City of Woodstock

City of Woodstock
Office of the
Chief Administrative Officer

To: Mayor and Members of Council

From: David Creery, P. Eng, MBA
Chief Administrative Officer

Date: November 20, 2025

Re: **Capital Budget – 2026 and Capital Forecast 2027-2030**

The 2026 Capital Budget and Capital Forecast for 2027-2030 are included in this submission for Council's consideration. Projects are listed on a year-by-year basis, and financing recommendations are provided.

The 2026 Capital Budget and the 2027-2030 Capital Forecast, as presented, reflect our projection of the requirements to maintain the existing infrastructure and the ongoing needs to support a growing community. Adoption of the proposed 2026 Capital Budget does not commit Council to increased funding in the 2026 Revenue Fund Budget.

As part of the Streetscape Master Plan, phases 1 and 2 of the Downtown Revitalization were completed in 2025. The estimated cost for the remaining three recommended phases of the Downtown Revitalization is outlined in the 2027-2030 Capital Forecast, totaling $11,755,000. No major work is scheduled for the Streetscape Master Plan in 2026. Phase 3 of the Downtown Revitalization project is planned for 2027 at a cost of $3,255,000, under infrastructure project INF00138 — Downtown Revitalization. The final two phases are forecasted for 2029 and 2030. Two additional projects related to the Streetscape Master Plan are the Museum Square Revitalization, at $8,000,000 in 2028, and a City Hall Expansion project, at $23,000,000 in 2029.

Several large projects are included in the proposed 2026 Capital Budget and 2027-2030 Capital Forecast. Most of these projects are still in the early planning stages. Opportunities for grant funding, sponsorships, fundraising, reserve contributions, and potential partnerships should be considered to help fund these major projects. Although best efforts are made to smooth uneven spending in the forecast years, these major projects make this difficult. Debt has been

chosen as a temporary financing solution for these major projects while staff review other financing options in future years to reduce the proposed five-year debt financing total of $149,985,000.

Numerous costly projects continue within the Development section. These projects are typically not suitable for debt financing and are usually funded through cash flow from the sale of industrial land. The projects will only proceed as financing from industrial land sales becomes available.

Development projects related to residential growth will mainly be funded through development charges. With ongoing changes to the Development Charges Act, including recent updates from Bill 17, revenue from development charges will be impacted by new statutory exemptions and payment deferrals until the issuance of an occupancy permit. Additionally, a significant decline in the number of residential building permits issued in 2024, along with a moderate decline in 2025, has negatively impacted cash flow from development charges. This results in less development charges revenue available to support growth-related projects.

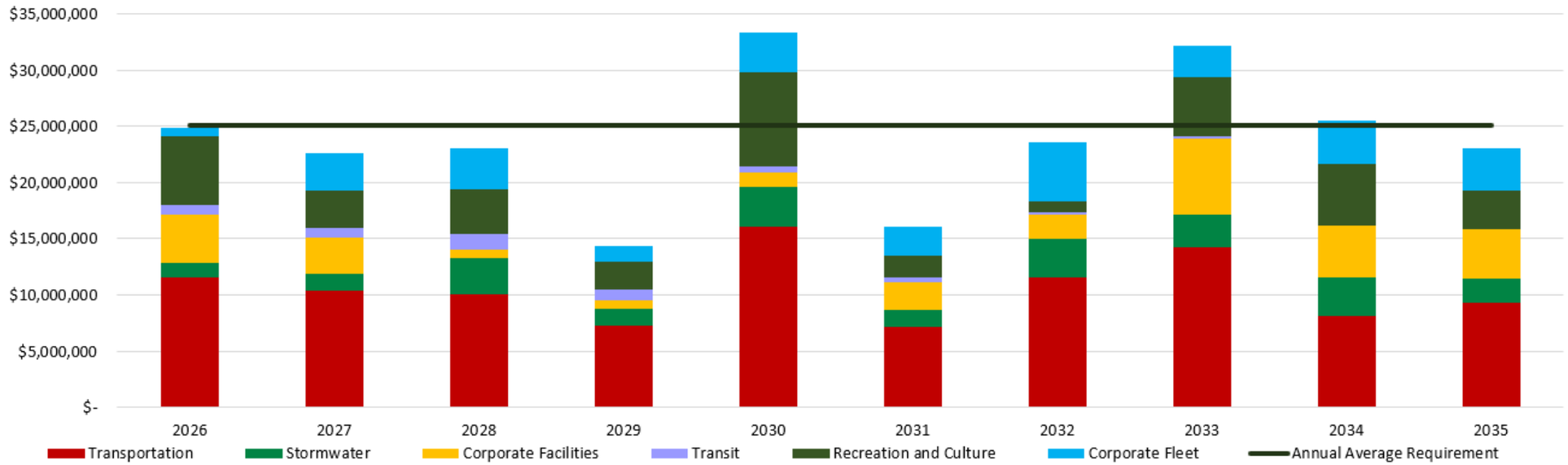
Asset Management Plan and Capital Budgeting

The Asset Management Program supports the City in strategically overseeing and managing its infrastructure to minimize lifecycle costs and maximize service delivery. As the City continues to grow and evolve, the Asset Management Program ensures that infrastructure investments are aligned with the City's expanding needs-delivering long-term value and sustainable service levels for both current residents and future generations.

Effective asset management balances priorities across costs, performance and risk to ensure sustainable service delivery. It allows the City to direct resources and activities where they're needed most. This is supported by the Asset Management Plan (AMP) that integrates with other strategic documents of the City, such as the Transportation Master Plan and the Strategic Plan. In 2025, Council approved an updated AMP that identified the total investment required to achieve proposed levels of service across all service areas.

Asset management should be the main driver in capital budget planning and serve as an effective and meaningful long-term policy.

The following chart illustrates the City's expected annual capital needs from 2026 to 2035 to meet proposed service levels. Prioritizing these investments will help ensure that the right projects are completed at the right time and support the City in managing its capital requirements over the coming decade.



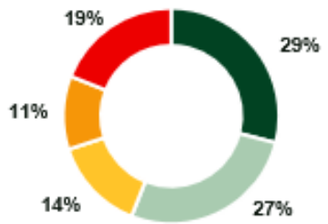
The City's capital projects should be aligned with and prioritized based on the AMP recommendations and the City's needs, while considering the available resources to finance the projects.

The following service area report cards highlight the state of the infrastructure across all City's assets.

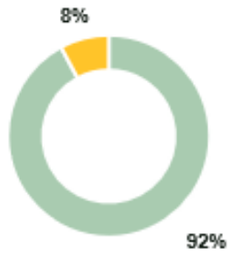
Transportation

Total Replacement Cost	**$393.4 million**
Overall Condition Rating	**GOOD**
Projected Condition in 25 Years	**FAIR**
Annual Average Forecasted Funding	**$6.9 million**
Funding Needed Annually to Maintain Asset	**$12.6 million**
Annual Infrastructure Gap	**$5.7 million**

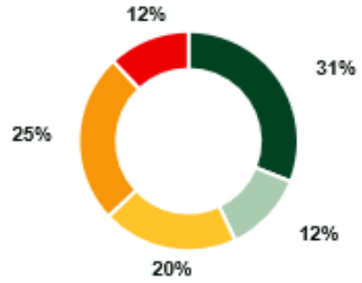
Paved Road Condition



Bridges and Culverts Condition



Sidewalk Condition

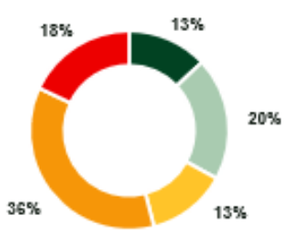


Very Good Good Fair Poor Very Poor

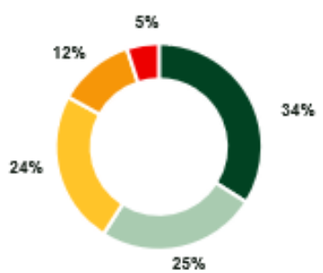
Stormwater

Total Replacement Cost	**$180.9 million**
Overall Condition Rating	**GOOD**
Projected Condition in 25 Years	**FAIR**
Annual Average Forecasted Funding	**$1.04 million**
Funding Needed Annually to Maintain Asset	**$2.43 million**
Annual Infrastructure Gap	**$1.39 million**

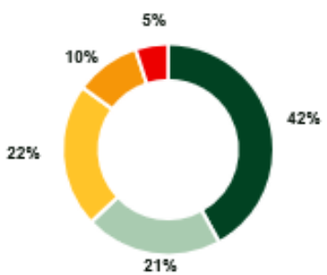
Catch Basin Condition



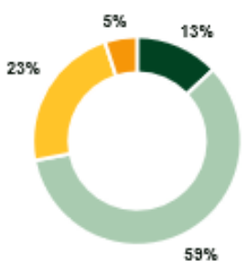
Gravity Main Condition



Manhole Condition



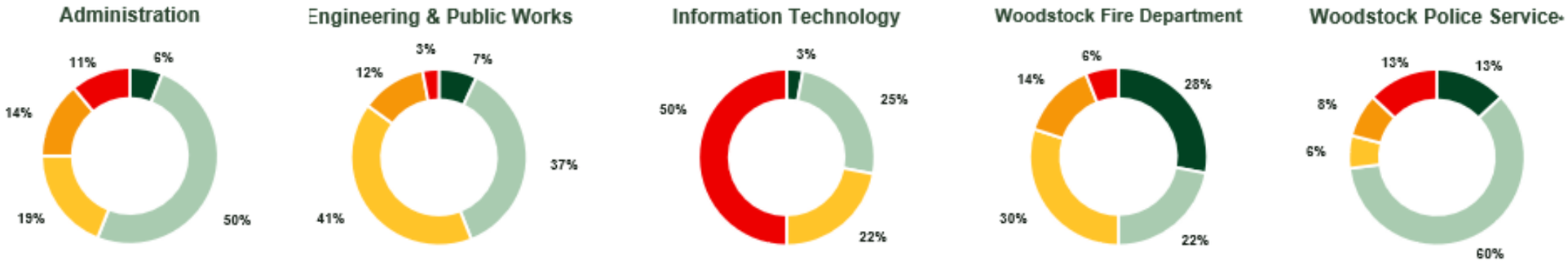
SWMF Condition



Very Good Good Fair Poor Very Poor

Corporate Facilities

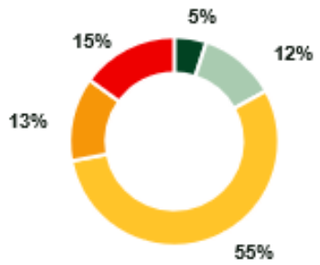
Total Replacement Cost	**$100.6 million**
Overall Condition Rating	**FAIR**
Projected Condition in 25 Years	**POOR**
Annual Average Forecasted Funding	**$1.20 million**
Funding Needed Annually to Maintain Asset	**$2.90 million**
Annual Infrastructure Gap	**$1.70 million**



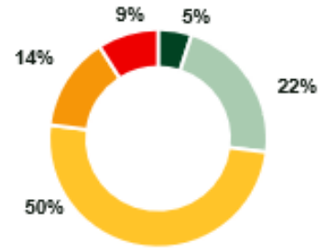
Recreation and Culture

Total Replacement Cost	**$316.2 million**
Overall Condition Rating	**FAIR**
Projected Condition in 25 Years	**POOR**
Annual Average Forecasted Funding	**$1.90 million**
Funding Needed Annually to Maintain Asset	**$3.48 million**
Annual Infrastructure Gap	**$1.58 million**

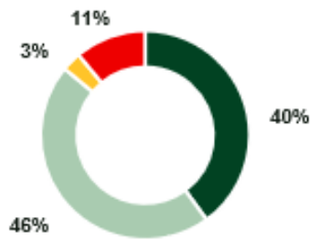
Recreation Facility Condition



Culture Facility Condition



Parks Condition

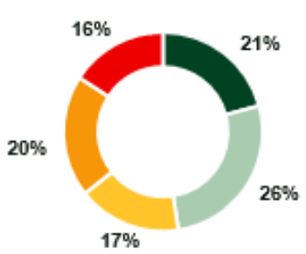


Very Good Good Fair Poor Very Poor

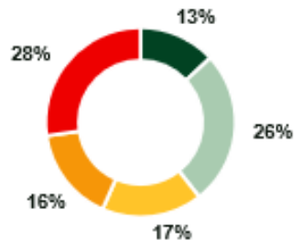
Corporate Fleet

Total Replacement Cost	**$30.9 million**
Overall Condition Rating	**FAIR**
Projected Condition in 25 Years	**FAIR**
Annual Average Forecasted Funding	**$2.72 million**
Funding Needed Annually to Maintain Asset	**$2.86 million**
Annual Infrastructure Gap	**$0.14 million**

Vehicle Condition



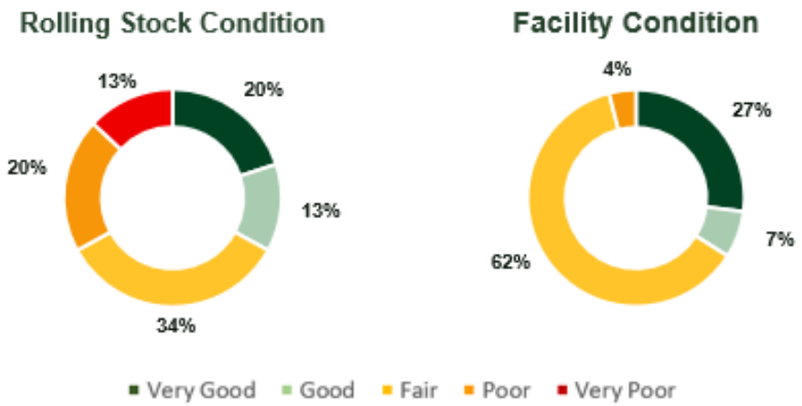
Equipment Condition



Very Good Good Fair Poor Very Poor

Transit

Total Replacement Cost	**$24 million**
Overall Condition Rating	**FAIR**
Projected Condition in 25 Years	**FAIR**
Annual Average Forecasted Funding	**$0.45 million**
Funding Needed Annually to Maintain Asset	**$0.86 million**
Annual Infrastructure Gap	**$0.41 million**



Five Year Historical, Proposed 2026 and Four-Year Forecast Total Capital Spending (including County funded sewer and water capital work)

2021 Capital Budget ($,000's)	2022 Capital Budget ($,000's)	2023 Capital Budget ($,000's)	2024 Capital Budget ($,000's)	2025 Capital Budget ($,000's)	2026 Proposed Capital Budget ($,000's)	2027 Forecast Capital Budget ($,000's)	2028 Forecast Capital Budget ($,000's)	2029 Forecast Capital Budget ($,000's)	2030 Forecast Capital Budget ($,000's)
$24,380	$25,751	$32,090	$29,039	$62,464	$38,556	$62,233	$71,938	$146,577	$63,798
Δ	$1,371	$6,339	($3,051)	$33,425	($23,908)	$23,677	$9,705	$74,639	($82,779)

Five Year Historical, Proposed 2026 and Four Year Forecast Own Purpose Capital Spending (excluding County funded sewer and water)

2021 Capital Budget ($,000's)	2022 Capital Budget ($,000's)	2023 Capital Budget ($,000's)	2024 Capital Budget ($,000's)	2025 Capital Budget ($,000's)	2026 Proposed Capital Budget ($,000's)	2027 Forecast Capital Budget ($,000's)	2028 Forecast Capital Budget ($,000's)	2029 Forecast Capital Budget ($,000's)	2030 Forecast Capital Budget ($,000's)
$22,105	$22,539	$27,955	$24,180	$44,829	$29,397	$45,149	$60,633	$141,795	$58,740
Δ	$434	$5,416	($3,775)	$20,649	($15,432)	$15,752	$15,484	$81,162	($83,055)

2026 Proposed Capital Spending versus 2025 Approved Capital Spending ($,000's)

Program	2025 Approved Capital Budget	2026 Proposed Capital Budget	Δ Relative to 2025 Approved Capital Budget
Computer Equipment	$549	$433	($116)
Fleet & Equipment	$1,363	$2,240	$877
Infrastructure: Roads, Bridges, Storm	$13,006	$15,545	$2,539
Sanitary Sewers (County Responsibility)	$10,645	$4,735	($5,910)
Water main (County Responsibility)	$6,990	$4,424	($2,566)
Development Costs	$18,970	$265	($18,705)
Recoverable from Future Development	$1,130	$530	($600)
New Buildings, Repairs and Maintenance	$2,015	$2,363	$348
Fire Department	$753	$3,278	$2,525
Parks Department	$2,842	$2,127	($715)
Transit	$1,552	$960	($592)
Southside/Lions Pool	$2,382	$55	($2,327)
Recreation Programs	$16	$6	($10)
Community Complex/Civic	$76	$364	$288
Art Gallery	$5	$20	$15
Cowan Park Sportsplex	$87	$1,055	$968
Special Events	$5	$0	($5)

Program	2025 Approved Capital Budget	2026 Proposed Capital Budget	Δ Relative to 2025 Approved Capital Budget
Library	$40	$0	($40)
Police	$38	$156	$118
Total	**$62,464**	**$38,556**	**($23,908)**

2026 Proposed Capital Budget

The projects proposed for 2026 can be categorized as either projects that replace and maintain existing capital assets (state of good repair) or projects that involve new or growth-related capital assets. A typical capital budget is strongly biased toward replacing and maintaining projects. State of good repair capital spending in the 2026 proposed budget represents $27,114,000 or 92% of total proposed spending. The balance of $2,283,000 or 8% relates to capital spending for new capital assets. The impact of population growth is reflected in the forecast years of this document.

Road Renewal Projects

Spending proposed for 2026 is compared against 2025 in the following table:

Program	2025	2026 Proposed
Annual Asphalt Program	$1,825,000	$1,320,000
Road Reconstruction	$5,185,000	$4,975,000
Core Road Investment Program Total	**$7,010,000**	**$6,295,000**
Additional Road Investment Project Pittock Park Road Urbanization (50% financed via HECS grant)		**$5,000,000**

The road spending focus is proposed to continue to shift towards road reconstruction to ensure that resurfacing does not happen unless the underground infrastructure is in a condition that justifies it. The most recent Roads Needs Study and Asset Management Plan (AMP) are used to guide the decision-making process by meeting the levels of service objective of *"Providing a transportation network that is in a state of good repair"*.

The forecast years maintain the increased total annual spending of between $6.2 and $6.4 million per year. The program increase reflects the inflationary effects on materials and labour costs.

During the 2025 revenue budget deliberations, Council approved an additional annual contribution of $400,000 to the road reconstruction reserve (transportation reserve), bringing the total annual contribution to $800,000. This reserve is being used to eliminate revolving debt financing.

During the 2025 capital budget deliberations, Council approved the acceleration of road reconstruction spending in 2025 by advancing two road projects from the forecast years into 2025, totaling $861,000. City Council subsequently raised these funds on the levy during the 2025 revenue fund budget deliberations. This is the reason why 2025 road spending in the table above exceeds the typical total annual road renewal spending of approximately $6 million.

In 2025, the City received a Provincial Housing Enabling Core Servicing Stream grant (HECS) of $2.5 million to support the $5 million Pittock Park road urbanization project. This work must be completed in 2026, as per the grant requirements. The proposed capital budget does not displace typical road reconstruction projects to make financial room for the City's 50% share of this project ($2.5 million). The City's share is proposed to be financed through debentures.

Storm Water Management Projects

The budget and forecast plan includes the cleanout of various stormwater management ponds across the City.

Storm Water Management Pond Maintenance
Staff has included $1,900,000 in the 2026 capital budget to clean out the Finch storm water management pond. Pond maintenance is included in each of the forecast years with costs ranging between $500,000 and $555,000. This is an ongoing maintenance issue and the establishment of a new reserve with an annual contribution would help to finance this work. This initiative is supported by the 2025 Asset Management Plan under the levels of service objective of *"Providing stormwater services with minimal impact to the community"*.

Vacant Land Development Projects

The four-year forecast includes major projects for developing a new Industrial Park (east side of Highway 401), constructing roads and infrastructure through Cowan Fields to support a new recreation complex and further develop the northern part of Cowan Fields for outdoor recreation purposes:

- 2026-2030 Northeast Industrial Park: $62,990,000
- 2026-2029 Cowan Fields Future Development: $5,000,000

Building Projects

No new buildings are proposed in the 2026 budget. Most of the 2026 projects focus on maintaining or repairing existing buildings that are supported by the 2025 Asset Management Plan under the levels of service objectives of *"Providing facilities in a state of good repair"*. Proposed projects include $250,000 for the demolition of the 478-848 Dundas St Building (Tri Star Building).

Estimated costs in the Capital Forecast includes several major projects, including the Community Centre at Cowan Fields in 2029 at $85,000,000, Fire Hall Substation in 2028 at $6,500,000, City Hall Expansion in 2029 at $23,000,000, and a Police Building Expansion in 2028 at $2,600,000. A Space Needs Analysis and Architectural Study are currently underway for the Police Building expansion, and we are awaiting the cost estimates for this proposed project. The $2,600,000 included is an estimate to add an extra storey to the most recent addition to the building. This cost estimate should be regarded as preliminary.

Staff are reviewing proposals from architectural firms to undertake a detailed design of the proposed north community centre. Once awarded, this work will provide Council and the community with proposed floor plans, building elevations, a detailed cost estimate for this project, and opportunities for phasing-in the project. The cost for this work was included in the 2025 capital budget.

Parks Department Projects

The total proposed spending in 2026 is $2,127,000. Spending remains high in 2027, totalling $4,481,000. Refinements will be made to this program to smooth out the spending as much as possible. The 2026 Capital Budget includes notable projects such as a new park development in Sally Creek subdivision phase VI, an accessible walkway and repairs to retaining walls at the community complex leading to the new outdoor splash pad, Cowan Fields' Cricket access, the continuation of the Southside Park Expansion (former Golf North lands), and replacement of sports field lighting at the Cowan Sportsplex premier pitch. Also included in 2026 is a project to improve the usability and accessibility of the portion of Museum Square after the Tri Star building is demolished. Funds allocated will enable further gravel compaction, the addition of finer aggregate to enhance the surface, and the installation of planters and tables.

Recreation Facilities

The 2026 budget includes the project to replace the indoor turf at the Cowan Sportsplex. This is supported by the 2025 Asset Management Plan under the levels of service objective of *“Providing facilities in a state of good repair”*.

Financing the Plan

The City’s capital project costs are typically funded through the annual contribution from the revenue fund budget, reserves and reserve funds, debt issuance, and various capital grants such as the Canada Community-Building Fund and the Dedicated Provincial Gas Tax.

The financing plan for this 5-year program relies primarily on available grants and includes debt issuance of $149,985,000. Postponing projects (beyond the 5-year plan), cancelling or reducing the scope of projects, increasing capital contributions from the revenue fund budget, or boosting reserve contributions can help reduce the amount of debt financing.

All projects in the budget and four-year forecast must be carefully reviewed to ensure our financial stability is maintained, and the City continues to balance debt and investments with a long-term sustainable approach. Furthermore, some of the future-year projects are not fully funded at this time, as shown by negative balances in the estimated reserve, reserve fund, and grant positions. The grant funding is based on the latest announcements from higher levels of government.

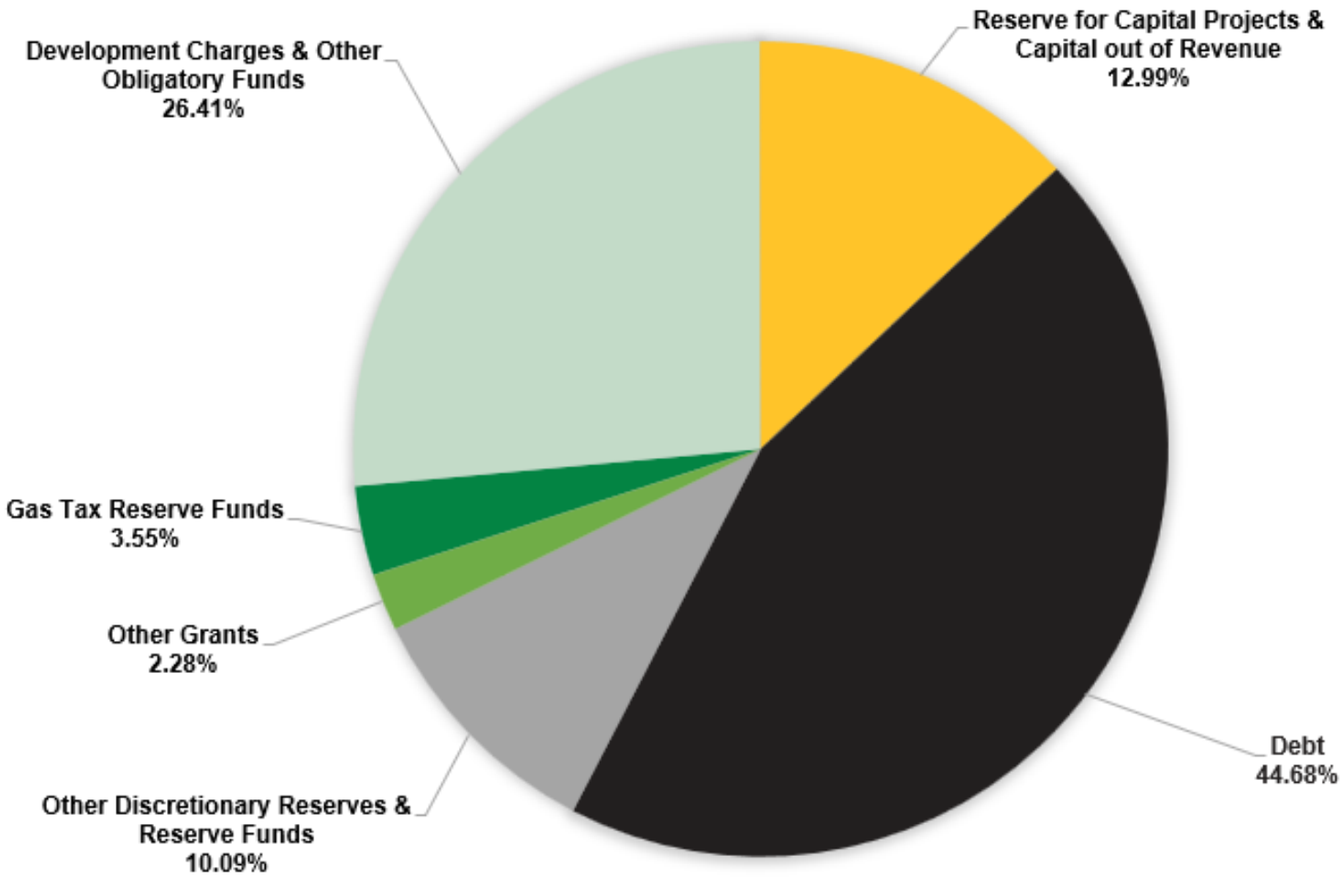
The listed projects may be altered, or have alternative financing proposed following further analysis, timing considerations, or other decisions by the Council. Projections beyond 2026 will be updated as various projects progress and new funding opportunities emerge.

The 2026 capital budget has been developed assuming typical contributions to the reserves and estimated capital contributions from the revenue fund budget to finance the program.

The following pie chart provides a breakdown of the funding sources for the five-year capital plan. The cost of sewer and water projects has been excluded as the County funds this work through user fees.

A discussion on each of the funding sources (excluding County funding) follows.

CAPITAL PLAN FUNDING SOURCES 2026-2030



Capital Contribution from the Revenue Fund Budget

Each year an amount is raised specifically in the revenue fund budget to finance capital projects which is referred to as the base allocation. Other sources that contribute to the annual funds available include:

- An increase to the base allocation associated with the growth in the assessment base year over year. This increase helps to offset capital costs resulting from new growth and inflationary effects
- the annual Ontario Municipal Partnership Funding (OMPF) allocation
- the balance of the Ontario Lottery and Gaming (OLG) funding after allocating the 2025 receipts based on Council's direction

The estimated total capital contribution from the revenue fund for 2026 is $4,560,000. Any additional OLG funding after recalculations based on the actual 2025 receipts will be contributed to the Reserve for Capital Projects.

Reserves and Reserve Funds

Reserves and reserve funds are also used to finance capital expenditures. Amounts contributed and financing decisions are based on a review of current funds available and projected expenditures. The proposed 2026 capital budget allocates financing of $15,162,000 from reserves and reserve funds.

According to our projections included with this plan, there are a number of reserves/reserve funds that are insufficient to meet future requirements, which will need to be addressed as we approach the out-years of this forecast plan.

There is a significant shortfall in the Industrial Land Reserve Fund by 2028; however, projects financed from this source will only be completed as revenues from industrial land sales permit. This deficit primarily results from not considering revenues from future land sales related to the new northeast development due to the uncertainty of the land sale timing. Spending is aligned with available funds.

The Recoverable from Developers reserve also shows a significant deficit in the forecast years, which will require further refinement and consideration, as development policies can be amended to shift financing responsibility.

The deficit in the Reserve for Capital Projects exists because there are no annual contributions to this reserve. Historically, the Council allocates most of the year end surplus to this reserve. The deficit underscores the need to continue the practice of contributing year-end surpluses to the Reserve for Capital Projects and emphasizes the need for consideration of an annual contribution to this reserve.

Revenue Source	Starting	2026			2027			2028			2029			2030		
	Balances (Funding)	Est Contributions	Est Expenditures	Ending Balance	Est Contributions	Est Expenditures	Ending Balance	Est Contributions	Est Expenditures	Ending Balance	Est Contributions	Est Expenditures	Ending Balance	Est Contributions	Est Expenditures	Ending Balance
0100 CAPITAL FUND																
52001 RES FUND - LAND FOR PUBLIC PURPOSES	615,000	50,000	4,000	661,000	50,000	304,000	407,000	50,000	4,000	453,000	50,000	4,000	499,000	50,000	4,000	545,000
52003 RES FUND - DOWNTOWN REDEVELOPMENT	50,000			50,000			50,000			50,000			50,000			50,000
52004 RES FUND - ART ACQUISITION	30,000	5,000	10,000	25,000	5,000	15,000	15,000	5,000	15,000	5,000	5,000	15,000	(5,000)	5,000	15,000	(15,000)
52009 RES FUND - INDUSTRIAL LAND	12,250,000	5,000,000		17,250,000		9,050,000	8,200,000		21,975,000	(13,775,000)		12,950,000	(26,725,000)		16,990,000	(43,715,000)
52010 RES FUND - HYDRO RESERVE	1,625,000	83,000		1,708,000	83,000		1,791,000	83,000		1,874,000	83,000		1,957,000	83,000		2,040,000
52038 RES FUND - PARKS & REC SPONSORSHIP	490,000			490,000			490,000			490,000			490,000		150,000	340,000
RES FUND - Complex Roof	200,000		200,000													
52041 RES FUND - Park Trees RF (Tree Compensation)	515,000		106,000	409,000		106,000	303,000		86,000	217,000		86,000	131,000		76,000	55,000
52042 RES FUND - COMPLEX OCCUPANTS	75,000	6,800	30,000	51,800	6,800		58,600	6,800		65,400	6,800		72,200	6,800		79,000
51003 RESERVE - REPLACEMENT OF EQUIPMENT	1,327,000	1,570,000	1,930,000	967,000	1,570,000	1,675,000	862,000	1,570,000	1,735,000	697,000	1,570,000	1,905,000	362,000	1,570,000	2,083,000	(151,000)
51009 RESERVE - PURCHASE OF FIRE EQUIPMENT	1,149,000	775,000	1,924,000		775,000		775,000	775,000	140,000	1,410,000	775,000		2,185,000	775,000		2,960,000
51011 RESERVE - BRIDGE RECONSTRUCTION	800,000	400,000		1,200,000	400,000	1,600,000		400,000	270,000	130,000	400,000	100,000	430,000	400,000	250,000	580,000
51012 RESERVE - TRANSPORTATION	244,000	1,450,000	1,427,000	267,000	1,450,000	1,450,000	267,000	1,450,000	1,450,000	267,000	1,450,000	1,500,000	217,000	1,450,000	1,500,000	167,000
51013 RESERVE - REPAIRS TO MUNICIPAL BUILDINGS	398,000	370,000	758,000	10,000	370,000	985,000	(605,000)	370,000		(235,000)	370,000		135,000	370,000		505,000
51020 RESERVE - PARKS & OPEN SPACES	55,000	200,000		255,000	200,000	455,000		200,000	140,000	60,000	200,000	140,000	120,000	200,000	300,000	20,000
51045 RESERVE - COMPUTERS	84,000	120,000	203,000	1,000	120,000	77,000	44,000	120,000	48,000	116,000	120,000	67,000	169,000	120,000	180,000	109,000
51127 RESERVE - LIBRARY AUTOMATION	238,000			238,000			238,000			238,000			238,000			238,000
51194 RESERVE - RADIO POLICE & FIRE	623,000	200,000	20,000	803,000	200,000	443,500	559,500	200,000		759,500	200,000		959,500	200,000		1,159,500
51211 RESERVE - SPORTSPLEX CAPITAL IMPROVEMI	750,000		750,000													
14009 RESERVE - CAPITAL PROJECTS	7,025,000		5,840,000	1,185,000		5,238,800	(4,053,800)		3,574,500	(7,628,300)		3,108,000	(10,736,300)		2,114,000	(12,850,300)
14012 RESERVE - RECOVERABLE FROM DEVELOPER	974,000			974,000		974,000									7,500,000	(7,500,000)
RES FUND DC - Library	2,955,000	160,000		3,115,000	264,000	60,000	3,319,000	303,000		3,622,000	330,000		3,952,000	275,000	8,500,000	(4,273,000)
RES FUND DC - Public Works	440,000	35,000		475,000	152,000		627,000	179,000	545,000	261,000	205,000		466,000	234,000		700,000
RES FUND DC - Roads & Related	4,002,000	710,000	1,070,000	3,642,000	1,238,000	6,177,200	(1,297,200)	1,360,000	1,264,000	(1,201,200)	1,476,000	220,000	54,800	1,606,000	1,525,000	135,800
RES FUND DC - Transit	560,000	77,000		637,000	190,000		827,000	213,000		1,040,000	227,000		1,267,000	243,000		1,510,000
RES FUND DC - Parks & Recreation	3,125,000	525,000	860,000	2,790,000	1,900,000	2,335,000	2,355,000	2,100,000	759,500	3,695,500	2,300,000	1,710,000	4,285,500	2,550,000	180,000	6,655,500
RES FUND DC - Fire	850,000	48,000	30,000	868,000	161,000	406,500	622,500	150,000	680,000	92,500	184,000	40,000	236,500	208,000		444,500
Total Capital Tree	41,449,000	11,784,800	15,162,000	38,071,800	9,134,800	31,352,000	15,854,600	9,534,800	32,686,000	(7,296,600)	9,951,800	21,845,000	(19,189,800)	10,345,800	41,367,000	(50,211,000)

Debt

With careful management, debt is a vital tool for funding necessary facilities and infrastructure improvements recognizing that the benefits last for many years and that the current ratepayer should not, and realistically cannot, cover the entire cost of the project in a single year.

These estimates represent a worst-case scenario. All estimates have been calculated using current rates of 3.62% for 10-year debt (2025 – 3.95%) and 4.29% for 20-year debt (2025 – 4.45%). The scenarios also assume that 100% of the approved debt will be issued, which may not be the case if other funding sources, such as new infrastructure grant offerings become available or if projects are completed under budget or with reduced scope. In addition, when a project is eligible for development charge financing and the development charge reserve fund is insufficient to finance the project, the development charge revenue may instead be included annually in the revenue fund budget to contribute towards the yearly principal and interest charges of the related debt.

The City has substantial room to issue new debt. The Province has calculated our Annual Repayment Limit (ARL) for 2025 as $19,016,299 which is based on 2023 Financial Information Return data. The ARL is recalculated each year and each time debentures are issued. The City will remain within our ARL should all of the debt within this capital budget and plan be issued. However, issuing new debt comes at a cost, which is reflected in the revenue fund budget by way of annual repayments of principal and interest.

Using current rates, each $1,000,000 of 10-year debt costs an additional $190,145 in interest, which equates to an average repayment of principal and interest of $135,293 (2025 - $138,510) per year. For a 20-year debt, the interest cost is $439,990 for an average repayment of $92,363 (2025 - $93,943) per year. In most cases, these additional funds are raised through the current year tax levy.

The 2026 Capital Budget includes the issuance of $3,300,000 of debt comprised of the City’s share of the Pittock Park road urbanization project, the Downtown Revitalization project, Complex roof replacement, and Sportsplex Turf replacement.

The Downtown Revitalization project is anticipated to be completed over a number of years and all of the debt financing has been assumed to be for 20 years due to the magnitude of the project. The Downtown Revitalization project is currently anticipated to be 100% debt financed, with the most recent estimate being $11,755,000 for the remaining projected phases. The Museum Square revitalization portion of the Streetscape Master Plan is shown separately as $8,000,000 and is also projected to be financed 100% by debenture. The total anticipated cost including interest is $16,870,000 and will be increased to approximately $28,390,000 if the Museum Square phase is included.

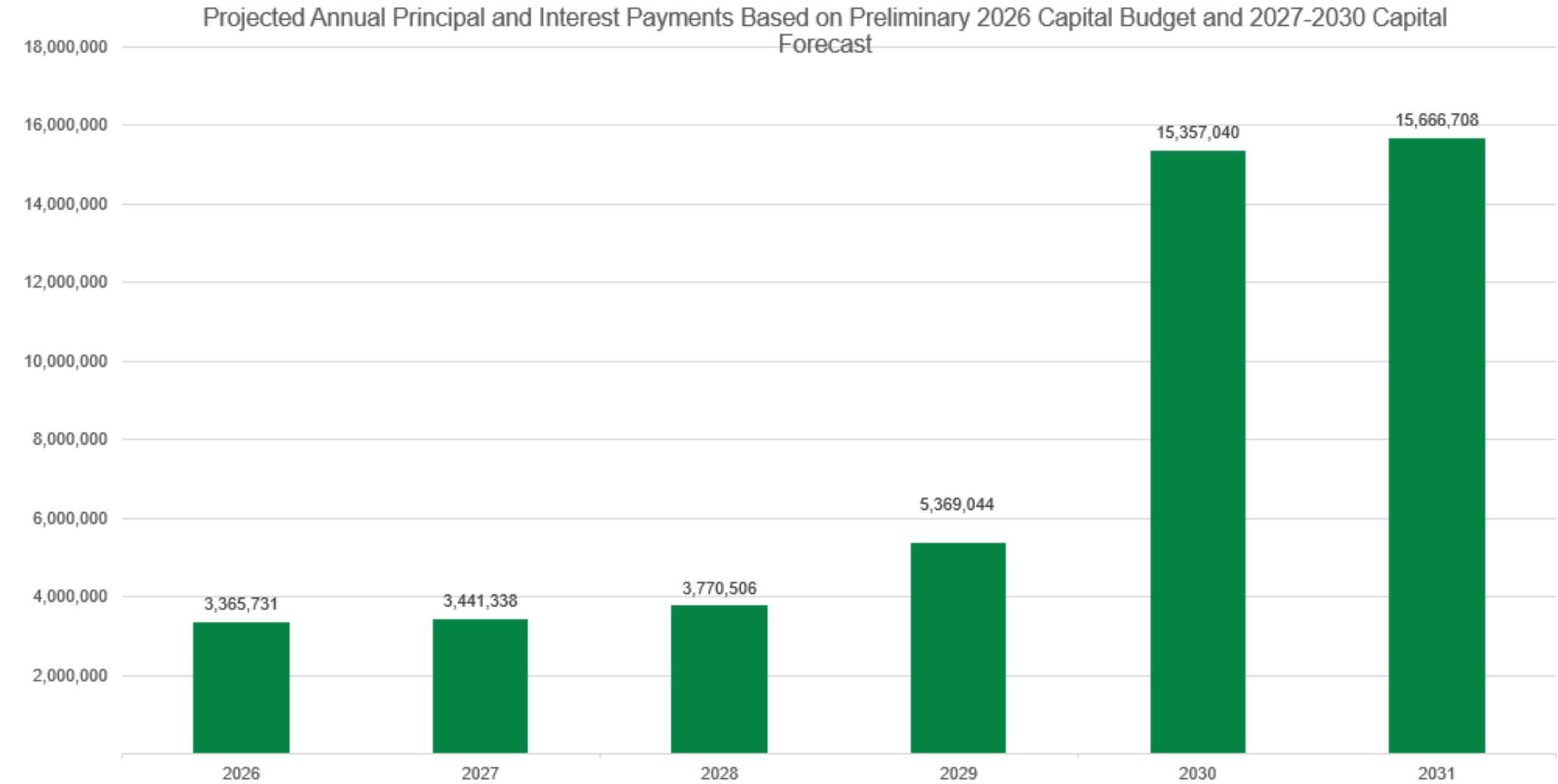
The Cowan Fields Community Centre is included in the capital plan in 2029. The most recent estimate presented to Council earlier in November was $85,000,000 for a twin pad ice surface, indoor aquatic facility, gymnasium and multi-purpose rooms. There will be some development charge funds available to mitigate this cost either as a reduction in the initial debt required or to mitigate annual repayment costs in the revenue fund budget. Further analysis and

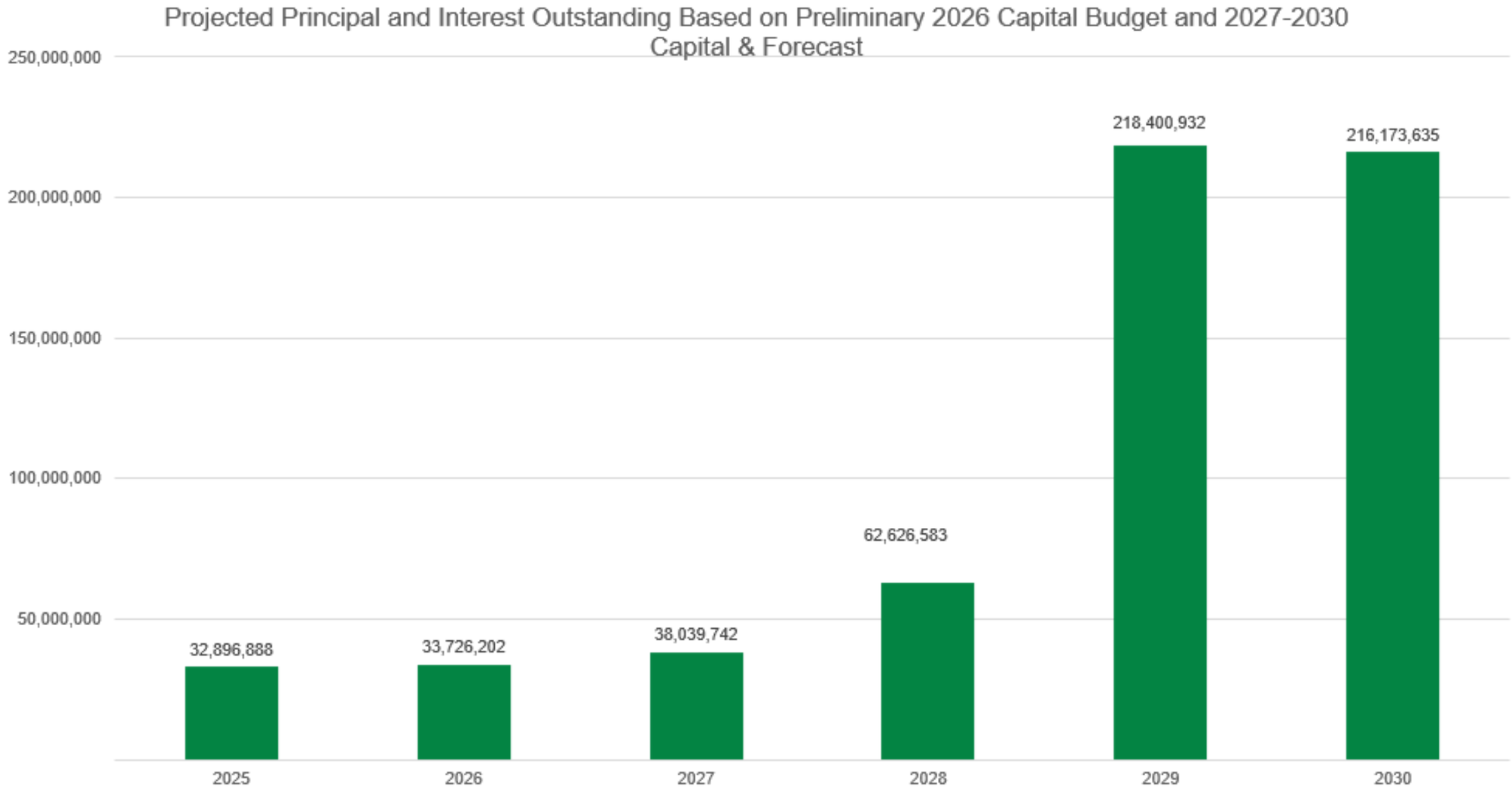
input are required on this major project. A facility design and detailed cost estimate will be completed in 2026 to better inform Council on this project's cost and opportunities for phasing-in.

Finally, the remaining projects within the 2027-2030 capital forecast, financed by approximately $41,930,000 in debt include roof projects at a number of City facilities, expansions at City Hall, Library, police station, and a fire sub-station.

Two charts have been included which illustrate the amount of debt (principal and interest) required to be paid on an annual basis and total projected debt (principal and interest) if all projects proceeded as shown in the capital budget and forecast. Assumptions included in this projection use the current interest rates and include 20-year debentures for the majority of the building renovations/additions over $1,000,000.

At the end of this five-year forecast, outstanding debt (principal only) is almost $155,000,000 and requires an annual repayment of over $15,358,000 in 2030.


Projected Annual Principal and Interest Payments Based on Preliminary 2026 Capital Budget and 2027-2030 Capital Forecast
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
3,365,731
3,441,338
3,770,506
5,369,044
15,357,040
15,666,708
2026
2027
2028
2029
2030
2031


Projected Principal and Interest Outstanding Based on Preliminary 2026 Capital Budget and 2027-2030 Capital & Forecast
250,000,000
200,000,000
150,000,000
100,000,000
50,000,000
32,896,888
33,726,202
38,039,742
62,626,583
218,400,932
216,173,635
2025
2026
2027
2028
2029
2030

Grants

We receive funding from the Federal and Provincial governments in the form of Canada Community-Building Fund grants, Ontario Dedicated Gas Tax Funds for Public Transportation and Ontario Community Infrastructure Funds. These grants must be applied to specific types of projects and are identified in the budget as follows:

- **PGT** Dedicated Gas Tax for Public Transportation (ongoing)
- **CCBF** Canada Community-Building Fund (ongoing)
- **OCIF** Ontario Community Infrastructure Fund (ongoing)

The 2026 capital budget proposes the use of $3,162,000 of the above grants. Funding announcements have been received for the Canada Community-Building Fund and Ontario Community Infrastructure Fund and an estimate has been included for the Dedicated Gas Tax for Public Transportation.

The capital budget and forecast use the majority of the anticipated Canada Community-Building Fund, all of the Ontario Community Infrastructure Funds and exceeds the available Dedicated Gas Tax funds over this time frame.

Project INF00191 - Pittock Park Rd Urbanization has been included in the 2026 Capital Budget. We have received $2,500,000 in Housing Enabling Core Servicing grant (HECS) funding for this project.

A summary detailing the allocation of the capital grants available follows to provide Council with a comprehensive overview of our available financing.

ESTIMATED CAPITAL FUND POSITIONS - GRANTS

Run Date: 2025-11-13, 8:23 a.m.

Revenue Source	Starting Balances (Funding)	2026 Est Contributions	2026 Est Expenditures	2026 Ending Balance	2027 Est Contributions	2027 Est Expenditures	2027 Ending Balance	2028 Est Contributions	2028 Est Expenditures	2028 Ending Balance	2029 Est Contributions	2029 Est Expenditures	2029 Ending Balance	2030 Est Contributions	2030 Est Expenditures	2030 Ending Balance
0100 CAPITAL FUND																
52022 RES FUND - PROVINCIAL GAS TAX	398,000	450,000	646,204	201,796	450,000	807,204	(155,408)	450,000	758,204	(463,612)	450,000	958,204	(971,816)	450,000	958,204	(1,480,020)
52034 RES FUND - CCBF (FGT)	255,000	1,529,000	1,745,000	39,000	1,590,000	1,590,000	39,000	1,590,000	1,611,000	18,000	1,590,000	1,404,000	204,000	1,590,000	1,430,000	364,000
14004 OCIF Funds	19,000	781,000	770,000	30,000	700,000	700,000	30,000	650,000	680,000		600,000	600,000		600,000	450,000	150,000
GRANTS - HECS		2,500,000	2,500,000													
GRANTS - FPG		32,000	32,000													
GRANTS - RSIP		368,000	368,000													
GRANTS - CPTF		313,796	313,796		313,796	313,796		313,796	313,796		313,796	313,796		313,796	313,796	
Total Capital Tree	672,000	5,973,796	6,375,000	270,796	3,053,796	3,411,000	(86,408)	3,003,796	3,363,000	(445,612)	2,953,796	3,276,000	(767,816)	2,953,796	3,152,000	(966,020)

Selected Commentaries

Infrastructure and Roads 0303

INF00216 Repairs at Existing Signalized Intersections – $60,000
Funds in 2026 are to add Mio Vision technology to replace sensor loops in the asphalt with optical vehicle detection for signal activation (Springbank and Nellis intersection). This technology can also support signal preemption for emergency vehicles approaching intersections as a future optional upgrade. An emergency vehicle priority control system is also included as a future project in 2027 under the Fire Department. This technology may provide the means to implement this.

INF00218 Pedestrian Traffic Signals - $220,000
The Transportation Master Plan recommended the use of a warrant system for the determination of the need for the installation of pedestrian traffic signals.

INF00004 Bridge Rehabilitation and Inspections
Funds in 2026 include resurfacing of the Springbank bridge deck and replacement of the Armstrong park pedestrian bridge. Funds in 2027 are for the Butler Street bridge rehabilitation. Council approved the establishment of a reserve in 2024 to provide financing for this project.

INF00182/00187 2026 Sidewalk Reconstruction - $165,000
Projects will fund sidewalk replacement on Devonshire and Dundas. These sidewalks are on County Road sections and the cost will be shared with the County.

INFO00020 SWM Ponds Investigation and Cleanout

The $1.9 million included in 2026 will be for the cleanout and maintenance of the linear pond extending from Finch Avenue to Devonshire Avenue.

INFO00196 Traffic Calming

Funds in the proposed and forecast years will implement traffic calming recommendations from the recent Transportation Master Plan. The 2026 funds will include radar speed feedback/warning signage.

INF00138 Downtown Revitalization & INF00186 Museum Square Revitalization

Funds are included in 2026-2030 reflect the information and recommendations from the Streetscape Master Plan and Re-Visioning of Museum Square which was completed in 2022. The project is intended to create an intensive and functionally diverse area downtown, serving as a primary business, cultural and administrative centre. Museum Square acts as a central focus point within the downtown and is host to many of Woodstock's events and festivals. Using recommendations found within the Master Plan will ensure Museum Square is easily adaptable to the various events and purposes for which it is used each year.

INF00191 Pittock Park Rd Urbanization - $5,000,000

This project will transform this road from a rural to an urban design, incorporating pedestrian features and streetlights. It was chosen by City Council as the candidate for the Municipal Housing Infrastructure Program - Housing Enabling Core Servicing Stream (MHIP-HECS) which will cover up to 50% of the cost.

INF00221 New Street Lights – Unlit Areas - $200,000
Funds in 2026 will be for street lighting along Athlone Avenue between Juliana Drive and Finkle Street.

Development Costs 0309

DEV00022 Northeast Industrial Park - $62,990,000
Funds are allocated as follows:

2027: Sanitary pumping station, Phase 1 of internal roads, watermain, sanitary and storm sewers.
2028 & 2029: remaining phases of internal works.

Recoverable from Developers 0311

RFD00006 Pattullo Avenue Re-alignment - $3,800,000
This amount reflects the cost of realigning the intersection to facilitate future developments east of the former Alyea farm. Funding is currently sourced from the Reserve – Recoverable from Developers and Development Charges. The development charge reserve lacks sufficient funds to complete this work. Since the lands are likely to become part of an industrial plan of subdivision, the landowner will be responsible for funding the main road construction with the City covering the oversizing costs. This approach will reduce the need to front-end the entire road construction expense. If this does not happen, alternative financing sources will need to be obtained.

New Buildings, Repairs & Maintenance 0310

BLD00071 Cowan Fields Community Centre - $85,000,000

City Council received the North Woodstock Recreation Facility Study at its meeting on November 7, 2024. Cost estimates for the proposed facility are:

- $67,000,000 – community centre (twin pad arena, gymnasium, multipurpose rooms, youth and intergenerational space)
- $18,250,000 – indoor aquatic centre
- $15,600,000 – optional components (childcare, curling)

City Council directed staff to obtain public feedback for this proposed recreation facility. The project has a tentative holding place in 2029. The 2025 capital budget included $250,000 for preliminary design of this facility. Staff are reviewing proposals from architectural firms to engage an architect to complete this design including floor plans and building elevations. This will also provide Council with a better cost estimate and opportunities to phase this work

BLD00079 City Hall Expansion - $23,000,000
Funds are included in 2029 for an addition on the west side of City Hall to include an accessible public entrance, lobby, Council Chamber access and customer service desk. This work is also intended to improve controlled public access and address a lack of office space.

BLD00115 Police – Building Expansion - $2,600,000
Woodstock Police Services are developing a space needs analysis and design concept for future expansion at the existing station. This project is included in 2028 and includes an estimate to add another storey to the most recent addition to the building. The cost estimate should be considered conceptual as the space needs analysis is not complete. Debt financing was used for the last police building expansion. Although the annual debt servicing cost for the prior expansion project is eligible to be funded through development charge reserves, there has been insufficient revenue and consequently it was funded from the levy in 2025.

BLD00182 478-484 Dundas Street Demolition

The City receives vacant possession of this building on July 1, 2026. Funds included for this project will demolish the structure and leave the site in a clean, gravelled, and graded condition. There are funds in the Parks Department capital program to improve the final condition of this area to improve accessibility of the final surface and to improve the temporary aesthetics of the site. This demolition work will occur after the annual Streetfest and will create some disruption to the Dundas Street sidewalk and Market Street.

Transit Department 0709

TRN0009 Bus Rehabilitation - $5,300,000

Funds are included to rehabilitate 2 diesel buses which will extend their useful lives from 12 to 18 years. This provides staff with time to analyze options and develop a strategy surrounding the City's future needs of the transit fleet. Approximately 1/3 of the cost is covered through a grant.

Fire Department 0400

FIR00032 Radio Replacement - $160,000
There are 10 additional portable radios in each of the 2026 and 2027 years.

FIR00040 Communication Tower - $520,000

A need has been identified for a replacement communication tower because the current tower on Bower Hill, owned by the County of Oxford is fully loaded and it is unlikely that the tower can be reasonably upgraded if a system expansion is required. This project is included in the 2027 forecast and will be partly funded by development charges. It will enhance emergency services' radio reception across the city. Further analysis of this project is ongoing, including reception modelling with a new stand-alone tower in various locations versus antennas on the roofs of taller buildings. Funds in 2026 are allocated for preliminary work and land rights for the new tower.

FIR00034 Replace Fire Apparatus – Aerial Apparatus

The cost of fire apparatus has risen significantly. This $2.5 million project will replace a front-line aerial truck. There is insufficient financing to fully purchase this truck using the reserve for the replacement of fire vehicles. The $576,000 of financing from the reserve for capital projects is intended as temporary financing as we expect the Fire Equipment Reserve will have sufficient funds when the truck is expected to be received in April of 2027.

FIR00058 Predictive Rail Crossing – CN Line

This project is contingent on receiving the Rail Safety Improvement Program (RSIP) grant in the amount of $368,000 and will not proceed unless the grant is received.

Parks 0701

PKS00026 Sportsfield Lighting – Replace Poles & Lights - $1,200,000
The funds included in 2026 will be for the Cowan Sportsplex premier pitch lighting.

PKS00126 & 00127 & 00128 - Various Ball Diamond Redevelopments

Replacement of fencing, backstops and dugouts at Brompton Park, Sutherland Park and Complex front diamonds.

PKS00101 Southside Park Expansion - $1,000,000
This project continues the work started in 2024 to develop and reconfigure the Golf North lands for expanded use and services.

PKS00138 Museum Square Improvements - $90,000
This project proposes to improve the usability and accessibility of the Tri Star Building land. This cost includes adding smaller aggregate and compacting the material to create a more friendly surface for pedestrians, strollers, and other conveyances.

Community Complex & Civic Arena 0708

ARE00041 Civic Arena Rehabilitation - $1,200,000

The proposed North Woodstock Recreation Facility includes a twin pad arena and one of these pads is a replacement for Civic Centre Arena. There is uncertainty about the timing of this project. Maintaining ice operations at Civic Centre Arena for the next 5 – 10 years or more is expected to require the replacement of the arena floor, boards, benches and a new chiller for the refrigeration system. Civic Centre Arena was built in 1970 and the floor is original and in need of complete replacement. The boards were replaced in the 1990's but are also considered end of life. This project is tentatively scheduled for 2027 and will be financed from debentures.

ARE00056 – Civic Dressing Room Rehab - $200,000

While the other projects related to keeping Civic Centre Arena operational have been deferred to 2027, the improvements to increase the change room capacity are deemed necessary.

Summary

All of the projects in the 2026 Capital Budget and 2027-2030 Capital Forecast need to be carefully examined to ensure that our financial security is not compromised. The projects listed may be modified, moved or alternative financing proposed as a result of further analysis, timing or other decisions of Council. The projections beyond 2026 will undoubtedly be refined as projects move forward.

The 2026 Capital Budget has been developed using the usual reserve and reserve fund contributions and capital out of revenue to finance the program. Approval of this program does not commit Council to increased funding in the revenue fund budget.

Respectfully submitted,

David Creery