423,757
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$1.44

2018 - 2027 Net Funding Envelope	\$1,247,976
Uncommitted Reserve Fund Balance	
Balance as at December 31, 2017	(\$84,653)

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APPENDIX B.2
TABLE 3 - PAGE 1

CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
FIRE PROTECTION
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

FIRE PROTECTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.0	(\$537.5)	(\$673.4)	(\$602.5)	(\$523.1)	(\$452.2)	(\$374.0)	(\$287.7)	(\$193.1)	(\$89.7)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Fire Protection: Non Inflated	\$622.2	\$202.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$824.2
- Fire Protection: Inflated	\$622.2	\$206.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$828.3
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$99.0	\$102.6	\$106.1	\$110.5	\$98.0	\$101.3	\$105.0	\$108.5	\$112.0	\$93.1	\$1,036.2
INTEREST											
- Interest on Opening Balance	\$0.0	(\$29.6)	(\$37.0)	(\$33.1)	(\$28.8)	(\$24.9)	(\$20.6)	(\$15.8)	(\$10.6)	(\$4.9)	(\$205.3)
- Interest on In-year Transactions	(\$14.4)	(\$2.8)	\$1.9	\$1.9	\$1.7	\$1.8	\$1.8	\$1.9	\$2.0	\$1.6	(\$2.6)
TOTAL REVENUE	\$84.6	\$70.2	\$71.0	\$79.3	\$70.9	\$78.2	\$86.2	\$94.6	\$103.4	\$89.7	\$828.3
CLOSING CASH BALANCE	(\$537.5)	(\$673.4)	(\$602.5)	(\$523.1)	(\$452.2)	(\$374.0)	(\$287.7)	(\$193.1)	(\$89.7)	\$0.0	

2018 Adjusted Charge Per Capita	\$142.09
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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APPENDIX B.2
TABLE 3 - PAGE 2

CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
FIRE PROTECTION
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

FIRE PROTECTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$280.90)	(\$355.88)	(\$325.10)	(\$290.98)	(\$250.20)	(\$205.34)	(\$156.05)	(\$102.01)	(\$43.00)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Fire Protection: Non Inflated	\$319.9	\$103.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$423.8
- Fire Protection: Inflated	\$319.9	\$106.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$425.8
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	27,843	28,189	28,484	28,833	30,877	31,241	31,661	32,084	32,456	22,494	294,163
REVENUE											
- DC Receipts: Inflated	\$46.5	\$48.0	\$49.5	\$51.1	\$55.8	\$57.6	\$59.5	\$61.5	\$63.5	\$44.9	\$538.0
INTEREST											
- Interest on Opening Balance	\$0.0	(\$15.4)	(\$19.6)	(\$17.9)	(\$16.0)	(\$13.8)	(\$11.3)	(\$8.6)	(\$5.6)	(\$2.4)	(\$110.5)
- Interest on In-year Transactions	(\$7.5)	(\$1.6)	\$0.9	\$0.9	\$1.0	\$1.0	\$1.0	\$1.1	\$1.1	\$0.8	(\$1.4)
TOTAL REVENUE	\$39.0	\$31.0	\$30.8	\$34.1	\$40.8	\$44.9	\$49.3	\$54.0	\$59.0	\$43.3	\$426.1
CLOSING CASH BALANCE	(\$280.9)	(\$355.9)	(\$325.1)	(\$291.0)	(\$250.2)	(\$205.3)	(\$156.1)	(\$102.0)	(\$43.0)	\$0.3	

2018 Adjusted Charge Per Sq. M.	\$1.67
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.3

POLICE PROTECTION

APPENDIX B.3

POLICE PROTECTION

The Woodstock Police Protection services is responsible for providing protection, safety and security to local residents. The police station located at 615 Dundas Street, underwent a major expansion in 2017.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

The ten-year historic inventory of capital assets for Police Protection services includes the Woodstock Division #1 station, which was recently expanded from 24,058 to 36,135 square feet. As a result of this expansion, the department's 3,500 square foot suboffice at 45 Metcalfe Street was also demolished in 2017. Only the funded share of the police station expansion is included in the 2017 inventory, along with 900 square feet of storage trailer space for a total of 26,489 square feet of building space with a replacement value of \$7.76 million. The 0.52 hectares of land associated with the building space is valued at \$520,000.

Police equipment and furnishings add another \$3.53 million to the value of the inventory, and vehicles with a typical useful life of over seven years are valued at \$220,000.

The current replacement value of Police Protection's capital infrastructure including buildings, land, furniture and equipment is approximately \$12.03 million and has a 10-year average historical service level of \$192.15 per capita and employee. This average historical service level multiplied by the ten-year forecast growth in net population and employment, results in a ten-year maximum allowable funding envelope of \$1.49 million.

TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM & CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGE

The ten-year development-related capital program includes the principal payments related to the police station expansion debt over the 10-year planning period; interest costs have been included in the cash flow calculations. These payments amount to a total of \$1.96 million.

The Police Protection capital program also recovers for the negative reserve fund balance of \$33,784.

Altogether, the ten-year capital forecast for Police Protection amounts to nearly \$2.00 million, all of which is considered to be development-related. However, a share of this program cannot be recovered through this by-law due to service level restrictions – about \$511,500 is deemed to be of post-period benefit and will be examined for recovery in the next DC by-law update, subject to service level restrictions.

The 2018-2027 DC costs eligible for recovery amount to \$1.49 million. As shown in Table 2, this amount is allocated 66 per cent or \$982,102, against new residential development, and 34 per cent, or \$504,900, against non-residential development. This yields an unadjusted development charge of \$147.00 per capita and \$1.72 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow consideration, the calculated residential charge is increased to \$227.09 per capita and the non-residential charge is increased to \$2.67 per square metre.

The following table summarizes the calculation of the Police Protection Services development charge.

POLICE PROTECTION SUMMARY						
10-year Hist. Service Level per pop & emp	2018 - 2027		Unadjusted		Adjusted	
	Development-Related Total	Capital Program Net DC Recoverable	Development Charge \$/capita	Development Charge \$/sq.m	Development Charge \$/capita	Development Charge \$/sq.m
\$192.15	\$1,998,484	\$1,487,031	\$147.00	\$1.72	\$227.09	\$2.67

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
POLICE PROTECTION

BUILDINGS Facility Name	# of Square Feet										UNIT COST (\$/sq.ft.)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Woodstock Division #1 (615 Dundas St)	24,058	24,058	24,058	24,058	24,058	24,058	24,058	24,058	24,058	24,058	36,135	\$300
Woodstock Division #1 - Excess Capacity											(10,546)	\$300
Storage Trailer(s)	900	900	900	900	900	900	900	900	900	900	900	\$90
Suboffice 45 Metcalfe Street	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	-	\$230
Total (sq.ft.)	28,458	28,458	28,458	28,458	28,458	28,458	28,458	28,458	28,458	28,458	26,489	
Total (\$000)	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$7,757.8	

LAND Facility Name	# of Hectares										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Woodstock Division #1 (615 Dundas St)	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.52	\$1,000,000
Total (ha)	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.52	
Total (\$000)	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$520.0	

FURNITURE & EQUIPMENT Facility Name	Total Value of Furniture & Equipment (\$)										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Communications Equipment												
Communications System Upgrade [Police share]	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,448,901	\$1,833,649	
Committed Excess Capacity											(\$33,784)	
Radios	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	\$495,091	
Various Communicatons Components [Police sh	\$55,737	\$55,737	\$55,737	\$55,737	\$55,737	\$55,737	\$55,737	\$55,737	\$55,737	\$60,783	\$60,783	
Police VOIP Telephone System	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	\$99,801	
Specialized Equipment												
Speed Control Equipment	\$7,266	\$7,266	\$7,266	\$7,266	\$7,266	\$7,266	\$7,266	\$7,266	\$7,266	\$7,266	\$7,226	
Investigation Equipment	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	\$36,587	
Breathalyzers	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	\$23,881	
Firearms	\$147,000	\$147,000	\$147,000	\$147,000	\$147,000	\$70,423	\$70,423	\$97,726	\$135,526	\$135,526	\$135,526	
Forensic Equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$17,216	\$92,402	\$92,402	\$100,725	\$100,725	\$100,725	
Generator	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	\$27,258	
Furnishings at 615 Dundas Street	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	
Furnishings at Metcalfe Street	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$0	
Equipment for Police Officers												
Uniformed Police Officers (#)	85	67	67	67	67	65	65	65	65	65	65	\$5,000
Tasers	6	6	6	6	6	6	6	6	6	6	20	\$4,286
Total (\$000)	\$3,187.2	\$3,097.2	\$3,097.2	\$3,097.2	\$3,097.2	\$3,017.9	\$3,093.1	\$3,120.4	\$3,171.5	\$3,527.5		

VEHICLES Vehicle Type	Total Value of Furniture & Equipment (\$)										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Prisoner Van	1	1	1	1	1	1	1	1	1	1	1	\$80,000
Forensic Identification Van	1	1	1	1	1	1	1	1	1	1	1	\$80,000
Containment Van	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Total (#)	3	3	3	3	3	3	3	3	3	3	3	
Total (\$000)	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	

Cruisers excluded: useful life estimated less than 7 years

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APPENDIX B.3
TABLE 1 - PAGE 2

CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
POLICE PROTECTION

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296
Historic Employment	<u>20,323</u>	<u>20,910</u>	<u>21,513</u>	<u>22,134</u>	<u>22,625</u>	<u>23,132</u>	<u>23,657</u>	<u>24,200</u>	<u>24,761</u>	<u>25,082</u>
Total Historic Population & Employment	56,905	57,878	58,871	59,888	60,989	62,115	63,269	64,452	65,663	66,378

INVENTORY SUMMARY (\$000)

Buildings	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$8,103.4	\$7,757.8
Land	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$360.0	\$520.0
Furniture & Equipment	\$3,187.2	\$3,097.2	\$3,097.2	\$3,097.2	\$3,097.2	\$3,017.9	\$3,093.1	\$3,120.4	\$3,171.5	\$3,171.5	\$3,527.5
Vehicles	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0	\$220.0
Total (\$000)	\$11,870.6	\$11,780.6	\$11,780.6	\$11,780.6	\$11,780.6	\$11,701.3	\$11,776.5	\$11,803.8	\$11,854.9	\$11,854.9	\$12,025.3

SERVICE LEVEL (\$/capita & employment)											Average Service Level	
Buildings	\$142.40	\$140.01	\$137.65	\$135.31	\$132.87	\$130.46	\$128.08	\$125.73	\$123.41	\$116.87	\$116.87	\$131.27
Land	\$6.33	\$6.22	\$6.12	\$6.01	\$5.90	\$5.80	\$5.69	\$5.59	\$5.48	\$7.83	\$7.83	\$6.10
Furniture & Equipment	\$56.01	\$53.51	\$52.61	\$51.72	\$50.78	\$48.59	\$48.89	\$48.41	\$48.30	\$53.14	\$53.14	\$51.20
Vehicles	\$3.87	\$3.80	\$3.74	\$3.67	\$3.61	\$3.54	\$3.48	\$3.41	\$3.35	\$3.31	\$3.31	\$3.58
Total (\$/capita & employment)	\$208.60	\$203.54	\$200.11	\$196.71	\$193.16	\$188.38	\$186.13	\$183.14	\$180.54	\$181.16	\$181.16	\$192.15

CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
POLICE PROTECTION

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2008 - 2017	\$192.15
Net Population & Employment Growth 2018 - 2027	7,739
Maximum Allowable Funding Envelope	\$1,487,031
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$1,487,031

Excess Capacity Calculation	
Total Value of Inventory in 2017	\$12,025,267
Inventory Using Average Service Level	\$12,754,500
Excess Capacity	\$0

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
POLICE PROTECTION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	0% Reduction		Available DC Reserves	2018-2027	Post 2027
3.0 POLICE PROTECTION										
3.1 Buildings, Land & Furnishings										
3.1.1 Police Station Debt Recovery - Principal Payments	2019	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 218,300	\$ -
3.1.2 Police Station Debt Recovery - Principal Payments	2020	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 218,300	\$ -
3.1.3 Police Station Debt Recovery - Principal Payments	2021	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 218,300	\$ -
3.1.4 Police Station Debt Recovery - Principal Payments	2022	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 218,300	\$ -
3.1.5 Police Station Debt Recovery - Principal Payments	2023	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 218,300	\$ -
3.1.6 Police Station Debt Recovery - Principal Payments	2024	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 218,300	\$ -
3.1.7 Police Station Debt Recovery - Principal Payments	2025	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ 143,448	\$ 74,852
3.1.8 Police Station Debt Recovery - Principal Payments	2026	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300
3.1.9 Police Station Debt Recovery - Principal Payments	2027	\$ 218,300	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300	\$ -	\$ -	\$ 218,300
Subtotal Buildings, Land & Furnishings		\$ 1,964,700	\$ -	\$ 1,964,700	\$ -	\$ -	\$ 1,964,700	\$ -	\$ 1,453,248	\$ 511,452
3.2 Recovery of Negative Reserve Fund Balance										
3.2.1 Balance as at December 31, 2017	2018	\$ 33,784	\$ -	\$ 33,784	\$ -	\$ -	\$ 33,784	\$ -	\$ 33,784	\$ -
Subtotal Recovery of Negative Reserve Fund Balance		\$ 33,784	\$ -	\$ 33,784	\$ -	\$ -	\$ 33,784	\$ -	\$ 33,784	\$ -
TOTAL POLICE PROTECTION		\$ 1,998,484	\$ -	\$ 1,998,484	\$ -	\$ -	\$ 1,998,484	\$ -	\$ 1,487,031	\$ 511,452

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	66%	\$982,102
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$147.00
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	34%	\$504,929
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$1.72

2018 - 2027 Net Funding Envelope	\$1,487,031
Uncommitted Reserve Fund Balance Balance as at December 31, 2017	(\$33,784)

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APPENDIX B.3
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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
POLICE PROTECTION
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

POLICE PROTECTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.0	\$138.3	\$72.8	\$15.5	(\$32.3)	(\$98.2)	(\$157.8)	(\$210.6)	(\$205.0)	(\$92.4)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Police Protection: Non Inflated	\$22.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$22.3
- Debenture Principal Payments: Police Station	\$0.0	\$144.2	\$144.2	\$144.2	\$144.2	\$144.2	\$144.2	\$94.7	\$0.0	\$0.0	\$959.8
- Police Protection: Inflated	\$22.3	\$144.2	\$144.2	\$144.2	\$144.2	\$144.2	\$144.2	\$94.7	\$0.0	\$0.0	\$982.1
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$158.3	\$164.0	\$169.6	\$176.6	\$156.6	\$162.0	\$167.8	\$173.5	\$179.1	\$148.7	\$1,656.1
INTEREST											
- Interest on Opening Balance	\$0.0	\$4.8	\$2.5	\$0.5	(\$1.8)	(\$5.4)	(\$8.7)	(\$11.6)	(\$11.3)	(\$5.1)	(\$35.9)
- Interest on In-year Transactions	\$2.4	\$0.3	\$0.4	\$0.6	\$0.2	\$0.3	\$0.4	\$1.4	\$3.1	\$2.6	\$11.8
- Interest Payments for Police Station Debenture	\$0.0	(\$90.6)	(\$85.7)	(\$81.4)	(\$76.8)	(\$72.2)	(\$68.2)	(\$62.9)	(\$58.3)	(\$53.9)	(\$650.0)
TOTAL REVENUE	\$160.7	\$78.6	\$86.9	\$96.4	\$78.2	\$84.6	\$91.3	\$100.4	\$112.6	\$92.4	\$982.1
CLOSING CASH BALANCE	\$138.3	\$72.8	\$15.5	(\$32.3)	(\$98.2)	(\$157.8)	(\$210.6)	(\$205.0)	(\$92.4)	\$0.0	

2018 Adjusted Charge Per Capita	\$227.09
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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APPENDIX B.3
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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
POLICE PROTECTION
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

POLICE PROTECTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$63.97	\$22.35	(\$15.86)	(\$50.87)	(\$77.78)	(\$100.91)	(\$120.08)	(\$108.44)	(\$41.07)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Police Protection: Non Inflated	\$11.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$11.5
- Debenture Principal Payments: Police Station	\$0.0	\$74.1	\$74.1	\$74.1	\$74.1	\$74.1	\$74.1	\$48.7	\$0.0	\$0.0	\$493.5
- Police Protection: Inflated	\$11.5	\$74.1	\$74.1	\$74.1	\$74.1	\$74.1	\$74.1	\$48.7	\$0.0	\$0.0	\$504.9
NEW NON-RESIDENTIAL DEVELOPMENT											
- Growth in Square Metres	27,843	28,189	28,484	28,833	30,877	31,241	31,661	32,084	32,456	22,494	294,163
REVENUE											
- DC Receipts: Inflated	\$74.3	\$76.8	\$79.1	\$81.7	\$89.2	\$92.1	\$95.2	\$98.4	\$101.5	\$71.8	\$860.2
INTEREST											
- Interest on Opening Balance	\$0.0	\$2.2	\$0.8	(\$0.9)	(\$2.8)	(\$4.3)	(\$5.6)	(\$6.6)	(\$6.0)	(\$2.3)	(\$25.3)
- Interest on In-year Transactions	\$1.1	\$0.0	\$0.1	\$0.1	\$0.3	\$0.3	\$0.4	\$0.9	\$1.8	\$1.3	\$6.2
- Interest Payments for Police Station Debenture	\$0.0	(\$46.6)	(\$44.1)	(\$41.8)	(\$39.5)	(\$37.1)	(\$35.1)	(\$32.3)	(\$30.0)	(\$27.7)	(\$334.2)
TOTAL REVENUE	\$75.4	\$32.5	\$35.9	\$39.1	\$47.2	\$51.0	\$55.0	\$60.3	\$67.4	\$43.1	\$506.9
CLOSING CASH BALANCE	\$64.0	\$22.3	(\$15.9)	(\$50.9)	(\$77.8)	(\$100.9)	(\$120.1)	(\$108.4)	(\$41.1)	\$2.0	

2018 Adjusted Charge Per Sq. M.	\$2.67
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.4

PARKS AND RECREATION

APPENDIX B.4

PARKS AND RECREATION

Indoor recreation and parkland facilities are provided through the Recreation Services Department of the City of Woodstock. The major facilities include a Civic Centre Arena, Woodstock District Community Complex, Southside Aquatic Centre and a Seniors Centre. The City offers about 213 hectares of developed parkland space, which include a variety of park facilities, trails and outdoor buildings.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

The ten-year historic inventory of capital assets for Parks and Recreation includes about 183,000 square feet of indoor recreation building space accommodated within four facilities (page 1). The largest of these facilities is the Woodstock District Community Complex. The current replacement value for the buildings is \$53.98 million. The 7.45 hectares associated with the buildings is valued at \$4.84 million. The furniture and equipment found in the facilities has a total value of \$2.19 million.

Of the 203 hectares of developed parkland offered by the City of Woodstock, 57.9 hectares is designated as neighbourhood parks (page 2). The cost to develop this land is estimated at \$55,000 per hectare for a total value of \$3.19 million. The 90.2 hectares of community district parks are valued higher at \$110,000 per hectare as they offer a higher level of service to the community (page 3) for a total value of \$9.92 million. Passive or wooded parks account for 52.2 hectares of parkland and they are valued at \$22,000 per hectare for a total value of \$1.15 million. The remaining 3.1 hectares of parkland is designated as parkettes and is valued at \$5,500 per hectare for a total value of \$17,100. The combined cost to develop the DC recoverable parkland is \$14.27 million.

The department is also responsible for construction and operating park facilities including baseball diamonds, soccer fields, tennis courts, basketball courts, a cricket pitch, an outdoor pool, outdoor splash pads, a skate/bike park, a lawn bowling field, several outdoor ice facilities, an outdoor volleyball court and numerous playgrounds. The facilities have a total value of \$14.19 million (pages 4 to 8). Small tools and equipment, outdoor buildings (washrooms, storage sheds, score booths, etc.), bridges, parking lots and trails add a further \$10.54 million to the Parks and Recreation inventory (pages 9 to 13).

The combined value of capital assets for Parks and Recreation Services totals \$100.01 million (page 14). The ten-year historic average service level is \$2,447.41 per capita, and this, multiplied by the ten-year forecast growth in net population, results in a ten-year maximum allowable funding envelope of \$10.53 million (4,304 net population growth X historic service level of \$2,447.41/capita). No excess capacity has been identified for this service.

Parks and Recreation must be reduced by ten per cent as required under the *DCA*. The resulting net maximum allowable funding envelope brought forward to the development charges calculation is reduced to \$9.48 million.

**TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM &
CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGE**

The 2018-2027 development-related capital program for Parks and Recreation amounts to \$22.58 million. It includes a new twin pad arena, Southside pool expansion, new parkland and park facility features, trail development and includes for the recovery of the debenture (principal only) payments related to the new Cowan Fields Recreation Complex.

A significant portion of the Parks and Recreation ten-year development related capital program is associated with the construction of a new twin pad arena/fieldhouse/youth centre in 2023 for a gross cost of \$15.90 million. No upper level grants or subsidies are expected to offset the cost of this project. Recognizing that the new centre will replace the current indoor recreation space utilized at the Civic Centre Arena, a “replacement” share equivalent to the value of the current arena has been netted off the total net costs. The replacement share amounts to \$6.54 million and this amount will not be recovered through development charges.

Also associated with the Cowan Fields Recreation Complex is the construction of a walkway and lighting planned for 2019 at a cost of \$165,000. Also included is an addition to the Southside pool at a cost of \$1.50 million of which \$700,000 is deemed to benefit existing residents.

The balance of the of the Parks and Recreation ten-year development related capital program includes \$4.28 million for new parkland development and additional park facilities and \$375,000 for trail development.

The capital program also accounts for the recovery of costs associated with constructing the Cowan Fields Recreation Complex, which opened in 2017. Only

the principal portions of the debenture payments have been identified in the program; interest costs have been included in the cash flow calculations (see Table 3). It is also noted that a portion of these principal payments is considered to relate to roads construction as part of the project, and this portion is covered under the Roads and Related capital program (see Appendix B.9). Principal payments directly related to the new recreational facilities amount to a total of \$364,444 over the 10-year planning period.

In total, the Parks and Recreation capital program is \$22.58 million. No grants or subsidies have been identified to fund the program. Replacement or benefit to existing shares related to the new twin pad arena and the Southside Pool expansion total \$7.24 million. The ten per cent reduction amounts to \$1.53 million and will have to be funded from non-DC sources. Further, a portion of these projects (\$2.07 million) will be funded through the City's Parks and Recreation DC reserve fund. Another portion of the program is deemed to benefit development beyond 2027, and \$2.26 million will be examined for recovery in subsequent DC studies, subject to service level restrictions.

The 2018-2027 DC costs eligible for recovery amount to \$9.48 million, which is allocated entirely against future residential development in the City of Woodstock. This results in an unadjusted development charge of \$1,418.99 per capita.

TABLE 3 CASH FLOW AND RESERVE FUND ANALYSIS

After cash flow consideration, the residential calculated charge increases slightly to \$1,453.45 per capita. The following table summarizes the calculation of the Parks and Recreation development charge:

PARKS AND RECREATION SUMMARY						
10-year Hist.	2018 - 2027		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per capita	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$2,447.41	\$22,584,444	\$9,480,287	\$1,418.99	\$0.00	\$1,453.45	\$0.00

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APPENDIX B.4
TABLE 1 - PAGE 1

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
INDOOR RECREATION FACILITIES

BUILDINGS Facility Name	# of Square Feet										UNIT COST (\$/sq. ft.)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Woodstock District Community Complex	121,944	121,944	121,944	127,284	127,284	127,284	127,284	127,284	127,284	127,284	127,284	\$310
Civic Centre Arena	26,164	26,164	26,164	26,164	26,164	26,164	26,164	26,164	26,164	26,164	26,164	\$250
Southside Aquatic Centre	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	\$310
Seniors Centre	14,501	14,501	14,501	14,501	14,501	14,501	14,501	14,501	14,501	14,501	14,501	\$230
Total (sq.ft.)	177,609	177,609	177,609	182,949	182,949	182,949	182,949	182,949	182,949	182,949	182,949	
Total (\$000)	\$52,328.9	\$52,328.9	\$52,328.9	\$53,984.3	\$53,984.3	\$53,984.3	\$53,984.3	\$53,984.3	\$53,984.3	\$53,984.3	\$53,984.3	

LAND Facility Name	# of Hectares										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Woodstock District Community Complex	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40	3.40	\$650,000
Civic Centre Arena	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	\$650,000
Southside Aquatic Centre	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	\$650,000
Seniors Centre	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$650,000
Total (ha)	7.45	7.45	7.45	7.45	7.45	7.45	7.45	7.45	7.45	7.45	7.45	
Total (\$000)	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	\$4,842.5	

FURNITURE & EQUIPMENT Facility Name	Total Value of Furniture & Equipment (\$)										
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Woodstock District Community Complex	\$1,485,000	\$1,485,000	\$1,485,000	\$1,501,000	\$1,501,000	\$1,501,000	\$1,501,000	\$1,501,000	\$1,501,000	\$1,501,000	\$1,501,000
Civic Centre Arena	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000	\$373,000
Southside Aquatic Centre	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000	\$159,000
Seniors Centre	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000	\$154,000
Total (\$000)	\$2,171.0	\$2,171.0	\$2,171.0	\$2,187.0	\$2,187.0	\$2,187.0	\$2,187.0	\$2,187.0	\$2,187.0	\$2,187.0	\$2,187.0

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARKLAND DEVELOPMENT

NEIGHBOURHOOD PARKS Park Name	# of Hectares of Developed Area										UNIT COST (\$/ha)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Algonquin (Bill Dutton)	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	\$55,000
Altadore	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	\$55,000
Barrie	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	\$55,000
Bexley	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	\$55,000
Broadview	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	\$55,000
Charlie Tatham	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	\$55,000
Cottle	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	\$55,000
Cree	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	2.10	\$55,000
Donald Thompson	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	\$55,000
Eastdale	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	\$55,000
Edgewood	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	1.32	\$55,000
Ferncrest	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	\$55,000
Trevor Slater	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	\$55,000
Homer Brown	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	\$55,000
Hunting Estates	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	\$55,000
Kintrea	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	3.80	\$55,000
Knightsbridge	1.22	1.22	1.22	1.22	1.22	1.22	1.22	1.22	1.22	1.22	\$55,000
Les Cook	2.26	2.26	2.26	2.26	2.26	2.26	2.26	2.26	2.26	2.26	\$55,000
McWhinnie	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	7.60	\$55,000
Museum Square	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	\$55,000
Northland	2.96	2.96	2.96	2.96	2.96	2.96	2.96	2.96	2.96	2.96	\$55,000
Park Row	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	\$55,000
Parrot Subdivision	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$55,000
Richardson	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	\$55,000
Sally Creek	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	\$55,000
Sloane Street	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	\$55,000
Southwood Way (Les McKerral)	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	\$55,000
Springbank	0.59	0.59	0.59	0.59	0.59	0.59	0.59	0.59	0.59	0.59	\$55,000
Sudworth Active Park	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	\$55,000
Vansittart	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	\$55,000
West End	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	\$55,000
William Grey	2.34	2.34	2.34	2.34	2.34	2.34	2.34	2.34	2.34	2.34	\$55,000
JJ Williams	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	\$55,000
Argyle Park	0.08	0.08	0.08	0.08	0.80	0.80	0.80	0.80	0.80	0.80	\$55,000
Armstrong Memorial Park	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$55,000
Henry Street Dog Park	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	\$55,000
Total (ha)	57.18	57.18	57.18	57.18	57.90	57.91	57.91	57.91	57.91	57.91	
Total (\$000)	\$3,145.1	\$3,145.1	\$3,145.1	\$3,145.1	\$3,184.7	\$3,185.1	\$3,185.1	\$3,185.1	\$3,185.1	\$3,185.1	

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARKLAND DEVELOPMENT

COMMUNITY/DISTRICT PARKS Park Name	# of Hectares of Developed Area										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Armstrong Memorial Park	-	-	-	-	-	-	-	-	-	-	-	\$110,000
Brompton	5.10	5.10	5.10	5.10	5.10	2.10	2.10	2.10	2.10	2.10	2.10	\$110,000
Community Complex	16.30	16.30	16.30	16.30	16.30	16.30	16.30	16.30	16.30	16.30	16.30	\$110,000
Juliana/St. Mary's Sports Field	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	\$110,000
McIntosh	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	\$110,000
Southside Park	26.70	26.70	26.70	26.70	26.70	26.70	26.70	26.70	26.70	26.70	26.70	\$110,000
Sutherland	2.27	2.27	2.27	2.27	2.27	2.27	2.27	2.27	2.27	2.27	2.27	\$110,000
Victoria	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	\$110,000
Cowan Park	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	\$110,000
Davis Lowes	-	-	-	-	-	-	1.25	1.25	1.25	1.25	1.25	\$110,000
Shanna Larson	-	-	-	-	-	-	-	-	1.53	1.53	1.53	\$110,000
Cowan Fields (Phase 1)	-	-	-	-	-	-	-	-	-	21.59	21.59	\$110,000
Less Committed Excess Capacity										(9.24)	(9.24)	\$110,000
Total (ha)	78.03	78.03	78.03	78.03	78.03	75.03	76.28	76.28	77.81	90.16		
Total (\$000)	\$8,583.3	\$8,583.3	\$8,583.3	\$8,583.3	\$8,583.3	\$8,253.3	\$8,390.8	\$8,390.8	\$8,559.1	\$9,918.0		

PASSIVE/WOODED PARKS Park Name	# of Hectares of Passive Space										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Finch Woodlot	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	\$22,000
Parrot Woodlot	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	\$22,000
Potter's Woods Park	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	\$22,000
Sudworth Wetland/Woodlot	6.70	6.70	6.70	6.70	6.70	6.70	6.70	6.70	6.70	6.70	6.70	\$22,000
Woodall Woods	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	\$22,000
Barrie Woodlot	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	\$22,000
Armstrong Woodlot	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	\$22,000
Brick Ponds	33.50	33.50	33.50	33.50	33.50	33.50	33.50	33.50	33.50	33.50	33.50	\$22,000
Total (ha)	52.20	52.20	52.20	52.20	52.20	52.20	52.20	52.20	52.20	52.20	52.20	
Total (\$000)	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	\$1,148.4	

PARKETTES Park Name	# of Hectares of Parkettes										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Burch/Main Street	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	\$5,500
Tom Black Island	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	\$5,500
Marlboro Court	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	\$5,500
North Park Crescent	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	0.29	\$5,500
Stafford Street (Little James)	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	\$5,500
Fletcher Park	-	-	-	-	0.07	0.07	0.07	0.07	0.07	0.07	0.07	\$5,500
Spring Bank	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$5,500
Grant Street	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$5,500
Total (ha)	3.04	3.04	3.04	3.04	3.11	3.11	3.11	3.11	3.11	3.11	3.11	
Total (\$000)	\$16.7	\$16.7	\$16.7	\$16.7	\$17.1	\$17.1	\$17.1	\$17.1	\$17.1	\$17.1	\$17.1	

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK FACILITIES

SOCCER PITCHES Park Name	# of Soccer Pitches										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Major Unlighted												
Community Complex	2	2	2	2	2	2	2	2	2	2	2	\$121,000
Cowan	5	5	5	5	5	5	5	5	5	5	5	\$121,000
St. Mary's	1	1	1	1	1	1	1	1	1	1	1	\$121,000
Minor Unlighted												
Brompton	1	1	-	-	-							\$60,000
Cowan	6	6	6	6	6	6	6	6	6	6	6	\$48,000
Hunting Estates	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Les Cook Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
McIntosh	6	6	6	6	6	6	6	6	6	6	6	\$60,000
Southside Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Les Mckerral	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Total (#)	25	25	24	24	24	24	24	24	24	24	24	
Total (\$000)	\$1,916.0	\$1,916.0	\$1,856.0	\$1,856.0	\$1,856.0	\$1,856.0	\$1,856.0	\$1,856.0	\$1,856.0	\$1,856.0	\$1,856.0	

BASEBALL DIAMONDS Park Name	# of Baseball Diamonds										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Major with Lights												
Brompton Park	1	1	1	1	1	1	1	1	1	1	1	\$297,000
Community Complex	2	2	2	2	2	2	2	2	2	2	2	\$297,000
Southside Park	2	2	2	2	2	2	2	2	2	2	2	\$297,000
Sutherland Park	1	1	1	1	1	1	1	1	1	1	1	\$297,000
Cowan Fields	-	-	-	-	-	-	-	-	-	-	3	\$535,546
Tip O'Neil Sports Field	1	1	1	1	1	1	1	1	1	1	1	\$297,000
Minor Unlighted												
Armstrong Memorial Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Edgewood Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Ferncrest Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Kintrea Park	2	2	2	2	2	2	2	2	2	2	2	\$60,000
Park Row Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Richardson Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Victoria Park	2	2	2	2	2	2	2	2	2	2	2	\$60,000
West End Park	1	1	1	1	1	1	1	1	1	1	1	\$60,000
Total (#)	17	17	17	17	17	17	17	17	17	17	20	
Total (\$000)	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$2,679.0	\$4,285.6	

CITY OF WOODSTOCK
 INVENTORY OF CAPITAL ASSETS
 PARKS AND RECREATION
 PARK FACILITIES

TENNIS COURTS Park Name	# of Tennis Courts										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
With Lights											
Richardson Park	4	4	4	4	4	4	4	4	4	4	
Without Lights											
Brompton	2	2	2	2	2	2	2	2	2	2	
Park Row	2	2	2	2	2	2	2	2	2	2	
Total (#)	8	8	8	8	8	8	8	8	8	8	
Total (\$000)	\$440.0	\$440.0	\$440.0	\$440.0	\$440.0	\$440.0	\$440.0	\$440.0	\$440.0	\$440.0	

BASKETBALL COURTS Park Name	# of Basketball Courts										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Full Courts											
Park Row	1	1	1	1	1	1	1	1	1	1	
Victoria Park	1	1	1	1	1	1	1	1	1	1	
William Dutton	1	1	1	1	1	1	1	1	1	1	
Total (#)	3	3	3	3	3	3	3	3	3	3	
Total (\$000)	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	\$132.0	

VOLLEYBALL COURTS Park Name	# of Volleyball Courts										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Southside Park	1	1	1	1	1	1	1	1	1	1	
Total (#)	1	1	1	1	1	1	1	1	1	1	
Total (\$000)	\$9.0	\$9.0	\$9.0	\$9.0	\$9.0	\$9.0	\$9.0	\$9.0	\$9.0	\$9.0	

CRICKET PITCH Park Name	# of Cricket Pitches										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Southside Park	1	1	1	1	1	1	1	1	1	1	
Total (#)	1	1	1	1	1	1	1	1	1	1	
Total (\$000)	\$27.0	\$27.0	\$27.0	\$27.0	\$27.0	\$27.0	\$27.0	\$27.0	\$27.0	\$27.0	

CITY OF WOODSTOCK
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PARK FACILITIES

LAWN BOWLING Park Name	# of Lawn Bowling Fields										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Southside Park	1	1	1	1	1	1	1	1	1	1	\$275,000
Total (#)	1	1	1	1	1	1	1	1	1	1	
Total (\$000)	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0	\$275.0

WATER PARKS/SPLASH PADS Pool Name	# of Waterplay Facilities										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Southside Aquatic Centre	1	1	1	1	1	1	1	1	1	1	\$726,000
Vansittart Park East Side	1	1	1	1	1	1	1	1	1	1	\$88,000
Cowan Fields										1	
Total (#)	2	2	2	2	2	2	2	2	2	3	
Total (\$000)	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0	\$814.0

OUTDOOR ICE FACILITIES Park Name	# of Outdoor Ice Facilities										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Broadview Park	1	1	1	1	1	1	1	1	1	1	\$3,300
Northland Park	1	1	1	1	1	1	1	1	1	1	\$3,300
Donald Thompson Park	1	1	1	1	1	1	1	1	1	1	\$3,300
Hunting Estates Park	1	1	1	1	1	1	1	1	1	1	\$3,300
Total (#)	4	4	4	4	4	4	4	4	4	4	
Total (\$000)	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2	\$13.2

CITY OF WOODSTOCK
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PARK FACILITIES

PLAY EQUIPMENT Park Name	# of Play Equipment										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Altadore Park	1	1	1	1	1	1	1	1	1	1	\$35,000
Armstrong Memorial Park	1	1	1	1	1	1	1	1	1	1	\$93,000
Bexley Park	1	1	1	1	1	1	1	1	1	1	\$37,000
Bill Dutton Park	1	1	1	1	1	1	1	1	1	1	\$105,000
Broadview Park	1	1	1	1	1	1	1	1	1	1	\$48,000
Brompton Park	1	1	1	1	1	1	1	1	1	1	\$174,000
Charlie Tatham Park	1	1	1	1	1	1	1	1	1	1	\$1,100
Community Complex	1	1	1	1	1	1	1	1	1	1	\$72,000
Cottle Park	1	1	1	1	1	1	1	1	1	1	\$69,000
Cowan Fields										1	\$99,000
Cowan Park			1	1	1	1	1	1	1	1	\$25,000
Cree Ave. Park	1	1	1	1	1	1	1	1	1	1	\$68,000
David Lowes Park							1	1	1	1	\$126,400
Donald Thompson	1	1	1	1	1	1	1	1	1	1	\$600
Eastdale Park	1	1	1	1	1	1	1	1	1	1	\$100,000
Edgewood Park	1	1	1	1	1	1	1	1	1	1	\$72,500
Ferncrest Park	1	1	1	1	1	1	1	1	1	1	\$23,000
Finch Park (Trevor Slator)	1	1	1	1	1	1	1	1	1	1	\$88,000
Grant St. Parkette	1	1	1	1	1	1	1	1	1	1	\$2,200
Homer Brown Park	1	1	1	1	1	1	1	1	1	1	\$71,000
Hunting Estates Park	1	1	1	1	1	1	1	1	1	1	\$41,000
James St. Parkette	1	1	1	1	1	1	1	1	1	1	\$30,000
Kintrea Park	1	1	1	1	1	1	1	1	1	1	\$13,000
Knightsbridge Park	1	1	1	1	1	1	1	1	1	1	\$54,000
Les Cook Park	1	1	1	1	1	1	1	1	1	1	\$99,900
Main St. Parkette	1	1	1	1	1	1	1	1	1	1	\$62,600
Marlboro Parkette	1	1	1	1	1	1	1	1	1	1	\$37,000
McIntosh Park	1	1	1	1	1	1	1	1	1	1	\$32,000
Museum Square	1	1	1	1	1	1	1	1	1	1	\$117,000
Northland Park	1	1	1	1	1	1	1	1	1	1	\$80,000
Park Row Park	1	1	1	1	1	1	1	1	1	1	\$63,000
Richardson Park	1	1	1	1	1	1	1	1	1	1	\$80,000

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PARK FACILITIES

PLAY EQUIPMENT Cont'd Park Name	# of Play Equipment										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Shanna Larsen Park									1	1	1	\$132,800
Sloane St Park	1	1	1	1	1	1	1	1	1	1	1	\$7,400
Southside Park	1	1	1	1	1	1	1	1	1	1	1	\$1,120,000
Springbank Park	1	1	1	1	1	1	1	1	1	1	1	\$76,700
St. Mary's	1	1	1	1	1	1	1	1	1	1	1	\$32,000
Sudworth Park	1	1	1	1	1	1	1	1	1	1	1	\$38,000
Sutherland Park	1	1	1	1	1	1	1	1	1	1	1	\$55,000
Vansittart Park	1	1	1	1	1	1	1	1	1	1	1	\$240,000
Victoria Park	1	1	1	1	1	1	1	1	1	1	1	\$2,000
West End Park	1	1	1	1	1	1	1	1	1	1	1	\$48,000
William Grey Park	1	1	1	1	1	1	1	1	1	1	1	\$47,000
Total (#)	2,047	2,048	2,050	2,051	2,052	2,053	2,055	2,057	2,058	2,060		
Total (\$000)	\$3,435.0	\$3,435.0	\$3,460.0	\$3,460.0	\$3,460.0	\$3,460.0	\$3,586.4	\$3,719.2	\$3,719.2	\$3,818.2		

OUTDOOR POOL Park Name	# of Outdoor Pools										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Lion's Pool	1	1	1	1	1	1	1	1	1	1	1	\$2,000,000
Total (#)	1	1	1	1	1	1	1	1	1	1	1	
Total (\$000)	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	\$2,000.0	

SKATE/BIKE PARKS Park Name	# of Skate/Bike Parks										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Southside Park	-	-	-	1	1	1	1	1	1	1	1	\$522,000
Total (#)	-	-	-	1	1	1	1	1	1	1	1	
Total (\$000)	\$0.0	\$0.0	\$0.0	\$522.0	\$522.0	\$522.0	\$522.0	\$522.0	\$522.0	\$522.0	\$522.0	

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PARK VEHICLES AND EQUIPMENT

VEHICLES AND EQUIPMENT Type	# of Vehicles and Equipment										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Trailer-JDS	1	1	1	1	1	1	2	2	2	2	\$10,000
Trackless	1	1	1	1	1	1	1	1	1	1	\$178,000
Trailer-Miska	1	1	1	1	1	1	1	1	1	1	\$7,000
Sweeper (1445)	1	1	1	1	1	1	1	1	1	1	\$5,000
Ryan Aerator	1	1	1	1	1	1	1	1	1	1	\$3,200
Wood Chipper	1	1	1	1	1	1	1	1	1	1	\$42,000
Power Washer	1	1	1	1	1	1	1	1	1	1	\$2,200
Ball Diamond Groomer	1	1	1	1	1	2	2	2	2	2	\$9,500
Diamond Edger	1	1	1	1	1	1	1	1	1	1	\$2,100
Push Mowers	1	1	1	1	1	1	1	1	1	1	\$7,600
Lawn Roller	-	-	-	-	-	1	1	1	1	1	\$3,500
Bauer Rainboy	1	1	1	1	1	1	1	1	1	1	\$5,300
JD 1445	1	1	1	1	1	1	1	1	1	1	\$31,000
Chainsaws	1	1	1	1	1	1	1	1	1	1	\$7,000
Roto Tiller	1	1	1	1	1	1	1	1	1	1	\$2,800
Auger	-	-	-	-	-	1	1	1	1	1	\$1,600
Multi-Garden Tools	1	1	1	1	1	1	1	1	1	1	\$3,200
Batwing Aerator	1	1	1	1	1	1	1	1	1	1	\$19,000
Line Trimmers	1	1	1	1	1	1	1	1	1	1	\$8,000
Mad Vac	1	1	1	1	1	1	1	1	1	1	\$20,000
Jacobson 9016 WAM							1	1	1	1	\$80,000
JD 8800 Contour Mower									1	1	\$51,000
JD 8800 Contour Mower										1	\$51,000
Toro #2				1	1	1	1	1	1	1	\$64,000
Tooro #3				1	1	1	1	1	1	1	\$64,000
Water Tankers	1	1	1	1	1	3	3	3	3	3	\$4,200
Fertilizer Spreader - Lely										1	\$6,500
Leaf Blowers	1	1	1	1	1	1	1	1	1	1	\$3,000
1575 Overseeder	-	-	-	-	-	1	1	1	1	1	\$16,000
Land Grader	1	1	1	1	1	1	1	1	1	1	\$3,200
Generator	1	1	1	1	1	1	1	1	1	1	\$20,000
Box Scraper								1	1	1	\$5,500
4630 Tractor	1	1	1	1	1	1	1	1	1	1	\$38,000

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PARK VEHICLES AND EQUIPMENT

VEHICLES AND EQUIPMENT Cont'd Type	# of Vehicles and Equipment										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
JD 1445 Mower	1	1	1	1	1	1	1	1	1	1	1	\$4,200
Honda Pump	1	1	1	1	1	3	3	4	4	4	4	\$3,200
Kubota 6060											1	\$69,000
Pole Chainsaws	1	1	1	1	1	1	1	1	1	1	1	\$3,200
Sod Cutter	1	1	1	1	1	1	1	1	1	1	1	\$1,600
JD 3320	-	-	-	-	1	1	1	1	1	1	1	\$41,000
Farm King	2	2	2	2	2	2	2	2	2	2	2	\$19,000
Kubota M4900	1	1	1	1	1	1	1	1	1	1	1	\$42,000
Lucknow Blower	1	1	1	1	1	1	1	1	1	1	1	\$4,200
Kubota L4630	1	1	1	1	1	1	1	1	1	1	1	\$40,000
JD 5425	-	1	1	1	1	1	1	1	1	1	1	\$40,000
JD 5075 M	-	-	1	1	1	1	1	1	1	1	1	\$43,000
Mott morrow	-	-	1	1	1	1	1	1	1	1	1	\$11,000
Bob cats	2	2	2	2	2	2	2	2	2	2	2	\$14,000
JD Bunker Rake											1	\$20,000
Reist Trail Groomer									1	1	1	\$11,000
Reist Sportsfield Groomer									1	1	1	\$5,500
Top Dresser - Bannerman	1	1	1	1	1	1	1	1	1	1	1	\$25,000
Top Dresser - Rink 2020									1	1	1	\$25,000
JD 5085 Tractor						1	1	1	1	1	1	\$77,000
Horst Snow Blade							1	1	1	1	1	\$12,000
Pick Trucks	1	1	1	1	1	1	1	1	1	1	1	\$34,000
Pick Trucks	2	2	2	2	2	2	2	2	2	2	2	\$24,000
Pick Trucks	3	3	3	3	3	10	10	10	10	10	10	\$24,000
Pick Trucks	1	1	1	1	1	1	1	1	1	1	1	\$32,000
Pick Trucks 1 Ton	2	2	2	2	2	3	3	4	4	4	4	\$55,000
Pick Trucks	1	1	1	1	1	1	1	1	1	1	1	\$29,000
Pick Trucks	2	2	2	2	2	2	2	2	2	2	2	\$27,000
Total (#)	2,055	2,057	2,060	2,063	2,065	2,083	2,087	2,094	2,096	2,101		
Total (\$000)	\$999.7	\$1,039.7	\$1,093.7	\$1,221.7	\$1,262.7	\$1,608.1	\$1,710.1	\$1,815.3	\$1,866.3	\$2,012.8		

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PARKS AND RECREATION
PARK VEHICLES AND EQUIPMENT

PARK BUILDINGS Type of Structure	# of Square Feet of Building Space										UNIT COST (\$/sq.ft.)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Broadview Park											
- Utility Building	100	100	100	100	100	100	100	100	100	100	\$11
Brompton Park											
- Washroom	750	750	750	750	750	750	750	750	750	750	\$180
Community Complex											
- Field House	600	600	600	600	600	600	600	600	600	600	\$110
- Washroom	800	800	800	800	800	800	800	800	800	800	\$180
Cowan Fields											
- Concession and Washroom (\$447k)										3,360	\$133
Cowan Park											
- Soccer Office Building	7,733	7,733	7,733	7,733	7,733	7,733	7,733	7,733	7,733	7,733	\$230
Hunting Estates											
- Utility Building	100	100	100	100	100	100	100	100	100	100	\$11
- Sheds	300	300	300	300	300	300	300	300	300	300	\$11
Lion's Pool											
- Pool Facility	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	\$100
Museum											
- Santa House	240	240	240	240	240	240	240	240	240	240	\$33
Northland Park											
- Utility Building	60	60	60	60	60	60	60	60	60	60	\$33
Parkrow											
- Storage Shed	100	100	100	100	100	100	100	100	100	100	\$11
Southside Park											
- Band Shell	615	615	615	615	615	615	615	615	615	615	\$33
- Boat House Shelter	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	\$33
- Concession Stand	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	\$180
- Cricket Club House	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	\$55
- East Diamond Score Booth	50	50	50	50	50	50	50	50	50	50	\$33
- Gazebo	745	745	745	745	745	745	745	745	745	745	\$33
- Lawn Bowling Building	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	\$33
- Lawn Bowling Storage Shed	200	200	200	200	200	200	200	200	200	200	\$33
- Score Keepers Shed	300	300	300	300	300	300	300	300	300	300	\$22
- Sports Field House Electrical Room	120	120	120	120	120	120	120	120	120	120	\$110
- Sports Field House Score Booth	50	50	50	50	50	50	50	50	50	50	\$33
- Storage Shed	600	600	600	600	600	600	600	600	600	600	\$22
- Washrooms	2,416	2,416	2,416	2,416	2,416	2,416	2,416	2,416	2,416	2,416	\$180
- West Diamond Score Booth	50	50	50	50	50	50	50	50	50	50	\$33

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PARKS AND RECREATION
PARK VEHICLES AND EQUIPMENT

PARK BUILDINGS Cont'd Type of Structure	# of Square Feet of Building Space										UNIT COST (\$/sq.ft.)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Sutherland Park												
- Broadcast Booth	50	50	50	50	50	50	50	50	50	50	50	\$33
- Washroom	710	710	710	710	710	710	710	710	710	710	710	\$180
Other												
- Donald Thompson Park Shed	100	100	100	100	100	100	100	100	100	100	100	\$33
- Kinsmen Field House	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	\$88
- Park Work Shop	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	\$88
- Sea Cadet Building	1,585	1,585	1,585	1,585	1,585	1,585	1,585	1,585	1,585	1,585	1,585	\$110
- Woodall Woods Storage Shed	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	\$11
Total (sq.ft.)	44,137	44,138	44,139	44,140	44,141	44,142	44,143	44,144	44,145	47,506		
Total (\$000)	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$4,751.2	\$5,198.2	

BRIDGES Park Name	# of Bridges										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Southside Park Foot Bridge	1	1	1	1	1	1	1	1	1	1	1	\$33,000
Southside Park Wet Bridge	1	1	1	1	1	1	1	1	1	1	1	\$275,000
Armstrong Park Foot Bridge	1	1	1	1	1	1	1	1	1	1	1	\$16,000
Standard Tube Park (Youth Start)	1	1	1	1	1	1	1	1	1	1	1	\$88,000
West End Park Foot Bridge	1	1	1	1	1	1	1	1	1	1	1	\$88,000
Burgess Park Upper Trail Bridge	1	1	1	1	1	1	1	1	1	1	1	\$5,500
Burgess Park River Trail Bridge	2	2	2	2	2	1	1	1	1	1	1	\$5,500
Total (#)	8	8	8	8	8	7	7	7	7	7	7	
Total (\$000)	\$516.5	\$516.5	\$516.5	\$516.5	\$516.5	\$511.0	\$511.0	\$511.0	\$511.0	\$511.0	\$511.0	

PARKING LOTS Type	# of Square Metres										UNIT COST (\$/unit)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Paved	8,841	8,841	8,841	8,841	8,841	8,841	8,841	8,841	8,841	8,841	24,056	\$38.0
Unpaved	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	13,221	\$27.0
Total (#)	22,062	22,062	22,062	22,062	22,062	22,062	22,062	22,062	22,062	22,062	37,277	
Total (\$000)	\$692.9	\$692.9	\$692.9	\$692.9	\$692.9	\$692.9	\$692.9	\$692.9	\$692.9	\$692.9	\$1,271.1	

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PARKS AND RECREATION
PARK VEHICLES AND EQUIPMENT

TRAILS Pool Name	# of Hectares										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Alder on the Grange Trail	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	\$11,000
Burgess Park Trail	29.6	29.6	29.6	29.6	29.6	29.6	29.6	29.6	29.6	29.6	\$11,000
Cedar Creek Park (Youth Start Trail)	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	\$11,000
Lion's Trail	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.1	15.1	\$11,000
Pittock South Shore (Includes Roth Park)	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	\$11,000
Standard Tube Park Trail	50.8	50.8	50.8	50.8	50.8	50.8	50.8	50.8	50.8	50.8	\$11,000
Total (#)	140.2	140.2	140.2	140.2	140.2	140.2	140.2	140.2	140.2	140.2	
Total (\$000)	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	\$1,542.2	

PARK FURNISHINGS Description	# of Items										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Wooden Benches	64	64	64	64	64	64	64	64	64	64	\$15
Iron Benches	89	89	89	89	89	89	89	89	89	89	\$1,100
Wood/Metal Bleachers	52	52	52	52	52	52	52	52	52	52	\$1,500
Aluminum Bleachers	4	4	4	4	4	8	12	16	20	24	\$3,300
8' Picnic Tables	139	139	139	139	139	139	139	139	139	139	\$500
12' Picnic Tables (Wheel Chair Accessible)	5	5	5	5	5	5	5	5	5	11	\$800
16' Picnic Tables in Pavilions	19	19	19	19	19	19	19	19	19	19	\$750
City Hall - Wood Benches	6	6	6	6	6	6	6	6	6	6	\$1,000
South Side Pool - Picnic Tables	10	10	10	10	10	10	10	10	10	10	\$500
South Side Pool - Benches	10	10	10	10	10	10	10	10	10	10	\$500
Total (#)	398	398	398	398	398	402	406	410	414	424	
Total (\$000)	\$293.8	\$293.8	\$293.8	\$293.8	\$293.8	\$307.0	\$320.2	\$333.4	\$346.6	\$364.6	

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APPENDIX B.4
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CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
PARKS AND RECREATION

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296

INVENTORY SUMMARY (\$000)

Major Facilities & Land	\$59,342.4	\$59,342.4	\$59,342.4	\$61,013.8	\$61,013.8	\$61,013.8	\$61,013.8	\$61,013.8	\$61,013.8	\$61,013.8
Parkland	\$12,893.5	\$12,893.5	\$12,893.5	\$12,893.5	\$12,933.5	\$12,603.9	\$12,741.4	\$12,741.4	\$12,909.7	\$14,268.6
Park Facilities	\$11,740.2	\$11,740.2	\$11,705.2	\$12,227.2	\$12,227.2	\$12,227.2	\$12,353.6	\$12,486.4	\$12,486.4	\$14,192.0
Vehicles and Special Facilities	\$8,502.6	\$8,542.6	\$8,596.6	\$8,724.6	\$8,765.6	\$9,105.5	\$9,207.5	\$9,312.7	\$9,363.7	\$10,535.3
Total (\$000)	\$92,478.7	\$92,518.7	\$92,537.7	\$94,859.1	\$94,940.0	\$94,950.3	\$95,316.2	\$95,554.2	\$95,773.5	\$100,009.7

SERVICE LEVEL (\$/capita)

Average
Service
Level

Major Facilities & Land	\$1,622.17	\$1,605.24	\$1,588.48	\$1,616.09	\$1,590.39	\$1,565.14	\$1,540.29	\$1,515.79	\$1,491.71	\$1,477.47	\$1,561.28
Parkland	\$352.46	\$348.78	\$345.13	\$341.51	\$337.13	\$323.32	\$321.65	\$316.54	\$315.62	\$345.52	\$334.77
Park Facilities	\$320.93	\$317.58	\$313.33	\$323.87	\$318.72	\$313.65	\$311.87	\$310.21	\$305.28	\$343.67	\$317.91
Vehicles and Special Facilities	\$232.42	\$231.08	\$230.11	\$231.09	\$228.48	\$233.58	\$232.44	\$231.36	\$228.93	\$255.12	\$233.46
Total (\$/capita)	\$2,527.98	\$2,502.67	\$2,477.05	\$2,512.56	\$2,474.72	\$2,435.68	\$2,406.25	\$2,373.90	\$2,341.54	\$2,421.78	\$2,447.41

CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
PARKS AND RECREATION

10-Year Funding Envelope Calculation

10 Year Average Service Level 2008 - 2017	\$2,447.41
Net Population Growth 2018 - 2027	4,304
Maximum Allowable Funding Envelope	\$10,533,653
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$1,053,365
Discounted Maximum Allowable Funding Envelope	\$9,480,287

Excess Capacity Calculation

Total Value of Inventory in 2017	\$100,009,698
Inventory Using Average Service Level	\$101,068,243
Excess Capacity	\$0

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
PARKS AND RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	10% Reduction		Available DC Reserves	2018-2027	Post 2027
4.0 PARKS AND RECREATION										
4.1 Indoor Recreation Facilities										
4.1.1 New Twin Pad Arena/Fieldhouse/Youth Center	2023	\$ 15,900,000	\$ -	\$ 15,900,000	\$ 6,541,000	\$ 935,900	\$ 8,423,100	\$ -	\$ 6,249,516	\$ 2,173,584
4.1.2 Southside Pool - Change Room / Facility Expansion	2022	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 700,000	\$ 80,000	\$ 720,000	\$ -	\$ 720,000	\$ -
4.1.3 Cowan Fields Rec. Complex Walkway and Lighting	2019	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 16,500	\$ 148,500	\$ 148,500	\$ -	\$ -
Subtotal Indoor Recreation Facilities		\$ 17,565,000	\$ -	\$ 17,565,000	\$ 7,241,000	\$ 1,032,400	\$ 9,291,600	\$ 148,500	\$ 6,969,516	\$ 2,173,584
4.2 Parkland & Park Facilities										
4.2.1 Pedestrian Bridge (over Thames River)	2020	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ 180,000	\$ -	\$ -
4.2.2 Park Furnishings - Various Parks	2018	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ 2,200	\$ 19,800	\$ 19,800	\$ -	\$ -
4.2.3 Park Furnishings - Various Parks	2019	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ 2,200	\$ 19,800	\$ 19,800	\$ -	\$ -
4.2.4 Park Furnishings - Various Parks	2020	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ 2,200	\$ 19,800	\$ 19,800	\$ -	\$ -
4.2.5 Park Furnishings - Various Parks	2021	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ 2,200	\$ 19,800	\$ -	\$ 19,800	\$ -
4.2.6 Park Furnishings - Various Parks	2022	\$ 22,000	\$ -	\$ 22,000	\$ -	\$ 2,200	\$ 19,800	\$ -	\$ 19,800	\$ -
4.2.7 Cowan Fields Adult Slo-Pitch Complex Ph 2	2020	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 60,000	\$ 540,000	\$ 451,328	\$ 88,672	\$ -
4.2.8 Cowan Fields Adult Slo-Pitch Complex Ph 3	2022	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 60,000	\$ 540,000	\$ -	\$ 540,000	\$ -
4.2.9 Shanna Larsen Park Development	2018	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 15,000	\$ 135,000	\$ 135,000	\$ -	\$ -
4.2.10 Shanna Larsen Park Development	2019	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ 67,500	\$ -	\$ -
4.2.11 Meadow Lane Park Ph 1	2021	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ 12,000	\$ 108,000	\$ -	\$ 108,000	\$ -
4.2.12 Meadow Lane Park Ph 2	2022	\$ 155,000	\$ -	\$ 155,000	\$ -	\$ 15,500	\$ 139,500	\$ -	\$ 139,500	\$ -
4.2.13 Halifax Park Development	2018	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 15,000	\$ 135,000	\$ 135,000	\$ -	\$ -
4.2.14 Halifax Park Development	2019	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ 67,500	\$ -	\$ -
4.2.15 Cowan Fields Twin Basketball Court	2019	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ 180,000	\$ -	\$ -
4.2.16 Cowan Fields Twin Tennis Courts	2020	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.2.17 Splash Pad	2021	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -
4.2.18 Community Complex Micro Skatepark	2022	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ 8,000	\$ 72,000	\$ -	\$ 72,000	\$ -
4.2.19 Peace Park - Finish Grading and Landscaping	2018	\$ 70,000	\$ -	\$ 70,000	\$ -	\$ 7,000	\$ 63,000	\$ 63,000	\$ -	\$ -
4.2.20 Pittock Parklots	2019	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 15,000	\$ 135,000	\$ 135,000	\$ -	\$ -
4.2.21 Pedestrian access over damm Pittock	2019	\$ 95,000	\$ -	\$ 95,000	\$ -	\$ 9,500	\$ 85,500	\$ 85,500	\$ -	\$ -
4.2.22 Pittock washrooms	2020	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ 5,500	\$ 49,500	\$ -	\$ 49,500	\$ -
4.2.23 Pittock accessible pathways	2020	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ 3,000	\$ 27,000	\$ -	\$ 27,000	\$ -
4.2.24 Patullo Woodlot - Trail, Parking, & Wayfinding	2018	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 16,500	\$ 148,500	\$ 148,500	\$ -	\$ -
4.2.25 New Storage Depot at Cowan Fields	2020	\$ 800,000	\$ -	\$ 800,000	\$ -	\$ 80,000	\$ 720,000	\$ -	\$ 720,000	\$ -
Subtotal Parkland & Park Facilities		\$ 4,280,000	\$ -	\$ 4,280,000	\$ -	\$ 428,000	\$ 3,852,000	\$ 1,707,728	\$ 2,144,272	\$ -

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
PARKS AND RECREATION

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	10% Reduction		Available DC Reserves	2018-2027	Post 2027
4.0 PARKS AND RECREATION										
4.3 Trail Development										
4.3.1 Trail Development	2018	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ 67,500	\$ -	\$ -
4.3.2 Trail Development	2019	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ 67,500	\$ -	\$ -
4.3.3 Trail Development	2020	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
4.3.4 Trail Development	2021	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
4.3.5 Trail Development	2022	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 7,500	\$ 67,500	\$ -	\$ 67,500	\$ -
Subtotal Trail Development		\$ 375,000	\$ -	\$ 375,000	\$ -	\$ 37,500	\$ 337,500	\$ 135,000	\$ 202,500	\$ -
4.4 Recovery Debentures										
4.4.1 Cowan Fields Recreation Complex - Principal	2018	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ 41,000	\$ -	\$ -
4.4.2 Cowan Fields Recreation Complex - Principal	2019	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ 41,000	\$ -	\$ -
4.4.3 Cowan Fields Recreation Complex - Principal	2020	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ -	\$ 41,000	\$ -
4.4.4 Cowan Fields Recreation Complex - Principal	2021	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ -	\$ 41,000	\$ -
4.4.5 Cowan Fields Recreation Complex - Principal	2022	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ -	\$ 41,000	\$ -
4.4.6 Cowan Fields Recreation Complex - Principal	2023	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ -	\$ 41,000	\$ -
4.4.7 Cowan Fields Recreation Complex - Principal	2024	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ -	\$ -	\$ 41,000
4.4.8 Cowan Fields Recreation Complex - Principal	2025	\$ 45,556	\$ -	\$ 45,556	\$ -	\$ 4,556	\$ 41,000	\$ -	\$ -	\$ 41,000
Subtotal Recovery Debentures		\$ 364,444	\$ -	\$ 364,444	\$ -	\$ 36,444	\$ 328,000	\$ 82,000	\$ 164,000	\$ 82,000
TOTAL PARKS AND RECREATION		\$ 22,584,444	\$ -	\$ 22,584,444	\$ 7,241,000	\$ 1,534,344	\$ 13,809,100	\$ 2,073,228	\$ 9,480,287	\$ 2,255,584

Note 1: Principal costs only. Financing is included in cashflow calculations.

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	100%	\$9,480,287
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$1,418.99
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	0%	\$0
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$0.00

2018 - 2027 Net Funding Envelope	\$9,480,287
Uncommitted Reserve Fund Balance Balance as at December 31, 2017	\$2,073,228

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APPENDIX B.4
TABLE 3

CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PARKS AND RECREATION
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

PARKS AND RECREATION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$1,023.00	\$2,120.01	\$2,051.05	\$2,821.48	\$2,170.37	(\$3,823.12)	(\$2,942.61)	(\$1,975.53)	(\$918.04)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Parks And Recreation: Non Inflated	\$0.0	\$0.0	\$1,132.7	\$375.3	\$1,558.8	\$6,249.5	\$0.0	\$0.0	\$0.0	\$0.0	\$9,316.3
- Debenture Principal Payments: N/E Recreation Comj	\$0.0	\$0.0	\$41.0	\$41.0	\$41.0	\$41.0	\$0.0	\$0.0	\$0.0	\$0.0	\$164.0
- Parks And Recreation: Inflated	\$0.0	\$0.0	\$1,219.4	\$439.3	\$1,728.3	\$6,941.0	\$0.0	\$0.0	\$0.0	\$0.0	\$10,328.0
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$1,013.1	\$1,049.6	\$1,085.7	\$1,130.6	\$1,002.2	\$1,036.7	\$1,073.8	\$1,110.3	\$1,146.1	\$951.9	\$10,599.8
INTEREST											
- Interest on Opening Balance	\$0.0	\$35.8	\$74.2	\$71.8	\$98.8	\$76.0	(\$210.3)	(\$161.8)	(\$108.7)	(\$50.5)	(\$174.8)
- Interest on In-year Transactions	\$17.7	\$18.4	(\$3.7)	\$12.1	(\$20.0)	(\$162.4)	\$18.8	\$19.4	\$20.1	\$16.7	(\$62.9)
- Interest Payments for N/E Rec Complex Debenture	(\$7.8)	(\$6.8)	(\$5.8)	(\$4.8)	(\$3.8)	(\$2.8)	(\$1.8)	(\$0.8)	\$0.0	\$0.0	(\$34.2)
TOTAL REVENUE	\$1,023.0	\$1,097.0	\$1,150.5	\$1,209.7	\$1,077.2	\$947.5	\$880.5	\$967.1	\$1,057.5	\$918.0	\$10,328.0
CLOSING CASH BALANCE	\$1,023.0	\$2,120.0	\$2,051.0	\$2,821.5	\$2,170.4	(\$3,823.1)	(\$2,942.6)	(\$1,975.5)	(\$918.0)	(\$0.0)	

2018 Adjusted Charge Per Capita	\$1,453.45
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Allocation of Capital Program	
Residential Sector	100.0%
Non-Residential Sector	0.0%
Rates for 2018	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.5

PUBLIC WORKS

APPENDIX B.5

PUBLIC WORKS

The Public Works department is responsible for the maintenance of all roads, sidewalks and curbs within the City boundaries. Staff from the City's engineering department carry out the function relating to Public Works. These functions includes maintenance services such as sweeping, leaf pickup, pothole patching, repair of utility poles, sidewalk repair and replacement, curb repairs, snow plowing, sanding and salting and spring clean up. The capital costs associated with Public Works functions are accounted for in this section. Information regarding roads and related infrastructure can be found in Appendix B.9.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

The ten-year historic inventory of capital assets for Public Works includes 45,288 square feet of building space with a replacement value of \$4.19 million. This includes the funded share of a recent fabric storage building expansion, along with the department's garage and office space, storage garage, sand storage building, and salt dome. The 4.48 hectares of land associated with the Public Works buildings are valued at \$672,000, furniture and equipment amounts to \$783,000, and the fleet and equipment adds an additional \$6.28 million to the value of the capital assets.

The total value of the Public Works capital infrastructure is estimated to be \$11.92 million. The ten-year historic average service level is \$191.32 per capita and employee and this, multiplied by the ten-year forecast net population and employment growth (7,739), results in a ten-year maximum allowable funding envelope of \$1.48 million. No excess capacity has been identified for this service.

TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGES

The total 2018–2027 development-related capital program for the Public Works department amounts to \$4.01 million.

The main projects in the Public Works capital program are the new wash and storage buildings and the construction of a second story addition to the engineering office. The total gross construction cost of these buildings is nearly \$3.10 million. Additions to the City fleet and new equipment will add another \$720,000.

The program also includes the remaining debenture payments for the recovery of costs associated with the acquisition of land. Only the principal portions of the debenture payments have been identified in the program; interest costs have been included in the cash flow calculations (see Table 3). The total outstanding debenture of \$150,000 will be funded through development charges in this period.

Finally, the capital program accounts for the recovery of the existing negative DC reserve fund balance of \$43,997.

No grants or subsidies have been identified, as such, the total capital program amount of \$4.01 million is considered to be DC-eligible. A post-period benefit share of \$2.53 million will not be recovered under these development charges but is eligible for consideration in future development charge studies.

The 2018–2027 DC costs eligible for recovery of \$1.48 million is allocated 66 percent, or \$977,860, against new residential development, and 34 per cent, or \$502,748, against non-residential development. This yields an unadjusted development charge of \$146.36 per capita and \$1.71 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow and reserve fund analysis, the residential calculated charge increases to \$172.00 per capita and the non-residential charge increases to \$2.03 per square metre. This is a reflection of the timing of the capital program and development charges revenues. The following table summarizes the calculation of the Public Works development charge:

PUBLIC WORKS SUMMARY						
10-year Hist.	2018 - 2027		Unadjusted		Adjusted	
Service Level	Development-Related Capital Program		Development Charge		Development Charge	
per pop & emp	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$191.32	\$4,008,997	\$1,480,608	\$146.36	\$1.71	\$172.00	\$2.03

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PUBLIC WORKS

BUILDINGS Facility Name	# of Square Feet										UNIT COST (\$/sq.ft.)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Garage and Office Space	23,320	23,320	26,295	26,295	26,295	26,295	26,295	26,295	26,295	26,295	26,295	\$110
Storage Garage (old Bus Barn)	6,406	6,406	6,406	6,406	6,406	6,406	6,406	6,406	6,406	6,406	6,406	\$110
Fabric Storage Building	559	559	559	559	559	559	559	559	559	559	6,799	\$44
<i>Less Committed Excess Capacity</i>											(1,000)	\$44
Sand Storage Building	1,885	1,885	1,885	1,885	1,885	1,885	1,885	1,885	2,940	2,940	2,940	\$44
Salt Dome	3,848	3,848	3,848	3,848	3,848	3,848	3,848	3,848	3,848	3,848	3,848	\$55
Total (#)	36,018	36,018	38,993	38,993	38,993	38,993	38,993	38,993	40,048	40,048	45,288	
Total (\$000)	\$3,589.0	\$3,589.0	\$3,916.3	\$3,916.3	\$3,916.3	\$3,916.3	\$3,916.3	\$3,916.3	\$3,962.7	\$3,962.7	\$4,193.3	

LAND Facility Name	# of Hectares										UNIT COST (\$/ha)	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
Public Works Yard - James St.	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	\$150,000
Total (ha)	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	4.48	
Total (\$000)	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	

FURNITURE & EQUIPMENT Facility Name	Total Value of Furniture & Equipment (\$)									
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Garage Equipment - Hoists, etc.	\$754,000	\$754,000	\$766,000	\$766,000	\$766,000	\$766,000	\$766,000	\$766,000	\$783,000	\$783,000
Total (\$000)	\$754.0	\$754.0	\$766.0	\$766.0	\$766.0	\$766.0	\$766.0	\$766.0	\$783.0	\$783.0

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
PUBLIC WORKS

FLEET & EQUIPMENT Description	# of Fleet										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Vactor	1	1	1	1	1	1	1	1	1	1	\$500,000
Sweepers	2	2	2	2	2	2	2	2	2	2	\$223,000
Backhoe	2	2	2	2	2	2	2	2	2	2	\$119,000
MTT Trackless Vehicles with Snow Blowers	2	2	3	3	3	3	3	3	3	3	\$180,000
Asphalt Rollers	2	2	2	2	2	1	1	1	1	1	\$42,000
Large Loaders	2	3	3	3	3	3	3	3	3	3	\$217,000
Small Loaders	1	1	1	1	1	1	1	1	1	-	\$48,000
Snow Blowers	2	2	2	2	2	2	2	2	2	2	\$117,000
Compressor	2	2	2	2	2			1	1	1	\$34,000
Leaf Vac	1	1	1	1	1	1	1	1	1	1	\$74,000
Trailers	10	10	6	6	6	6	6	6	6	6	\$11,100
Cement Saws	3	3	3	3	3	3	3	3	3	3	\$3,700
Asphalt Sprayer	1	1	1	1	1	1	1	1	1	1	\$18,600
Generators	5	5	5	5	5	4	4	4	4	4	\$3,700
Water Pumps	4	4	4	4	4	4	4	4	4	4	\$1,500
1/2 Ton Pickups	17	19	21	24	24	24	24	24	26	26	\$30,000
1 Ton Utility Dumps	1	1	1	1	1	1	1	1	2	2	\$59,000
Sander Dump Under Body Plow Trucks	3	3	3	3	3	4	4	4	4	4	\$191,000
Sander Dump Front Plow & Wing Trucks	4	4	5	5	5	2	2	1	1	1	\$217,000
Loader Attachment - Plow	3	3	3	3	3	3	3	3	3	3	\$27,000
Tandem Truck	2	2	2	2	2	2	2	2	2	1	\$180,000
Single Axle Dump			1	1	1	1	1	1	1	1	\$82,000
3/4 Ton Truck	1	1	1	1	3	3	3	3	3	3	\$51,000
Vans	5	5	5	5	5	5	5	5	5	5	\$30,000
Grader	1	1	1	1	1	1	1	1	-	-	\$297,000
Tower Light	-	-	-	-	1	1	1	1	1	1	\$7,400
Tandem Off Roll Truck with plow and wing	-	-	-	-	1	1	1	2	2	2	\$318,000
Trackless Leaf Loaders	1	1	3	3	3	3	3	3	3	3	\$47,000
Sreco Sewer Rodder	1	1	1	1	1	1	-	-	-	-	\$23,000
Mini Recycler with Trailer	1	1	1	1	1	1	1	1	1	1	\$20,000
Brine System	1	1	1	1	1	1	1	1	1	1	\$20,100
Sewer Cameras								2	2	2	\$25,400
Total (#)	81	84	87	90	94	88	87	90	92	90	
Total (\$000)	\$5,710.3	\$5,987.3	\$6,575.9	\$6,665.9	\$7,093.3	\$6,519.6	\$6,496.6	\$6,682.4	\$6,504.4	\$6,276.4	

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CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
PUBLIC WORKS

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296
Historic Employment	<u>20,323</u>	<u>20,910</u>	<u>21,513</u>	<u>22,134</u>	<u>22,625</u>	<u>23,132</u>	<u>23,657</u>	<u>24,200</u>	<u>24,761</u>	<u>25,082</u>
Total Historic Population & Employment	56,905	57,878	58,871	59,888	60,989	62,115	63,269	64,452	65,663	66,378

INVENTORY SUMMARY (\$000)

Buildings	\$3,589.0	\$3,589.0	\$3,916.3	\$3,916.3	\$3,916.3	\$3,916.3	\$3,916.3	\$3,962.7	\$3,962.7	\$4,193.3
Land	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0	\$672.0
Furniture & Equipment	\$754.0	\$754.0	\$766.0	\$766.0	\$766.0	\$766.0	\$766.0	\$766.0	\$783.0	\$783.0
Fleet & Equipment	\$5,710.3	\$5,987.3	\$6,575.9	\$6,665.9	\$7,093.3	\$6,519.6	\$6,496.6	\$6,682.4	\$6,504.4	\$6,276.4
Total (\$000)	\$10,725.3	\$11,002.3	\$11,930.2	\$12,020.2	\$12,447.6	\$11,873.9	\$11,850.9	\$12,083.1	\$11,922.1	\$11,924.7

SERVICE LEVEL (\$/pop & emp)

											Average Service Level
Buildings	\$63.07	\$62.01	\$66.52	\$65.39	\$64.21	\$63.05	\$61.90	\$61.48	\$60.35	\$63.17	\$63.12
Land	\$11.81	\$11.61	\$11.41	\$11.22	\$11.02	\$10.82	\$10.62	\$10.43	\$10.23	\$10.12	\$10.93
Furniture & Equipment	\$13.25	\$13.03	\$13.01	\$12.79	\$12.56	\$12.33	\$12.11	\$11.88	\$11.92	\$11.80	\$12.47
Fleet & Equipment	\$100.35	\$103.45	\$111.70	\$111.31	\$116.30	\$104.96	\$102.68	\$103.68	\$99.06	\$94.56	\$104.80
Total (\$/pop & emp)	\$188.48	\$190.10	\$202.65	\$200.71	\$204.10	\$191.16	\$187.31	\$187.47	\$181.57	\$179.65	\$191.32

CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
PUBLIC WORKS

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2008 - 2017	\$191.32
Net Population & Employment Growth 2018 - 2027	7,739
Maximum Allowable Funding Envelope	\$1,480,608
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$1,480,608

Excess Capacity Calculation	
Total Value of Inventory in 2017	\$11,924,669
Inventory Using Average Service Level	\$12,699,406
Excess Capacity	\$0
Excess Capacity:	Uncommitted

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
PUBLIC WORKS

Project Description	Timing	Gross Project Cost	Grants/Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	0% Reduction		Available DC Reserves	2018-2027	Post 2027
5.0 PUBLIC WORKS										
5.1 Buildings and Land										
5.1.1 New Wash Building	2019	\$ 1,360,000	\$ -	\$ 1,360,000	\$ -	\$ -	\$ 1,360,000	\$ -	\$ 211,611	\$ 1,148,389
5.1.2 New Storage Building	2019	\$ 795,000	\$ -	\$ 795,000	\$ -	\$ -	\$ 795,000	\$ -	\$ 795,000	\$ -
5.1.3 Second Storey Addition to Engineering Building - Engineering	2018	\$ 90,000	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000	\$ -	\$ 90,000	\$ -
5.1.4 Second Storey Addition to Engineering Building - Construction	2019	\$ 850,000	\$ -	\$ 850,000	\$ -	\$ -	\$ 850,000	\$ -	\$ -	\$ 850,000
Subtotal Buildings and Land		\$ 3,095,000	\$ -	\$ 3,095,000	\$ -	\$ -	\$ 3,095,000	\$ -	\$ 1,096,611	\$ 1,998,389
5.2 Fleet and Equipment										
5.2.1 Trackless	2019	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ -	\$ 220,000	\$ -	\$ 220,000	\$ -
5.2.2 Snow Plow	2021	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000
5.2.3 Asphalt Spreader	2021	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
Subtotal Fleet and Equipment		\$ 720,000	\$ -	\$ 720,000	\$ -	\$ -	\$ 720,000	\$ -	\$ 220,000	\$ 500,000
5.3 Recovery of Land Acquisition Debenture ¹										
5.3.1 Principal Payments	2018	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -
5.3.2 Principal Payments	2019	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -
5.3.3 Principal Payments	2020	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
Subtotal Recovery of Land Acquisition Debenture		\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ 120,000	\$ 30,000
5.4 Recovery of Negative Reserve Fund Balance										
5.4.1 Balance as at December 31, 2017	2018	\$ 43,997	\$ -	\$ 43,997	\$ -	\$ -	\$ 43,997	\$ -	\$ 43,997	\$ -
Subtotal Recovery of Negative Reserve Fund Balance		\$ 43,997	\$ -	\$ 43,997	\$ -	\$ -	\$ 43,997	\$ -	\$ 43,997	\$ -
TOTAL PUBLIC WORKS		\$ 4,008,997	\$ -	\$ 4,008,997	\$ -	\$ -	\$ 4,008,997	\$ -	\$ 1,480,608	\$ 2,528,389

Note 1: Principal costs only. Financing is included in cashflow calculations.

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	66%	\$977,860
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$146.36
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	34%	\$502,748
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$1.71

2018 - 2027 Net Funding Envelope	\$1,480,608
Uncommitted Reserve Fund Balance Balance as at December 31, 2017	(\$43,997)

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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PUBLIC WORKS
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

PUBLIC WORKS	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$19.70)	(\$792.59)	(\$713.60)	(\$623.33)	(\$541.99)	(\$450.49)	(\$347.91)	(\$233.75)	(\$108.61)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Public Works (New Projects): Non Inflated	\$88.50	\$810.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$898.6
- Land Acquisition Debenture Principle Payments	\$39.63	\$39.63	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$79.3
- Public Works (New Projects): Inflated	\$128.1	\$865.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$994.1
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$119.9	\$124.2	\$128.5	\$133.8	\$118.6	\$122.7	\$127.1	\$131.4	\$135.6	\$112.6	\$1,254.4
INTEREST											
- Interest on Opening Balance	\$0.0	(\$1.1)	(\$43.6)	(\$39.2)	(\$34.3)	(\$29.8)	(\$24.8)	(\$19.1)	(\$12.9)	(\$6.0)	(\$210.8)
- Interest on In-year Transactions	(\$0.2)	(\$20.4)	\$2.2	\$2.3	\$2.1	\$2.1	\$2.2	\$2.3	\$2.4	\$2.0	(\$2.9)
- Interest Payments for Land Acquisition Debenture	(\$11.2)	(\$9.7)	(\$8.2)	(\$6.6)	(\$5.0)	(\$3.5)	(\$1.9)	(\$0.4)	\$0.0	\$0.0	(\$46.6)
TOTAL REVENUE	\$108.4	\$93.0	\$79.0	\$90.3	\$81.3	\$91.5	\$102.6	\$114.2	\$125.1	\$108.6	\$994.1
CLOSING CASH BALANCE	(\$19.7)	(\$792.6)	(\$713.6)	(\$623.3)	(\$542.0)	(\$450.5)	(\$347.9)	(\$233.7)	(\$108.6)	\$0.0	

2018 Adjusted Charge Per Capita	\$172.00
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
PUBLIC WORKS
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

PUBLIC WORKS	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$15.38)	(\$418.68)	(\$384.69)	(\$346.05)	(\$298.64)	(\$245.63)	(\$186.48)	(\$120.81)	(\$48.91)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Public Works (New Projects): Non Inflated	\$45.50	\$416.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$462.0
- Land Acquisition Debenture Principle Payments	\$20.4	\$20.4	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$40.7
- Public Works (New Projects): Inflated	\$65.9	\$445.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$511.1
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	27,843	28,189	28,484	28,833	30,877	31,241	31,661	32,084	32,456	22,494	294,163
REVENUE											
- DC Receipts: Inflated	\$56.5	\$58.4	\$60.2	\$62.1	\$67.8	\$70.0	\$72.4	\$74.8	\$77.2	\$54.6	\$654.0
INTEREST											
- Interest on Opening Balance	\$0.0	(\$0.8)	(\$23.0)	(\$21.2)	(\$19.0)	(\$16.4)	(\$13.5)	(\$10.3)	(\$6.6)	(\$2.7)	(\$113.6)
- Interest on In-year Transactions	(\$0.3)	(\$10.6)	\$1.1	\$1.1	\$1.2	\$1.2	\$1.3	\$1.3	\$1.4	\$1.0	(\$1.5)
- Interest Payments for Land Acquisition Debenture	(\$5.8)	(\$5.0)	(\$4.2)	(\$3.4)	(\$2.6)	(\$1.8)	(\$1.0)	(\$0.2)	\$0.0	\$0.0	(\$23.9)
TOTAL REVENUE	\$50.5	\$41.9	\$34.0	\$38.6	\$47.4	\$53.0	\$59.1	\$65.7	\$71.9	\$52.8	\$515.0
CLOSING CASH BALANCE	(\$15.4)	(\$418.7)	(\$384.7)	(\$346.0)	(\$298.6)	(\$245.6)	(\$186.5)	(\$120.8)	(\$48.9)	\$3.9	

2018 Adjusted Charge Per Sq. M.	\$2.03
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.6

TRANSIT SERVICES

APPENDIX B.6

TRANSIT SERVICES

The City of Woodstock's engineering department is responsible for delivering public transit services to its residents and workforce. The capital costs associated with Transit Services functions are accounted for in this section.

TRANSIT RIDERSHIP AND PLANNED LEVEL OF SERVICE

The City of Woodstock currently operates six transit routes. Details on operating times and locations are outlined below, as posted on the Woodstock Transit website:

- Terminal is located at 623 Dundas Street.
- Conventional transit runs on a 30-minute service loop, Mondays through Saturdays. Buses leave the terminal on the hour and half hour.
- Para-transit services are additionally provided as a door-to-door scheduled service.
- Weekday service is offered between 6:00 a.m. and 10:00 p.m.
- Saturday service is offered between 8:00 a.m. and 10:00 p.m.
- No service is offered on Sundays or statutory holidays.
- Transfers can only be made at the terminal.

Woodstock Transit ridership has been growing over recent years. As shown in the table below, in 2010 the conventional transit system's total yearly ridership was 269,496. While there have been some fluctuations in ridership levels, the 2017 ridership of 345,147 represents a 28% increase over the 2010 levels.

Historical Transit Ridership City of Woodstock Conventional Transit System	
Year	Ridership (Revenue Passengers)
2010	269,496
2011	307,825
2012	345,559
2013	312,493
2014	346,369
2015	333,108
2016	366,439
2017	345,147

Moving forward, the City expects this upward trend in transit ridership to continue. Generally, transit ridership is attributed to increase as population and employment grows. As a result, ridership is expected to grow in proportion to population and employment growth in the City. Woodstock Transit expects to implement a seventh transit route beginning in 2021 to serve this growth. The Transit capital program presented in Table 2 is therefore considered to reflect the planned level of service.

TABLE 1 2008-2017 HISTORIC INVENTORY

Table 1 presents a ten-year historic inventory of capital assets for Transit services. The current inventory of capital assets for the City of Woodstock's Transit Services is valued at \$8.78 million. It includes a transit garage, a transit terminal, 30 advertising shelters, 11 conventional buses, 2 paratransit buses and equipment associated with servicing the buses.

**TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM AND
CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGES**

The ten-year development-related capital program for Transit Services recovers for the negative reserve fund balance in the amount of \$129,504.

The program also includes the acquisition of a new bus in 2023 at cost of \$600,000 with a third of this amount, or \$200,000, anticipated to be covered through grants or subsidies. Finally, the Transit Services capital program also accounts for a new transit route study and implementation in 2020 and 2021, respectively, totalling \$50,000.

Altogether, the ten-year capital forecast for Transit Services amounts to \$779,504. After the estimated \$200,000 in grants for the bus, \$579,504 remains as DC-eligible costs.

The full amount of \$579,504 is deemed to be related to development within 2018 to 2027. As shown in Table 2, this amount is allocated 66 per cent, or \$382,730, to the residential sector and 34 per cent, or \$196,773, to the non-residential sector. This yields an unadjusted development charge of \$57.29 per capita and \$0.67 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow analysis, the residential charge increases slightly to \$59.35 per capita and the non-residential charge increases to \$0.70 per square metre.

The following table summarizes the calculation of the Transit development charge:

TRANSIT SERVICES SUMMARY					
2018 - 2027		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$779,504	\$579,504	\$57.29	\$0.67	\$59.35	\$0.70

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CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
TRANSIT SERVICES

BUILDINGS Facility Name	# of Square Feet										UNIT COST (\$/sq.ft.)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Transit Garage	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	11,300	\$120
Transit Terminal						196	196	196	196	196	\$675
Layby									\$100,000	\$100,000	
Total (sq.ft.)	11,300	11,300	11,300	11,300	11,300	11,496	11,496	11,496	11,496	11,496	
Total (\$000)	\$1,356.0	\$1,356.0	\$1,356.0	\$1,356.0	\$1,356.0	\$1,488.3	\$1,488.3	\$1,488.3	\$1,588.3	\$1,588.3	

LAND Facility Name	# of Hectares										UNIT COST (\$/ha)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Transit Garage	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	\$150,000
Transit Terminal						0.27	0.27	0.27	0.27	0.27	\$150,000
Total (ha)	0.70	0.70	0.70	0.70	0.70	0.97	0.97	0.97	0.97	0.97	
Total (\$000)	\$105.0	\$105.0	\$105.0	\$105.0	\$105.0	\$145.5	\$145.5	\$145.5	\$145.5	\$145.5	

SHELTERS Description	# of Shelters										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Advertising Shelters	22	22	24	28	33	33	33	30	30	30	\$8,000
Total (#)	22	22	24	28	33	33	33	30	30	30	
Total (\$000)	\$176.0	\$176.0	\$192.0	\$224.0	\$264.0	\$264.0	\$264.0	\$240.0	\$240.0	\$240.0	

EQUIPMENT Description	# of Equipment										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Radios	12	12	12	12	16	16	16	16	16	16	\$758
Base Station	1	1	1	1	1	1	1	1	1	1	\$26,500
Fare Boxes	10	10	10	10	10	10	10	10	11	11	\$300
Next Stop System				10	10	10	10	10	11	11	\$12,000
Electronic Fare System										27	\$10,000
Total (#)	23	23	23	33	37	37	37	37	39	66	
Total (\$000)	\$38.6	\$38.6	\$38.6	\$158.6	\$161.6	\$161.6	\$161.6	\$161.6	\$173.9	\$443.9	

BUSES Description	# of Buses										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Standard Buses	5	4	2	2	1	-	-	-	-	-	\$318,000
Newer Used	1	1	1	1	1	1	-	-	-	-	\$318,000
New Buses	4	4	7	7	7	10	10	10	11	11	\$537,000
Paratransit	1	1	1	1	1	3	3	3	2	2	\$230,000
Total (#)	11	10	11	11	10	14	13	13	13	13	
Total (\$000)	\$4,286.0	\$3,968.0	\$4,943.0	\$4,943.0	\$4,625.0	\$6,378.0	\$6,060.0	\$6,060.0	\$6,367.0	\$6,367.0	

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CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
TRANSIT SERVICES

INVENTORY SUMMARY (\$000)

Buildings	\$1,356.0	\$1,356.0	\$1,356.0	\$1,356.0	\$1,356.0	\$1,488.3	\$1,488.3	\$1,488.3	\$1,588.3	\$1,588.3
Land	\$105.0	\$105.0	\$105.0	\$105.0	\$105.0	\$145.5	\$145.5	\$145.5	\$145.5	\$145.5
Shelters	\$176.0	\$176.0	\$192.0	\$224.0	\$264.0	\$264.0	\$264.0	\$240.0	\$240.0	\$240.0
Equipment	\$38.6	\$38.6	\$38.6	\$158.6	\$161.6	\$161.6	\$161.6	\$161.6	\$173.9	\$443.9
Buses	\$4,286.0	\$3,968.0	\$4,943.0	\$4,943.0	\$4,625.0	\$6,378.0	\$6,060.0	\$6,060.0	\$6,367.0	\$6,367.0
Total (\$000)	\$5,961.6	\$5,643.6	\$6,634.6	\$6,786.6	\$6,511.6	\$8,437.4	\$8,119.4	\$8,095.4	\$8,514.7	\$8,784.7

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
TRANSIT SERVICES

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	0% Reduction		Available DC Reserves	2018-2027	Post 2027
6.0 TRANSIT SERVICES										
6.1 Recovery of Negative Reserve Fund										
6.1.1 Recovery of Negative Reserve Fund	2018	\$ 129,504	\$ -	\$ 129,504	\$ -	\$ -	\$ 129,504	\$ -	\$ 129,504	\$ -
Subtotal Recovery of Negative Reserve Fund		\$ 129,504	\$ -	\$ 129,504	\$ -	\$ -	\$ 129,504	\$ -	\$ 129,504	\$ -
6.2 Fleet										
6.2.1 Additional Bus	2023	\$ 600,000	\$ 200,000	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
Subtotal Fleet		\$ 600,000	\$ 200,000	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
6.3 Studies and Other										
6.3.1 New Route - Study	2020	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
6.3.2 New Route - Implementation	2021	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
Subtotal Studies and Other		\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
TOTAL TRANSIT SERVICES		\$ 779,504	\$ 200,000	\$ 579,504	\$ -	\$ -	\$ 579,504	\$ -	\$ 579,504	\$ -

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	66%	\$382,730
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$57.29
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	34%	\$196,773
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$0.67

Uncommitted Reserve Fund Balance	
Balance as at December 31, 2017	(\$129,504)

CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
TRANSIT SERVICES
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

TRANSIT SERVICES	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$45.38)	(\$4.26)	\$23.14	\$53.10	\$96.60	(\$156.22)	(\$120.19)	(\$80.67)	(\$37.49)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Transit Services: Non Inflated	\$85.5	\$0.0	\$16.5	\$16.5	\$0.0	\$264.2	\$0.0	\$0.0	\$0.0	\$0.0	\$382.7
- Transit Services: Inflated	\$85.5	\$0.0	\$17.2	\$17.5	\$0.0	\$291.7	\$0.0	\$0.0	\$0.0	\$0.0	\$411.9
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$41.4	\$42.9	\$44.3	\$46.2	\$40.9	\$42.3	\$43.8	\$45.3	\$46.8	\$38.9	\$432.9
INTEREST											
- Interest on Opening Balance	\$0.0	(\$2.5)	(\$0.2)	\$0.8	\$1.9	\$3.4	(\$8.6)	(\$6.6)	(\$4.4)	(\$2.1)	(\$18.4)
- Interest on In-year Transactions	(\$1.2)	\$0.8	\$0.5	\$0.5	\$0.7	(\$6.9)	\$0.8	\$0.8	\$0.8	\$0.7	(\$2.6)
TOTAL REVENUE	\$40.2	\$41.1	\$44.6	\$47.5	\$43.5	\$38.9	\$36.0	\$39.5	\$43.2	\$37.5	\$411.9
CLOSING CASH BALANCE	(\$45.4)	(\$4.3)	\$23.1	\$53.1	\$96.6	(\$156.2)	(\$120.2)	(\$80.7)	(\$37.5)	\$0.0	

2018 Adjusted Charge Per Capita	\$59.35
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
TRANSIT SERVICES
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

TRANSIT SERVICES	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$25.16)	(\$6.06)	\$5.73	\$18.55	\$43.01	(\$84.76)	(\$64.02)	(\$41.30)	(\$16.48)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Transit Services: Non Inflated	\$44.0	\$0.0	\$8.5	\$8.5	\$0.0	\$135.8	\$0.0	\$0.0	\$0.0	\$0.0	\$196.8
- Transit Services: Inflated	\$44.0	\$0.0	\$8.8	\$9.0	\$0.0	\$150.0	\$0.0	\$0.0	\$0.0	\$0.0	\$211.8
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	27,843	28,189	28,484	28,833	30,877	31,241	31,661	32,084	32,456	22,494	294,163
REVENUE											
- DC Receipts: Inflated	\$19.5	\$20.1	\$20.7	\$21.4	\$23.4	\$24.1	\$25.0	\$25.8	\$26.6	\$18.8	\$225.5
INTEREST											
- Interest on Opening Balance	\$0.0	(\$1.4)	(\$0.3)	\$0.2	\$0.6	\$1.5	(\$4.7)	(\$3.5)	(\$2.3)	(\$0.9)	(\$10.7)
- Interest on In-year Transactions	(\$0.7)	\$0.4	\$0.2	\$0.2	\$0.4	(\$3.5)	\$0.4	\$0.5	\$0.5	\$0.3	(\$1.3)
TOTAL REVENUE	\$18.8	\$19.1	\$20.6	\$21.8	\$24.5	\$22.2	\$20.7	\$22.7	\$24.8	\$18.2	\$213.5
CLOSING CASH BALANCE	(\$25.2)	(\$6.1)	\$5.7	\$18.6	\$43.0	(\$84.8)	(\$64.0)	(\$41.3)	(\$16.5)	\$1.8	

2018 Adjusted Charge Per Sq. M.	\$0.70
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.7

WASTE MANAGEMENT

APPENDIX B.7

WASTE MANAGEMENT

The City of Woodstock offers garbage and recycling curbside collection services as well as waste depot drop-off facilities for items not picked up during curbside collection. These Waste Management services are primarily offered to residential development and non-industrial development.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

The ten-year historic inventory of capital assets for Waste Management includes a recycling transfer station and a cardboard storage building, amounting to 17,000 square feet of building space with a replacement value of \$1.79 million. The 0.41 hectares of land associated with the Waste Management buildings are valued at \$61,500.

Waste Management also operated 15 vehicles valued at a total of \$2.45 million, while the value of the department's equipment is estimated at \$466,000.

The total value of the Waste Management capital infrastructure is estimated to be \$4.77 million. The ten-year historic average service level is \$98.90 per capita and employee and this, multiplied by the ten-year forecast net population and non-industrial employment growth (5,591), results in a ten-year maximum allowable funding envelope of \$552,983. No excess capacity has been identified for this service. After the 10 per cent legislated reduction, the funding envelope is calculated at \$497,685.

TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGES

The 2018-2017 development-related capital program for Waste Management services primarily consists of the principal payments on the debenture associated with a new household hazardous waste depot. These payments total \$567,000 over the course of the 10-year planning period. No grants or subsidies have been identified for this project. A share equal to \$479,702 has been deducted to account for the benefit to existing residents associated with this new household hazardous waste service.

An addition of 10 new waste bins in 2018 is also included in the capital program at a total cost of \$100,000.

The total 2018–2027 development-related capital program for Waste Management services amounts to \$667,000. After deducting the benefit to existing share and the legislated 10 per cent reduction, the DC-eligible share is calculated at \$168,569.

The 2018–2027 DC costs eligible for recovery of \$168,569 is allocated 84 percent, or \$141,335, against new residential development, and 16 per cent, or \$27,233, against non-residential non-industrial development. This yields an unadjusted development charge of \$21.15 per capita and \$0.47 per square metre of non-residential (non-industrial) space.

TABLE 3 CASH FLOW ANALYSIS

After cash flow and reserve fund analysis, the residential calculated charge increases to \$33.85 per capita and the non-residential, non-industrial charge increases to \$0.76 per square metre. This is a reflection of the timing of the capital program and development charges revenues. It is noted that no charge has been calculated for industrial development as it is not deemed to benefit significantly from this service.

The following table summarizes the calculation of the Waste Management development charge:

WASTE MANAGEMENT SUMMARY						
10-year Hist. Service Level per pop & emp	2018 - 2027 Development-Related Capital Program		Unadjusted Charge		Adjusted Charge	
	Total	Net DC Recoverable	Residential \$/capita	Non-Industrial \$/sq.m	Residential \$/capita	Non-Industrial \$/sq.m
\$98.90	\$667,000	\$168,569	\$21.15	\$0.47	\$33.85	\$0.76

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CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
WASTE MANAGEMENT

BUILDINGS	# of Square Feet										UNIT COST (\$/sq. ft.)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Recycling Transfer Station	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	\$110
Cardboard Storage Building									1,500	1,500	\$58
Total (sq.ft.)	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	17,000	17,000	
Total (\$000)	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,792.0	\$1,792.0	

LAND	# of Hectares										UNIT COST (\$/ha)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
HHW & Bulky Items Depot											
Transfer Station and Blue Box Depot	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	\$150,000
Total (ha)	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	0.41	
Total (\$000)	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	

VEHICLES Vehicle Type	# of Vehicles										UNIT COST (\$/vehicle)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Single Stream Refuse Packer	4	3	3	3	3	2	2	2	1	-	\$236,000
Rear Load Refuse Packer	2	2	2	2	2	2	2	2	2	2	\$243,000
Loose Recycling Trucks	3	3	3	3	3	3	3	3	3	3	\$204,000
Two Stream Packer Trucks		1	1	1	1	2	2	2	3	4	\$240,000
Stake Truck and Trailer Combination	3	3	3	3	3	3	3	3	3	3	\$81,000
Tow Motor	1	1	1	1	1	1	1	1	1	1	\$30,000
Skid Steer Loader	1	1	1	1	1	1	1	1	1	-	\$45,000
4 Wheel Drive Loader	1	1	1	1	1	1	1	1	1	1	\$84,000
Pickup Truck	1	1	1	1	1	1	1	1	1	1	\$35,000
Total (#)	16	16	16	16	16	16	16	16	16	15	
Total (\$000)	\$2,479.0	\$2,483.0	\$2,483.0	\$2,483.0	\$2,483.0	\$2,487.0	\$2,487.0	\$2,487.0	\$2,491.0	\$2,450.0	

EQUIPMENT Description	# of Pieces of Equipment										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Truck Scale	1	1	1	1	1	1	1	1	1	1	\$86,000
Cardboard Baler	1	1	1	1	1	1	1	1	1	1	\$100,000
Trailer Compactor	1	1	1	1	1	1	1	1	1	1	\$280,000
Total (#)	3	3	3	3	3	3	3	3	3	3	
Total (\$000)	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	

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CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
WASTE MANAGEMENT

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296
Historic Employment - Commercial/Population Relate	8,520	8,728	8,942	9,160	9,184	9,208	9,232	9,256	9,280	9,400
Total Historic Population & Employment	45,102	45,696	46,300	46,914	47,548	48,191	48,844	49,508	50,182	50,696

INVENTORY SUMMARY (\$000)

Buildings	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,705.0	\$1,792.0	\$1,792.0
Land	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5	\$61.5
Vehicles	\$2,479.0	\$2,483.0	\$2,483.0	\$2,483.0	\$2,483.0	\$2,487.0	\$2,487.0	\$2,487.0	\$2,491.0	\$2,450.0
Equipment	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0	\$466.0
Total (\$000)	\$4,711.5	\$4,715.5	\$4,715.5	\$4,715.5	\$4,715.5	\$4,719.5	\$4,719.5	\$4,719.5	\$4,810.5	\$4,769.5

SERVICE LEVEL (\$/capita & employment)											Average Service Level
Buildings	\$37.80	\$37.31	\$36.83	\$36.34	\$35.86	\$35.38	\$34.91	\$34.44	\$35.71	\$35.35	\$35.99
Land	\$1.36	\$1.35	\$1.33	\$1.31	\$1.29	\$1.28	\$1.26	\$1.24	\$1.23	\$1.21	\$1.29
Vehicles	\$54.96	\$54.34	\$53.63	\$52.93	\$52.22	\$51.61	\$50.92	\$50.23	\$49.64	\$48.33	\$51.88
Equipment	\$10.33	\$10.20	\$10.06	\$9.93	\$9.80	\$9.67	\$9.54	\$9.41	\$9.29	\$9.19	\$9.74
Total (\$/pop & employment)	\$104.46	\$103.19	\$101.85	\$100.51	\$99.17	\$97.93	\$96.62	\$95.33	\$95.86	\$94.08	\$98.90

CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
WASTE MANAGEMENT

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2008 - 2017	\$98.90
Net Population & Employment (Non-Industrial) Growth 2018 - 2027	5,591
Maximum Allowable Funding Envelope	\$552,983
Less: Uncommitted Excess Capacity	\$0
Less: 10% Legislated Reduction	\$55,298
Discounted Maximum Allowable Funding Envelope	\$497,685

Excess Capacity Calculation	
Total Value of Inventory in 2017	\$4,769,500
Inventory Using Average Service Level	\$5,013,851
Excess Capacity	\$0
Excess Capacity:	Committed

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
WASTE MANAGEMENT

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	10% Reduction		Available DC Reserves	2018-2027	Post 2027
7.0 WASTE MANAGEMENT										
7.1 Recovery Debentures										
7.1.1 HHW Bulk Items Depot - Principal	2018	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.2 HHW Bulk Items Depot - Principal	2019	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.3 HHW Bulk Items Depot - Principal	2020	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.4 HHW Bulk Items Depot - Principal	2021	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.5 HHW Bulk Items Depot - Principal	2022	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.6 HHW Bulk Items Depot - Principal	2023	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.7 HHW Bulk Items Depot - Principal	2024	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.8 HHW Bulk Items Depot - Principal	2025	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.9 HHW Bulk Items Depot - Principal	2026	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
7.1.10 HHW Bulk Items Depot - Principal	2027	\$ 56,700		\$ 56,700	\$ 47,970	\$ 873	\$ 7,857	\$ -	\$ 7,857	\$ -
Subtotal Recovery Debentures		\$ 567,000	\$ -	\$ 567,000	\$ 479,702	\$ 8,730	\$ 78,569	\$ -	\$ 78,569	\$ -
7.2 Fleet and Equipment										
7.2.1 New Bins (10)	2018	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
Subtotal Fleet and Equipment		\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ 90,000	\$ -
TOTAL WASTE MANAGEMENT		\$ 667,000	\$ -	\$ 667,000	\$ 479,702	\$ 18,730	\$ 168,569	\$ -	\$ 168,569	\$ -

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	84%	\$141,335
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$21.15
Non-Residential (Non-Industrial) Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	16%	\$27,233
10-Year Growth in Square Metres		57,930
Unadjusted Development Charge Per Square Metre		\$0.47

2018 - 2027 Net Funding Envelope	\$497,685
Uncommitted Reserve Fund Balance Balance as at December 31, 2017	\$0

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**CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
WASTE MANAGEMENT
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

WASTE MANAGEMENT	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$74.86)	(\$74.13)	(\$71.04)	(\$65.16)	(\$60.47)	(\$53.24)	(\$43.11)	(\$30.07)	(\$13.94)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Waste Management: Non Inflated	\$75.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75.5
- Debenture Principal Payments: HHW Depot	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$65.9
- Waste Management: Inflated	\$82.05	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$6.6	\$141.3
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$23.6	\$24.4	\$25.3	\$26.3	\$23.3	\$24.1	\$25.0	\$25.9	\$26.7	\$22.2	\$246.9
INTEREST											
- Interest on Opening Balance	\$0.0	(\$4.1)	(\$4.1)	(\$3.9)	(\$3.6)	(\$3.3)	(\$2.9)	(\$2.4)	(\$1.7)	(\$0.8)	(\$26.7)
- Interest on In-year Transactions	(\$1.6)	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	\$0.4	\$0.3	\$1.3
- Interest Payments for HHW Depot Debenture	(\$14.8)	(\$13.3)	(\$11.9)	(\$10.3)	(\$8.8)	(\$7.3)	(\$5.7)	(\$4.2)	(\$2.7)	(\$1.1)	(\$80.1)
TOTAL REVENUE	\$7.2	\$7.3	\$9.7	\$12.5	\$11.3	\$13.8	\$16.7	\$19.6	\$22.7	\$20.5	\$141.3
CLOSING CASH BALANCE	(\$74.9)	(\$74.1)	(\$71.0)	(\$65.2)	(\$60.5)	(\$53.2)	(\$43.1)	(\$30.1)	(\$13.9)	\$0.0	

2018 Adjusted Charge Per Capita	\$33.85
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Allocation of Capital Program	
Residential Sector	83.8%
Non-Residential Sector	16.2%
Rates for 2018	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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**CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
WASTE MANAGEMENT
NON-RESIDENTIAL DEVELOPMENT CHARGE - NON-INDUSTRIAL
(in \$000)**

WASTE MANAGEMENT	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	(\$14.81)	(\$15.11)	(\$15.00)	(\$14.44)	(\$13.13)	(\$11.30)	(\$8.88)	(\$5.85)	(\$2.19)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Waste Management: Non Inflated	\$14.54	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$14.5
- Debenture Principal Payments: HHW Depot	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$1.3	\$12.7
- Waste Management: Inflated	\$15.81	\$1.27	\$1.27	\$1.27	\$1.27	\$1.27	\$1.27	\$1.27	\$1.27	\$1.27	\$27.2
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	5,483	5,551	5,609	5,678	6,081	6,152	6,235	6,318	6,392	4,430	57,930
REVENUE											
- DC Receipts: Inflated	\$4.2	\$4.3	\$4.4	\$4.6	\$5.0	\$5.2	\$5.3	\$5.5	\$5.7	\$4.0	\$48.2
INTEREST											
- Interest on Opening Balance	\$0.0	(\$0.8)	(\$0.8)	(\$0.8)	(\$0.8)	(\$0.7)	(\$0.6)	(\$0.5)	(\$0.3)	(\$0.1)	(\$5.5)
- Interest on In-year Transactions	(\$0.3)	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.0	\$0.3
- Interest Payments for HHW Depot	(\$2.9)	(\$2.6)	(\$2.3)	(\$2.0)	(\$1.7)	(\$1.4)	(\$1.1)	(\$0.8)	(\$0.5)	(\$0.2)	(\$15.4)
TOTAL REVENUE	\$1.0	\$1.0	\$1.4	\$1.8	\$2.6	\$3.1	\$3.7	\$4.3	\$4.9	\$3.7	\$27.5
CLOSING CASH BALANCE	(\$14.8)	(\$15.1)	(\$15.0)	(\$14.4)	(\$13.1)	(\$11.3)	(\$8.9)	(\$5.9)	(\$2.2)	\$0.3	

2018 Adjusted Charge Per Sq. M.	\$0.76
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Allocation of Capital Program	
Residential Sector	83.8%
Non-Residential Sector	16.2%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.8

GENERAL GOVERNMENT

APPENDIX B.8

GENERAL GOVERNMENT

The *DCA* allows the cost of development-related studies to be included in the calculation of the development charges as long as they are permitted under the legislation. Consistent with s.5(1)7 of the *DCA*, the eligible development-related capital costs for the provision of studies and permitted general government expenditures are reduced by 10 per cent when calculating the development charges.

**TABLE 1 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM AND
CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGES**

As shown on Table 1, the 2018–2027 development-related gross cost for General Government is \$810,000. The capital program includes two Secondary Plans for the City’s annexed lands in 2018 and 2020; 50 per cent of these costs, to a total of \$300,000, are anticipated to fall under the County’s responsibility. As required under the *DCA*, development charges studies must be undertaken every five years, thus two studies are included in the capital program. The capital plan also includes a Facility Needs Study, a Trail Development Study for the Pittock Lands, and a Zoning By-law review.

Most of these studies are considered to be entirely related to future growth, with the exception of the Zoning By-law review. Accordingly, a 50 per cent benefit to existing share has been deducted from the cost of the Zoning By-law review. This share amounts to \$12,500.

The legislated ten per cent reduction, \$49,750 is then discounted from the capital costs, leaving \$447,750 in DC-eligible costs. The funds that are available in the DC reserves amount to \$162,002, and are used to help offset the cost of the program. No post-period benefit shares have been identified for this service.

The remaining amount of \$285,748 is eligible for development charges funding in the ten-year planning period. This amount is included in the development charge calculation and is allocated 66 per cent, or \$188,721 to the residential sector and 34 per cent, or \$97,027 to the non-residential sector based on shares of ten-year growth in population in new units and employment. The resulting unadjusted per capita residential charge is \$28.25 before cash flow adjustments. The non-residential unadjusted charge is \$0.33 per square metre.

TABLE 3 CASH FLOW ANALYSIS

After cash flow analysis, the residential charge increases to \$30.00 per capita and the non-residential charge increases to \$0.36 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the General Government development charge.

GENERAL GOVERNMENT SUMMARY					
2018 - 2027		Unadjusted		Adjusted	
Development-Related Capital Program		Development Charge		Development Charge	
Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/capita	\$/sq.m
\$810,000	\$285,748	\$28.25	\$0.33	\$30.00	\$0.36

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
GENERAL GOVERNMENT

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	10% Reduction		Available DC Reserves	2018-2027	Post 2027
8.0 GENERAL GOVERNMENT										
8.1 Development-Related Studies										
8.1.1 Secondary Plan for Norwich Annexed Lands	2018	\$ 300,000	\$ 150,000	\$ 150,000	\$ -	\$ 15,000	\$ 135,000	\$ 135,000	\$ -	\$ -
8.1.2 Secondary Plan for Other Annexed Lands	2020	\$ 300,000	\$ 150,000	\$ 150,000	\$ -	\$ 15,000	\$ 135,000	\$ 27,002	\$ 107,998	\$ -
8.1.3 Facility Needs Study	2020	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 6,000	\$ 54,000	\$ -	\$ 54,000	\$ -
8.1.4 Trail Development Study for Pittock Lands	2020	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 6,000	\$ 54,000	\$ -	\$ 54,000	\$ -
8.1.5 Development Charges Study	2022	\$ 32,500	\$ -	\$ 32,500	\$ -	\$ 3,250	\$ 29,250	\$ -	\$ 29,250	\$ -
8.1.6 Development Charges Study	2027	\$ 32,500	\$ -	\$ 32,500	\$ -	\$ 3,250	\$ 29,250	\$ -	\$ 29,250	\$ -
8.1.7 Zoning By-law Review	2019	\$ 25,000	\$ -	\$ 25,000	\$ 12,500	\$ 1,250	\$ 11,250	\$ -	\$ 11,250	\$ -
Subtotal Development-Related Studies		\$ 810,000	\$ 300,000	\$ 510,000	\$ 12,500	\$ 49,750	\$ 447,750	\$ 162,002	\$ 285,748	\$ -
TOTAL GENERAL GOVERNMENT		\$ 810,000	\$ 300,000	\$ 510,000	\$ 12,500	\$ 49,750	\$ 447,750	\$ 162,002	\$ 285,748	\$ -

Residential Development Charge Calculation		
Residential Share of 2018 - 2027 DC Eligible Costs	66%	\$188,721
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$28.25
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	34%	\$97,027
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$0.33

Uncommitted Reserve Fund Balance	
Balance as at December 31, 2017	\$162,002

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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
GENERAL GOVERNMENT
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

GENERAL GOVERNMENT	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$21.27	\$36.35	(\$91.85)	(\$73.16)	(\$77.42)	(\$59.91)	(\$40.65)	(\$19.57)	\$3.42	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- General Government: Non Inflated	\$0.0	\$7.4	\$142.7	\$0.0	\$19.3	\$0.0	\$0.0	\$0.0	\$0.0	\$19.3	\$188.7
- General Government: Inflated	\$0.0	\$7.6	\$148.4	\$0.0	\$20.9	\$0.0	\$0.0	\$0.0	\$0.0	\$23.1	\$200.0
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$20.9	\$21.7	\$22.4	\$23.3	\$20.7	\$21.4	\$22.2	\$22.9	\$23.7	\$19.6	\$218.8
INTEREST											
- Interest on Opening Balance	\$0.0	\$0.7	\$1.3	(\$5.1)	(\$4.0)	(\$4.3)	(\$3.3)	(\$2.2)	(\$1.1)	\$0.1	(\$17.8)
- Interest on In-year Transactions	\$0.4	\$0.2	(\$3.5)	\$0.4	(\$0.0)	\$0.4	\$0.4	\$0.4	\$0.4	(\$0.1)	(\$1.0)
TOTAL REVENUE	\$21.3	\$22.7	\$20.2	\$18.7	\$16.7	\$17.5	\$19.3	\$21.1	\$23.0	\$19.7	\$200.0
CLOSING CASH BALANCE	\$21.3	\$36.3	(\$91.9)	(\$73.2)	(\$77.4)	(\$59.9)	(\$40.7)	(\$19.6)	\$3.4	\$0.0	

2018 Adjusted Charge Per Capita	\$30.00
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
GENERAL GOVERNMENT
NON-RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)

GENERAL GOVERNMENT	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$10.20	\$17.12	(\$49.72)	(\$41.25)	(\$42.21)	(\$31.90)	(\$20.59)	(\$8.22)	\$5.25	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- General Government: Non Inflated	\$0.0	\$3.8	\$73.3	\$0.0	\$9.9	\$0.0	\$0.0	\$0.0	\$0.0	\$9.9	\$97.0
- General Government: Inflated	\$0.0	\$3.9	\$76.3	\$0.0	\$10.8	\$0.0	\$0.0	\$0.0	\$0.0	\$11.9	\$102.8
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	27,843	28,189	28,484	28,833	30,877	31,241	31,661	32,084	32,456	22,494	294,163
REVENUE											
- DC Receipts: Inflated	\$10.0	\$10.4	\$10.7	\$11.0	\$12.0	\$12.4	\$12.8	\$13.3	\$13.7	\$9.7	\$116.0
INTEREST											
- Interest on Opening Balance	\$0.0	\$0.4	\$0.6	(\$2.7)	(\$2.3)	(\$2.3)	(\$1.8)	(\$1.1)	(\$0.5)	\$0.2	(\$9.5)
- Interest on In-year Transactions	\$0.2	\$0.1	(\$1.8)	\$0.2	\$0.0	\$0.2	\$0.2	\$0.2	\$0.2	(\$0.1)	(\$0.4)
TOTAL REVENUE	\$10.2	\$10.8	\$9.5	\$8.5	\$9.8	\$10.3	\$11.3	\$12.4	\$13.5	\$9.8	\$106.0
CLOSING CASH BALANCE	\$10.2	\$17.1	(\$49.7)	(\$41.2)	(\$42.2)	(\$31.9)	(\$20.6)	(\$8.2)	\$5.3	\$3.2	

2018 Adjusted Charge Per Sq. M.	\$0.36
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX B.9

ROADS AND RELATED

APPENDIX B.9

ROADS AND RELATED

The Engineering Department is responsible for the design and construction of the City's network of public roads and related infrastructure.

The City's road and related services are planned for the period from 2018 to 2027, consistent with the General Services planning period, and the City's budgeting practices.

This appendix provides a review of the 2018–2027 development-related capital forecast and the calculation of the development charges for roads and related services. Consistent with s. 5. (1) 7 of the *DCA*, there is no legislated percentage reduction in the eligible development-related capital costs for the provision of these City-wide hard services.

The cost, quantum and timing of the projects identified in the forecast have been provided by the Engineering Department based on estimates prepared by City staff.

TABLE 1 2008-2017 HISTORIC SERVICE LEVELS

Table 1 demonstrates that the City's current road infrastructure comprises of 69.5 kilometres of collector and arterial roads, with 11 associated bridges and culverts. The service level also includes 15 traffic signals, 277.7 kilometres of sidewalks, and 2 grade separations. The total inventory of capital assets has a full replacement value of \$109.26 million. This produces a 10-year historical service level of \$1,691.27 per capita and employment. The resulting maximum allowable funding envelope is \$13.09 million ($\$1,691.27 \times 7,739$ net population and employment growth over the 10-year planning horizon).

TABLE 2 2018 – 2027 DEVELOPMENT-RELATED CAPITAL PROGRAM AND CALCULATION OF THE UNADJUSTED DEVELOPMENT CHARGES

Table 2 provides a summary of the development-related capital program for Roads and Related services.

As shown in Table 2, the capital program totals \$9.45 million gross. This amount is comprised of \$2.19 million in road construction projects, \$1.34 million in road widening projects, \$304,000 in road construction on park and woodlot frontages,

\$750,000 in traffic signals, \$1.35 million in intersection improvements, and \$2.83 million for parking, street light, cycling lane projects and an update to the City's Transportation Master Plan. The remaining \$688,000 accounts for principal payments on the roads-related portions of the Cowan Fields Recreation Complex debenture over the 10-year planning period.

Grants, subsidies, and other recoveries, estimated at a total of \$1.66 million, offset the gross cost of the roads and related program. A further \$1.42 million has been identified as a non-growth or benefit to existing share; these costs will be recovered from other municipal funding sources.

After those adjustments the development-related capital cost for roads and related services is netted down to \$6.36 million. However, \$1.02 is available in the City's existing related development charges reserve accounts and is utilized to fund roads projects that first occur in the program. Therefore, about \$5.35 million is included in the development charges calculation.

This amount is apportioned between the residential and non-residential sectors; 66%, or \$3.53 million to residential and 34%, or \$1.82 million to non-residential based on shares of anticipated population and employment.

Table 2 shows that the residential sector's share of \$3.53 million in development-related net capital costs yields an "unadjusted" development charge of \$528.48 per capita.

The non-residential sector's share of \$1.82 million in development-related net capital costs is further allocated between the industrial sector, and the non-industrial sector. Of the non-residential growth-related costs, 63 per cent, or \$1.13 million, has been allocated to industrial development, and 37 per cent, or \$680,340 has been allocated to non-industrial development. The growth-related capital program results in an unadjusted charge of \$4.80 per square metre of GFA for the industrial sector and \$11.74 per square metre of GFA for the non-industrial sector.

TABLE 3 CASH FLOW ANALYSIS

After cash flow analysis, the residential charge increases to \$562.45 per capita, the non-residential industrial charge increases to \$5.15 per square metre, and finally the non-industrial charge also increases to \$11.33 per square metre. This is a reflection of the timing of the capital program and development charges revenues.

The following table summarizes the calculation of the Roads and Related development charge:

ROADS AND RELATED SUMMARY								
10-year Hist.	2018 - 2027		Unadjusted Charge			Adjusted Charge		
Service Level	Development-Related	Capital Program	Residential	Industrial	Non-Industrial	Residential	Industrial	Non-Industrial
per pop & emp	Total	Net DC Recoverable	\$/capita	\$/sq.m	\$/sq.m	\$/capita	\$/sq.m	\$/sq.m
\$1,691.27	\$9,446,000	\$5,346,092	\$528.48	\$4.80	\$11.74	\$562.45	\$5.15	\$11.33

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TABLE 1 - PAGE 1

CITY OF WOODSTOCK
INVENTORY OF CAPITAL ASSETS
ROADS AND RELATED

ROADS Type of Road	# of Kilometres										UNIT COST (\$/km)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Collectors - Rural	6.8	6.8	1.9	1.9	1.9	8.9	8.9	8.9	8.3	8.3	\$950,000
Arterial - Rural	-	-	6.8	6.8	6.8	5.5	6.2	6.2	6.2	6.2	\$1,000,000
Collectors - Urban											
2 lane	-	-	-	-	-	26.4	28.1	28.1	28.5	28.5	\$1,100,000
3 lane	13.1	14.9	14.9	16.4	18.3	13.0	13.0	13.0	17.3	17.3	\$1,350,000
4 lane	16.8	17.0	17.5	18.4	19.1	1.0	1.0	1.0	2.3	2.3	\$1,550,000
Arterials - Urban											
2 lane	2.3	2.4	2.4	2.4	2.4	3.8	3.8	3.8	2.9	2.9	\$1,350,000
3 lane	2.9	3.0	3.1	3.2	3.5	4.2	4.2	4.2	1.0	1.0	\$1,450,000
4 lane	6.4	6.5	7.0	7.0	8.0	3.7	3.7	3.7	2.4	2.4	\$1,550,000
5 lane	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.6	\$1,650,000
Total (km)	48.8	51.1	54.1	56.6	60.6	67.1	69.5	69.5	69.5	69.5	
Total (\$000)	\$68,240.0	\$71,415.0	\$75,255.0	\$78,820.0	\$84,620.0	\$80,040.0	\$82,610.0	\$82,610.0	\$82,430.0	\$82,430.0	

BRIDGES & CULVERTS Description	# of Bridges & Culverts										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Bridges	6	6	6	7	7	5	6	6	6	6	\$550,000
Culverts	3	3	3	4	5	5	5	5	5	5	\$220,000
Total (#)	9	9	9	11	12	10	11	11	11	11	
Total (\$000)	\$3,960.0	\$3,960.0	\$3,960.0	\$4,730.0	\$4,950.0	\$3,850.0	\$4,400.0	\$4,400.0	\$4,400.0	\$4,400.0	

TRAFFIC SIGNALS Description	# of Traffic Signals										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Signalized Intersections	11	12	12	12	12	13	13	13	14	14	\$132,000
Cross-walk Signals	1	1	1	1	1	1	1	1	1	1	\$66,000
Total (#)	12	13	13	13	13	14	14	14	15	15	
Total (\$000)	\$1,518.0	\$1,650.0	\$1,650.0	\$1,650.0	\$1,650.0	\$1,782.0	\$1,782.0	\$1,782.0	\$1,914.0	\$1,914.0	

SIDEWALKS Description	# of Kilometres										UNIT COST (\$/km)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Sidewalks	243.7	243.8	245.4	248.2	248.2	265.6	270.3	274.3	277.2	277.7	\$62,000
Total (km)	243.7	243.8	245.4	248.2	248.2	265.6	270.3	274.3	277.2	277.7	
Total (\$000)	\$15,109.4	\$15,115.6	\$15,214.8	\$15,388.4	\$15,388.4	\$16,467.2	\$16,758.6	\$17,006.6	\$17,186.4	\$17,217.4	

RAIL GRADE SEPARATIONS Description	# of Grade Separations										UNIT COST (\$/unit)
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Bridges over railways	2	2	2	2	2	2	2	2	2	2	\$1,649,000
Total (#)	2	2	2	2	2	2	2	2	2	2	
Total (\$000)	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	

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TABLE 1 - PAGE 2

**CITY OF WOODSTOCK
CALCULATION OF SERVICE LEVELS
ROADS AND RELATED**

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Historic Population	36,582	36,968	37,358	37,754	38,364	38,983	39,612	40,252	40,902	41,296
Historic Employment	20,323	20,910	21,513	22,134	22,625	23,132	23,657	24,200	24,761	25,082
Total Historic Population & Employment	56,905	57,878	58,871	59,888	60,989	62,115	63,269	64,452	65,663	66,378

INVENTORY SUMMARY (\$000)

Roads	\$68,240.0	\$71,415.0	\$75,255.0	\$78,820.0	\$84,620.0	\$80,040.0	\$82,610.0	\$82,610.0	\$82,430.0	\$82,430.0
Bridges & Culverts	\$3,960.0	\$3,960.0	\$3,960.0	\$4,730.0	\$4,950.0	\$3,850.0	\$4,400.0	\$4,400.0	\$4,400.0	\$4,400.0
Traffic Signals	\$1,518.0	\$1,650.0	\$1,650.0	\$1,650.0	\$1,650.0	\$1,782.0	\$1,782.0	\$1,782.0	\$1,914.0	\$1,914.0
Sidewalks	\$15,109.4	\$15,115.6	\$15,214.8	\$15,388.4	\$15,388.4	\$16,467.2	\$16,758.6	\$17,006.6	\$17,186.4	\$17,217.4
Rail Grade Separations	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0	\$3,298.0
Total (\$000)	\$92,125.4	\$95,438.6	\$99,377.8	\$103,886.4	\$109,906.4	\$105,437.2	\$108,848.6	\$109,096.6	\$109,228.4	\$109,259.4

SERVICE LEVEL (\$/pop & emp)

											Average Service Level
Roads	\$1,199.19	\$1,233.89	\$1,278.30	\$1,316.12	\$1,387.46	\$1,288.58	\$1,305.69	\$1,281.73	\$1,255.35	\$1,241.83	\$1,278.82
Bridges & Culverts	\$69.59	\$68.42	\$67.27	\$78.98	\$81.16	\$61.98	\$69.54	\$68.27	\$67.01	\$66.29	\$69.85
Traffic Signals	\$26.68	\$28.51	\$28.03	\$27.55	\$27.05	\$28.69	\$28.17	\$27.65	\$29.15	\$28.83	\$28.03
Sidewalks	\$265.52	\$261.16	\$258.44	\$256.95	\$252.31	\$265.11	\$264.88	\$263.86	\$261.74	\$259.38	\$260.94
Rail Grade Separations	\$57.96	\$56.98	\$56.02	\$55.07	\$54.08	\$53.10	\$52.13	\$51.17	\$50.23	\$49.69	\$53.64
Total (\$/pop & emp)	\$1,618.93	\$1,648.96	\$1,688.06	\$1,734.68	\$1,802.07	\$1,697.45	\$1,720.41	\$1,692.68	\$1,663.48	\$1,646.02	\$1,691.27

**CITY OF WOODSTOCK
CALCULATION OF MAXIMUM ALLOWABLE
ROADS AND RELATED**

10-Year Funding Envelope Calculation	
10 Year Average Service Level 2008 - 2017	\$1,691.27
Net Population & Employment Growth 2018 - 2027	7,739
Maximum Allowable Funding Envelope	\$13,088,582
Less: Uncommitted Excess Capacity	\$0
Discounted Maximum Allowable Funding Envelope	\$13,088,582

Excess Capacity Calculation	
Total Value of Inventory in 2017	\$109,259,400
Inventory Using Average Service Level	\$112,262,830
Excess Capacity	\$0

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
ROADS AND RELATED

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	0% Reduction		Available DC Reserves	2018-2027	Post 2027
9.0 ROADS AND RELATED										
9.1 Road Construction										
9.1.1 Hartley Farm to Sally Creek	2019	\$ 245,000	\$ -	\$ 245,000	\$ -	\$ -	\$ 245,000	\$ 245,000	\$ -	\$ -
9.1.2 Springbank Extension through Cowan Fields	2020	\$ 676,000	\$ 338,000	\$ 338,000	\$ -	\$ -	\$ 338,000	\$ -	\$ 338,000	\$ -
9.1.3 N/S Road in Cowan Fields	2021	\$ 1,265,000	\$ 632,500	\$ 632,500	\$ -	\$ -	\$ 632,500	\$ -	\$ 632,500	\$ -
Subtotal Road Construction		\$ 2,186,000	\$ 970,500	\$ 1,215,500	\$ -	\$ -	\$ 1,215,500	\$ 245,000	\$ 970,500	\$ -
9.2 Road Widening										
9.2.1 North Pittock Lands (road widening)	2020	\$ 175,000	\$ -	\$ 175,000	\$ 35,000	\$ -	\$ 140,000	\$ -	\$ 140,000	\$ -
9.2.2 North Pittock Lands (road widening)	2021	\$ 90,000	\$ -	\$ 90,000	\$ 18,000	\$ -	\$ 72,000	\$ -	\$ 72,000	\$ -
9.2.3 North Pittock Lands (road widening)	2022	\$ 150,000	\$ -	\$ 150,000	\$ 30,000	\$ -	\$ 120,000	\$ -	\$ 120,000	\$ -
9.2.4 Springbank Ave - Old City Limit to County Rd. 4	2019	\$ 45,000	\$ -	\$ 45,000	\$ 9,000	\$ -	\$ 36,000	\$ 36,000	\$ -	\$ -
9.2.5 Juliana Dr - West of Montclair to Longworth	2020	\$ 60,000	\$ -	\$ 60,000	\$ 12,000	\$ -	\$ 48,000	\$ -	\$ 48,000	\$ -
9.2.6 Lunor Development - Sprucedale to Cardinal	2019	\$ 33,000	\$ -	\$ 33,000	\$ 6,600	\$ -	\$ 26,400	\$ 26,400	\$ -	\$ -
9.2.7 Lunor Development - Sprucedale to Cardinal	2020	\$ 33,000	\$ -	\$ 33,000	\$ 6,600	\$ -	\$ 26,400	\$ -	\$ 26,400	\$ -
9.2.8 Lunor Development - Sprucedale to Cardinal	2021	\$ 33,000	\$ -	\$ 33,000	\$ 6,600	\$ -	\$ 26,400	\$ -	\$ 26,400	\$ -
9.2.9 Athlone Ave - Finkle to Holland Hitch	2019	\$ 515,000	\$ -	\$ 515,000	\$ 103,000	\$ -	\$ 412,000	\$ 412,000	\$ -	\$ -
9.2.10 Devonshire Bus Prk (st B, C & D)	2020	\$ 105,000	\$ -	\$ 105,000	\$ 21,000	\$ -	\$ 84,000	\$ -	\$ 84,000	\$ -
9.2.11 Road Widening in Norwich Annexed Area	2022	\$ 100,000	\$ -	\$ 100,000	\$ 20,000	\$ -	\$ 80,000	\$ -	\$ 80,000	\$ -
Subtotal Road Widening		\$ 1,339,000	\$ -	\$ 1,339,000	\$ 267,800	\$ -	\$ 1,071,200	\$ 474,400	\$ 596,800	\$ -
9.3 Roads on Park and Woodlot Frontages										
9.3.1 Lunor Group - Bysham Park Frontage Development	2019	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000	\$ 25,541	\$ 9,459	\$ -
9.3.2 Lunor Group - Bysham Park Frontage Development	2020	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
9.3.3 Lunor Group - Bysham Park Frontage Development	2022	\$ 39,000	\$ -	\$ 39,000	\$ -	\$ -	\$ 39,000	\$ -	\$ 39,000	\$ -
9.3.4 North Pittock Development (park frontage)	various	\$ 205,000	\$ -	\$ 205,000	\$ 41,000	\$ -	\$ 164,000	\$ 16,400	\$ 147,600	\$ -
Subtotal Roads on Park and Woodlot Frontages		\$ 304,000	\$ -	\$ 304,000	\$ 41,000	\$ -	\$ 263,000	\$ 41,941	\$ 221,059	\$ -
9.4 Traffic Signals										
9.4.1 New Traffic Signals - Dundas & Vansittart	2020	\$ 150,000	\$ 113,000	\$ 37,000	\$ 7,400	\$ -	\$ 29,600	\$ -	\$ 29,600	\$ -
9.4.2 New Traffic Signals - Various Locations	various	\$ 300,000	\$ -	\$ 300,000	\$ 60,000	\$ -	\$ 240,000	\$ 24,000	\$ 216,000	\$ -
9.4.3 Pedestrian Traffic Signals	various	\$ 300,000	\$ -	\$ 300,000	\$ 60,000	\$ -	\$ 240,000	\$ 24,000	\$ 216,000	\$ -
Subtotal Traffic Signals		\$ 750,000	\$ 113,000	\$ 637,000	\$ 127,400	\$ -	\$ 509,600	\$ 48,000	\$ 461,600	\$ -
9.5 Intersection Improvements										
9.5.1 Pattullo Turn Lanes	2020	\$ 300,000	\$ -	\$ 300,000	\$ 60,000	\$ -	\$ 240,000	\$ -	\$ 240,000	\$ -
9.5.2 Pattullo Ave. Urbanization	2020	\$ 800,000	\$ -	\$ 800,000	\$ 160,000	\$ -	\$ 640,000	\$ -	\$ 640,000	\$ -
9.5.3 Juliana Dr - Springbank Intersection Improvement	2021	\$ 250,000	\$ -	\$ 250,000	\$ 50,000	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -
Subtotal Intersection Improvements		\$ 1,350,000	\$ -	\$ 1,350,000	\$ 270,000	\$ -	\$ 1,080,000	\$ -	\$ 1,080,000	\$ -

CITY OF WOODSTOCK
DEVELOPMENT-RELATED CAPITAL PROGRAM
ROADS AND RELATED

Project Description	Timing	Gross Project Cost	Grants/ Subsidies/Other Recoveries	Net Municipal Cost	Ineligible Costs		Total DC Eligible Costs	DC Eligible Costs		
					Replacement & BTE Shares	0% Reduction		Available DC Reserves	2018-2027	Post 2027
9.0 ROADS AND RELATED										
9.6 Studies and Other										
9.6.1 944 James Street Parking Lot	2019	\$ 340,000	\$ -	\$ 340,000	\$ 226,667	\$ -	\$ 113,333	\$ -	\$ 113,333	\$ -
9.6.2 Downtown Public Parking	2018	\$ 230,000	\$ -	\$ 230,000	\$ 153,333	\$ -	\$ 76,667	\$ 76,667	\$ -	\$ -
9.6.3 New Street Lights - CR 4 Devonshire to Dundas	2019	\$ 550,000	\$ -	\$ 550,000	\$ 110,000	\$ -	\$ 440,000	\$ -	\$ 440,000	\$ -
9.6.4 New Street Lights - CR 4 Devonshire; Cardinal to CR4	2020	\$ 300,000	\$ -	\$ 300,000	\$ 60,000	\$ -	\$ 240,000	\$ -	\$ 240,000	\$ -
9.6.5 New Street Lights - Woodall; Devonshire to Seagrave	2018	\$ 55,000	\$ -	\$ 55,000	\$ 11,000	\$ -	\$ 44,000	\$ 44,000	\$ -	\$ -
9.6.6 New Street Lights - Miscellaneous	2019	\$ 120,000	\$ -	\$ 120,000	\$ 24,000	\$ -	\$ 96,000	\$ -	\$ 96,000	\$ -
9.6.7 New Street Lights - Miscellaneous	2020	\$ 120,000	\$ -	\$ 120,000	\$ 24,000	\$ -	\$ 96,000	\$ -	\$ 96,000	\$ -
9.6.8 New Street Lights - Miscellaneous	2021	\$ 120,000	\$ -	\$ 120,000	\$ 24,000	\$ -	\$ 96,000	\$ -	\$ 96,000	\$ -
9.6.9 New Street Lights - Miscellaneous	2022	\$ 120,000	\$ -	\$ 120,000	\$ 24,000	\$ -	\$ 96,000	\$ -	\$ 96,000	\$ -
9.6.10 New Street Lights - Miscellaneous	2022	\$ 120,000	\$ -	\$ 120,000	\$ 24,000	\$ -	\$ 96,000	\$ -	\$ 96,000	\$ -
9.6.11 Cycling Lanes	2019	\$ 329,000	\$ 263,000	\$ 66,000	\$ 13,200	\$ -	\$ 52,800	\$ -	\$ 52,800	\$ -
9.6.12 Cycling Lanes	2020	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9.6.13 Cycling Lanes	2021	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9.6.14 Transportation Master Plan	2023	\$ 110,000	\$ -	\$ 110,000	\$ 22,000	\$ -	\$ 88,000	\$ -	\$ 88,000	\$ -
Subtotal Studies and Other		\$ 2,829,000	\$ 578,000	\$ 2,251,000	\$ 716,200	\$ -	\$ 1,534,800	\$ 120,667	\$ 1,414,133	\$ -
9.7 Recovery Debentures										
9.7.1 Cowan Fields Recreation Complex - Principal	2018	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ 86,000	\$ -	\$ -
9.7.2 Cowan Fields Recreation Complex - Principal	2019	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
9.7.3 Cowan Fields Recreation Complex - Principal	2020	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
9.7.4 Cowan Fields Recreation Complex - Principal	2021	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
9.7.5 Cowan Fields Recreation Complex - Principal	2022	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
9.7.6 Cowan Fields Recreation Complex - Principal	2023	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
9.7.7 Cowan Fields Recreation Complex - Principal	2024	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
9.7.8 Cowan Fields Recreation Complex - Principal	2025	\$ 86,000	\$ -	\$ 86,000	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000	\$ -
Subtotal Recovery Debentures		\$ 688,000	\$ -	\$ 688,000	\$ -	\$ -	\$ 688,000	\$ 86,000	\$ 602,000	\$ -
TOTAL ROADS AND RELATED		\$ 9,446,000	\$ 1,661,500	\$ 7,784,500	\$ 1,422,400	\$ -	\$ 6,362,100	\$ 1,016,008	\$ 5,346,092	\$ -

Residential Share of 2018 - 2027 DC Eligible Costs	66%	\$3,530,800
10-Year Growth in Population in New Units		6,681
Unadjusted Development Charge Per Capita		\$528.48
Non-Residential Development Charge Calculation		
Non-Residential Share of 2018 - 2027 DC Eligible Costs	34%	\$1,815,293
10-Year Growth in Square Metres		294,163
Unadjusted Development Charge Per Square Metre		\$6.17

2018 - 2027 Net Funding Envelope	\$13,088,582
Uncommitted Reserve Fund Balance Balance as at December 31, 2017	\$1,016,008

**APPENDIX B.9
TABLE 3 - PAGE 1**

**CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
ROADS AND RELATED
RESIDENTIAL DEVELOPMENT CHARGE
(in \$000)**

ROADS AND RELATED	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$349.15	\$178.30	(\$837.44)	(\$1,280.18)	(\$1,374.85)	(\$1,212.20)	(\$960.18)	(\$679.41)	(\$311.14)	
2018 - 2027 RESIDENTIAL FUNDING REQUIREMENTS											
- Roads And Related: Non Inflated	\$38.28	\$508.25	\$1,297.75	\$716.49	\$322.93	\$96.40	\$38.28	\$38.28	\$38.28	\$38.28	\$3,133.2
- Debenture Principal Payments: N/E Recreati	\$0.0	\$56.8	\$56.8	\$56.8	\$56.8	\$56.8	\$56.8	\$56.8	\$0.0	\$0.0	\$397.6
- Roads And Related: Inflated	\$38.28	\$575.21	\$1,406.98	\$817.14	\$406.35	\$163.23	\$99.91	\$100.77	\$44.85	\$45.75	\$3,698.5
NEW RESIDENTIAL DEVELOPMENT											
- Population Growth in New Units	697	708	718	733	637	646	656	665	673	548	6,681
REVENUE											
- DC Receipts: Inflated	\$392.0	\$406.2	\$420.2	\$437.5	\$387.8	\$401.2	\$415.5	\$429.6	\$443.5	\$368.4	\$4,101.9
INTEREST											
- Interest on Opening Balance	\$0.0	\$12.2	\$6.2	(\$46.1)	(\$70.4)	(\$75.6)	(\$66.7)	(\$52.8)	(\$37.4)	(\$17.1)	(\$347.6)
- Interest on In-year Transactions	\$6.2	(\$4.6)	(\$27.1)	(\$10.4)	(\$0.5)	\$4.2	\$5.5	\$5.8	\$7.0	\$5.6	(\$8.5)
- Interest Payments for N/E Rec Complex Deb	(\$10.8)	(\$9.4)	(\$8.0)	(\$6.6)	(\$5.2)	(\$3.8)	(\$2.4)	(\$1.0)	\$0.0	\$0.0	(\$47.3)
TOTAL REVENUE	\$387.4	\$404.4	\$391.2	\$374.4	\$311.7	\$325.9	\$351.9	\$381.5	\$413.1	\$356.9	\$3,698.5
CLOSING CASH BALANCE	\$349.2	\$178.3	(\$837.4)	(\$1,280.2)	(\$1,374.9)	(\$1,212.2)	(\$960.2)	(\$679.4)	(\$311.1)	(\$0.0)	

2018 Adjusted Charge Per Capita

\$562.45

Allocation of Capital Program

Residential Sector	66.0%
Non-Residential Sector	34.0%

Rates for 2018

Inflation Rate:	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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APPENDIX B.9
TABLE 3 - PAGE 2

**CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
ROADS AND RELATED
NON-RESIDENTIAL DEVELOPMENT CHARGE - INDUSTRIAL
(in \$000)**

ROADS AND RELATED	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$101.18	\$33.91	(\$306.25)	(\$465.08)	(\$484.60)	(\$420.71)	(\$327.27)	(\$223.47)	(\$90.41)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Roads And Related: Non Inflated	\$12.30	\$163.37	\$417.15	\$230.31	\$103.80	\$30.99	\$12.30	\$12.30	\$12.30	\$12.30	\$1,007.2
- Debenture Principal Payments: N/E Recreati	\$0.0	\$18.3	\$18.3	\$18.3	\$18.3	\$18.3	\$18.3	\$18.3	\$0.0	\$0.0	\$127.8
- Roads And Related: Inflated	\$12.30	\$184.90	\$452.26	\$262.67	\$130.62	\$52.47	\$32.11	\$32.39	\$14.42	\$14.71	\$1,188.9
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	22,360	22,638	22,875	23,155	24,796	25,089	25,426	25,766	26,064	18,064	236,233
REVENUE											
- DC Receipts: Inflated	\$115.2	\$118.9	\$122.6	\$126.5	\$138.2	\$142.7	\$147.5	\$152.4	\$157.3	\$111.2	\$1,332.4
INTEREST											
- Interest on Opening Balance	\$0.0	\$3.5	\$1.2	(\$16.8)	(\$25.6)	(\$26.7)	(\$23.1)	(\$18.0)	(\$12.3)	(\$5.0)	(\$122.7)
- Interest on In-year Transactions	\$1.8	(\$1.8)	(\$9.1)	(\$3.7)	\$0.1	\$1.6	\$2.0	\$2.1	\$2.5	\$1.7	(\$2.8)
- Interest Payments for N/E Rec Complex Debt	(\$3.47)	(\$3.02)	(\$2.58)	(\$2.12)	(\$1.68)	(\$1.23)	(\$0.78)	(\$0.34)	\$0.00	\$0.00	(\$15.2)
TOTAL REVENUE	\$113.5	\$117.6	\$112.1	\$103.8	\$111.1	\$116.4	\$125.6	\$136.2	\$147.5	\$107.9	\$1,191.6
CLOSING CASH BALANCE	\$101.2	\$33.9	(\$306.2)	(\$465.1)	(\$484.6)	(\$420.7)	(\$327.3)	(\$223.5)	(\$90.4)	\$2.8	

2018 Adjusted Charge Per Sq. M.	\$5.15
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Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

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APPENDIX B.9
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**CITY OF WOODSTOCK
CASHFLOW AND DETERMINATION OF DEVELOPMENT CHARGE
ROADS AND RELATED
NON-RESIDENTIAL DEVELOPMENT CHARGE - NON-INDUSTRIAL
(in \$000)**

ROADS AND RELATED	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	TOTAL
OPENING CASH BALANCE	\$0.00	\$53.63	\$16.98	(\$183.35)	(\$275.09)	(\$283.88)	(\$242.79)	(\$184.12)	(\$119.40)	(\$48.42)	
2018 - 2027 NON-RESIDENTIAL FUNDING REQUIREMENTS											
- Roads And Related: Non Inflated	\$7.38	\$97.93	\$250.06	\$138.06	\$62.22	\$18.57	\$7.38	\$7.38	\$7.38	\$7.38	\$603.7
- Debenture Principal Payments: N/E Recreati	\$0.0	\$10.9	\$10.9	\$10.9	\$10.9	\$10.9	\$10.9	\$10.9	\$0.0	\$0.0	\$76.6
- Roads And Related: Inflated	\$7.4	\$99.9	\$260.2	\$146.5	\$67.4	\$20.5	\$8.3	\$8.5	\$8.6	\$8.8	\$636.0
NON-RESIDENTIAL SPACE GROWTH											
- Growth in Square Metres	5,483	5,551	5,609	5,678	6,081	6,152	6,235	6,318	6,392	4,430	57,930
REVENUE											
- DC Receipts: Inflated	\$62.1	\$64.2	\$66.1	\$68.3	\$74.6	\$77.0	\$79.6	\$82.2	\$84.8	\$60.0	\$718.8
INTEREST											
- Interest on Opening Balance	\$0.0	\$1.9	\$0.6	(\$10.1)	(\$15.1)	(\$15.6)	(\$13.4)	(\$10.1)	(\$6.6)	(\$2.7)	(\$71.1)
- Interest on In-year Transactions	\$1.0	(\$1.0)	(\$5.3)	(\$2.2)	\$0.1	\$1.0	\$1.2	\$1.3	\$1.3	\$0.9	(\$1.6)
- Interest Payments for N/E Rec Complex Debt	(\$2.08)	(\$1.81)	(\$1.55)	(\$1.27)	(\$1.01)	(\$0.74)	(\$0.47)	(\$0.20)	\$0.00	\$0.00	(\$9.1)
TOTAL REVENUE	\$61.0	\$63.2	\$59.8	\$54.8	\$58.6	\$61.6	\$67.0	\$73.2	\$79.6	\$58.2	\$637.0
CLOSING CASH BALANCE	\$53.6	\$17.0	(\$183.3)	(\$275.1)	(\$283.9)	(\$242.8)	(\$184.1)	(\$119.4)	(\$48.4)	\$1.0	

2018 Adjusted Charge Per Sq. M. \$11.33

Allocation of Capital Program	
Residential Sector	66.0%
Non-Residential Sector	34.0%
Rates for 2018	
Inflation Rate	2.0%
Interest Rate on Positive Balances	3.5%
Interest Rate on Negative Balances	5.5%

APPENDIX C

RESERVE FUND BALANCES

APPENDIX C**DEVELOPMENT CHARGES RESERVE FUND BALANCES**

Table 1 presents the uncommitted reserve fund balances that are available to help fund the development-related net capital costs identified in this study. The closing balances of the development charges reserve funds as at December 31, 2017 are displayed. As at December 31, 2017 the overall balance stood at \$3.83 million. This amount is brought forward to fund the DC capital programs.

The application of the available uncommitted balance in each of the reserve funds is discussed in the appendix section related to each service. These funds are assigned to projects in the initial years of the capital program for each service. The effect is to reduce and defer capital costs brought forward to the development charge calculation and the cash flow analysis.

**APPENDIX C
TABLE 1**

**CITY OF WOODSTOCK
DEVELOPMENT CHARGE RESERVE FUND BALANCE BY ACCOUNT
YEAR ENDING DECEMBER 31, 2017**

Service	Reserve Fund Balance as at Dec. 31, 2017
Library Services	\$871,031.14
Fire Protection	(\$84,652.67)
Police Protection	(\$33,783.59)
Parks And Recreation	\$2,073,228.20
Public Works	(\$43,996.96)
Transit Services	(\$129,503.59)
Waste Management	\$0.00
General Government	\$162,002.00
Roads And Related	\$1,016,007.71
Total Development Charge Reserves	\$3,830,332.23

APPENDIX D

LONG-TERM CAPITAL AND OPERATING COST IMPACTS

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APPENDIX D
TABLE 1

CITY OF WOODSTOCK
ESTIMATED NET OPERATING COST OF THE PROPOSED
DEVELOPMENT-RELATED CAPITAL PROGRAM
(in constant 2018 dollars)

	Net Cost (in 2018\$)		Estimated Operating Costs (\$000)									
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Library Services			\$0.0	\$0.0	\$0.0	\$0.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0
- Buildings, Land, Furnishings, and Materials	\$80	per sq.ft. added	\$0.0	\$0.0	\$0.0	\$0.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0	\$1,600.0
Fire Protection Services			\$128.7	\$134.7	\$134.7	\$134.7	\$183.4	\$183.4	\$183.4	\$183.4	\$183.4	\$183.4
- Buildings, Land and Furnishings	\$13	per sq.ft. added	\$48.7	\$48.7	\$48.7	\$48.7	\$48.7	\$48.7	\$48.7	\$48.7	\$48.7	\$48.7
- Vehicles	\$0.15	per \$1.00 new vehicle	\$0.0	\$6.0	\$6.0	\$6.0	\$54.8	\$54.8	\$54.8	\$54.8	\$54.8	\$54.8
- New Fire Fighters	\$80,000	per fire fighter	\$80.0	\$80.0	\$80.0	\$80.0	\$80.0	\$80.0	\$80.0	\$80.0	\$80.0	\$80.0
Police Protection Services			\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
- Buildings, Land and Furnishings			\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Parks and Recreation			\$39.0	\$82.2	\$215.7	\$239.6	\$299.6	\$879.6	\$879.6	\$879.6	\$879.6	\$879.6
- New Twin Pad/Youth Centre	\$580,000	per year	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$580.0	\$580.0	\$580.0	\$580.0	\$580.0
- Other Parks & Rec Facilities	\$0.07	per \$1.00 new inventory added	\$39.0	\$82.18	\$215.7	\$239.6	\$299.6	\$299.6	\$299.6	\$299.6	\$299.6	\$299.6
Public Works			\$0.0	\$120.4	\$120.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4	\$170.4
- Buildings, Land and Furnishings	\$13	per sq.ft. added	\$0.0	\$98.42	\$98.4	\$98.4	\$98.4	\$98.4	\$98.4	\$98.4	\$98.4	\$98.4
- Fleet	\$0.10	per \$1.00 new vehicle	\$0.0	\$22.0	\$22	\$72	\$72	\$72	\$72	\$72	\$72	\$72
Transit			\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0
- New Buses	\$0.15	per \$1.00 new inventory added	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0
Waste Management			\$7.8	\$10.7	\$13.5	\$16.3	\$19.2	\$22.0	\$24.8	\$27.7	\$30.5	\$33.4
- Waste Facilities and Equipment	5%	of cost	\$7.8	\$10.7	\$13.5	\$16.3	\$19.2	\$22.0	\$24.8	\$27.7	\$30.5	\$33.4
Roads and Related			\$70.5	\$142.0	\$214.5	\$288.5	\$352.3	\$416.8	\$482.3	\$548.8	\$616.0	\$670.8
- New Roads Construction	\$250	per household	\$70.5	\$142.0	\$214.5	\$288.5	\$352.3	\$416.8	\$482.3	\$548.8	\$616.0	\$670.8
TOTAL ESTIMATED OPERATING COSTS			\$246.0	\$490.0	\$698.8	\$849.6	\$2,624.9	\$3,332.2	\$3,400.6	\$3,469.9	\$3,540.0	\$3,597.6

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APPENDIX D
TABLE 2 - PAGE 1

**CITY OF WOODSTOCK
SUMMARY OF TAX SUPPORTED FUNDING REQUIREMENTS**

Net Capital Cost of Development-Related Projects	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)	2022 (\$000)	2023 (\$000)	2024 (\$000)	2025 (\$000)	2026 (\$000)	2027 (\$000)	TOTAL (\$000)
LIBRARY SERVICES											
Total Net Cost (1)	155.1	55.1	55.1	55.1	2,568.5	55.1	55.1	55.1	55.1	55.1	3,164.5
Net Cost From Development Charges (2)	0.0	0.0	0.0	0.0	1,460.0	0.0	0.0	0.0	0.0	0.0	1,460.0
Net Cost From Non-DC Sources	155.1	55.1	55.1	55.1	1,108.4	55.1	55.1	55.1	55.1	55.1	1,704.5
- Discount Portion (3)	15.5	5.5	5.5	5.5	256.8	5.5	5.5	5.5	5.5	5.5	316.5
- Available DC Reserves (4)	139.6	49.6	49.6	49.6	582.6	0.0	0.0	0.0	0.0	0.0	871.0
- Replacement & Benefit to Existing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	269.0	49.6	49.6	49.6	49.6	49.6	517.0
FIRE PROTECTION											
Total Net Cost (1)	942.1	490.0	0.0	0.0	325.0	0.0	0.0	0.0	0.0	0.0	1,757.1
Net Cost From Development Charges (2)	942.1	305.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,248.0
Net Cost From Non-DC Sources	0.0	184.1	0.0	0.0	325.0	0.0	0.0	0.0	0.0	0.0	509.1
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement & Benefit to Existing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2027 Development (5)	0.0	184.1	0.0	0.0	325.0	0.0	0.0	0.0	0.0	0.0	509.1
POLICE PROTECTION											
Total Net Cost (1)	33.8	218.3	218.3	218.3	218.3	218.3	218.3	218.3	218.3	218.3	1,998.5
Net Cost From Development Charges (2)	33.8	218.3	218.3	218.3	218.3	218.3	218.3	143.4	0.0	0.0	1,487.0
Net Cost From Non-DC Sources	0.0	0.0	0.0	0.0	0.0	0.0	0.0	74.9	218.3	218.3	511.5
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement & Benefit to Existing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	74.9	218.3	218.3	511.5
PARKS AND RECREATION											
Total Net Cost (1)	677.6	902.6	2,027.6	462.6	2,477.6	15,945.6	45.6	45.6	0.0	0.0	22,584.4
Net Cost From Development Charges (2)	0.0	0.0	1,173.7	416.3	1,599.8	6,290.5	0.0	0.0	0.0	0.0	9,480.3
Net Cost From Non-DC Sources	677.6	902.6	853.9	46.3	877.8	9,655.0	45.6	45.6	0.0	0.0	13,104.2
- Discount Portion (3)	67.8	90.3	202.8	46.3	177.8	940.5	4.6	4.6	0.0	0.0	1,534.3
- Available DC Reserves (4)	609.8	812.3	651.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,073.2
- Replacement & Benefit to Existing	0.0	0.0	0.0	0.0	700.0	6,541.0	0.0	0.0	0.0	0.0	7,241.0
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	0.0	2,173.6	41.0	41.0	0.0	0.0	2,255.6
PUBLIC WORKS											
Total Net Cost (1)	194.0	3,285.0	30.0	500.0	0.0	0.0	0.0	0.0	0.0	0.0	4,009.0
Net Cost From Development Charges (2)	194.0	1,286.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,480.6
Net Cost From Non-DC Sources	0.0	1,998.4	30.0	500.0	0.0	0.0	0.0	0.0	0.0	0.0	2,528.4
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement & Benefit to Existing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2027 Development (5)	0.0	1,998.4	30.0	500.0	0.0	0.0	0.0	0.0	0.0	0.0	2,528.4

Notes: (1) For total development-related capital program see Appendix B.

(2) Share of capital program to be funded from development charges if calculated rates are fully implemented

(3) Mandatory 10% reduction for applicable services

(4) Portion of development-related capital program identified as available DC reserves (to be funded from present Development Charge reserve fund balances).

(5) Post 2027 development-related net capital costs may be eligible for development charges in future DC by-laws, but interim financing of this share may be required

**APPENDIX D
TABLE 2 - PAGE 2**

**CITY OF WOODSTOCK
SUMMARY OF TAX SUPPORTED FUNDING REQUIREMENTS**

Net Capital Cost of Development-Related Projects	2018 (\$000)	2019 (\$000)	2020 (\$000)	2021 (\$000)	2022 (\$000)	2023 (\$000)	2024 (\$000)	2025 (\$000)	2026 (\$000)	2027 (\$000)	TOTAL (\$000)
TRANSIT SERVICES											
Total Net Cost (1)	129.5	0.0	25.0	25.0	0.0	400.0	0.0	0.0	0.0	0.0	579.5
Net Cost From Development Charges (2)	129.5	0.0	25.0	25.0	0.0	400.0	0.0	0.0	0.0	0.0	579.5
Net Cost From Non-DC Sources	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement & Benefit to Existing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WASTE MANAGEMENT											
Total Net Cost (1)	156.7	56.7	56.7	56.7	56.7	56.7	56.7	56.7	56.7	56.7	667.0
Net Cost From Development Charges (2)	97.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	7.9	168.6
Net Cost From Non-DC Sources	58.8	48.8	48.8	48.8	48.8	48.8	48.8	48.8	48.8	48.8	498.4
- Discount Portion (3)	10.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	18.7
- Available DC Reserves (4)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Replacement & Benefit to Existing	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	48.0	479.7
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ROADS AND RELATED (6)											
Total Net Cost (1)	451.5	2,115.5	2,459.5	1,292.0	695.5	276.5	166.5	166.5	80.5	80.5	7,784.5
Net Cost From Development Charges (2)	58.0	855.6	2,051.0	1,170.9	575.0	232.0	144.0	144.0	58.0	58.0	5,346.1
Net Cost From Non-DC Sources	393.5	1,259.9	408.5	121.1	120.5	44.5	22.5	22.5	22.5	22.5	2,438.4
- Discount Portion (3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
- Available DC Reserves (4)	213.1	751.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	6.4	1,016.0
- Replacement & Benefit to Existing	180.4	508.6	402.1	114.7	114.1	38.1	16.1	16.1	16.1	16.1	1,422.4
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GENERAL GOVERNMENT											
Total Net Cost (1)	150.0	25.0	270.0	0.0	32.5	0.0	0.0	0.0	0.0	32.5	510.0
Net Cost From Development Charges (2)	0.0	11.3	216.0	0.0	29.3	0.0	0.0	0.0	0.0	29.3	285.7
Net Cost From Non-DC Sources	150.0	13.8	54.0	0.0	3.3	0.0	0.0	0.0	0.0	3.3	224.3
- Discount Portion (3)	15.0	1.3	27.0	0.0	3.3	0.0	0.0	0.0	0.0	3.3	49.8
- Available DC Reserves (4)	135.0	0.0	27.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	162.0
- Replacement & Benefit to Existing	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.5
- For Post 2027 Development (5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL MUNICIPAL SERVICES											
Total Net Cost (1)	2,890.2	7,148.2	5,142.2	2,609.7	6,374.0	16,952.2	542.2	542.2	410.6	443.1	43,054.5
Net Cost From Development Charges (2)	1,455.2	2,685.5	3,691.8	1,838.3	3,890.2	7,148.6	370.1	295.3	65.8	95.1	21,535.9
Net Cost From Non-DC Sources	1,435.1	4,462.7	1,450.4	771.4	2,483.8	9,803.5	172.1	246.9	344.8	348.1	21,518.7
- Discount Portion (3)	109.1	97.9	236.1	52.6	438.7	946.8	10.9	10.9	6.4	9.6	1,919.3
- Available DC Reserves (4)	1,097.5	1,613.3	734.2	56.0	589.0	6.4	6.4	6.4	6.4	6.4	4,122.3
- Replacement & Benefit to Existing	228.4	569.0	450.1	162.7	862.1	6,627.1	64.1	64.1	64.1	64.1	9,155.6
- For Post 2027 Development (5)	0.0	2,182.5	30.0	500.0	594.0	2,223.2	90.6	165.5	267.9	267.9	6,321.5

Notes: (1) For total development-related capital program see Appendix B.

(2) Share of capital program to be funded from development charges if calculated rates are fully implemented

(3) Mandatory 10% reduction for applicable services

(4) Portion of development-related capital program identified as available DC reserves (to be funded from present Development Charge reserve fund balances).

(5) Post 2027 development-related net capital costs may be eligible for development charges in future DC by-laws, but interim financing of this share may be required

APPENDIX E

ASSET MANAGEMENT PLAN

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The *Development Charges Act* now requires that municipalities complete an Asset Management Plan before passing a development charges by-law. A key function of the Asset Management Plan is to demonstrate that all assets proposed to be funded under the development charges by-law are financially sustainable over their full life cycle.

Asset Types

A summary of the future municipal-owned assets and estimated useful life assumptions for eligible DC services considered as part of the study are outlined in Table 1. Although all capital assets considered in the study have been identified, not all assets necessitate future replacement or ongoing maintenance activities. The exception and the justification is as follows:

- Some of the works identified may represent one-time expenditures and may be temporary in nature. Therefore, the assets would not be required to be replaced and no ongoing operation and maintenance costs exist. Such assets are identified as “not a long-term asset” in the table.
- Some projects do not relate to the emplacement of a tangible capital asset—some examples include the acquisition of land or the undertaking of development-related studies. These projects/costs do not necessarily require future replacement or ongoing maintenance. Such projects are identified as “not infrastructure” in the table.

It should be noted that the capital cost estimates prepared for each of the projects identified in this section include grouped costs of various individual elements, which, as a stand-alone item, may have its own useful life (ex. New buildings include: HVAC, structural elements, roof, etc.). Accordingly, the average useful life assumptions noted below are applicable to all project components.

Table 1 Summary of City-wide Municipal Assets	
Service and Amenities	Estimated Useful Life
Library Services <ul style="list-style-type: none"> • Study • Building Construction • Additional Resources 	Not Infrastructure 50 Years 7 Years
Fire Protection Services <ul style="list-style-type: none"> • Recovery of Negative Reserve Fund • Building Construction • Fire Bunker Gear • Fire Tanker • Off Road Response Vehicles 	Not a Long-Term Asset 50 Years 11 Years 20 Years 12 Years
Police Protection Services <ul style="list-style-type: none"> • Recovery of Negative Reserve Fund • Debt Recovery 	Not a Long-Term Asset Not Infrastructure
Parks and Recreation <ul style="list-style-type: none"> • Buildings Construction • Park Furnishings • Park Facilities • Pedestrian Bridges • Trails • Debt Recovery 	50 Years 10 Years 15 - 20 Years 75 Years 20 Years Not Infrastructure
Public Works <ul style="list-style-type: none"> • Study • Facilities • Road Vehicles and Equipment • Debt Recovery 	Not Infrastructure 50 Years 10 – 15 Years Not Infrastructure
Transit Services <ul style="list-style-type: none"> • Recovery of Negative Reserve Fund • Transit Buses • New Transit Route 	Not a Long-Term Asset 20 Years Not Infrastructure
Waste Management <ul style="list-style-type: none"> • Fleet and Equipment 	20 Years
General Government <ul style="list-style-type: none"> • All studies 	Not Infrastructure
Roads and Related <ul style="list-style-type: none"> • Roads • Cycling Lanes • Signalization • Streetlight • Studies • Debt Recovery 	40 Years 20 Years 35 Years 20 Years Not Infrastructure Not Infrastructure

Annual Provision

When assets require rehabilitation or are due for replacement, the source of funds is limited to reserves or contributions from operating. Capital expenditures to carry out the rehabilitation and replacement of aging infrastructure are not development-related and are therefore not eligible for funding through development charge revenues or other developer contributions.

Based on the information obtained from the City of Woodstock's 2016 Asset Management Plan regarding useful life assumptions and from City staff on the capital cost of acquiring and/or emplacing each asset, a provision for infrastructure replacement has been calculated for all services. Provisions for infrastructure replacement are initially calculated for each asset based on their useful life and the anticipated cost of replacement. The aggregate of all individual provisions form the required annual capital provision. In calculating the annual provisions, a number of assumptions are made to account for inflation (2.0 per cent) and interest (3.5 per cent).

Consistent with the requirements of the *Development Charge Act*, assets that are proposed to be funded under the development charges by-law have been included in the analysis. As a result, the total calculated annual provision for development charge related infrastructure has been netted down to consider the replacement of existing infrastructure or benefit-to-existing development. For reference, the annual replacement provisions associated with the non-development charge funded portion include costs related to benefit-to-existing development, post-period benefit as well as a portion of the statutory ten percent discount that relates to those DC costs that will be considered for recovery in subsequent by-laws has also been calculated.

Table 2 provides the calculated annual asset management contribution for 2018-2028 for both the gross capital expenditures and the share related to the 2018-2027 DC recoverable portion. As shown in Table 2, by 2028, the City will need to fund an additional \$742,000 per annum in order to properly fund the full life cycle costs of the new assets related to the services supported under the development charges by-law. The calculated life cycle funding requirement of \$742,000 equates to approximately 1.2 per cent of the City's 2016 total own source revenues of \$61.23 million.

Service	2018-2027 Capital Program		Calculated AMP Annual Provision by 2028	
	DC Recoverable	Non-DC Funded	DC Related	Non-DC Related
Library Services	\$ 1,460,000	\$ 6,731,000	\$ 88,000	\$ 160,000
Fire Protection Services	\$ 1,248,000	\$ 509,000	\$ 24,000	\$ 24,000
Police Protection Services	\$ 1,487,000	\$ 511,000	\$ -	\$ -
Parks and Recreation	\$ 9,490,000	\$ 13,094,000	\$ 377,000	\$ 211,000
Public Works	\$ 1,480,000	\$ 2,529,000	\$ 43,000	\$ 76,000
Transit Services	\$ 580,000	\$ 20,000	\$ 22,000	\$ 11,000
Waste Management	\$ 169,000	\$ 498,000	\$ 5,000	\$ -
Roads & Related	\$ 5,346,000	\$ 4,100,000	\$ 183,000	\$ 105,000
Total 2028 Provision	\$ 21,260,000	\$ 27,992,000	\$ 742,000	\$ 587,000

Transit Asset Management in the City

At year-end 2017, the City of Woodstock operated six transit routes serviced by 11 conventional buses and two paratransit vehicles. In addition, the transit system includes 30 shelters (see Appendix B.6). The City aims to maintain the transit fleet in state of good repair through regular maintenance and inspections to achieve public transit safety and reliability standards. Furthermore, the City purchased two buses, which will be coming into service sometime in 2018.

The City is currently planning to add a new transit route in 2021, and one additional conventional transit bus in 2023. The service increase is reflected in the Transit capital program. The full cost of the growth related capital program for Transit is \$779,500 (see Appendix B.6).

The additional bus is expected to have a yearly net operating impact of \$48,000 per year by 2028 (see Appendix E). In addition, by 2028 the City will be required to contribute an additional \$33,000 in both DC and non DC related funds for future replacement of the growth-related capital in this study (see Table 2).

The City dedicates Gas Tax funding to transit on a yearly basis. The City also ensures that the transit system is financially sustainable through yearly capital and operating budget reviews.

Financial Sustainability of the Program

Future Revenue Growth

The calculated annual funding provision should be considered within the context of the City's projected growth. Over the next ten years (to 2027) the City is projected to increase by approximately 2,683 households, which represents a 15 per cent increase over the existing base. In addition, the City is expected to add 3,435 new employees that will result in approximately 294,163 square metres of additional non-residential building space.

This growth will have the effect of increasing the overall assessment base and additional user fee and charges revenues to offset the capital asset provisions required to replace the infrastructure proposed to be funded under the development charges by-law. The collection of these funds is intended to be allocated to the City's reserves for the future replacement of these assets.

Annual Budgetary Reviews

In order to maintain, protect and manage the City's infrastructure and assets, staff monitor current levels of service and life cycle trends. These assessments are used to schedule appropriate activities, such as pavement management, bridge rehabilitation, road reconstruction, and equipment/vehicle replacement. Ongoing maintenance and repairs to community facilities will ensure that they continue to meet the needs of a growing population into the future.

The Program is Deemed Financially Sustainable

The calculated annual provisions identified in Table 2 are considered to be financially sustainable as it is expected that the increased capital asset management requirements can be absorbed by the tax and user base over the long-term. Importantly, the City's annual operating budget review will allow staff to continue to monitor and implement mitigating measures should the program become less sustainable.

APPENDIX F

***DRAFT DC BY-LAW
(Under Separate Cover)***