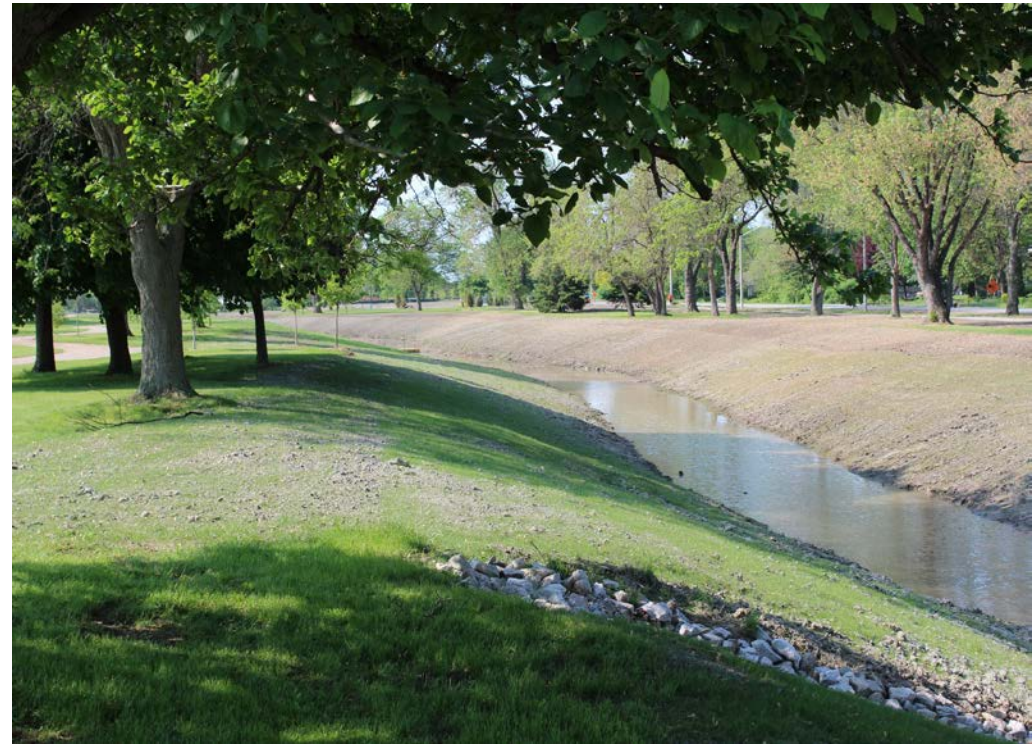


# Public Works & Engineering Services Capital Plan 2023-2031





# Public Works & Engineering Services Capital Priorities 2023-2031



## Purpose:

**To present alternative strategic PWES Capital Priorities for Tecumseh Council's consideration for Budget Years 2023-2031**



# Public Works & Engineering Services

## 2022 Capital Works Projects

### **On January 25, 2022 Council Approved the 2022 PWES Capital Works Projects (Motion RCM-23/22)**

- PWES recommended the approval of the 2022 Capital Works Projects to continue projects previously approved and initiate priority projects for the current year.
- Subject to the outcome of ongoing strategic planning sessions with Council to confirm the desired focus infrastructure works for the Town over the next 5-years, a separate report regarding the remainder of the 2022-2026 will be provided for Council consideration.



# Public Works & Engineering Services

## 2022 Capital Works Projects

- 39 projects with \$27.4M in budget allocation.
- 29 projects are ongoing and 10 are new projects for water, road, sanitary and bridge repairs that maintain existing infrastructure, support proposed developments and/or satisfy funding agreements.
- Notable projects and studies:
  - Shoreline Management Plan, Stormwater Rate Study, Oldcastle Stormwater Management Plan, Sanitary Sewer Model Update;
  - Scully, St. Mark's, P.J. Cecile Storm Pumping Stations – DMAF Projects;
  - Riverside Drive Multi-Use Trail;
  - Tecumseh Road Storm & Road Improvements;
  - Lesperance Road/VIA Rail Improvements;
  - CR42: Watermain & Sanitary Improvements



# PWES Capital Priority Scenarios

## Primary Considerations

- PWES Capital Expenditures
  - 5-year Avg: \$8.77M
  - 10-year Avg: \$9.67M
- Scenarios at higher capital expenditure to accelerate growth
- Assumes:
  - Growth-related focus going forward
  - Additional staffing resources needed
  - Required consulting capacity available
  - Annual maintenance continues

<u>Annual PWES Capital Expenditures (\$M)</u>	
2012	\$ 5.59
2013	\$14.32
2014	\$13.07
2015	\$10.09
2016	\$ 9.83
2017	\$10.42
2018	\$ 8.60
2019	\$ 8.95
2020	\$ 8.86
2021	\$ 7.00

5-year Avg: \$8.77  
10-year Avg: \$9.67



# PWES Capital Priority Scenarios

## Primary Considerations

- Key growth areas:
  - Tecumseh Hamlet
  - MRSPA
  - Oldcastle Hamlet
  - Tecumseh Road Main Street / CIP
- There are competing capital priorities
  - not mutually exclusive and many have similar timelines





# Competing Capital Priorities

Capital Priorities	Council-Approved Mandate
Development & Growth (Residential & Industrial)	<ul style="list-style-type: none"><li>• Tecumseh Hamlet Secondary Plan Area</li><li>• Manning Road Secondary Plan Area</li><li>• Oldcastle Hamlet</li></ul>
Climate Change & Flood Mitigation	<ul style="list-style-type: none"><li>• Storm Drainage Master Plans</li><li>• Sanitary Sewer Model Update and impending Recommendations</li></ul>
Tecumseh Road Main Street	<ul style="list-style-type: none"><li>• Community Improvement Plan</li><li>• Streetscaping</li></ul>
Approved Grant Funding Projects	<ul style="list-style-type: none"><li>• DMAF Intake 3</li><li>• CCRF</li><li>• ICIP Transit Stream</li><li>• RSIP</li></ul>
Coordination with County of Essex Infrastructure Projects	<ul style="list-style-type: none"><li>• CR19, CR22, CR42, CR43, CR46</li></ul>



# PWES Capital Priority Scenarios

## Primary Considerations

- Scenarios do not include:
  - Grant Funding not yet secured:
    - DMAF Intakes 4 or 5
    - Active Transportation Fund
  - Recommendations from:
    - Oldcastle Stormwater Master Plan
    - Sanitary Sewer Model Update
    - Shoreline Management Plan
  - Potential delays with MRSPA due to appeals of cost recovery bylaw and/or expropriation of pond area
- Projects not growth-related pushed farther into future





# PWES Capital Priority Scenarios

- Each scenario includes:
  - **Section A: PWES General Projects**
    - Annual paving & sidewalk repairs, bridges & culverts, water and sanitary maintenance & small projects, Manning Road Ph. 3
  - **Section B: Grant Funding Projects**
    - DMAF-3, CCRF, ICIP-Transit, RSIP, ICIP-Green Stream
  - **Section C: County of Essex Projects**
    - CR19, CR22, CR42, CR43, CR46
    - Installation of water and wastewater infrastructure
  - **Section D: Development/Growth Projects**
    - Projects in Key Growth Areas



# PWES Capital Priority Scenarios

Four capital priorities scenarios were created as follows:

- **Scenario #1:** Development and growth within the Tecumseh Hamlet Secondary Planning Area;
- **Scenario #2:** Development and growth within the Manning Road Secondary Planning Area;
- **Scenario #3:** Development and growth within the Oldcastle Industrial and Business Park; and
- **Scenario #4:** Infrastructure improvements and Streetscaping along the Tecumseh Road Main Street.



# Scenario #1: Tecumseh Hamlet

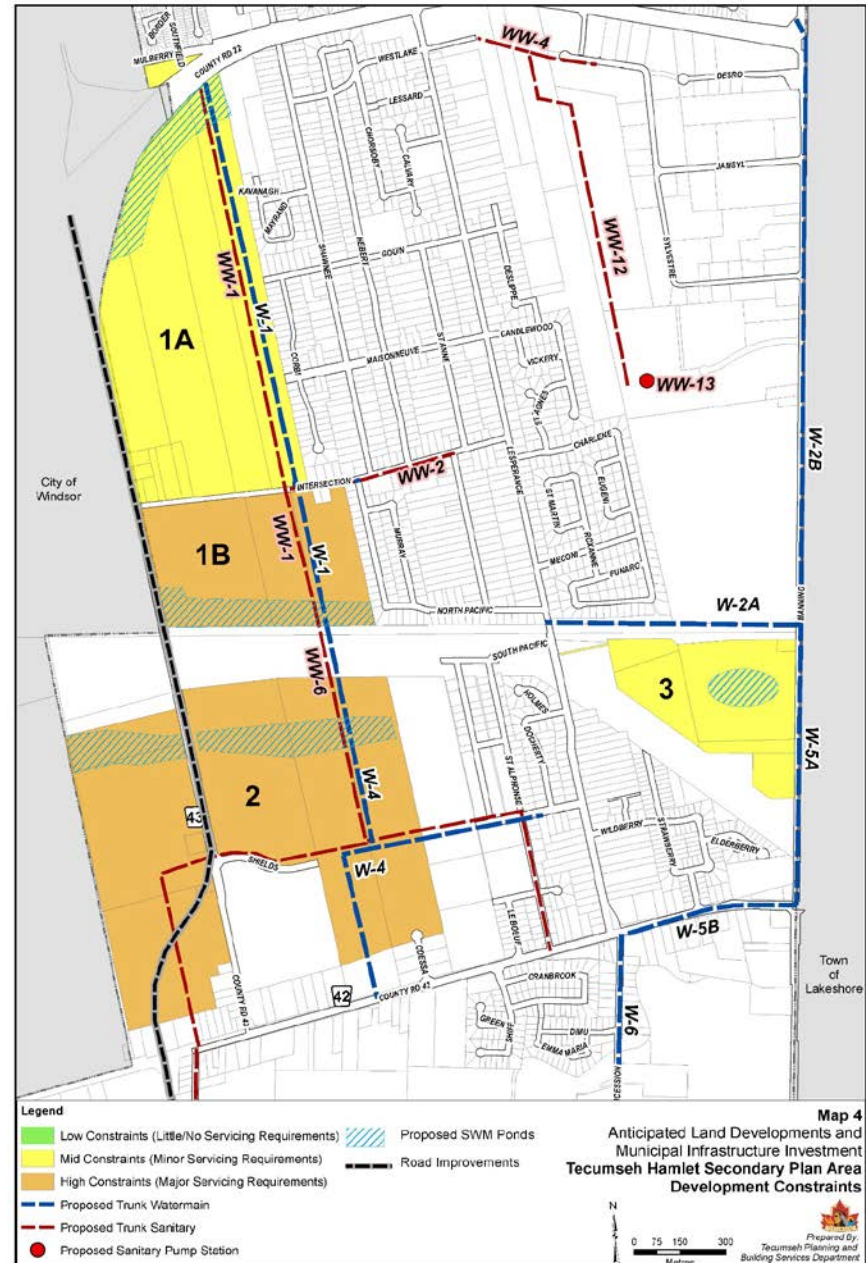
## Scenario #1:

- Proposes growth in the area shown on Map 1
- Structured for capital expenditures at **155%** of past 10-year average (\$9.67M):
  - **5-year Avg: \$16.99M**
  - **10-year Avg: \$14.98M**
- Assumptions:
  - Phasing and timing re: CR19 & CR46 projects to be confirmed
  - Manning Rd Phase 3 pushed to 2027
  - Tecumseh Rd CIP pushed to 2032++
  - MRSPA Pond & Sanitary Sewer pushed to 2030
  - Oldcastle Hamlet sanitary sewer projects pushed further out
  - If developer driven, no delays to Tecumseh Hamlet SWM ponds due to appeals of cost recovery by-laws



# Scenario #1: Tecumseh Hamlet (Map 1)

- Tecumseh Hamlet Area 1A – 2023-2025
- Tecumseh Hamlet Area 1B – 2023-2026
- Tecumseh Hamlet Area 2 – 2023-2028
- Tecumseh Hamlet Area 3 – 2023-2025
- Also Includes:
  - General Projects
  - Grant Programs
  - Manning Rd Ph3 – 2027
  - MRSPA Pond – 2030/2031
  - Tecumseh Rd Main Street – 2032+





# Scenario #1: Tecumseh Hamlet

PWES CAPITAL WORKS PROJECTS															
Project Name	Project Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032++	Grants / Recoveries	DCs
Section A: General Projects - Sub-Total:	\$ 40.17	\$ 6.95	\$ 3.29	\$ 3.48	\$ 1.70	\$ 1.70	\$ 1.70	\$ 8.77	\$ 2.48	\$ 2.09	\$ 4.50	\$ 3.11	\$ -	\$ 7.85	\$ 1.05
Section B: Grant Funding Projects - Sub-Total:	\$ 68.46	\$ 0.64	\$ 6.27	\$ 7.87	\$ 9.04	\$ 7.26	\$ 2.50	\$ 1.88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29.18	\$ 2.21
Section C: County of Essex Projects - Town Colab. - Sub-To	\$ 16.13	\$ 0.11	\$ 3.43	\$ 2.30	\$ -	\$ -	\$ -	\$ -	\$ 0.45	\$ 0.15	\$ 7.14	\$ 2.55	\$ -	\$ 0.90	\$ 8.33
Section D: Development / Growth - Sub-Total:	\$ 97.60	\$ 0.06	\$ 6.46	\$ 3.25	\$ 8.01	\$ 11.91	\$ 4.80	\$ 0.75	\$ 9.60	\$ 9.40	\$ 7.15	\$ 4.80	\$ 29.50	\$ 24.62	\$ 20.17
PWES CAPITAL WORKS PROJECTS TOTAL:	\$ 222.36	\$ 7.76	\$ 19.45	\$ 16.90	\$ 18.75	\$ 20.87	\$ 9.00	\$11.40	\$12.53	\$11.64	\$ 18.79	\$ 10.46	\$ 29.50	\$ 62.55	\$ 31.76
% of Current Capacity Assuming 10-Yr Avg \$9.67M/year:			201%	175%	194%	216%	93%	118%	130%	120%	194%	108%	305%		



# Scenario #1: Tecumseh Hamlet

TECUMSEH HAMLET DEVELOPMENT PROJECTS		Project Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032++
34	Tecumseh Hamlet Secondary Plan Study & EA	\$ 0.80	\$ 0.03	\$ 0.77										
38	West Tecumseh Sanitary (CR22 to CP) (WW-1)	\$ 7.03			\$ 0.52		\$ 6.51							
39	Diversion San Sewers (Intersection Rd) (WW-2)	\$ 1.13			\$ 0.08		\$ 1.05							
40	West Tecumseh Watermain (CR22 to CP) (W-1)	\$ 2.75			\$ 0.20		\$ 2.55							
41	Tecumseh Hamlet Local Sanitary & Water	\$ 2.00			\$ 0.20		\$ 1.80							
42	Tecumseh Hamlet Local SWM Facility (CR22)	\$ 2.40				\$ 0.30		\$ 2.10						
43	Tecumseh Hamlet Local SWM Facility (North of CP Rail)	\$ 2.40				\$ 0.30		\$ 2.10						
44	West Tecumseh Watermain (CP to CR42) (W-4)	\$ 3.00						\$ 0.20		\$ 2.80				
45	West Tecumseh Sanitary (CP to CR42) (WW-6)	\$ 4.80						\$ 0.20		\$ 4.60				
46	South Tecumseh Sanitary (WW-8A)	\$ 2.40						\$ 0.20		\$ 2.20				
47	Tecumseh Hamlet Local SWM Facility (South of CP Rail)	\$ 2.40							\$ 0.30		\$ 2.10			
48	CR42 Diversion Sanitary Sewer (WW-7)	\$ 2.50							\$ 0.30		\$ 2.20			
TECUMSEH HAMLET DEVELOPMENT PROJECTS:		\$ 33.61	\$ 0.03	\$ 0.77	\$ 1.00	\$ 0.60	\$ 11.91	\$ 4.80	\$ 0.60	\$ 9.60	\$ 4.30	\$ -	\$ -	\$ -



# Scenario #1: Tecumseh Hamlet

AREA	Total Residential Units	Total Commercial GFA (square feet)
1A	1,198	331,119
1B	190	0
2	1,413	69,965
3	280	0
<b>TOTAL</b>	<b>3,081</b>	<b>401,084</b>



# Scenario #1: Tecumseh Hamlet

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-Hamlet Scenario					
	2022	2023	2024	2025	2026
<b>Five Reserves</b>					
Reserve Balance Start of Year	\$ 16,227,300	\$ 25,223,386	\$ 26,539,762	\$ 16,832,437	\$ 11,747,348
Budget Allocation	\$ 8,356,200	\$ 8,541,000	\$ 8,768,200	\$ 8,890,400	\$ 9,016,300
DMAF Grant	\$ 3,055,000	\$ 3,630,900	\$ 250,400	\$ 1,168,000	\$ 1,752,000
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 10,186,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Other Grants and County Contributions	\$ 2,843,800	\$ -	\$ -	\$ 2,438,200	\$ -
Long-Term Debt	\$ 4,198,770	\$ 4,967,330	\$ 353,440	\$ 1,699,400	\$ 2,549,200
Part XII Recovery	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -
Transfers from Infrastructure Reserve	\$ 1,410,000	\$ 1,096,500	\$ -	\$ 558,500	\$ -
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Development Charges- Specific	\$ -	\$ -	\$ -	\$ -	\$ 3,227,218
<b>Total Available Funds</b>	<b>\$ 46,477,070</b>	<b>\$ 45,947,116</b>	<b>\$ 38,399,802</b>	<b>\$ 35,574,937</b>	<b>\$ 30,780,066</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 3,290,000	\$ 3,480,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
Section B: Grant Funding Projects	\$ 6,270,000	\$ 7,868,000	\$ 9,042,000	\$ 7,260,000	\$ 2,500,000
Section C: County Projects - Town Collaboration	\$ 3,430,000	\$ 2,300,000	\$ -	\$ -	\$ -
Section D: Development/Growth	\$ 6,460,000	\$ 3,254,000	\$ 8,010,000	\$ 11,906,000	\$ 4,800,000
Project Management	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 19,450,000</b>	<b>\$ 17,402,000</b>	<b>\$ 19,252,000</b>	<b>\$ 21,366,000</b>	<b>\$ 9,500,000</b>
Debt: Principal and Interest Repayment	\$ 1,803,684	\$ 2,005,354	\$ 2,315,366	\$ 2,461,589	\$ 2,394,339
<b>Total Expenditures including Debt</b>	<b>\$ 21,253,684</b>	<b>\$ 19,407,354</b>	<b>\$ 21,567,366</b>	<b>\$ 23,827,589</b>	<b>\$ 11,894,339</b>
<b>Balance Available</b>	<b>\$ 25,223,386</b>	<b>\$ 26,539,762</b>	<b>\$ 16,832,437</b>	<b>\$ 11,747,348</b>	<b>\$ 18,885,726</b>





# Scenario #1: Tecumseh Hamlet

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-Hamlet Scenario					
	2027	2028	2029	2030	2031
<b>Five Reserves</b>					
Reserve Balance Start of Year	\$ 18,885,726	\$ 24,188,591	\$ 26,531,823	\$ 30,051,519	\$ 28,395,609
Budget Allocation	\$ 9,169,577	\$ 9,325,460	\$ 9,483,993	\$ 9,645,221	\$ 9,809,189
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Other Grants and County Contributions	\$ 1,820,000	\$ -	\$ -	\$ -	\$ -
Part XII Recovery	\$ -	\$ -	\$ -	\$ 1,750,000	\$ -
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Development Charges- Specific	\$ 5,857,306	\$ 5,555,568	\$ 5,555,568	\$ 5,555,568	\$ 5,555,568
<b>Total Available Funds</b>	<b>\$ 38,220,609</b>	<b>\$ 41,557,619</b>	<b>\$ 44,059,384</b>	<b>\$ 49,490,308</b>	<b>\$ 46,248,367</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 8,770,000	\$ 2,480,000	\$ 2,090,000	\$ 4,500,000	\$ 3,110,000
Section B: Grant Funding Projects	\$ 1,880,000	\$ -	\$ -	\$ -	\$ -
Section C: County Projects - Town Collaboration	\$ -	\$ 450,000	\$ 150,000	\$ 7,140,000	\$ 2,550,000
Section D: Development/Growth	\$ 750,000	\$ 9,600,000	\$ 9,400,000	\$ 7,150,000	\$ 4,800,000
Project Management	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 11,900,000</b>	<b>\$ 13,030,000</b>	<b>\$ 12,140,000</b>	<b>\$ 19,290,000</b>	<b>\$ 10,960,000</b>
Debt: Principal and Interest Repayment	\$ 2,132,018	\$ 1,995,796	\$ 1,867,865	\$ 1,804,699	\$ 1,752,216
<b>Total Expenditures including Debt</b>	<b>\$ 14,032,018</b>	<b>\$ 15,025,796</b>	<b>\$ 14,007,865</b>	<b>\$ 21,094,699</b>	<b>\$ 12,712,216</b>
<b>Balance Available</b>	<b>\$ 24,188,591</b>	<b>\$ 26,531,823</b>	<b>\$ 30,051,519</b>	<b>\$ 28,395,609</b>	<b>\$ 33,536,151</b>



# Scenario #1: Tecumseh Hamlet

## Capital Expenditure & Revenue Timeline

Hamlet - Total	2022	2023	2024	2025	2026	2027	2028
Capital expenditure	\$770,000	\$1,004,000	\$600,000	\$11,906,000	\$4,800,000	\$600,000	\$9,600,000
DC	-	-	-	-	3,227,218	5,857,306	5,555,568
Municipal Levy	-	-	-	-	283,235	818,837	1,354,440
Water/Sanitary	-	-	-	-	163,492	445,014	726,537
Part XII	-	-	-	-	-	-	-
Total revenue	\$0	\$0	\$0	\$0	\$3,673,945	\$7,121,157	\$7,636,544
Net expenditure	\$770,000	\$1,004,000	\$600,000	\$11,906,000	\$1,126,055	<b>-\$6,521,157</b>	\$1,963,456
Running balance	\$770,000	\$1,774,000	\$2,374,000	\$14,280,000	\$15,406,055	\$8,884,898	\$10,848,353

Hamlet - Total	2029	2030	2031	2032	2033	2034	2035
Capital expenditure	\$4,300,000	\$0	\$0	\$0	\$0	\$0	\$0
DC	5,555,568	5,555,568	5,555,568	5,555,568	5,555,568	5,555,568	5,555,568
Municipal Levy	1,890,042	2,425,644	2,961,246	3,496,849	4,032,451	4,568,053	5,103,655
Water/Sanitary	1,008,059	1,289,581	1,571,103	1,852,626	2,134,148	2,415,670	2,697,193
Part XII	-	-	-	-	-	-	-
Total revenue	\$8,453,669	\$9,270,794	\$10,087,918	\$10,905,043	\$11,722,167	\$12,539,292	\$13,356,416
Net expenditure	<b>-\$4,153,669</b>	<b>-\$9,270,794</b>	<b>-\$10,087,918</b>	<b>-\$10,905,043</b>	<b>-\$11,722,167</b>	<b>-\$12,539,292</b>	<b>-\$13,356,416</b>
Running balance	\$6,694,684	<b>-\$2,576,109</b>	<b>-\$12,664,028</b>	<b>-\$23,569,070</b>	<b>-\$35,291,237</b>	<b>-\$47,830,529</b>	<b>-\$61,186,945</b>

NOTE:

1. Operating impact not included in above analysis
2. Red = net revenue



# Scenario #2: MRSPA

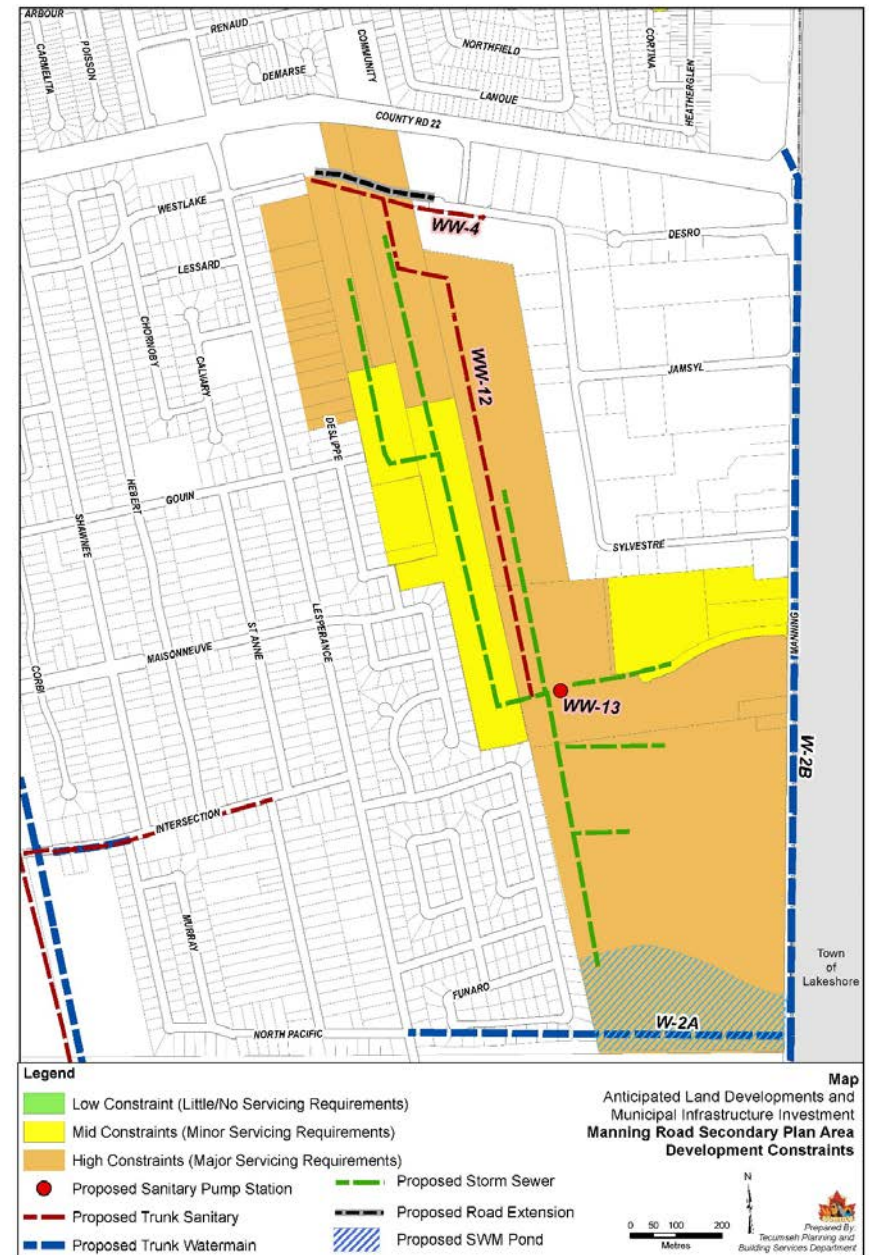
## Scenario #2:

- Proposes growth in the area shown on Map 2
- Structured for capital expenditures at **145%** of past 10-year average (\$9.67M):
  - **5-year Avg: \$17.25M**
  - **10-year Avg: \$14.03M**
- Assumptions:
  - Phasing and timing re: CR19 & CR46 projects to be confirmed
  - Manning Rd Phase 3 pushed to 2026
  - Tecumseh Rd CIP pushed to 2030-2032++
  - Tecumseh Hamlet W/WW/SWM Pond pushed to 2027-2029
  - Oldcastle Hamlet sanitary sewer projects pushed further out
  - If developer driven, no delays to MRSPA SWM pond due to appeals of cost recovery by-laws and expropriation



# Scenario #2: MRSPA (Map 2)

- MRSPA Stormwater Pond – 2023-2025
- MRSPA Trunk Sanitary – 2023-2025
- MRSPA Water (W-2A) – 2027-2029
- MRSPA Water (W-2B) – 2028-2030
- Also Includes:
  - General Projects
  - Grant Programs
  - Manning Rd Ph3 – 2026
  - Tecumseh Hamlet 1A – 2027-2029
  - Tecumseh Rd Main Street – 2030+





# Scenario #2: MRSPA

PWES CAPITAL WORKS PROJECTS																
Project Name	Project Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032++	Grants / Recoveries	DCs	
Section A: General Projects - Sub-Total:	\$ 40.17	\$ 6.95	\$ 3.29	\$ 3.48	\$ 1.70	\$ 1.70	\$ 8.67	\$ 1.80	\$ 2.48	\$ 2.09	\$ 4.50	\$ 3.11	\$ -	\$ 7.85	\$ 1.05	
Section B: Grant Funding Projects - Sub-Total:	\$ 68.46	\$ 0.64	\$ 6.27	\$ 7.87	\$ 9.04	\$ 7.26	\$ 2.50	\$ 1.88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29.18	\$ 2.21	
Section C: County of Essex Projects - Town Colab. - Sub-To	\$ 16.13	\$ 0.11	\$ 3.43	\$ 2.30	\$ -	\$ -	\$ -	\$ -	\$ 0.45	\$ 0.15	\$ 7.14	\$ 2.55	\$ -	\$ 1.50	\$ 8.33	
Section D: Development / Growth - Sub-Total:	\$ 80.10	\$ 0.06	\$ 6.46	\$ 6.46	\$ 9.00	\$ 6.69	\$ 0.15	\$ 1.15	\$ 5.10	\$ 12.77	\$ 2.00	\$ 6.85	\$ 21.50	\$ 20.22	\$ 11.15	
PWES CAPITAL WORKS PROJECTS TOTAL:	\$ 204.86	\$ 7.76	\$ 19.45	\$ 20.11	\$ 19.74	\$ 15.65	\$11.32	\$ 4.83	\$ 8.03	\$15.01	\$ 13.64	\$ 12.51	\$ 21.50	\$ 58.75	\$ 22.74	
% of Current Capacity Assuming 10-Yr Avg \$9.67M/year:			201%	208%	204%	162%	117%	50%	83%	155%	141%	129%	222%			



# Scenario #2: MRSPA

<b>MRSPA DEVELOPMENT PROJECTS</b>		<b>Project Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032++</b>
26	CR19 Watermain (W-2B / CR22 to Jamsyl)	\$ 0.76			\$ 0.76									
28	CR19 Watermain (W-2B & W-5A)	\$ 1.73								\$ 0.15		\$ 1.58		
33	MRSPA Pond (Land - Expropriation)	\$ 2.78	\$ 0.02	\$ 0.60	\$ 0.25									
46	MRSPA Pond (Construction)	\$ 10.00				\$ 7.00	\$ 3.00							
47	MRSPA Watermain (W-2A)	\$ 0.56							\$ 0.15		\$ 0.41			
48	MRSPA Sanitary (WW-12 & WW-13)	\$ 2.49			\$ 0.80		\$ 1.69							
<b>MRSPA DEVELOPMENT PROJECTS:</b>		<b>\$ 18.32</b>	<b>\$ 0.02</b>	<b>\$ 0.60</b>	<b>\$ 1.81</b>	<b>\$ 7.00</b>	<b>\$ 4.69</b>	<b>\$ -</b>	<b>\$ 0.15</b>	<b>\$ 0.15</b>	<b>\$ 0.41</b>	<b>\$ 1.58</b>	<b>\$ -</b>	<b>\$ -</b>



## Scenario #2: MRSPA

AREA	Total Residential Units	Total Commercial GFA ( <i>square feet</i> )	Total Institutional GFA ( <i>square feet</i> )
Entire MRSPA	755	80,585	139,390



# Scenario #2: MRSPA

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-MRSPA Scenario					
Five Reserves	2022	2023	2024	2025	2026
Reserve Balance Start of Year	\$ 16,227,300	\$ 25,223,386	\$ 23,333,762	\$ 14,136,437	\$ 12,767,348
Budget Allocation	\$ 8,356,200	\$ 8,541,000	\$ 8,768,200	\$ 8,890,400	\$ 9,016,300
DMAF Grant	\$ 3,055,000	\$ 3,630,900	\$ 250,400	\$ 1,168,000	\$ 1,752,000
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 10,186,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Other Grants and Contributions	\$ 2,843,800	\$ -	\$ -	\$ 2,438,200	\$ 1,820,000
Long-Term Debt	\$ 4,198,770	\$ 4,967,330	\$ 353,440	\$ 1,699,400	\$ 2,549,200
Part XII Recovery		\$ -	\$ 1,500,000	\$ -	\$ 950,000
Transfers from Infrastructure Reserve	\$ 1,410,000	\$ 1,096,500	\$ -	\$ 558,500	\$ -
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Development Charges- Specific	\$ -	\$ -	\$ -	\$ -	\$ 1,529,635
<b>Total Available Funds</b>	<b>\$ 46,477,070</b>	<b>\$ 45,947,116</b>	<b>\$ 36,693,802</b>	<b>\$ 31,378,937</b>	<b>\$ 32,872,483</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 3,290,000	\$ 3,480,000	\$ 1,700,000	\$ 1,700,000	\$ 8,670,000
Section B: Grant Funding Projects	\$ 6,270,000	\$ 7,868,000	\$ 9,042,000	\$ 7,260,000	\$ 2,500,000
Section C: County Projects - Town Collaboration	\$ 3,430,000	\$ 2,300,000	\$ -	\$ -	\$ -
Section D: Development/Growth	\$ 6,460,000	\$ 6,460,000	\$ 9,000,000	\$ 6,690,000	\$ 150,000
Project Management	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 19,450,000</b>	<b>\$ 20,608,000</b>	<b>\$ 20,242,000</b>	<b>\$ 16,150,000</b>	<b>\$ 11,820,000</b>
Debt: Principal and Interest Repayment	\$ 1,803,684	\$ 2,005,354	\$ 2,315,366	\$ 2,461,589	\$ 2,394,339
<b>Total Expenditures including Debt</b>	<b>\$ 21,253,684</b>	<b>\$ 22,613,354</b>	<b>\$ 22,557,366</b>	<b>\$ 18,611,589</b>	<b>\$ 14,214,339</b>
<b>Balance Available</b>	<b>\$ 25,223,386</b>	<b>\$ 23,333,762</b>	<b>\$ 14,136,437</b>	<b>\$ 12,767,348</b>	<b>\$ 18,658,144</b>





# Scenario #2: MRSPA

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-MRSPA Scenario					
	2027	2028	2029	2030	2031
<b>Five Reserves</b>					
Reserve Balance Start of Year	\$ 18,658,144	\$ 25,395,358	\$ 29,228,677	\$ 28,122,460	\$ 26,856,637
Budget Allocation	\$ 9,169,577	\$ 9,325,460	\$ 9,483,993	\$ 9,645,221	\$ 9,809,189
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Part XII Recovery	\$ 1,028,000	\$ 1,028,000	\$ 2,778,000	\$ 1,028,000	\$ 1,028,000
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Development Charges- Specific	\$ 1,517,655	\$ 1,517,655	\$ 1,517,655	\$ 1,517,655	\$ 1,517,655
<b>Total Available Funds</b>	<b>\$ 32,861,376</b>	<b>\$ 39,754,473</b>	<b>\$ 45,496,325</b>	<b>\$ 42,801,336</b>	<b>\$ 41,699,481</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 1,800,000	\$ 2,480,000	\$ 2,090,000	\$ 4,500,000	\$ 3,110,000
Section B: Grant Funding Projects	\$ 1,880,000	\$ -	\$ -	\$ -	\$ -
Section C: County Projects - Town Collaboration	\$ -	\$ 450,000	\$ 150,000	\$ 7,140,000	\$ 2,550,000
Section D: Development/Growth	\$ 1,154,000	\$ 5,100,000	\$ 12,766,000	\$ 2,000,000	\$ 6,850,000
Project Management	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 5,334,000</b>	<b>\$ 8,530,000</b>	<b>\$ 15,506,000</b>	<b>\$ 14,140,000</b>	<b>\$ 13,010,000</b>
Debt: Principal and Interest Repayment	\$ 2,132,018	\$ 1,995,796	\$ 1,867,865	\$ 1,804,699	\$ 1,752,216
<b>Total Expenditures including Debt</b>	<b>\$ 7,466,018</b>	<b>\$ 10,525,796</b>	<b>\$ 17,373,865</b>	<b>\$ 15,944,699</b>	<b>\$ 14,762,216</b>
<b>Balance Available</b>	<b>\$ 25,395,358</b>	<b>\$ 29,228,677</b>	<b>\$ 28,122,460</b>	<b>\$ 26,856,637</b>	<b>\$ 26,937,265</b>



# Scenario #2: MRSPA

## Capital Expenditure & Revenue Timeline

MRSPA	2022	2023	2024	2025	2026	2027	2028
Capital expenditure	\$600,000	\$1,810,000	\$7,000,000	\$4,690,000	\$0	\$150,000	\$150,000
DC	-	-	-	-	1,529,635	1,517,655	1,517,655
Municipal Levy	-	-	-	-	153,706	307,412	461,119
Water/Sanitary	-	-	-	-	78,056	156,113	234,169
Part XII	-	-	-	-	950,000	1,028,000	1,028,000
Total revenue	\$0	\$0	\$0	\$0	\$2,711,398	\$3,009,180	\$3,240,943
Net expenditure	\$600,000	\$1,810,000	\$7,000,000	\$4,690,000	-\$2,711,398	-\$2,859,180	-\$3,090,943
Running balance	\$600,000	\$2,410,000	\$9,410,000	\$14,100,000	\$11,388,602	\$8,529,422	\$5,438,480

MRSPA	2029	2030	2031	2032	2033	2034	2035
Capital expenditure	\$410,000	\$1,580,000	\$0	\$0	\$0	\$0	\$0
DC	1,517,655	1,517,655	1,517,655	1,517,655	1,517,655	1,517,655	1,517,655
Municipal Levy	614,825	768,531	922,237	1,075,943	1,229,649	1,383,356	1,537,062
Water/Sanitary	312,225	390,282	468,338	546,394	624,450	702,507	780,563
Part XII	1,028,000	1,028,000	1,028,000	1,028,000	1,028,000	1,028,000	1,028,000
Total revenue	\$3,472,705	\$3,704,468	\$3,936,230	\$4,167,993	\$4,399,755	\$4,631,518	\$4,863,280
Net expenditure	-\$3,062,705	-\$2,124,468	-\$3,936,230	-\$4,167,993	-\$4,399,755	-\$4,631,518	-\$4,863,280
Running balance	\$2,375,774	\$251,307	-\$3,684,923	-\$7,852,916	-\$12,252,671	-\$16,884,188	-\$21,747,468

NOTE:

1. Operating impact not included in above analysis
2. Red = net revenue



# Scenario #3: Oldcastle Hamlet

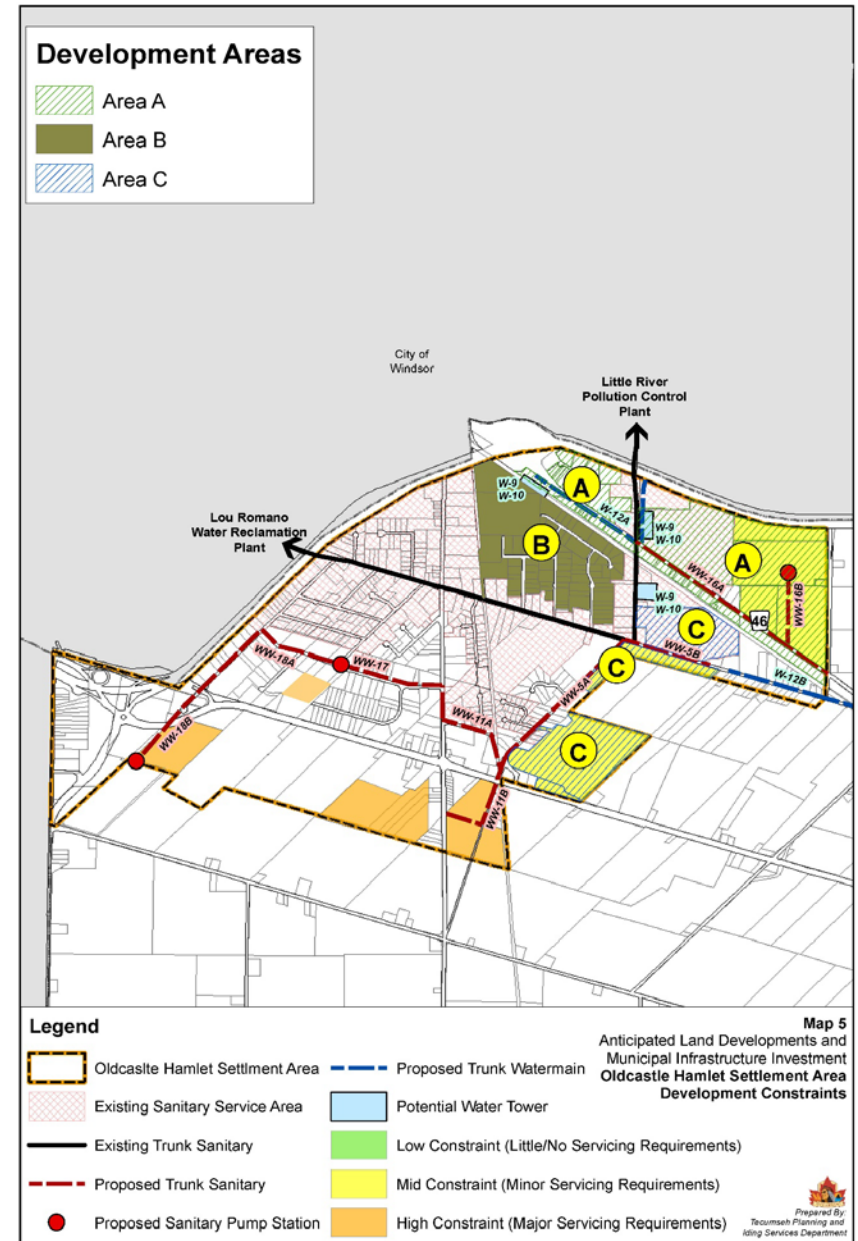
## Scenario #3:

- Proposes growth in the area shown on Map 3
- Structured for capital expenditures at **152%** of past 10-year average (\$9.67M):
  - **5-year Avg: \$16.11M**
  - **10-year Avg: \$14.67M**
- Assumptions:
  - Phasing and timing re: CR19 & CR46 projects to be confirmed
  - Manning Rd Phase 3 pushed to 2026
  - Tecumseh Rd CIP pushed to 2032++
  - MRSPA Pond & Sanitary Sewer pushed to 2029-2030
  - Tecumseh Hamlet W/WW/SWM pond pushed to 2026-2028



# Scenario #3: Oldcastle Hamlet (Map 3)

- CR46 Water (W-12A) – 2023
- Oldcastle Storm Master Plan Property – 2024-2025
- Local Sanitary Sewers – 2024-2032
- CR46 Sanitary (WW-16) – 2025-2027
- NTR Sanitary (WW-5B) – 2028-2030
- Oldcastle Sanitary (WW-5A) – 2029-2031
- Also Includes:
  - General Projects
  - Grant Programs
  - Manning Rd Ph3 – 2026
  - MRSPA Pond – 2029-2030
  - Tecumseh Hamlet 1A – 2026-2028
  - Tecumseh Rd Main Street – 2032++



# Scenario #3: Oldcastle Hamlet

PWES CAPITAL WORKS PROJECTS																
Project Name	Project Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032++	Grants / Recoveries	DCs	
Section A: General Projects - Sub-Total:	\$ 40.17	\$ 6.95	\$ 3.29	\$ 3.48	\$ 1.70	\$ 1.70	\$ 8.67	\$ 1.80	\$ 2.48	\$ 2.09	\$ 4.50	\$ 3.11	\$ -	\$ 7.85	\$ 1.05	
Section B: Grant Funding Projects - Sub-Total:	\$ 68.46	\$ 0.64	\$ 6.27	\$ 7.87	\$ 12.38	\$ 3.92	\$ 2.50	\$ 1.88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29.18	\$ 2.21	
Section C: County of Essex Projects - Town Colab. - Sub-To	\$ 16.13	\$ 0.11	\$ 3.43	\$ 2.30	\$ -	\$ 0.30	\$ -	\$ 5.56	\$ -	\$ 0.15	\$ 1.73	\$ 2.55	\$ -	\$ 1.50	\$ 8.33	
Section D: Development / Growth - Sub-Total:	\$ 92.10	\$ 0.06	\$ 6.46	\$ 5.66	\$ 2.15	\$ 5.80	\$ 2.65	\$ 2.00	\$ 14.41	\$ 10.95	\$ 6.10	\$ 6.89	\$ 27.06	\$ 23.62	\$ 13.43	
PWES CAPITAL WORKS PROJECTS TOTAL:	\$ 216.86	\$ 7.76	\$ 19.45	\$ 19.31	\$ 16.23	\$ 11.72	\$ 13.82	\$ 11.24	\$ 16.89	\$ 13.19	\$ 12.33	\$ 12.55	\$ 27.06	\$ 62.15	\$ 25.02	
% of Current Capacity Assuming 10-Yr Avg \$9.67M/year:			201%	200%	168%	121%	143%	116%	175%	136%	128%	130%	280%			



# Scenario #3: Oldcastle Hamlet

<b>INDUSTRIAL DEVELOPMENT PROJECTS</b>		<b>Project Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032++</b>
27	CR46 Sanitary Sewer (WW-16A & WW-16B)	\$ 3.86					\$ 0.15		\$ 3.71					
35	Delduca Drive Sanitary Sewer	\$ 3.85	\$ 0.01	\$ 0.19			\$ 3.65							
36	CR46/Webster/Laval Sanitary Sewer	\$ 5.41			\$ 5.41									
37	Oldcastle SWM Master Plan (Property)	\$ 4.00				\$ 2.00	\$ 2.00							
43	Ure Street Sanitary Sewer	\$ 1.60				\$ 0.15		\$ 1.45						
44	O'Neil Street Sanitary Sewer	\$ 1.90					\$ 0.15		\$ 1.75					
45	Hennin/Moynahan Sanitary Sewer	\$ 2.50						\$ 0.20		\$ 2.30				
46	Solar/Astor/Olympia/Walker Sanitary Sewer	\$ 3.80							\$ 0.25		\$ 3.55			
47	North Talbot Road Sanitary Sewer	\$ 2.90								\$ 0.20		\$ 2.70		
48	Oldcastle Road Sanitary Sewer	\$ 2.80									\$ 0.10		\$ 2.70	
<b>INDUSTRIAL DEVELOPMENT PROJECTS:</b>		<b>\$ 32.62</b>	<b>\$ 0.01</b>	<b>\$ 0.19</b>	<b>\$ 5.41</b>	<b>\$ 2.15</b>	<b>\$ 5.95</b>	<b>\$ 1.65</b>	<b>\$ 5.71</b>	<b>\$ 2.50</b>	<b>\$ 3.65</b>	<b>\$ 2.70</b>	<b>\$ 2.70</b>	<b>\$ -</b>





# Scenario #3: Oldcastle Hamlet

Development Area	Residential Units	Industrial Infill Development (SQ Feet) Based on 15% increase of existing sq. ft	Industrial Greenfield Development (SQ. Feet) Based on 30% of developable land area	Total Development
<b>A</b>	0	46,653 sq. feet	2,626,648 sq. feet	<b>2,673,301 sq. feet</b>
<b>B</b>	0	198,906 sq. feet	623,338 sq. feet	<b>822,244 sq. feet</b>
<b>C</b>	546	0	0	<b>546 dwelling units</b>

- Area A: Industrial Intensification & Greenfield
- Area B: Industrial Intensification & Greenfield
- Area C: Residential Greenfield



# Scenario #3: Oldcastle Hamlet

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-Oldcastle Scenario					
	2022	2023	2024	2025	2026
<b>Five Reserves</b>					
Reserve Balance Start of Year	\$ 16,227,300	\$ 25,223,386	\$ 24,133,762	\$ 19,384,637	\$ 19,507,348
Budget Allocation	\$ 8,356,200	\$ 8,541,000	\$ 8,768,200	\$ 8,890,400	\$ 9,016,300
DMAF Grant	\$ 3,055,000	\$ 3,630,900	\$ 250,400	\$ 1,168,000	\$ 1,752,000
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 10,186,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Other Grants and Contributions	\$ 2,843,800	\$ -	\$ 2,438,200	\$ -	\$ 1,820,000
Long-Term Debt	\$ 4,198,770	\$ 4,967,330	\$ 353,440	\$ 1,699,400	\$ 2,549,200
Part XII Recovery	\$ -	\$ -	\$ -	\$ -	\$ 722,000
Transfers from Infrastructure Reserve	\$ 1,410,000	\$ 1,096,500	\$ -	\$ 558,500	\$ -
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Development Charges- Specific	\$ -	\$ -	\$ -	\$ -	\$ 3,279,214
<b>Total Available Funds</b>	<b>\$ 46,477,070</b>	<b>\$ 45,947,116</b>	<b>\$ 38,432,002</b>	<b>\$ 34,188,937</b>	<b>\$ 41,134,062</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 3,290,000	\$ 3,480,000	\$ 1,700,000	\$ 1,700,000	\$ 8,670,000
Section B: Grant Funding Projects	\$ 6,270,000	\$ 7,868,000	\$ 12,382,000	\$ 3,920,000	\$ 2,500,000
Section C: County Projects - Town Collaboration	\$ 3,430,000	\$ 2,300,000	\$ -	\$ 300,000	\$ -
Section D: Development/Growth	\$ 6,460,000	\$ 5,660,000	\$ 2,150,000	\$ 5,800,000	\$ 2,654,000
Project Management	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 19,450,000</b>	<b>\$ 19,808,000</b>	<b>\$ 16,732,000</b>	<b>\$ 12,220,000</b>	<b>\$ 14,324,000</b>
Debt: Principal and Interest Repayment	\$ 1,803,684	\$ 2,005,354	\$ 2,315,366	\$ 2,461,589	\$ 2,394,339
<b>Total Expenditures including Debt</b>	<b>\$ 21,253,684</b>	<b>\$ 21,813,354</b>	<b>\$ 19,047,366</b>	<b>\$ 14,681,589</b>	<b>\$ 16,718,339</b>
<b>Balance Available</b>	<b>\$ 25,223,386</b>	<b>\$ 24,133,762</b>	<b>\$ 19,384,637</b>	<b>\$ 19,507,348</b>	<b>\$ 24,415,722</b>



# Scenario #3: Oldcastle Hamlet

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-Oldcastle Scenario					
Five Reserves	2027	2028	2029	2030	2031
Reserve Balance Start of Year	\$ 24,415,722	\$ 26,202,495	\$ 23,235,373	\$ 23,650,715	\$ 25,150,451
Budget Allocation	\$ 9,169,577	\$ 9,325,460	\$ 9,483,993	\$ 9,645,221	\$ 9,809,189
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Part XII Recovery	\$ 722,000	\$ 1,322,000	\$ 722,000	\$ 722,000	\$ 1,672,000
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Development Charges- Specific	\$ 3,279,214	\$ 3,279,214	\$ 3,279,214	\$ 3,279,214	\$ 3,279,214
<b>Total Available Funds</b>	<b>\$ 40,074,514</b>	<b>\$ 42,617,169</b>	<b>\$ 39,208,580</b>	<b>\$ 39,785,150</b>	<b>\$ 42,398,854</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 1,800,000	\$ 2,480,000	\$ 2,090,000	\$ 4,500,000	\$ 3,110,000
Section B: Grant Funding Projects	\$ 1,880,000	\$ -	\$ -	\$ -	\$ -
Section C: County Projects - Town Collaboration	\$ 5,560,000	\$ -	\$ 150,000	\$ 1,730,000	\$ 2,550,000
Section D: Development/Growth	\$ 2,000,000	\$ 14,406,000	\$ 10,950,000	\$ 6,100,000	\$ 6,890,000
Project Management	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 11,740,000</b>	<b>\$ 17,386,000</b>	<b>\$ 13,690,000</b>	<b>\$ 12,830,000</b>	<b>\$ 13,050,000</b>
Debt: Principal and Interest Repayment	\$ 2,132,018	\$ 1,995,796	\$ 1,867,865	\$ 1,804,699	\$ 1,752,216
<b>Total Expenditures including Debt</b>	<b>\$ 13,872,018</b>	<b>\$ 19,381,796</b>	<b>\$ 15,557,865</b>	<b>\$ 14,634,699</b>	<b>\$ 14,802,216</b>
<b>Balance Available</b>	<b>\$ 26,202,495</b>	<b>\$ 23,235,373</b>	<b>\$ 23,650,715</b>	<b>\$ 25,150,451</b>	<b>\$ 27,596,638</b>



# Scenario #3: Oldcastle Hamlet

## Capital Expenditure & Revenue Timeline

Industrial	2022	2023	2024	2025	2026	2027	2028
Capital expenditure	\$190,000	\$5,410,000	\$2,150,000	\$5,950,000	\$1,650,000	\$5,710,000	\$2,500,000
DC	-	-	-	-	3,279,214	3,279,214	3,279,214
Municipal Levy	-	-	-	-	590,032	1,180,065	1,770,097
Water/Sanitary	-	-	-	-	74,120	148,240	222,360
Part XII	-	-	-	-	722,000	722,000	722,000
Total revenue	\$0	\$0	\$0	\$0	4,665,366	\$5,329,519	\$5,993,671
Net expenditure	\$190,000	\$5,410,000	\$2,150,000	\$5,950,000	<b>-\$3,015,366</b>	\$380,481	<b>-\$3,493,671</b>
Running balance	\$190,000	\$5,600,000	\$7,750,000	\$13,700,000	\$10,684,634	\$11,065,115	\$7,571,443

Industrial	2029	2030	2031	2032	2033	2034	2035
Capital expenditure	\$3,650,000	\$2,700,000	\$2,700,000	\$0	\$0	\$0	\$0
DC	3,279,214	3,279,214	3,279,214	3,279,214	3,279,214	3,279,214	3,279,214
Municipal Levy	2,360,129	2,950,161	3,540,194	4,130,226	4,720,258	5,310,290	5,900,323
Water/Sanitary	296,481	370,601	444,721	518,841	592,961	667,081	741,201
Part XII	722,000	722,000	722,000	722,000	722,000	722,000	722,000
Total revenue	\$6,657,824	\$7,321,976	\$7,986,129	\$8,650,281	\$9,314,433	\$9,978,586	\$10,642,738
Net expenditure	<b>-\$3,007,824</b>	<b>-\$4,621,976</b>	<b>-\$5,286,129</b>	<b>-\$8,650,281</b>	<b>-\$9,314,433</b>	<b>-\$9,978,586</b>	<b>-\$10,642,738</b>
Running balance	\$4,563,620	<b>-\$58,356</b>	<b>-\$5,344,485</b>	<b>-\$13,994,766</b>	<b>-\$23,309,199</b>	<b>-\$33,287,785</b>	<b>-\$43,930,523</b>

NOTE:

1. Operating impact not included in above analysis
2. Red = net revenue



# Scenario #4:

## Tecumseh Road Main Street / CIP

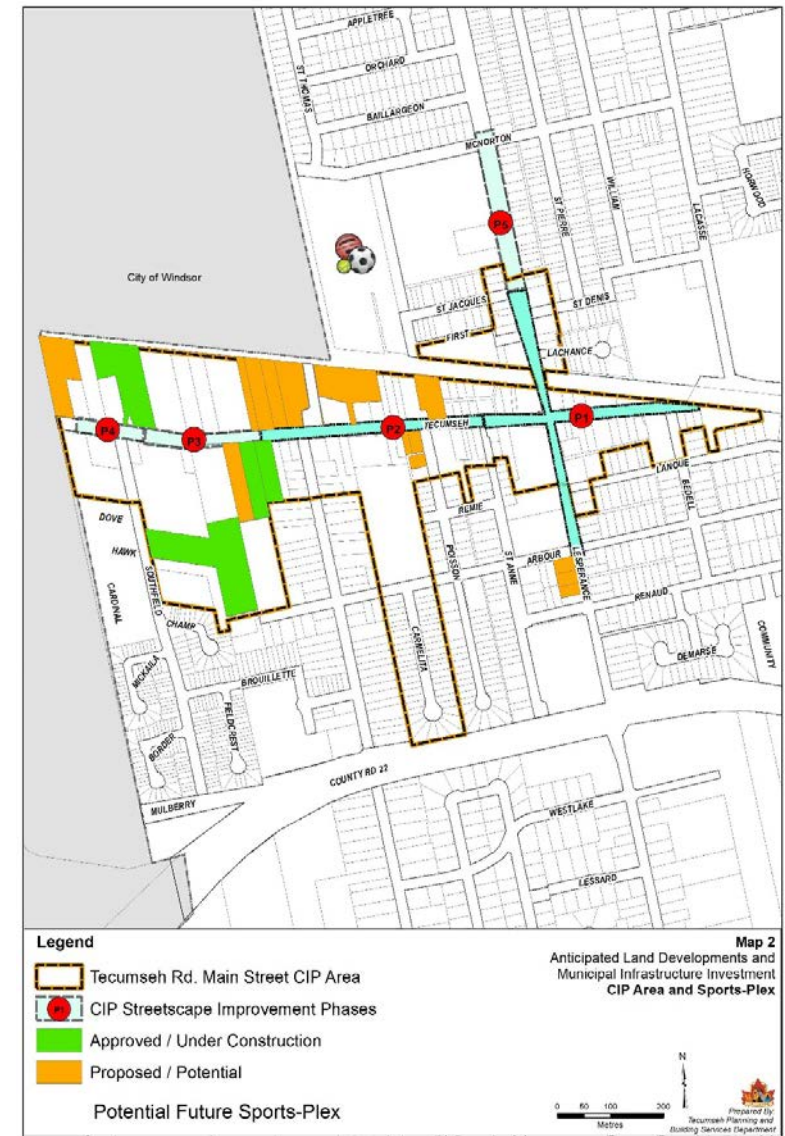
### Scenario #4:

- Proposes growth in the area shown on Map 4
- Structured for capital expenditures at **160%** of past 10-year average (\$9.67M):
  - **5-year Avg: \$15.43M**
  - **10-year Avg: \$15.48M**
- Assumptions:
  - Includes the completion of Phases 1-4 from 2024 to 2030
  - Phasing and timing re: CR19 & CR46 projects to be confirmed
  - Manning Rd Phase 3 pushed to 2029
  - MRSPA Pond & Sanitary Sewer pushed to 2028-2032++
  - Oldcastle Hamlet sanitary sewer projects pushed beyond 2032
  - Tecumseh Hamlet W/WW/SWM pond pushed to 2029-2031



# Scenario #4: Tecumseh Road Main Street / CIP (Map 4)

- Phase 1 – 2024-2026
- Phase 2 – 2025-2028
- Phase 3 – 2027-2030
- Phase 4 – 2027-2030
- Also Includes:
  - General Projects
  - Grant Programs
  - Manning Rd Ph3 – 2029
  - MRSPA Pond – 2028-2029
  - Tecumseh Hamlet 1A – 2029-2031+





# Scenario #4:

## Tecumseh Road Main Street / CIP

PWES CAPITAL WORKS PROJECTS																
Project Name	Project Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032++	Grants / Recoveries	DCs	
Section A: General Projects - Sub-Total:	\$ 40.17	\$ 6.95	\$ 3.29	\$ 3.48	\$ 1.70	\$ 1.70	\$ 1.70	\$ 1.80	\$ 1.80	\$ 9.45	\$ 2.09	\$ 4.50	\$ 1.31	\$ 7.85	\$ 1.05	
Section B: Grant Funding Projects - Sub-Total:	\$ 68.46	\$ 0.64	\$ 6.27	\$ 7.87	\$ 9.04	\$ 7.26	\$ 2.50	\$ 1.88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29.18	\$ 2.21	
Section C: County of Essex Projects - Town Colab. - Sub-To	\$ 16.13	\$ 0.11	\$ 3.43	\$ 2.30	\$ -	\$ -	\$ -	\$ -	\$ 0.45	\$ 0.15	\$ 7.14	\$ 2.55	\$ -	\$ 1.50	\$ 8.33	
Section D: Development / Growth - Sub-Total:	\$ 97.60	\$ 0.06	\$ 6.46	\$ 0.25	\$ 2.00	\$ 2.30	\$ 15.60	\$ 7.71	\$ 15.20	\$ 4.00	\$ 7.00	\$ 11.91	\$ 23.20	\$ 20.22	\$ 11.15	
PWES CAPITAL WORKS PROJECTS TOTAL:	\$ 222.36	\$ 7.76	\$ 19.45	\$ 13.90	\$ 12.74	\$ 11.26	\$ 19.80	\$ 11.39	\$ 17.45	\$ 13.60	\$ 16.23	\$ 18.96	\$ 24.51	\$ 58.75	\$ 22.74	
% of Current Capacity Assuming 10-Yr Avg \$9.67M/year:			201%	144%	132%	116%	205%	118%	180%	141%	168%	196%	253%			



# Scenario #4:

## Tecumseh Road Main Street / CIP

	<b>TECUMSEH ROAD MAIN STREET / CIP</b>	<b>Project Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032++</b>
49	Tecumseh Road CIP/Streetscape - Phase 1	\$ 16.00		\$ 0.10		\$ 2.00	\$ 2.00	\$ 11.90						
50	Tecumseh Road CIP/Streetscape - Phase 2	\$ 8.50					\$ 0.30	\$ 1.70		\$ 6.50				
51	Tecumseh Road CIP/Streetscape - Phase 3/4	\$ 9.00							\$ 0.30	\$ 1.70		\$ 7.00		
	<b>TECUMSEH ROAD MAIN STREET / CIP:</b>	<b>\$ 33.50</b>	<b>\$ -</b>	<b>\$ 0.10</b>	<b>\$ -</b>	<b>\$ 2.00</b>	<b>\$ 2.30</b>	<b>\$13.60</b>	<b>\$ 0.30</b>	<b>\$ 8.20</b>	<b>\$ -</b>	<b>\$ 7.00</b>	<b>\$ -</b>	<b>\$ -</b>



## Scenario #4: Tecumseh Road Main Street / CIP

Development Type	Total Residential Units	Total Commercial GFA (square feet)
Approved / Under Construction	311	0
Proposed / Potential	361	12,900



# Scenario #4:

## Tecumseh Road Main Street / CIP

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-CIP Scenario					
Five Reserves	2022	2023	2024	2025	2026
Reserve Balance Start of Year	\$ 16,227,300	\$ 25,223,386	\$ 29,543,762	\$ 26,446,437	\$ 29,467,348
Budget Allocation	\$ 8,356,200	\$ 8,541,000	\$ 8,768,200	\$ 8,890,400	\$ 9,016,300
DMAF Grant	\$ 3,055,000	\$ 3,630,900	\$ 250,400	\$ 1,168,000	\$ 1,752,000
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 10,186,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Other Grants and Contributions	\$ 2,843,800	\$ -	\$ -	\$ 2,438,200	\$ -
Long-Term Debt	\$ 4,198,770	\$ 4,967,330	\$ 353,440	\$ 1,699,400	\$ 2,549,200
Part XII Recovery	\$ -	\$ -	\$ 600,000	\$ -	\$ -
Transfers from Infrastructure Reserve	\$ 1,410,000	\$ 1,096,500	\$ -	\$ 558,500	\$ -
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Total Available Funds</b>	<b>\$ 46,477,070</b>	<b>\$ 45,947,116</b>	<b>\$ 42,003,802</b>	<b>\$ 43,688,937</b>	<b>\$ 45,272,848</b>
<b>Expenditures</b>					
Section A: General Projects	\$ 3,290,000	\$ 3,480,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
Section B: Grant Funding Projects	\$ 6,270,000	\$ 7,868,000	\$ 9,042,000	\$ 7,260,000	\$ 2,500,000
Section C: County Projects - Town Collaboration	\$ 3,430,000	\$ 2,300,000	\$ -	\$ -	\$ -
Section D: Development/Growth	\$ 6,460,000	\$ 250,000	\$ 2,000,000	\$ 2,300,000	\$ 15,600,000
Project Management	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 19,450,000</b>	<b>\$ 14,398,000</b>	<b>\$ 13,242,000</b>	<b>\$ 11,760,000</b>	<b>\$ 20,300,000</b>
Debt: Principal and Interest Repayment	\$ 1,803,684	\$ 2,005,354	\$ 2,315,366	\$ 2,461,589	\$ 2,394,339
<b>Total Expenditures including Debt</b>	<b>\$ 21,253,684</b>	<b>\$ 16,403,354</b>	<b>\$ 15,557,366</b>	<b>\$ 14,221,589</b>	<b>\$ 22,694,339</b>
<b>Balance Available</b>	<b>\$ 25,223,386</b>	<b>\$ 29,543,762</b>	<b>\$ 26,446,437</b>	<b>\$ 29,467,348</b>	<b>\$ 22,578,508</b>



# Scenario #4:

## Tecumseh Road Main Street / CIP

Reserves Combination- Roads, Storm, Bridges, Watermain and Wastewater-CIP Scenario					
Five Reserves	2027	2028	2029	2030	2031
Reserve Balance Start of Year	\$ 22,578,508	\$ 20,214,067	\$ 13,581,731	\$ 11,401,859	\$ 5,000,381
Budget Allocation	\$ 9,169,577	\$ 9,325,460	\$ 9,483,993	\$ 9,645,221	\$ 9,809,189
DMAF Grant	\$ -	\$ -	\$ -	\$ -	\$ -
CCBF (FGT) & OCIF Accumulated & Annual Unallocated	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000	\$ 2,288,000
Other Grants and Contributions	\$ -	\$ -	\$ 1,820,000	\$ -	\$ -
Long-Term Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Part XII Recovery	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
Transfers from Infrastructure Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Development Charges- General	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Total Available Funds</b>	<b>\$ 34,236,086</b>	<b>\$ 33,527,527</b>	<b>\$ 27,373,724</b>	<b>\$ 23,535,080</b>	<b>\$ 17,297,570</b>
Expenditures					
Section A: General Projects	\$ 1,800,000	\$ 1,800,000	\$ 9,450,000	\$ 2,090,000	\$ 4,500,000
Section B: Grant Funding Projects	\$ 1,880,000	\$ -	\$ -	\$ -	\$ -
Section C: County Projects - Town Collaboration	\$ -	\$ 450,000	\$ 150,000	\$ 7,140,000	\$ 2,550,000
Section D: Development/Growth	\$ 7,710,000	\$ 15,200,000	\$ 4,004,000	\$ 7,000,000	\$ 11,906,000
Project Management	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>Total Expenditures</b>	<b>\$ 11,890,000</b>	<b>\$ 17,950,000</b>	<b>\$ 14,104,000</b>	<b>\$ 16,730,000</b>	<b>\$ 19,456,000</b>
Debt: Principal and Interest Repayment	\$ 2,132,018	\$ 1,995,796	\$ 1,867,865	\$ 1,804,699	\$ 1,752,216
<b>Total Expenditures including Debt</b>	<b>\$ 14,022,018</b>	<b>\$ 19,945,796</b>	<b>\$ 15,971,865</b>	<b>\$ 18,534,699</b>	<b>\$ 21,208,216</b>
<b>Balance Available</b>	<b>\$ 20,214,067</b>	<b>\$ 13,581,731</b>	<b>\$ 11,401,859</b>	<b>\$ 5,000,381</b>	<b>-\$ 3,910,646</b>



# Scenario #4:

## Tecumseh Road Main Street / CIP

### Capital Expenditure & Revenue Timeline

CIP	2022	2023	2024	2025	2026	2027	2028
Capital expenditure	\$100,000	\$0	\$2,000,000	\$2,300,000	\$13,600,000	\$300,000	\$8,200,000
DC	496,274	496,274	496,274	496,274	496,274	496,274	496,274
Municipal Levy	-	43,013	86,025	129,038	172,050	469,948	512,961
Water/Sanitary	-	88,898	101,542	114,187	126,832	139,476	152,121
Part XII	-	-	-	-	-	-	-
Total revenue	\$496,274	\$628,184	\$683,841	\$739,499	\$795,156	\$1,105,699	\$1,161,356
Net expenditure	-\$396,274	-\$628,184	\$1,316,159	\$1,560,501	\$12,804,844	-\$805,699	\$7,038,644
Running balance	-\$396,274	-\$1,024,458	\$291,700	\$1,852,201	\$14,657,046	\$13,851,347	\$20,889,991

CIP	2029	2030	2031	2032	2033	2034	2035
Capital expenditure	\$0	\$7,000,000	\$0	\$0	\$0	\$0	\$0
DC	-	-	-	-	-	-	-
Municipal Levy	555,973	555,973	555,973	555,973	555,973	555,973	555,973
Water/Sanitary	164,766	164,766	164,766	164,766	164,766	164,766	164,766
Part XII	-	-	-	-	-	-	-
Total revenue	\$720,739	\$720,739	\$720,739	\$720,739	\$720,739	\$720,739	\$720,739
Net expenditure	-\$720,739	\$6,279,261	-\$720,739	-\$720,739	-\$720,739	-\$720,739	-\$720,739
Running balance	\$20,169,253	\$26,448,514	\$25,727,775	\$25,007,036	\$24,286,298	\$23,565,559	\$22,844,820

NOTE:

1. Operating impact not included in above analysis
2. Red = net revenue





# PWES Capital Priority Scenarios Summary

Scenarios	Tec Hamlet	MRSPA	Oldcastle	Tec Main St.
<b>Tec Hamlet</b>	<b>2023-2029</b>	2030-2032	2029+	2031+
<b>MRSPA</b>	2027-2029+	<b>2023-2030</b>	2028+	2030+
<b>Oldcastle</b>	2026-2028+	2029-2031+	<b>2023-2032+</b>	2032+
<b>Tec Main St.</b>	2029-2031+	2028-2032+	2032+	<b>2024-2030</b>

- These scenarios address the strategic priorities of growth & economic development and Council approved mandates.
- Selection of one scenario does not exclude progress in other areas; it will just be slower.
- Growth in Tec Main St. scenario can occur without capital improvements and can be concurrent with any other scenario.



# PWES Capital Priority Scenarios Summary

Scenarios	Residential Units	Commercial (sq. ft.)	Industrial (sq. ft.)	Institution (sq. ft.)	Capital Investment (\$M's)	Gross Revenue by 2036 (\$M's)
<b>Tec Hamlet</b>	3,081	401,084	n/a	n/a	\$33.61M	\$105M
<b>MRSPA</b>	755	80,585	n/a	139,390	\$18.32M	\$40M
<b>Oldcastle</b>	546	n/a	3,495,545	n/a	\$32.62M	\$83M
<b>Tec Main St.</b>	672	12,900	n/a	n/a	\$33.50M	\$11M

- Extraordinary resources (construction, staffing, consulting) required over and above annual PWES capital program.
- Each scenario results in unit and/or Gross Floor Area growth.
- Gross revenue is cumulative; revenue to be realized in multiple scenarios at the same time.



# PWES Capital Priority Scenarios Summary

- Annual PWES capital program runs concurrently, as well as work on flood mitigation & active transportation funded projects.
- Lifecycle reserve balances relatively maintained except in Tec. Main St. scenario (CIP)
- Possible to limit borrowing to \$15M (DMAF) in all but CIP scenario and keep annual repayment limit within desired 10% threshold
- Notwithstanding growth potential and financials:
  - Developer's engagement, willingness & cooperation is key to successful streamlining of capital priorities to result in population & revenue growth in a timely manner.



# PWES Capital Priority Scenarios

## Recommended Next Steps

At this time, Administration is recommending the following direction:

- **That** the Public Works & Engineering Services presentation on PWES Capital Priorities 2023 to 2031, **be received**;
- **And that** administration **be directed** review, refine and report back to Council with a recommended scenario based on the following:
  - Council comments provided during the March 29<sup>th</sup> SCM; and
  - Administration's recent engagement and communications with various land owners and developers located within strategic growth areas.



# PWES Capital Priority Scenarios

## Questions / Discussion

