

2020 Draft Capital Budget

2020 CAPITAL BUDGET

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Tab intentionally left blank to insert future staff reports
to be presented at
Budget Committee of the Whole meetings

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to be presented at
Budget Committee of the Whole meetings

Capital Budget Overview

The future direction for the City of Richmond Hill is manifested in the Strategic Plan, the Official Plan and other Council approved Plans that set the foundation to shape and guide the future growth, development and aspirations of the City.

One of the key functions of a municipal government is to ensure that the necessary infrastructure is in place to support a vibrant, sustainable municipality. New capital investment is a driver of development to entice new residents and businesses to call the City of Richmond Hill home.

At the June 26th Budget Committee of the Whole Meeting, Council directed staff to present a 2020 Draft Capital Budget that:

- Continue to manage the City's capital program reflective of corporate priorities;
- The 2020 Tax Supported Capital Budget be capped at \$14 million; and
- Maximizes all funding from external sources, development charges and reserve funding and considers the prudent issuance of debt as an alternate use of available funding resources.

This Draft Capital Budget Binder will provide details to the significant projects, as well as other capital projects proposed in the 2020 Draft Capital Budget that will be presented to Council at the November 12th, 2019 Budget Committee of the Whole Meeting.

The 2020 Draft Capital Budget includes projects that are already underway, projects recognized in previous Capital Plans (Ten-Year Capital Forecast) and new capital budget requests. Capital projects need to be balanced against available funding, the impact on future operating budgets and the availability of resources to undertake and manage said projects. The majority of projects, including new capital budget requests, are tied to investing, renewing and managing infrastructure and City assets.

Capital assets can be categorized into two main categories:

- Existing Assets (R&R): projects associated with the repair, replacement, or upgrade of assets/infrastructure the City already owns.
- Growth and New Assets: projects associated with providing the infrastructure (new assets constructed or acquired) required supporting the growth of the City or new initiatives for which capital investment is required.

The departmental 2020 Draft Capital Budget is organized to reflect the capital projects under these two main categories.

2020 Draft Capital Budget Request

In addition to open capital projects, departments have submitted new capital budget requests for 2020 that consider corporate priorities, align with the City's Plans and continue to provide the services and programs that a growing community needs.

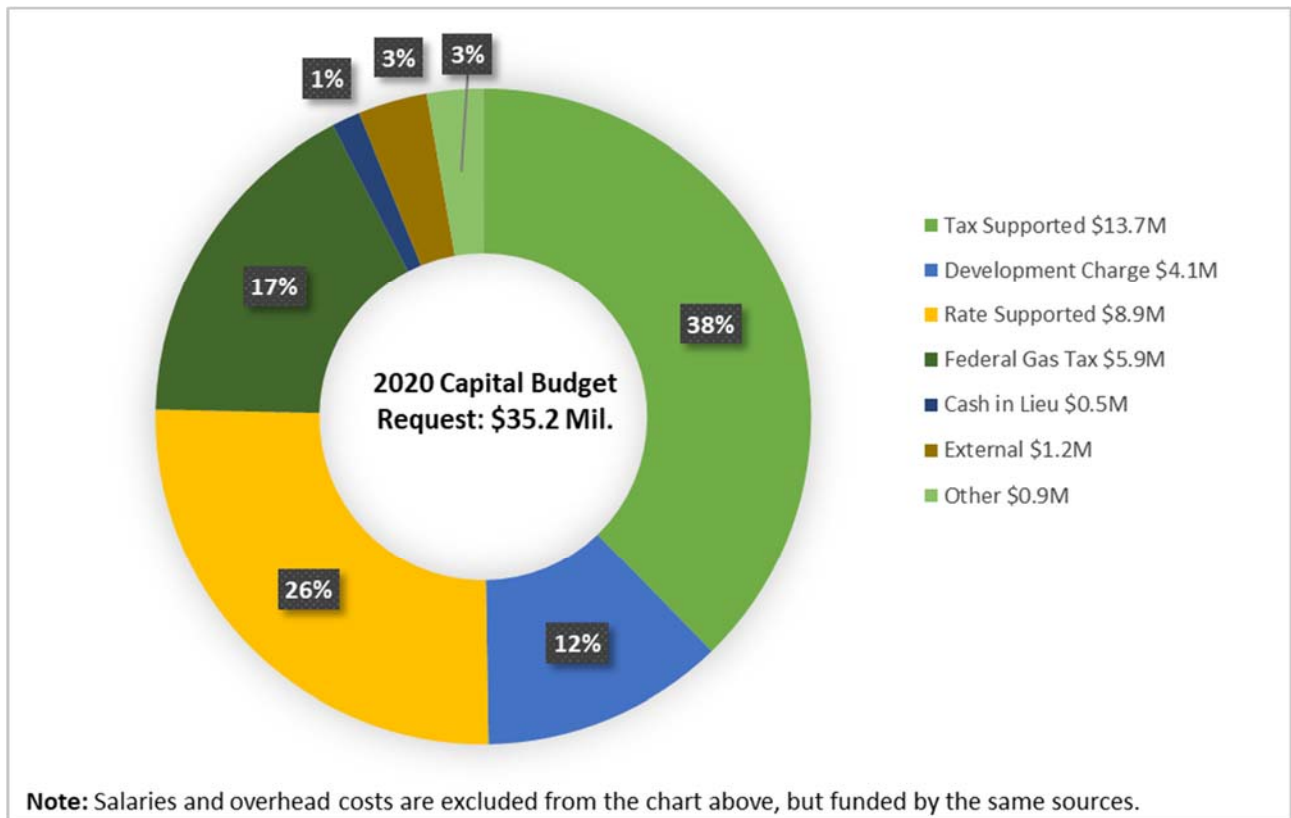
The table below provides a summary of the 2020 Draft Capital Budget Request. Details of the capital budget and business cases can be found under the corresponding departmental sections.

Department	2020 Capital Budget Request
Environmental & Infrastructure Services	\$22,985,400
Community Services	\$6,671,700
Planning & Regulatory Services	\$1,018,000
Corporate & Financial Services	\$3,660,000
Richmond Hill Public Library Board	\$897,200
Subtotal	\$35,232,300
Salaries & Overhead Cost	\$2,149,382
Total	\$37,381,682

Significant projects (>\$1 million) in the 2020 Draft Capital Budget Request include:

- Road Overlay Program \$4,300,000
- Beaver Creek Pond A (27-2) Construction \$3,561,600
- Operations Centre – Roof Replacement \$1,900,000
- Mitchell Pond (8-3) Construction \$1,581,900
- Lake to Lake Intersection Improvements (Phase 3) \$1,515,800
- Ed Sackfield - Slab Replacement \$1,400,000
- Powell and Wright Road Rehabilitation \$1,296,800
- Lennox Local Park Construction \$1,188,400

The following chart illustrates the funding sources for the 2020 Draft Capital Budget:



Tax Supported Reserve Funds fund the repair, maintenance and replacement of City owned infrastructure. For 2020, capital projects include the rehabilitation of parks, City facilities, roads and replacement of fleet vehicles and equipment. Significant projects greater than \$1 million include:

- Road Overlay Program \$4,300,000
- Ed Sackfield - Slab Replacement – Construction \$1,400,000

The total amount in the 2020 Draft Capital Budget funded by Tax Supported Reserve Funds is \$13,667,600.

Rate Supported Reserve Funds fund the repair, maintenance and replacement of water, wastewater and stormwater infrastructure. For 2020, capital projects include the repair and replacement of watermains, sanitary sewers and stormwater related activities. Significant projects greater than \$1 million include:

- Beaver Creek Pond A (27-2): Construction \$3,561,600
- Mitchell Pond (8-3): Construction \$1,581,900

The total amount in the 2019 Draft Capital Budget funded by Rate Supported Reserve Funds is \$8,863,800.

Development Charges fund eligible growth related new infrastructure. For 2020, capital projects include parks, continued development of roads, water and wastewater networks, and studies to plan for the future growth of the City.

The total amount in the 2020 Draft Capital Budget funded by Development Charges Reserve Funds is \$4,160,900.

Cash in Lieu of Parkland funds the purchase and development of new parkland, park amenities, and a portion of the revitalization of existing parks. For 2020, there are new capital projects include the revitalization of parks, as well as the development of new parks.

The total amount in the 2020 Draft Capital Budget funded by the Cash in Lieu of Parkland Reserve Funds is \$484,800.

Federal Gas Tax is a federal grant program, intended to support Ontario municipalities' investment in capital infrastructure projects. For 2020, capital projects include the implementation of the Pedestrian and Cycling Master Plan including illumination and other projects, sidewalks and trails, in addition to lifecycle renewal of City facilities and roads. Significant projects greater than \$1 million include:

- Operations Centre – Roof Replacement Construction \$1,900,000

The total amount in the 2020 Draft Capital Budget funded by the Federal Gas Tax Reserve Fund is \$5,912,600.

Other Internal Sources include the hydro reserve funds, the non-growth reserve fund and other developer funded reserves to fund for specific development related capital projects. For 2020, there are new water meters and funding of the non-growth portion of growth-related projects.

The total amount in the 2020 Draft Capital Budget funded by Other Internal Reserve Funds is \$960,400.

External Sources include local improvement, developer contribution, letter of credits, external debt and other grants. For 2020, road reconstruction project are partially funded by these external funding sources.

The total amount in the 2020 Draft Capital Budget funded by External Sources is \$1,182,200.

Provisions for project management direct and overhead costs for each project are funded by the same reserve funds as the corresponding capital project.

Financial Sustainability and Reserve Funds

As the City continues to grow and develop, funding challenges associated with anticipated growth include both the demand for new infrastructure and the maintenance of aging assets, which require more funds to repair and replace these assets in the future.

In order to meet the Council direction of \$14 million for the 2020 tax supported budget, the 2020 Capital Budget process involved a new capital decision-making process that was developed by the Asset Management Team, and is based on the future approach from the Asset Management Strategy. Each project was assessed on several criteria including: health and safety, environmental, regulatory, reputational, and operational. This process included a scoring system, to help prioritize projects across departments on the basis of benefit and risk. Further review and prioritization by Directors and Commissioners was completed, which resulted in a recommendation for the 2020 draft capital budget.

A 10-year capital forecast has not been provided as part of the 2020 Capital Budget, as the City is in the midst of a series of Capital Sustainability Committee meetings and consultations to develop a prudent long range capital sustainability strategy. The results of these meetings will inform staff on service levels, and capital priorities continuing into the future. The Committee's review will continue into the new year, and Staff will report back during the 2021 capital budget process with an updated 10-year forecast and Financial Plan. Attached is the 2019 10-year capital forecast for reference (Corporate Summary by Categories and Projects).

Operating Budget Impact

Initial investments in capital infrastructure are primarily funded through the funding sources indicated above. However, the related ongoing operational and service costs place cumulative, additional pressures on the annual operating budget. These include operational requirements such as personnel, operating and maintenance costs of new infrastructure, as well as incremental infrastructure contributions to begin saving for the eventual lifecycle replacement of the related infrastructure.

The annual immediate operating budget implications associated with the 2020 Capital Budget for 2021 to 2023 are estimated below.

	2021	2022	2023
Operating Costs	\$31,320	\$35,320	\$35,320
Total	\$31,320	\$35,320	\$35,320

Operating Costs are primarily a result of personnel costs, computer software maintenance and materials and supplies.

Town of Richmond Hill
2019 Capital Budget & Forecast
Corporate Summary by Categories & Projects

	2018 Approved Budget	2018 SREIS.18.012	2019 Request	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2020-2028 Capital Forecast
R&R													
EIS													
Design & Construction													
Roads	1,461,600	-	1,463,300	6,071,100	6,682,600	6,348,500	4,090,100	6,637,600	7,042,500	8,989,900	4,987,300	3,222,600	54,072,200
Sidewalks & Trails	3,337,400	-	1,770,200	1,807,600	1,148,900	2,324,500	2,667,600	2,806,700	653,600	653,600	586,800	-	12,649,300
Illumination & Other Projects	2,367,800	-	1,116,700	1,280,900	468,700	2,403,300	1,591,300	1,289,800	955,300	1,182,300	469,000	319,500	9,960,100
Parks	4,544,100	1,148,400	2,850,600	11,430,100	3,137,000	1,447,000	8,163,000	14,885,600	12,437,600	8,140,100	4,196,100	6,747,100	70,583,600
Storm Water Management & Water Resources	751,500	4,238,200	-	7,029,100	6,454,300	5,550,800	7,065,400	5,059,700	2,741,600	867,000	2,724,800	1,217,300	38,710,000
Watermain / Sanitary Replacements	2,954,300	-	3,002,100	2,385,800	6,330,800	12,236,600	7,865,900	6,379,400	3,565,800	2,511,400	2,547,500	1,190,100	45,013,300
Parking Lots - Civil	-	-	-	-	-	-	-	170,700	988,100	1,774,400	-	-	2,933,200
Parking Lots - Illumination	-	-	-	-	-	-	-	39,900	10,100	56,400	-	-	106,400
Facility Design, Construction & Maintenance Services	5,691,500	5,333,000	5,064,700	5,516,500	4,604,800	4,125,000	4,125,000	4,125,000	4,125,000	4,125,000	4,125,000	4,125,000	38,996,300
Corporate Asset Management & Environmental Services	661,000	-	1,193,700	708,700	2,352,600	386,300	367,700	834,300	306,300	229,700	706,300	364,300	6,256,200
CSD													
Fire & Emergency Services													
Fire Vehicles	900,000	-	45,000	815,000	155,000	1,635,000	800,000	880,000	620,000	1,945,000	1,115,000	1,585,000	9,550,000
Equipment	430,000	80,000	115,000	195,000	195,000	195,000	375,000	195,000	845,000	210,000	215,000	420,000	2,845,000
Training Tower Prop	-	-	-	-	200,000	-	-	-	-	200,000	-	-	400,000
Public Works Operations													
Road Overlay Program	2,400,000	3,346,500	-	4,300,000	4,300,000	4,300,000	4,300,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	42,200,000
Fleet	1,020,000	-	1,385,000	1,590,000	1,470,000	1,415,000	1,297,000	1,309,300	1,276,000	1,310,000	1,325,000	1,585,000	12,577,300
Park Equipment	685,000	-	825,000	715,900	820,700	856,300	860,100	850,100	853,500	858,500	800,000	390,000	7,005,100
Parking Lot Rehabilitation & Maintenance Programs	300,000	211,600	-	255,000	255,000	255,000	255,000	300,000	300,000	300,000	300,000	300,000	2,520,000
Parks Maintenance & Operations	150,000	-	-	465,000	530,000	315,000	380,000	315,000	380,000	315,000	380,000	15,000	3,095,000
Roads & Traffic Operations	439,000	-	-	-	-	-	-	-	-	-	-	-	-
Sediment Removal & Disposal from Stormwater Facility Forebays	-	-	270,400	-	807,600	-	274,100	-	203,100	-	800,000	-	2,084,800
Recreation & Culture													
Theatre Equipment	-	-	-	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200	418,600
Arena Equipment	14,000	-	-	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200	418,600
Facilities Equipment	87,200	-	63,200	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200	418,600
Richmond Hill Sports Complex Renovation	-	-	10,000	130,000	-	-	-	-	-	-	-	-	130,000
Water & Waste Water	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Generators & Pumps	-	-	-	-	55,000	-	45,000	-	-	55,000	-	-	155,000
CFS													
Information Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Hardware/Software	6,510,400	-	-	750,000	150,000	-	-	-	-	-	-	-	900,000
Foundational Projects	1,460,000	-	1,200,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,000,000
Telephony - Phase 2 & 3	515,000	-	300,000	-	-	-	-	-	-	-	-	-	-
Revenue Services - Water Meters	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Meter - Replacements	2,639,016	-	4,255,100	44,200	52,600	77,800	95,300	77,200	59,300	72,900	150,000	153,000	782,300
LIB													
Existing Capital Projects													
Furniture & Equipment	246,500	-	481,800	611,900	707,300	817,700	945,200	1,092,700	1,263,200	1,460,300	1,688,100	1,951,400	10,537,800
Total R&R	39,565,316	14,357,700	25,411,800	47,225,400	42,005,100	45,819,900	46,697,700	53,387,200	44,769,400	41,404,100	33,268,000	29,741,900	384,318,700

Town of Richmond Hill
2019 Capital Budget & Forecast
Corporate Summary by Categories & Projects

	2018 Approved Budget	2018 SREIS.18.012	2019 Request	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2020-2028 Capital Forecast
Growth													
EIS													
Design & Construction													
Roads	274,900	-	8,178,300	5,470,400	-	-	2,420,300	18,902,000	1,966,400	2,614,300	20,140,800	-	51,514,200
Parks	3,860,200	-	1,613,400	801,000	4,624,500	10,091,200	2,079,900	3,715,400	7,589,800	5,229,000	7,061,000	3,215,800	44,407,600
Flood Remediation	1,381,100	1,400,000	-	-	-	-	-	17,965,700	14,256,500	-	-	-	32,222,200
Facility Design, Construction & Maintenance St	19,721,400	-	150,000	13,516,000	-	-	6,976,600	37,361,100	94,129,400	59,655,700	6,574,700	698,000	218,911,500
CSD													
Fire & Emergency Services													
Master Plans & Strategies	375,000	-	-	50,000	60,000	-	-	-	-	60,000	-	-	170,000
Fire Vehicles	-	-	950,000	50,000	-	-	-	-	-	-	-	-	50,000
Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Station VII	-	-	-	-	5,334,700	-	-	-	-	-	-	-	5,334,700
Training Tower Prop	210,000	-	-	-	-	-	-	-	-	-	-	-	-
Public Works Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	45,000	-	190,000	379,500	385,000	391,800	399,600	407,600	415,800	424,000	463,700	476,200	3,743,200
Fleet Equipment	340,000	-	365,300	-	-	-	-	-	-	-	-	-	-
Park Equipment	25,000	-	25,000	25,000	25,000	25,000	25,000	25,000	140,500	25,000	150,000	25,000	465,500
Park Fleet	130,000	-	100,000	142,500	106,000	131,500	150,000	120,000	-	125,000	-	190,000	965,000
Parks Maintenance & Operations	320,000	-	-	-	-	-	-	-	-	-	-	-	-
Roads & Traffic Operations	75,000	-	-	-	-	-	-	-	-	-	-	-	-
Recreation & Culture	-	-	-	-	-	-	-	-	-	-	-	-	-
North Leslie Multi-Purpose Recreational Fac	-	-	-	100,000	5,000,000	9,000,000	-	66,000,000	-	-	-	-	80,100,000
Air Support Facilities	-	-	-	60,000	1,480,000	6,280,000	2,400,000	-	-	-	-	-	10,220,000
Theatre Equipment	-	-	-	40,000	40,000	40,000	40,000	40,000	50,000	50,000	50,000	50,000	400,000
Events Services - Parks Opening	17,200	-	13,700	8,800	8,800	22,500	8,800	8,800	8,800	-	22,500	-	89,000
Other Studies	-	-	-	100,000	-	-	-	-	-	-	-	-	100,000
Water & Waste Water	-	-	-	-	-	-	-	-	-	-	-	-	-
Inflow & Infiltration Reduction Program	-	-	-	160,000	-	-	160,000	-	-	160,000	-	-	480,000
PRS													
Development Engineering													
Environmental Assessments (EA)	-	-	-	-	-	-	-	-	-	-	-	-	-
Addison Extension EA	200,000	-	-	-	-	-	-	-	-	-	-	-	-
Red Maple Road EA	120,000	-	-	-	-	-	-	-	-	-	-	-	-
Weldrick Road East Widening EA (Yonge St to Bayview Ave Inc. CNR Crossing / Grade separation)	-	-	-	250,000	-	-	-	-	-	-	-	-	250,000
Weldrick Road West Road Widening (Bathurst St to Yonge St)	-	-	-	-	-	-	-	250,000	-	-	-	-	250,000
West Beaver Creek Road Widening EA (Leslie St to West Pearce St)	-	-	-	-	-	-	-	200,000	-	-	-	-	200,000
Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-
Estate Garden Dr - Pedestrian Crossing	20,000	-	-	-	-	-	-	-	-	-	-	-	-
Hunter's Point Dr Intersection Enhancemen	25,000	-	-	-	-	-	-	-	-	-	-	-	-
Pole Mounted Radar Boards	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
Storm Drainage Works - 22 Elm Grove Avenue	100,000	-	-	-	-	-	-	-	-	-	-	-	-
Transport Canada RSIP	211,520	-	-	-	-	-	-	-	-	-	-	-	-
UMESP Wastewater System Improvements	711,800	-	448,100	448,000	448,000	448,100	448,000	448,200	448,300	448,300	448,200	593,100	4,178,200
Master Plans & Strategies	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking Strategy Update	-	-	200,000	-	-	-	-	200,000	-	-	-	-	200,000
TDM Strategy	-	-	-	100,000	-	-	-	-	200,000	-	-	-	300,000
Transportation Master Plan	200,000	-	-	-	-	-	-	-	-	-	-	-	-
Transportation Master Plan (incl PCMP & Trails)	-	-	-	-	-	600,000	-	-	-	-	600,000	-	1,200,000

Town of Richmond Hill
2019 Capital Budget & Forecast
Corporate Summary by Categories & Projects

	2018 Approved Budget	2018 SREIS.18.012	2019 Request	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2020-2028 Capital Forecast
Urban Master Environmental Servicing Plan (MESP) Update	200,000	-	-	-	-	300,000	-	-	-	-	300,000	-	600,000
Other Studies	-	-	-	-	-	-	-	-	-	-	-	-	-
Design Review Assignment for Yonge Subway Ext Preliminary Design & Engineering Phase	225,000	-	-	-	-	-	-	-	-	-	-	-	-
Elgin Mills Grade Separation Preliminary Engineering Study	200,000	-	-	-	-	-	-	-	-	-	-	-	-
High Tech Road Active Transportation and Access Modification Study	14,000	-	-	-	-	-	-	-	-	-	-	-	-
Lake Wilcox Parking Study	-	-	150,000	-	-	-	-	-	-	-	-	-	-
Parking Utilization Monitoring & Study (Downtown)	-	-	-	50,000	-	-	50,000	-	-	50,000	-	-	150,000
Stratification/Parking Easement Study	-	-	75,000	-	-	-	-	-	-	-	-	-	-
TRCA - Stage 2 Archeological Assessment Program	10,000	-	-	-	-	-	-	-	-	-	-	-	-
Smart Commute	50,000	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Policy Planning	-	-	-	-	-	-	-	-	-	-	-	-	-
Master Plans & Strategies	-	-	-	-	-	-	-	-	-	-	-	-	-
Mill Pond Master Plan	-	-	200,000	-	-	-	-	-	-	-	-	-	-
Official Plan Review	-	-	-	450,000	-	-	-	-	-	-	-	-	450,000
Parkland Acquisition Strategy	-	-	-	-	-	35,000	-	-	-	-	-	-	35,000
Parks Master Plan	-	-	-	75,000	-	-	-	-	-	-	-	-	75,000
Richmond Green Master Plan	-	-	-	-	150,000	-	-	-	-	-	-	-	150,000
Climate Change Framework & CEEP	510,000	-	-	-	-	-	-	-	-	-	-	-	-
Richmond Hill Centre Secondary Plan	645,200	-	-	-	-	-	-	-	-	-	-	-	-
Affordable Housing Strategy	-	-	100,000	-	-	-	-	-	-	-	-	-	-
Environmental Scorecard - Env. Strategy 5 yr Update	-	-	-	50,000	-	-	-	-	50,000	-	-	-	100,000
Oak Ridges Local Centre Secondary Plan	-	-	-	-	250,000	-	-	-	-	-	-	-	250,000
Other Studies	-	-	-	-	-	-	-	-	-	-	-	-	-
Land Use Studies	-	-	-	-	-	100,000	-	100,000	-	100,000	-	100,000	400,000
Sustainability Metrics Study	150,000	-	-	-	-	-	-	-	-	-	-	-	-
Development Planning	-	-	-	-	-	-	-	-	-	-	-	-	-
Program	-	-	-	-	-	-	-	-	-	-	-	-	-
Comprehensive Zoning By-Law	240,800	-	390,200	500,000	500,000	500,000	500,000	-	-	-	-	-	2,000,000
CFS													
Financial Services													
DC Background Study	200,000	-	275,000	-	-	-	475,000	-	-	-	-	475,000	950,000
Land Acquisition	14,029,970	-	-	-	-	-	-	-	-	-	-	-	-
Land Appraisals	25,000	-	-	-	-	-	25,000	-	-	-	-	25,000	50,000
Information Technology													
Projects	-	-	-	20,000	1,700,000	2,600,000	3,400,000	3,400,000	3,700,000	3,700,000	3,700,000	3,700,000	25,920,000
Business Application Evolutions	-	-	675,000	400,000	400,000	400,000	-	-	-	-	-	-	1,200,000
Hardware/Software	545,000	-	300,000	780,000	430,000	200,000	150,000	-	-	-	-	-	1,560,000
Corporate Asset Management Strategy	-	-	400,000	500,000	-	-	-	-	-	-	-	-	500,000
IT Security Program	200,000	-	150,000	150,000	150,000	150,000	-	-	-	-	-	-	450,000
Master Data Management	-	-	-	250,000	-	-	-	-	-	-	-	-	250,000
Records & Information Management Program	-	-	65,000	500,000	-	-	-	-	-	-	-	-	500,000
Security & Camera System Centralization	-	-	-	-	500,000	-	-	-	-	-	-	-	500,000
Office of the Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-
Records & Information Management Program	278,500	-	153,500	-	-	-	-	-	-	-	-	-	-
Revenue Services - Water Meters	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Meter - New Installations	298,300	-	297,000	290,800	290,800	276,000	193,000	140,700	197,300	197,300	197,300	197,300	1,980,500

Town of Richmond Hill
2019 Capital Budget & Forecast
Corporate Summary by Categories & Projects

	2018 Approved Budget	2018 SREIS.18.012	2019 Request	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2020-2028 Capital Forecast
LIB													
New Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-	-
Central Library Expansion	866,000	-	-	-	-	-	107,000	2,735,400	5,884,000	3,729,100	411,100	-	12,866,600
Collection Development	325,700	-	335,500	345,600	356,000	366,700	377,700	389,000	400,700	412,700	425,100	437,900	3,511,400
Furniture & Equipment	405,000	-	367,000	212,300	218,700	225,300	232,100	239,100	246,300	253,700	261,300	269,100	2,157,900
Master Plans & Strategies	-	-	-	100,000	100,000	-	-	-	-	-	-	-	200,000
New RH Centre Library	-	-	-	-	-	100,000	1,250,000	7,996,000	-	-	-	-	9,346,000
Richmond Green Library Expansion	-	-	-	-	-	-	-	-	-	100,000	1,250,000	6,532,000	7,882,000
CAO													
Strategic Initiatives													
Master Plans & Strategies	362,300	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Growth	48,163,890	1,400,000	16,237,000	26,444,900	22,627,500	32,353,100	21,938,000	160,714,000	129,753,800	77,404,100	42,125,700	17,054,400	530,415,500
Total Forecast	87,729,206	15,757,700	41,648,800	73,670,300	64,632,600	78,173,000	68,635,700	214,101,200	174,523,200	118,808,200	75,393,700	46,796,300	914,734,200
Salaries & Overhead Cost		1,180,600	2,312,300	5,030,900	4,319,900	5,260,300	4,497,700	16,449,000	12,862,700	8,390,900	4,899,300	2,469,800	64,180,500
Total		16,938,300	43,961,100	78,701,200	68,952,500	83,433,300	73,133,400	230,550,200	187,385,900	127,199,100	80,293,000	49,266,100	978,914,700



Environment and Infrastructure Services

2020 Capital Budget
Budget Committee of the Whole

CITY OF RICHMOND HILL
2020 Draft Capital Budget

ENVIRONMENT & INFRASTRUCTURE SERVICES DEPARTMENT

2020 Draft Capital Budget Submitted and Reviewed by:



Italo Brutto
Commissioner of Environment & Infrastructure Services



David Dexter
Director, Financial Services & Treasurer

City of Richmond Hill
2020 Draft Capital Budget
Environment & Infrastructure Services

CAPITAL SUMMARY

2020 Request

	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
Infrastructure Delivery Services								
Design	4,849,500	774,400	1,151,000	1,632,700	3,600	914,800	-	373,000
Construction	11,081,100	2,139,800	5,518,000	1,003,700	412,400	1,198,000	-	809,200
Facility Design, Construction & Maintenance Services	6,200,000	3,370,000	-	-	-	2,455,000	375,000	-
Corporate Asset Management & Environment Services	854,800	-	488,200	-	-	350,000	16,600	-
2020 EIS Department Total	\$ 22,985,400	\$ 6,284,200	\$ 7,157,200	\$ 2,636,400	\$ 416,000	\$ 4,917,800	\$ 391,600	\$ 1,182,200
Salaries & Overhead Cost	1,571,068	513,952	590,677	237,774	34,112	-	32,111	162,442
Total	\$ 24,556,468	\$ 6,798,152	\$ 7,747,877	\$ 2,874,174	\$ 450,112	\$ 4,917,800	\$ 423,711	\$ 1,344,642

City of Richmond Hill
2020 Draft Capital Budget - Request
Environment Infrastructure Services - Infrastructure Delivery Services - Design

		Project Cst	Funding Source						
			Tax Supported	Rate Supported	Developmen Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
Page No.									
Roads - Reconstruction									
	Bethesda Road – Leslie Street to Hwy 404 (RD & ILUM)	632,600	442,800	-	189,800	-	-	-	-
	Roads - Reconstruction Total	6300	442,800	-	189,	-	-	-	-
Watermain / Sanitary Replacements									
	Services to Muirhead	565,100	-	192,100	-	-	-	-	373,000
	Major Mackenzie Watermain Replacement	492,500	-	492,500	-	-	-	-	-
	Shaver Street Watermain Replacement	47,500	-	47,500	-	-	-	-	-
	Watermain / Sanitary Replacements Total	1,1050	-	732,100	-	-	-	-	373,000
Storm Water Management & Water Resources									
	Twickenham Pond 16-4	320,700	-	320,700	-	-	-	-	-
	German Mills Creek GM1	98,200	-	98,200	-	-	-	-	-
	Storm Water Management & Water Resources Total	4100	-	418,900	-	-	-	-	-
Sidewalks & Trails									
	Debonair Street-Naughton to Canyon Hill	23,900	23,900	-	-	-	-	-	-
	Mill Street-Pine Trees Court to Sugar Maple Lane (west leg)	11,100	11,100	-	-	-	-	-	-
	Beresford Drive South and North	8,500	8,500	-	-	-	-	-	-
	Baif Boulevard-Hillcrest Gate Intersection	7,400	7,400	-	-	-	-	-	-
	Bayview Avenue-Old Colony Road to Dovetail Drive	7,100	7,100	-	-	-	-	-	-
	Sidewalks & Trails Total	58	58,000	-	-	-	-	-	-
Illumination & Other									
	Yonge St -Tower Hill Road to Harris Avenue	244,200	-	-	-	-	244,200	-	-
	Yonge St -Benson Road to Levendale Road	115,400	-	-	-	-	115,400	-	-
7-9	Traffic Signal - Red Maple South of High Tech	86,500	-	-	86,500	-	-	-	-
10-12	Traffic Signal - W Beaver Creek Rd & West Pearce St	78,200	-	-	78,200	-	-	-	-
	Yonge St -Regatta Ave to Blackforest Drive	13,900	-	-	-	-	13,900	-	-
	Illumination & Other Total	5300	-	-	164,	-	373,500	-	-
Design (Requests) Page Sub-total \$ 2,7520			\$ 500,800	\$ 1,151,000	\$ 354,	\$ -	\$ 373,500	\$ -	\$ 373,000

City of Richmond Hill
2020 Draft Capital Budget - Request
Environment Infrastructure Services - Infrastructure Delivery Services - Design

Page No.		Project Cst	Funding Source						
			Tax Supported	Rate Supported	Developmen Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
13-15	Studies								
	Standards and Specifications Manual Update	541,300	-	-	-	-	541,300	-	-
	Studies Total	540	-	-		-	541,300	-	-
	Development Engineering								
	Highway 404 Flyover-N of 16th btw Leslie &Woodbine	622,900	-	-	622,900	-	-	-	-
	Highway 404 Flyover-N of Elgin Mills btw Leslie &Woodbine	622,900	-	-	622,900	-	-	-	-
	Lakeside Crescent Drainage Study & Preliminary Design	152,700	152,700	-	-	-	-	-	-
	Development Engineering Total	1,398,500	152,700	-	1,245,800	-	-	-	-
	Parks - R&R								
	Windham Parkette -Play Structure Replacement	49,000	49,000	-	-	-	-	-	-
Fulton Parkette -Play Structure Replacement	44,900	44,900	-	-	-	-	-	-	
Phillips Parkette -Play Structure Replacement	27,000	27,000	-	-	-	-	-	-	
	Parks - R&R Total	1200	120,900	-		-	-	-	-
16-18	Parks - Growth Related								
	Petrolia Court Local Park Design	36,000	-	-	32,400	3,600	-	-	-
	Parks - Growth Related Total	36,0	-	-	320	3,600	-	-	-
	Design (Requests) Page Sub-total	\$ 2,0960	\$ 273,600	\$ -	\$ 1,2780	\$ 3,600	\$ 541,300	\$ -	\$ -
	Design (Requests) Total	\$ 4,8490	\$ 774,400	\$ 1,151,000	\$ 1,630	\$ 3,600	\$ 914,800	\$ -	\$ 373,000
	Salaries & Overhead Cost	322,645	63,501	94,382	133,881	295	-	-	30,586
	Salaries & Overhead Cost	\$ 5,1725	\$ 837,901	\$ 1,245,382	\$ 1,761	\$ 3,895	\$ 914,800	\$ -	\$ 403,586

City of Richmond Hill
2020 Draft Capital Budget - Request
Environment Infrastructure Services - Infrastructure Delivery Services - Construction

Page No.	Project Cost	Funding Source							
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources	
Roads - Reconstruction									
	Powell St. & Wright St.- Hall to Mill (RD, WM, SM, ILUM.)	1,296,800	694,200	374,500	-	-	135,900	-	92,200
	Roads - Reconstruction Total	1,296,800	694,200	374,500	-	-	135,900	-	92,200
Storm Water Management & Water Resources									
	Beaver Creek Pond A (27-2)	3,561,600	-	3,561,600	-	-	-	-	-
	Mitchell Pond (8-3)	1,581,900	-	1,581,900	-	-	-	-	-
	Storm Water Management & Water Resources Total	5,143,500	-	5,143,500	-	-	-	-	-
Sidewalks & Trails									
	Red Maple Road- south of 16th Ave	70,200	70,200	-	-	-	-	-	-
	Hillhurst Drive -Links-Hillhurst & Major Mac Dr	29,300	29,300	-	-	-	-	-	-
	Lake to Lake Intersection Improvements (Phase 3)	1,515,800	-	-	-	798,800	-	717,000	-
	Bathurst Street (York Region)-Shattsbury to Gamble (& ILUM.)	764,300	-	-	501,000	263,300	-	-	-
	Sidewalks & Trails Total	2,379,600	99,500	-	501,000	1,062,100	-	717,000	-
Illumination & Other									
	Niblock Street-Balkan Road to Cartier Crescent	56,200	56,200	-	-	-	-	-	-
	Walkway Illumination- Various Locations	348,000	348,000	-	-	-	-	-	-
	Illumination & Other Total	404,200	404,200	-	-	-	-	-	-
Parks - R&R									
	Lennox Park Rehabilitation	1,188,400	831,900	-	-	356,500	-	-	-
	Amos Wright Park Structure Replacement	110,000	110,000	-	-	-	-	-	-
	Parks - R&R Total	1,298,400	941,900	-	-	356,500	-	-	-
Parks - Growth Related									
	Briar Nine North Trail Entry Expansion	31,600	-	-	28,400	3,200	-	-	-
	Rockwell Parkette	527,000	-	-	474,300	52,700	-	-	-
	Parks - Growth Related Total	558,600	-	-	502,700	55,900	-	-	-
	Construction (Requests) Total	\$ 11,081,100	\$ 2,139,800	\$ 5,518,000	\$ 1,003,700	\$ 412,400	\$ 1,198,000	\$ -	\$ 809,200
Salaries & Overhead Cost									
		901,280	174,111	457,603	103,893	33,817	-	131,856	
	Total	\$ 11,982,380	\$ 2,313,911	\$ 5,975,603	\$ 1,107,593	\$ 446,217	\$ 1,198,000	\$ -	\$ 941,056

City of Richmond Hill

2020 Draft Capital Budget - Request

Environment Infrastructure Services - Facility Design, Construction and Maintenance Services

Page No.	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Developmet Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
Architectural Building Repairs & Replacement								
	Operations Centre – Roof Replacement	1,900,000	-	-	-	1,900,000	-	-
	Ed Sackfield - Slab Replacement	1,400,000	1,400,000	-	-	-	-	-
	Heritage Buildings - Exterior Restoration (Construction)	350,000	350,000	-	-	-	-	-
	Bond Lake Arena - Board Replacement	265,000	265,000	-	-	-	-	-
	Elgin West CC – Natatorium Glazing Replacement	205,000	205,000	-	-	-	-	-
	RHCPA – Localized Glazing Replacement	70,000	70,000	-	-	-	-	-
	Lois Hancey Aquatic Centre – Regrout of Main Pool	70,000	70,000	-	-	-	-	-
	Central Library – Exterior Perimeter Sealant Replacement	60,000	60,000	-	-	-	-	-
	Centennial Pool - Pool Regrouting	55,000	55,000	-	-	-	-	-
	Richvale Community Centre – Regrouting (Deck & Changerooms)	55,000	55,000	-	-	-	-	-
	Elgin West CC – Roof Assessment & Eng. Design	40,000	40,000	-	-	-	-	-
	Elgin Barrow – Board Replacement (West Pad) - Design	30,000	30,000	-	-	-	-	-
	Richvale Library – Window Replacement - Design	15,000	15,000	-	-	-	-	-
	Architectural Building Repairs & Replacement Total	4,515,0	2,615,000	-	-	1,900,00	-	-
Mechancial Including HVAC and Plumbing								
	Central Library - Mechanical & Electrical and Fire System - Condition Assessment	150,000	-	-	-	150,000	-	-
	Elgin Barrow Arena - HVAC Replacement – Engineering Design	115,000	-	-	-	115,000	-	-
	Rouge Woods - Mechanical & Electrical Building Assessment & Engineering Design	115,000	-	-	-	115,000	-	-
	Elgin West CC - HVAC Replacement – Engineering Design	115,000	-	-	-	115,000	-	-
	Phyllis Rawlinson Park Well abandonment	95,000	95,000	-	-	-	-	-
	Phyllis Rawlinson -Septic System Replacement	90,000	90,000	-	-	-	-	-
	EBC Heat Pump Replacement Phase 3 & Council Chambers Make-up Air AHU - Desig	60,000	-	-	-	60,000	-	-
	Mechancial Including HVAC and Plumbing Total	740,00	185,000	-	-	555,0	-	-
Structural								
	Bond Lake Arena – Roof Structural Upgrades	220,000	220,000	-	-	-	-	-
	Central Library - Parking Garage & Foundation Condition Survey & Design	50,000	50,000	-	-	-	-	-
	Structural Total	270,00	270,000	-	-	-	-	-
Capital Projects								
	EBC - Exterior Parking Lot - Reconstruction	375,000	-	-	-	-	375,000	-
	Working at Height - Regulatory Compliance	300,000	300,000	-	-	-	-	-
	Capital Projects Total	675,00	300,000	-	-	-	375,000	-
	Facility Design, Construction and Maintenance Services (Requests) Total	\$ 6,200,0	\$ 3,370,000	\$ -	\$ -	\$ -	\$ 2,455,00	\$ 375,000
	Salaries & Overhead Cost	307,090	276,340	-	-	-	30,750	-
	Total	\$ 6,507,0	\$ 3,646,340	\$ -	\$ -	\$ -	\$ 2,455,00	\$ 405,750

City of Richmond Hill
2020 Draft Capital Budget - Request
Environment Infrastructure Services - Corporate Asset Management and Environment Services

		Funding Source							
Page No.		Project Cost	Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
19-24	Asset Management - Lifecycle and Risk Strategies	350,000	-	-	-	-	350,000	-	-
	Elgin West Pond GM4W (16-8): Feasibility & EA	260,100	-	260,100	-	-	-	-	-
	Beaufort Hills Pond (2-4) Feasibility & EA	208,100	-	208,100	-	-	-	-	-
	Storm Pond Sensor Box	20,000	-	20,000	-	-	-	-	-
	Community Garden Start-up	16,600	-	-	-	-	-	16,600	-
Corporate Asset Management and Environment Services (Request) Total		\$ 54,800	\$ -	\$ 488,200	\$ -	\$ -	\$ 350,000	\$ 6,600	\$ -
	Salaries & Overhead Cost	40,053	-	38,692	-	-	-	1,361	-
Total		\$ 894,853	\$ -	\$ 526,892	\$ -	\$ -	\$ 350,000	\$ 17,961	\$ -

**Planning and Regulatory Services Department/Development
Engineering Division
Samson Wat, Transportation Engineer**

**Business Case – Growth & New Capital
New Traffic Signal on Red Maple Road**

Background

In 2015 and 2017, the City had retained LEA Consulting Limited to complete the Red Maple Road and High Tech Road Operations Study, and Red Maple Road Follow-up Review, respectively. The studies focus on the traffic operational and safety review on Red Maple Road, from Highway 7 to High Tech Road. This segment of the road provides accesses to Langstaff GO Station, and commercial businesses including retail uses, restaurant uses, sales centre, and gas station. The findings of the studies have revealed a high incidence of angle collisions on Red Maple Road and the outbound left-turning movements at the commercial driveways along with long delays to motorists. As a result, a new traffic signal is recommended on Red Maple Road to assist in accommodating the growing traffic in the area and controlling traffic at an existing intersection in a safe, orderly and efficient manner. It benefits the traveling public by providing orderly movement of vehicles, improved safety, reduced travel times and increasing the amount of traffic that the intersection can handle. In particular, the proposed traffic signal will provide a safe pedestrian crossing facility on Red Maple and will improve safety and access to the businesses on both sides of the road, as the Richmond Hill Centre area continues to grow.

Project Description

Through the previously mentioned traffic operation and safety studies, the traffic operational constraints and collision patterns were identified on Red Maple Road, from Highway 7 to High Tech Road. To address the traffic operational and safety issues, a new traffic signal is recommended at the intersection of Red Maple Road and the southerly commercial driveway serving Home Depot and Tim Horton's. A new traffic signal is warranted at this location based on Book 12 of the Ontario Traffic Manual (OTM).

The stakeholders for this project include the pedestrians and motorists who travel through this intersection on a regular basis as well as the business owners, Metrolinx, and GO Train commuters at Langstaff GO Station. In particular, the landowners/businesses with driveway accesses that will be directly impacted by the traffic signal will be consulted as part of the Class Environmental Assessment (EA) process which is currently being undertaken by the City.

**Planning and Regulatory Services Department/Development
Engineering Division
Samson Wat, Transportation Engineer**

**Business Case – Growth & New Capital
New Traffic Signal on Red Maple Road**

Capital Forecast

This traffic signal project location was not included in the City's Ten Year Capital Forecast as the project is not located on nearby roads or areas identified for reconstruction.

Comparative Analysis

All municipalities in Ontario follow a consistent process to assess warrants for traffic signals and intersection traffic control devices. The City's procedures are consistent with these best practices and guidelines adopted by the industry and municipalities.

Alternatives

The "Do Nothing" scenario has been considered as part of the needs assessment for this traffic signal project.

However, "Do Nothing" was not deemed a feasible alternative for this particular project since it does not address the following project objectives:

- Improve traffic operation safety on Red Maple Road;
- Manage an expected increase in delays to motorists and pedestrians as growth in the area continues;
- Improve pedestrian safety within the area;
- Improve pedestrian connectivity within the area;
- Promote active transportation and transit usage within the City by increasing accessibility; and/or
- Complete the City's pedestrian network.

Project Costs and Benefit

The estimated value of this project is approximately \$500,000 which includes the capital construction costs, the detailed design, tendering and contract administration. The cost of the project will be refined through the Red Maple Class EA Study, which is currently being undertaken by the City. The expectation is that, as part of the Class EA Study, the traffic engineering consultant will include an assessment of the turn lane storage length requirements and assess any potential queuing as it relates to the existing traffic signals on Red Maple Road, at Highway 7 and High Tech Road. The impact to business driveway accesses to tie in with the traffic signals will also be considered in the Class EA Study. \$86,500 is being requested in 2020 for design.

The funding source for this growth related project is recommended from the City-Wide Engineering Development Charge Reserve Fund. Benefits of the project will include

**Planning and Regulatory Services Department/Development
Engineering Division
Samson Wat, Transportation Engineer**

**Business Case – Growth & New Capital
New Traffic Signal on Red Maple Road**

management of traffic congestion, improvement of traffic safety, and promotion of active transportation and transit usage in the Richmond Hill Centre urban growth centre area.

Strategic Alignment

Completion of the new traffic signal project is consistent with the Strategic Plan's objective of "responding to the changing needs of the community through adaptive services and programs" and "improving the function of buildings, streets and neighbourhoods". It also aligns with the Strategic Plan indicators of implementation by investing in our community; and improving road users safety, improving pedestrian connectivity, reducing travel delays and congested roads for Wise Management of Resources within the City of Richmond Hill.

Operating Budget Impact

The estimated three year operating cost of this project is approximately \$21,000 or \$7,000 per year which includes contracted maintenance, pavement markings, signage and energy consumption. Attached is the Operating Budget Impact spreadsheet for this project.

Other funding Sources

Besides Development Charges, no other funding source is recommended for this project.

Conclusion

Funding the traffic signal project identified in this business case will support the objectives of reducing travel delays, improve traffic operation and pedestrian safety, and mitigate risk to the corporation resulting from traffic growth in the Richmond Hill Centre area. The intersection at Red Maple Road and the southerly driveway of Home Depot and Tim Horton's have satisfied the traffic control warrants for a new signal in accordance with Book 12 of the Ontario Traffic Manual.

**Planning and Regulatory Services Department/ Development
Engineering Division
Rob Cowie, Senior Traffic Analyst**

**Business Case – New Capital
New Traffic Signal - West Beaver Creek Rd & West Pearce St**

Background

Traffic signals assist in controlling traffic at intersections in a safe, orderly and efficient manner. They benefit the traveling public by providing orderly movement of vehicles, improved safety, reduced travel times and increasing the amount of traffic that an intersection can handle. In particular, the proposed traffic signal at West Beaver Creek Road and West Pearce Street will help improve safety and access to the Beaver Creek Business Park and the surrounding area.

Project Description

The Beaver Creek Business Park area has seen an increase in traffic over recent years as more businesses and growth surrounding the business park have generated traffic that use West Pearce Street and West Beaver Creek Road. In addition, with the opening of the Norman Bethune Avenue crossing over Highway 404, traffic patterns have changed significantly with more traffic now diverting onto West Pearce Street using the West Beaver Creek Road and West Pearce Street intersection to get to Highway 7 and into the employment area. These additional motorists experience difficulty finding sufficient suitable gaps to turn left/right onto West Beaver Creek Road from West Pearce Street.

Staff are monitoring traffic flows on the road network adjacent to Norman Bethune Avenue along with the Region and the City of Markham. This is a coordinated initiative undertaken by the two local municipalities and the Region in order to develop future strategies for safe and efficient traffic operations in the area.

Through the above noted monitoring efforts, City staff have identified a need for a traffic signal at the following intersection:

- West Beaver Creek Road and West Pearce Street

A traffic signal is being recommended at this location as the traffic control signal warrants based on Book 12 of the Ontario Traffic Manual (OTM) have been satisfied.

Stakeholders & Impacts

The stakeholders for this project include the pedestrians and motorists who travel through this intersection on a regular basis as well as the business owners and institutions who own properties within the Beaver Creek Business Park. In particular, the landowners/businesses with accesses that will be directly impacted by the traffic signal will be consulted as their accesses may need to be modified to the signalized intersection design.

**Planning and Regulatory Services Department/ Development
Engineering Division
Rob Cowie, Senior Traffic Analyst**

**Business Case – New Capital
New Traffic Signal - West Beaver Creek Rd & West Pearce St**

Strategic Alignment

Completion of this traffic signal project is consistent with the Strategic Plan's Objective of "responding to the changing needs of the community through adaptive services and programs" and "improving the function of buildings, streets and neighbourhoods". It also aligns with the Strategic Plan indicators of implementation by investing in our community; and reducing travel delays and congested roads for Wise Management of Resources within the City of Richmond Hill.

Ten Year Capital Forecast

This specific traffic signal project location was not included in the City's Ten Year Capital Forecast as this project is not located on roads or areas identified for reconstruction.

Comparative Analysis

All municipalities in Ontario follow a consistent process to assess warrants and to implement traffic signals. The City's procedures are consistent with these best practices and guidelines.

Alternatives

The "Do Nothing" scenario is always considered as part of the review of the need for these traffic signal projects.

However, "Do Nothing" was not deemed a feasible alternative for this particular project since it will:

- Manage an expected increase in delays to motorists and pedestrians as growth in the business park continues;
- Promote active transportation and transit usage within the City by increasing accessibility;
- Improve pedestrian safety in these specific areas;
- Improve pedestrian connectivity within these areas; and/or
- Complete the City's pedestrian network.

**Planning and Regulatory Services Department/ Development
Engineering Division
Rob Cowie, Senior Traffic Analyst**

**Business Case – New Capital
New Traffic Signal - West Beaver Creek Rd & West Pearce St**

Project Costs and Benefit

The estimated value of this project is approximately \$430,000, which includes but is not limited to the retention of a traffic engineering consultant to carry out the necessary detailed traffic signal designs, development of tender documents and undertake contract administration for the construction of a permanent traffic signal. The expectation is that, as part of the detailed design process, the traffic engineering consultant will include an assessment of the turn lane storage length requirements and assess any potential queuing as it relates to the existing traffic signal at the intersection of Highway 7 and West Beaver Creek Road. Redesign and impacts to business accesses to tie in with the traffic signals will also be considered. \$78,200 is being requested in 2020 for design.

The funding source for this project is recommended from the City-Wide Engineering Development Charge Reserve Fund. Benefits of the project will include management of traffic congestion, improvement of traffic safety, and promotion of active transportation.

Operating Budget Impact

The estimated three year operating cost of this project is approximately \$21,000 or \$7,000 per year which includes contracted maintenance, pavement markings, signage and energy consumption. Attached is the Operating Budget Impact spreadsheet for this project.

Other funding Sources

Besides Development Charges, no other funding source is recommended for this project.

Conclusion

Funding West Beaver Creek Road and West Pearce Street traffic signal project identified in this business case will support the objectives of reducing travel delays and congested roads, improve pedestrian safety and security, and mitigate risk to the corporation. The intersection of West Beaver Creek Road and West Pearce Street has satisfied the traffic control signal warrants in accordance with Book 12 of the Ontario Traffic Manual.

Environment and Infrastructure Services
Paolo Masaro, Director of Infrastructure Delivery Services

Business Case – Growth & New Capital
Standards and Specification Manual Update

Background

The City's current engineering Standards and Specifications Manual was developed in 1998. Since then it has undergone a series of minor revisions. However, given the significant changes in technology; engineering and construction best practices; climate change, innovations in operations and maintenance, and legislated requirement for asset management, it is critical that a comprehensive update be undertaken.

The purpose of a standard is to protect the health, safety, and welfare of the public by establishing minimum engineering criteria for use by the City and stakeholders. It forms the basis of communicating expectations to stakeholders including consultants, contractors and developers with respect to infrastructure design and installation. The primary objective is to ensure that the City's strategies and policies with respect to asset life cycle, level of service, infrastructure operations, and maintenance are consistently met.

Project Description

The scope of the project is to update sections of the Standard and to add new sections to the Standard where needed.

Table 1: Sections of the Standards to be Updated

Sanitary Sewers	Storm Water Management and
Utilities	Standard Drawings
Watermains	Erosion & Sedimentation Control
Transportation and Roadworks	Waste Management Design and Collection Standards
Grading and Drainage and Development Standards	Street, Park and Parking lot Lighting Design Criteria

Table 2: Sections to be Added to the Standards

Parks and Open Spaces	Asphalt Specifications
Public Bicycle Parking Standards	Boulevard Treatments (Streetscape Components)
Traffic Calming Specifications	Low Impact Development (LID)
Tree Planting and Protection	

Environment and Infrastructure Services
Paolo Masaro, Director of Infrastructure Delivery Services

Business Case – Growth & New Capital
Standards and Specification Manual Update

The project will be led by a consultant with subject matter expertise and ability to undertake jurisdictional scans to ensure the City's standards are in keeping with our partners and industry across the Greater Toronto Area. Various Divisions across the City will be actively supporting the consultant for the deliverables.

Capital Forecast

This project is a new request for 2020 and was not part of a previous Capital Request.

Comparative Analysis

All municipalities within the GTA maintain Standards which are regularly updated systematically every 5 to 10 year period. The City's Standards has not undergone a comprehensive review and update since 1998.

Alternatives

The alternative is to maintain status quo and not update the standards, which is not recommended and does not position the City favorably when negotiating City requirements with developers, contractors and consultants; likely increasing operation and maintenance costs once assets are assumed by the City. While the assignment could leverage staff to lead and undertake the update, current resources are allocated towards the delivery of the current and future infrastructure programs.

Infrastructure Risk Assessment

The potential risk of deferring this project includes:

1. City Standards will not reflect asset management considerations and policies
2. Technological innovations in engineering design and construction will not be included in new infrastructure.
3. Communicating a consistent message to consultants, contractors and other stakeholders with respect to City expectations regarding infrastructure would be difficult.
4. The Courts could consider relying on outdated standards and processes to be negligence.
5. Relying on outdated standards can result in new infrastructure, which does not meet current Regulatory requirements, or is not compatible with existing City infrastructure, resulting in premature failures and replacements.
6. Climate change risks, mitigation, and adaptation policies would not be adequately contemplated during project planning, design, and construction of an asset.

Environment and Infrastructure Services
Paolo Masaro, Director of Infrastructure Delivery Services

Business Case – Growth & New Capital
Standards and Specification Manual Update

7. Environmental regulations, permitting and approval requirements would not be adequately contemplated during project planning, design, and construction of an asset.

Project Costs

The total project cost is estimated to be \$541,300 and will be funded from the Federal Gas Tax Reserve Fund.

Operating Budget Impact

There are no Operating Cost associated with this project.

Other funding Sources

The funding sources are as as detailed above.

Conclusion

Given the critical role standards play in protecting the health, safety, and welfare of the public, most public jurisdictions maintain and update Standards every 5 to 10 yrs. Since Richmond Hill's City's Standards has not undergone a comprehensive review and update since 1998, a comprehensive review is required.

Therefore, Staff recommends that the project be endorsed for initiation in 2020.

Planning & Regulatory Services / Policy Planning
Michelle Dobbie, Manager of Park and Natural Heritage
Planning

Business Case – Growth & New Capital
Petrolia Court Local Park - Design

Background

The Petrolia Court Local Park is 0.23 ha (0.57 acre) in size and located on Petrolia Court/Shining Willow Court just south of Carrville Road (see attached location map). The need for this park is identified in the City's Parks Plan (see "Area 7" shown on Map 2 of Appendix B of the Parks Plan).

The park lands were acquired as parkland dedication from subdivision plans D03-13002 and D03-15002 (Carrville Investments Limited). Purchasers within the Carrville Investments development took occupancy of the units in late 2017/early 2018. The area has seen an increase in population and a number of residents within the townhouses located along Nardini Lane and Duncombe Lane have approached the City to understand timing of this park being developed. Stakeholders for this project include local residents.

Project Description

This budget request is specifically associated with the design component of the Petrolia Court Local Park.

Conceptual design work for the Petrolia Court Local Park will be undertaken in 2020. The conceptual design work will include public consultation on the park facilities and name, preparation of a concept design, consultation on the concept design, and finalization of a park design to service the infill development along Carrville Road.

It should be noted that "Petrolia Court Local Park" is only a placeholder name for the park, the official name of the park will need to be determined and approved.

Capital Forecast

Petrolia Court Local Park has been a project in the 10 Year Capital Forecast for several years now - it was outlined in the 2019 Capital Plan to be brought forward in 2020.

Comparative Analysis

N/A

Alternatives

The alternative to this project would be to leave the park unimproved. Given that residents of the new development have resided in the units since late 2017, it would be inappropriate to wait to develop the park any longer given that the City has secured a

Planning & Regulatory Services / Policy Planning
Michelle Dobbie, Manager of Park and Natural Heritage
Planning

Business Case – Growth & New Capital
Petrolia Court Local Park - Design

sufficient amount of land to create a reasonable sized park. Further, staff note that the Parks Plan identified a gap in park service levels in this area. The residential properties in the surrounding area are currently under-served in parkland based on the City's standard 400 metre walking distance service level for park provision. This area has seen an increase in population in the past years and there are other residential developments under application in the vicinity of the proposed park.

Project Costs and Benefit

The project will be designed in 2020 at an estimated cost of \$36,000. Consistent with the City's project delivery, construction will be scheduled to begin in the following year, 2021.

Operating Budget Impact

N/A

Other funding Sources

The recommended funding sources for the project design are 90% from the Outdoor Recreation Facility Development Charge Reserve Fund and 10% from the Cash-in-Lieu of Parkland Reserve Fund.

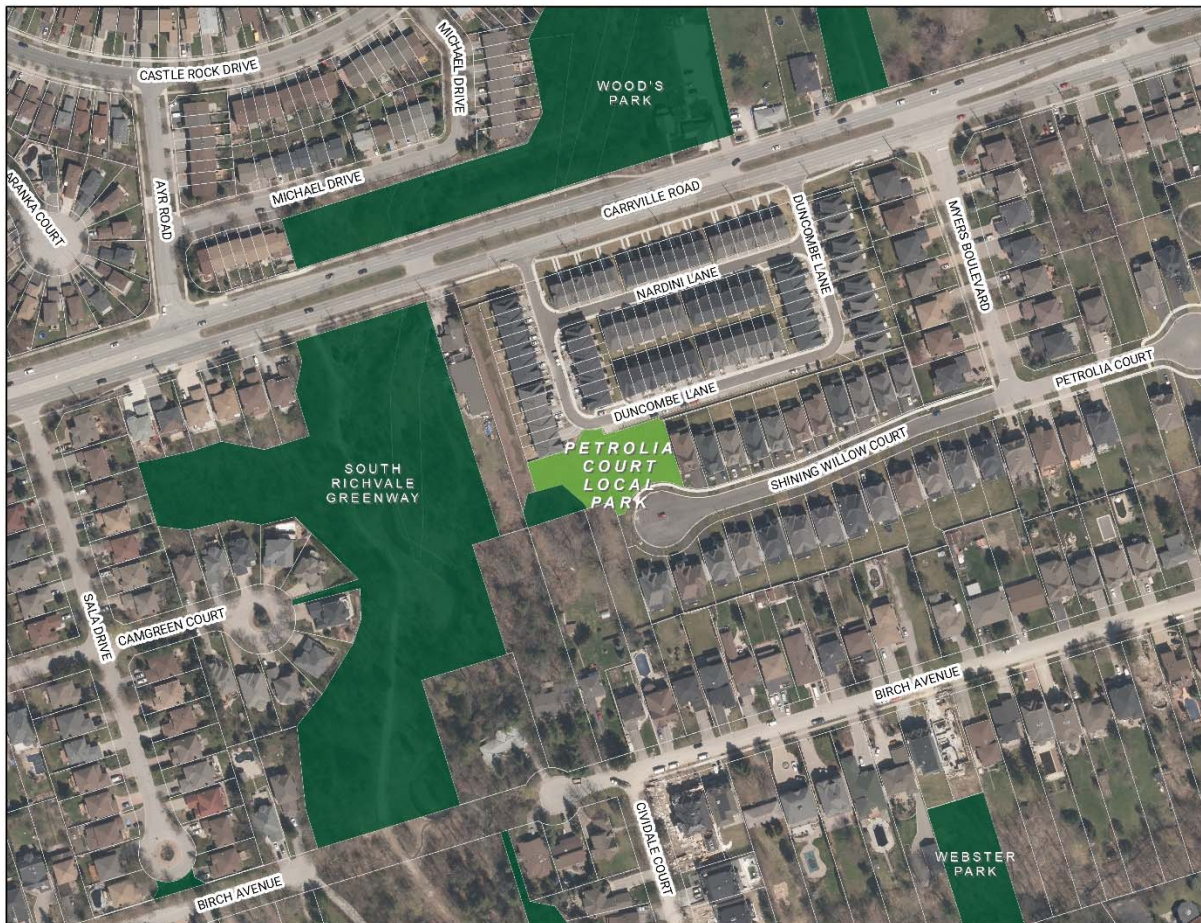
Conclusion

The Parks Plan identified a need for park land in this neighbourhood and park land was acquired to address the need. The land originally acquired from the developer (shown on the attached map) is currently undeveloped and provides the ability to develop an appropriate sized park to serve the neighbourhood.

Planning & Regulatory Services / Policy Planning
Michelle Dobbie, Manager of Park and Natural Heritage
Planning

Business Case – Growth & New Capital
Petrolia Court Local Park - Design

Location Map



Environment and Infrastructure Services
Terry Ricketts, Director, Corporate Asset Management &
Environment Services

Business Case – Growth & New Capital
AM Level of Service, Risk & Lifecycle Strategies

Background

On May 28, 2019, Council endorsed the Asset Management Policy, in accordance with the requirements of *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure*. The AM Policy and associated AM Strategy will form the basis for the City's Asset Management System, together with future Asset Management Plans.

The purpose of the AM Policy is to establish the City of Richmond Hill's commitment and principles to corporate asset management planning. The Strategy sets out how to achieve the commitments and principles of the Policy through a set of integrated business processes needed to establish a sound Asset Management System. The AM Strategy defines the six key business processes as follows:

1. Asset Management Strategy and Planning;
2. Asset Management Decision-making;
3. Lifecycle Delivery Activities;
4. Asset Information Enablers;
5. Organization and People; and,
6. Risk and Review.

Moving forward, the City has defined a series of activities necessary to comply with the AM regulation and documented them within the Asset Management Strategy Implementation Plan. Of these, 21 activities are necessary to meet the requirements of *O.Reg. 588/17* and produce a compliant Asset Management Plan for core infrastructure by 2021. These activities have been prioritized and are scheduled to occur in the short term (within two years).

Project Description

This Business Case requests \$350,000, funded by Gas Tax, to support the development of the Technical Levels of Service, Lifecycle Management and Infrastructure Risk Strategies, and other related technical work required for compliance with the Asset Management regulation.

Environment and Infrastructure Services

Terry Ricketts, Director, Corporate Asset Management & Environment Services

Business Case – Growth & New Capital

AM Level of Service, Risk & Lifecycle Strategies

The AM Strategy Implementation Plan outlines priority activities required to produce a compliant Asset Management Plan by the regulatory deadline in 2021. The first group of activities that need to take place involves developing a set of Tactical Strategies as follows:

- **Customer Level of Service Strategy** (funded) – defines City services, and the related Customer expectation from the services delivered. It links assets to the services they support, and determines how the assets could affect service delivery (for example, service availability, safety and quality)
- **Technical Levels of Service Strategy** – Defines technical characteristics of asset condition and performance, and the technical standards or requirements necessary for assets to continue to support service delivery.
- **Asset Lifecycle Strategies** – Defines an approach to optimizing the full lifecycle of various asset classes, from acquisition to disposal, including associated costs (capital and operations)
- **Infrastructure Risk Management Strategy** – Defines risk associated with assets, including their impact on service delivery and potential for service disruption. This approach includes a holistic view of Strategic, Reputational, Health and Safety, Financial, Operational and Environmental risks (including Climate Change considerations)
- **Asset Information Strategy & Enterprise Asset Management Solution** (Project will be administered by the Information Technology division pursuant to the Information Technology Strategy) - Defines the data management processes and requirements to support asset decision-making. It includes system tools necessary to support the Asset Management Strategy by enabling information sharing, asset lifecycle modeling, long term financial forecasting, and risk impact assessment under constrained scenarios

The expected outcomes from the Asset Management Strategy Implementation Plan are as follows:

- A prioritized approach to short term capital planning by balancing Levels of Service, Risk and Financial requirements (5 year forecast)
- Significantly improved tools and data to support decision-making
- Long-Term Projection of Infrastructure Needs to guide the Long-Term Financing Strategy
- Compliant Asset Management Plan for core assets (by 2021)
- Compliant Asset Management Plan for all assets (by 2023)

Environment and Infrastructure Services
Terry Ricketts, Director, Corporate Asset Management &
Environment Services

Business Case – Growth & New Capital
AM Level of Service, Risk & Lifecycle Strategies

Funding for the **Customer Level of Service Strategy** was approved by Council through the reallocation of capital project savings from the Asset Management Policy, Strategy and Governance Framework project.

This Business Case requests funds to support the development of the **Technical Levels of Service, Lifecycle Management and Infrastructure Risk Strategies**, and other related technical work required for compliance with the Asset Management regulation. Work for these Strategies is required to start within a short timeframe (early 2020) if the methodologies and deliverables are to be used in the completion of the 2021 Core Infrastructure Asset Management Plan, as required by regulation.

Funding for these initiatives is recommended as part of a single request, as retaining a single Consultant for development of these Strategies would ensure synergy in project management activities, continuity in engineering and technical expertise, as well as integration between related aspects of the Strategies – for example, linking lifecycle decisions to cost and risk.

The 2020 Capital Budget requirements to undertake these initiatives are estimated as \$350,000, which include \$150,000 for the development of the Technical Level of Service Strategy, and \$100,000 each for the development of Lifecycle and Risk Strategies. This project is eligible for Gas Tax funding.

Funding for the **Asset Information Strategy**, including the sourcing of an Enterprise Asset Management solution, has been identified in separate business cases submitted as part of the 2019 and 2020 IT Capital Budgets.

Capital Forecast

This Capital Request was not included in past Capital Budget forecasts, as definition of this project was developed through the Asset Management Policy, Strategy and Governance Framework project, which was approved by Council in 2019 through SREIS.18.009. This project involved a maturity assessment of the City's Asset Management processes by comparing them to the internationally recognized principles and best practices of the Institute for Asset Management (IAM) prior to identifying specific activities necessary to develop the City's AM system. The Staff Report committed to bringing forward these activities as part of future capital budget cycles.

Environment and Infrastructure Services
Terry Ricketts, Director, Corporate Asset Management &
Environment Services

Business Case – Growth & New Capital
AM Level of Service, Risk & Lifecycle Strategies

Comparative Analysis

The introduction of Regulatory requirements for Asset Management has resulted in a wave of investment in Asset Management Planning amongst Ontario Municipalities. Investment has been focused on strategies and technical studies to establish accurate information on the state of infrastructure, projections for the infrastructure funding gap, and consequently the ability to forecast long term infrastructure needs and develop asset and funding strategies.

The 2020 Budget Request of \$350,000 for the AM Strategies Implementation would result in a total investment of \$470,000 in the development of the AM Strategies and Plan.

Direct comparison of municipal Asset Management Planning Budget requests is difficult to achieve, as each municipality may be at different levels of Asset Management maturity, and include different components (studies, technology) within their Asset Management related requests. Our analysis from comparative municipalities has shown that the investment on Asset Management Planning ranges from \$500,000 to \$1.4 M.

Alternatives

The alternative to the capital budget request is to deliver the work with in-house resources. Due to the tight regulatory deadlines as well as to the need for specialized expertise not found within the current staff complement, delivery of this project using a combination of in-house and external consultant expertise is recommended. An exclusively in-house approach would result in significant implementation delays and missing key regulatory milestones.

Project Costs and Benefit

2020 Capital Budget request associated with this work totals \$350,000 and is further described below:

- LOS Strategy - Technical Levels of Service for Asset Groups and link to Customer Levels of Service. (\$150,000)
- Risk Strategy - Corporate Infrastructure Risk Management Strategy. (\$100,000)
- Lifecycle Strategy - Develop predictive Lifecycle Strategies (cradle to grave approach) for major asset types. (\$100,00)

The majority of the work to complete these initiatives is expected to occur in 2020.

Environment and Infrastructure Services
Terry Ricketts, Director, Corporate Asset Management &
Environment Services

Business Case – Growth & New Capital
AM Level of Service, Risk & Lifecycle Strategies

In addition to these capital expenditures, the Asset Management Strategy Implementation Plan recommends an additional \$150,000 provision within the 2021 Capital Budget. The additional provision is to support development of a compliant Asset Management Plan for core infrastructure, which involves consolidation of analyses, assumptions and forecasts for all core asset classes.

In addition to enabling the City to meet its regulatory requirements, this initiative will result in significant long term benefits, through the coordination and prioritization of infrastructure improvement projects. Increased coordination of capital planning will enable the long term forecasting of asset needs, providing Financial Services with information needed to establish the Long Term Financing Strategy, inform and decisions on sustainability and reserve fund management. Better capital project alignment and more certainty in long term investment will result in long-term savings and improve management of existing and future resources.

Operating Budget Impact

There are no direct impacts to the Operating Budget as a result of this project. However, indirectly, as the Corporate Asset Management System is implemented, it is envisioned that an additional full time (1 FTE) complement will be required in future to support enhanced analytics in the Corporate Asset Management section associated with Regulatory compliance obligations.

Other funding Sources

Funding of Asset Management-related capital projects is eligible under the Gas Tax Fund. Approximately 100% of the budget request can be funded from the City's Federal Gas Tax Reserve Fund.

Conclusion

The Asset Management Strategy sets out to define Asset Management as a means to deliver sustainable services to the community, and to ensure asset-related decision-making and investments are approached in a coordinated manner, informed by evidence and guided by the City's overall strategic direction. The primary business driver is one of service delivery that balances risk, levels of service, and affordability. Progressing the City's Asset Management Program aligns with the Strategic Plan Goal Four: Wise Management of Resources. Asset management allows the City to make the

Environment and Infrastructure Services
Terry Ricketts, Director, Corporate Asset Management &
Environment Services

Business Case – Growth & New Capital
AM Level of Service, Risk & Lifecycle Strategies

right investments at the right time to maintain or improve our services while managing our risks.

In addition to achieving compliance with the Regulations, benefits arising from the Asset Management Strategy Implementation Plan include better coordination of capital planning and delivery activities with growth, a better understanding of asset needs, and enhancement of evidence for decision-making activities that support delivery of services. Integration of Asset Management with the Capital Budget process will enable better definition of project priorities, and forecast infrastructure needs to support fiscal sustainability analyses, and predict the resulting State of the Infrastructure given different funding scenarios.



Community Services

2020 Capital Budget
Budget Committee of the Whole



CITY OF RICHMOND HILL
2020 Draft Capital Budget

COMMUNITY SERVICES DEPARTMENT

2020 Draft Capital Budget Submitted and Reviewed by:



Ilmar Simanovskis
Commissioner of Community Services



David Dexter
Director, Financial Services & Treasurer

City of Richmond Hill
2020 Draft Capital Budget Request
Community Services Department

CAPITAL SUMMARY

<u>2020 Capital Budget Request</u>	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
Recreation & Culture	188,500	38,500	-	67,500	41,200	-	41,300	-
Fire & Emergency Services	543,200	543,200	-	-	-	-	-	-
Public Works Operations								
Roads and Traffic Operations	4,640,000	3,873,200	-	272,000	-	494,800	-	-
Fleet and Supplies	1,150,000	830,000	-	320,000	-	-	-	-
Water & Waste Water	150,000	-	150,000	-	-	-	-	-
2020 CSD Department Total	\$ 6,671,700	\$,284,900	\$ 150,000	\$ 659,500	\$ 41,2	\$ 494,800	\$ 41,300	\$ -
Salaries & Overhead Cost	410,956	379,352	2,250	28,117	618	-	620	-
Total	\$ 7,082,656	\$,664,252	\$ 152,250	\$ 687,617	\$ 418	\$ 494,800	\$ 41,920	\$ -

City of Richmond Hill
 2020 Draft Capital Budget Request
 Community Services Department
 Recreation & Culture

Page No.

7-12

R&R

Facilities Equipment Replacement

Stairclimber/PowerMill - Ed Sackfield Fitness Center

Cross Trainer (2) - Bayview Hill Fitness Center

Upright Bike - Bayview Hill Fitness Center

Treadmill - Bayview Hill Fitness Center

GROWTH

Recreation & Culture Plan Review¹

Project Cost	Funding Source						
	Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
11,000	11,000	-	-	-	-	-	-
13,000	13,000	-	-	-	-	-	-
5,500	5,500	-	-	-	-	-	-
9,000	9,000	-	-	-	-	-	-
150,000	-	-	67,500	41,200	-	41,300	-
\$ 188,500	\$ 38,500	\$ -	\$ 67,500	\$ 41,200	\$ -	\$ -	
	578	-		618	-	-	
\$	\$ 39,078	\$ -	\$	\$ 41,818	\$ -	\$	\$ -

¹Recreation & Culture Plan Review project total cost is \$250,000 and is split between Community Services Department at \$150,000, and Planning & Regulatory Services Department at \$100,000.

City of Richmond Hill
2020 Draft Capital Budget Request
Community Services Department
Fire & Emergency Services

<u>Page No.</u>	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
<u>R&R</u>								
Bunker Gear	43,200	43,200	-	-	-	-	-	-
Other vehicles								
Fire Suppression Pick-up Truck #8975	70,000	70,000	-	-	-	-	-	-
Fire Training Passenger Vehicle #8971	50,000	50,000	-	-	-	-	-	-
Fire Command Post Fleet #8923	350,000	350,000	-	-	-	-	-	-
Rescue Equipment	30,000	30,000	-	-	-	-	-	-
Fire & Emergency Services Total	\$ 543,20	\$ 543,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries & Overhead Cost	8,148	8,148	-	-	-	-	-	-
Total	\$ 551,3	\$ 551,348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

City of Richmond Hill
2020 Draft Capital Budget Request
Community Services Department
Public Works Operation - Roads and Traffic Operations

Page No.

R&R

	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
Road Overlay Program	4,300,000	3,805,200	-	-	-	494,800	-	-
Centre Street CN Crossing Upgrade	340,000	68,000	-	272,000	-	-	-	-
Roads and Traffic Operations Total	\$ 4,640,0	\$ 3,873,200	\$ -	\$ 272,000	\$ -	\$ 494,800	\$ -	\$ -
Salaries & Overhead Cost	380,480	358,176	-	22,304	-	-	-	-
Total	\$ 5,020,4	\$ 4,231,376	\$ -	\$ 294,304	\$ -	\$ 494,800	\$ -	\$ -

City of Richmond Hill
2020 Draft Capital Budget Request
Community Services Department
Public Works Operations - Fleet and Supplies

<u>Page No.</u>		Project Cost	Funding Source						
			Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
	<u>R&R</u>								
	Fleet Replacement								
	Articulated Tractors (2) - Roads Operations	330,000	330,000	-	-	-	-	-	-
	Loader Back Hoes (2) - Roads Operations & WWW	300,000	300,000	-	-	-	-	-	-
	Ice Resurfacer - Recreation	200,000	200,000	-	-	-	-	-	-
	<u>GROWTH</u>								
13-14	Articulated Sidewalk Tractor (2)	320,000	-	-	320,000	-	-	-	-
	Fleet and SuppliesTotal	\$ 1,150,00	\$ 830,000	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -
	Salaries & Overhead Cost	17,250	12,450	-	4,800	-	-	-	-
	Total	\$ 1,16750	\$ 842,450	\$ -	\$ 324,800	\$ -	\$ -	\$ -	\$ -

City of Richmond Hill
2020 Draft Capital Budget Request
Community Services Department
Water and Waste Water

<u>Page No.</u>	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
R&R								
Humber Flats Diesel Generator Replacement	150,000	-	150,000	-	-	-	-	-
Water and Waste Water Total	\$ 150,00	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries & Overhead Cost	2,250	-	2,250	-	-	-	-	-
Total	\$ 152,25	\$ -	\$ 152,250	\$ -	\$ -	\$ -	\$ -	\$ -

Planning and Regulatory Services / Policy Planning
Michelle Dobbie, Manager, Park & Natural Heritage Planning
and
Community Services
Darlene Joslin, Director Recreation and Culture

Business Case – Growth & New Capital
Parks Plan, Recreation Plan, and Culture Plan Review

Background

Over the past three decades, Richmond Hill has been successful in providing parks, trails and recreation and culture facilities and programs well suited to the suburban neighbourhoods that have dominated the City's landscape. As the City continues to urbanize, much of its future growth will take the form of higher density development, making it timely to review the three Plans developed to inform Richmond Hill's vision for parks, recreation, and culture. These three Plans include:

- The Parks Plan, approved by Council in 2013;
- The Recreation Plan, approved by Council in 2013; and
- The Culture Plan, approved by Council in 2011.

On June 19, 2019, the Capital Sustainability Committee directed that the Parks Plan, Recreation Plan, and Culture Plan be advanced with a review commencing together in 2020 using an integrated lifecycle approach. This approach will ensure the planning, design/ construction, and maintenance/operational aspects of the facilities and programs outlined in the Plans account for all costs from project inception through to construction/program formulation, and operation/maintenance. Commencing the reviewing of these three Plans together in 2020 will also serve as background for two legislated reviews beginning in 2020, namely the Official Plan Review and the Community Benefit Charge Strategy and By-law.

A review of the City's Official Plan (OP), will be initiated in 2020 to ensure required conformity with the Regional Official Plan (currently underway), and the revised Provincial Plans/Policy Statements, including the Growth Plan for the Greater Golden Horseshoe. The Community Benefit Charge Strategy and By-law will also be initiated in 2020 to ensure the City does not forego revenues and benefits for soft services currently secured through the Development Charges By-law, the Parkland Dedication By-law, and Section 37 Community Benefits By-laws. The Province's recently enacted Bill 108 – *More Homes, More Choice Act, 2019* directs that municipal revenue recovery for parkland and other soft services will, by January 1, 2021, only be permitted through a Community Benefits Charge By-law. Bill 108 received Royal Assent on June 6, 2019 and at the time of drafting this Business Case, the legislation had yet to be proclaimed. A Community Benefits Charge Strategy must be prepared by the municipality prior to enacting a Community Benefits Charge By-law. The Community Benefit Charge Strategy and By-law are not appealable.

The proposed review of the Parks Plan, Recreation Plan and Culture Plan will provide the necessary background information for the OP Review and Community Benefits Charge Strategy and By-law. Commencing this work in 2020 will ensure that the City is able to establish a Community Benefit Charge By-law as required under Bill 108 by January 1, 2021 in order to avoid foregoing revenue for these services.

List of potential stakeholders:

- Development sector - who are relied upon to provide and fund parkland and other soft services through the development approvals process;
- The general public - who benefit from access to parks, recreation, and cultural facilities and programs;
- Recreation Organizations - who utilize the City's facilities for recreational programs, private facility bookings and events;
- Cultural organizations and artists who utilize the City's facilities for cultural programs, private facility bookings and events.

Project Description

The main purpose of the review of the Parks Plan, Recreation Plan and Culture Plan is to re-focus the Plan's visions towards delivering a financially sustainable system of parks, trails and recreation and cultural programs and facilities that serve the City's growth areas, address a more integrated lifecycle approach (i.e. planning for the need, along with how the City funds the design/construction of the asset and the operation/maintenance of the asset), while creating a vibrant public realm. The Plans are intended to guide the development of the City's parks, recreation and cultural services for the next 10 years.

Parks Plan Review

The following matters will be investigated as part of the Parks Plan Review:

- Demographic and socio-economic trends shaping future demand for parks and outdoor recreation facilities, including an analysis of policies that should be refined based on changing trends
- Existing and planned land needs in relation to the City's planned urban structure, with a specific focus on the growth areas along the centres and corridors
- Opportunities to establish a more urban, financially sustainable service level to support growth within the centres and corridors
- Opportunities to develop Linear Parks or Trails to connect residents living within the centres and corridors to existing or planned parks in the neighbourhood through the creation of an urban open space master plan
- Opportunities to revitalize aging parks to better service residents in both the growing centres and corridors and the surrounding neighbourhood
- Facility needs to support the growing population
- Opportunities to utilize partnerships or new parkland approaches (i.e. private-owned, publicly accessible parks (POPS), stratified parks, developer design/built parks) to create a connected urban open space system comprised of both private and public outdoor recreation lands

- Tools to help design, build, and maintain the vision established (i.e. partnerships, naming or other advertising rights)
- High-level costing analysis and project prioritization of the planned vision to inform the Community Benefits Charge Strategy and By-law

Recreation and Culture Plan Review

As part of the proposed review, the Recreation Plan and Culture Plan will be merged into one combined Recreation and Culture Plan. The goal of the new master plan is to develop, design and produce a fiscally responsible master plan for recreation and culture services. The following matters will be investigated as part of the Recreation and Culture Plan Review:

- Demographic Review/Community Profile
- Trends in Recreation & Culture from across Canada – culture and recreation delivery areas, facility components, policies, partnerships
- Facility, program and service review – Recreation, museum, Performing Arts Centre
- Facility Needs assessment. Validate current plan direction, update to accommodate future needs
- Analysis of changing sport and recreational activities preferences in Richmond Hill based on trends and demographics
- Review of existing facilities and how they can be better utilized (prime time vs non-prime time, repurposed use, scheduling, etc.
- Need to review inventory and structure for City led and third party event planning process and make recommendations for formalizing outdoor space requirements for live concerts and entertainment
- Re-purpose recommendations for underutilized sites
- Program and service delivery enhancement/improvement and efficiencies in service delivery
- Assessment of cultural activities and opportunities and strategies to improve the visibility of artists, cultural workers and organizations in the community
- Review of key policies such as affordable access, pricing policy framework, event planning, etc.
- Industry standards, benchmarking, best practices
- Identify service improvements, investments and efficiencies
- Identify appropriate levels of funding to address facility development for both recreation and culture facilities
- Community Engagement Strategy
- Implementation Plan

The project will be undertaken in two parts. Part 1 will focus on the background research and analysis required for developing the Plans. A consultant will be retained to complete this work, and to develop and execute a consultation and engagement strategy with the public and industry. Matters that will be reviewed jointly for both the Park Plan and consolidated Recreation and Culture Plan include the City's changing demographic needs, constrained land base, existing and anticipated facility demands, and new tools that can be explored (e.g. partnerships, privately-owned public spaces, etc.). Public and industry consultation will be undertaken jointly in Part 1, culminating in the preparation of a Key Directions Report for approval by Council.

Part 2 of the project will focus on the development of the draft Park Plan and consolidated draft Recreation and Culture Plan. City staff in the Parks and Natural Heritage Planning section will use the Key Directions Report to draft a revised Parks Plan. A consultant will be retained to draft the Recreation and Culture Plan. The consultant will prepare a high-level costing analysis, along with a proposed project prioritization, at this stage to inform the Community Benefit Charge Strategy and By-law. The consultant will be responsible for leading the consultation and engagement strategy for both draft Plans. Based on the input received, staff and the consultant will prepare a final Parks Plan and a final Recreation and Culture Plan for approval by Council.

Capital Forecast

The Parks Plan Review is currently anticipated in 2020 in the Capital Forecast. The Culture Plan Review is currently anticipated in 2021 in the Capital Forecast and the Recreation Plan Review is currently anticipated in 2023 in the Capital Forecast. Pending Council approval, all three Plans will commence in 2020.

Comparative Analysis

Given that Bill 108 – *More Homes, More Choice Act, 2019* received Royal Assent on June 6, 2019 outlining the requirement for a Community Benefits Charge Strategy and By-law, there are no comparisons that can be drawn at this time. Municipalities across Ontario will be commencing similar reviews in 2020 to ensure a Community Benefits Charge By-law is enacted by January 1, 2021 in order to avoid foregoing revenue for these services.

Alternatives

Conduct Research In house: The City does not have in-house capacity or technical expertise to investigate many of the background research tasks/trends, the high-level costing analysis and project prioritization, or the joint consultation and engagement strategy required to undertake this project.

Do Nothing: The changes to the *Planning Act* and *Development Charges Act* provided through Bill 108 require the City to create a new Community Benefits Charge By-law by January 1, 2021, failing which, the City will forego revenue required to design, build, and maintain park, recreation and cultural facilities and programs. The City's Official Plan review will also likely necessitate changes to the three Plans.

Infrastructure Risk Assessment

Not applicable.

Project Costs and Benefit

The total project is estimated to cost \$250,000.00 and is anticipated to be complete within 2 years. A key benefit of this project is to update the City's existing Park Plan, Recreation Plan, and Culture Plan using an integrated lifecycle approach. Re-focusing the Plan's visions towards delivering a more cost-efficient, lower-maintenance connected system of parks, trails, and recreational and cultural facilities and programs will ensure the City's vision for the system/programs is financially sustainable. The information from these Plans will be used to inform the preparation of a Community Benefit Charge Strategy and By-law required by Bill 108, the *More Homes, More Choice Act*. The Community Benefit Charge By-law is a new tool established by the Province to replace the Development Charge By-law, Parkland Dedication By-law, and Section 37 Community Benefit By-laws currently used to collect revenues to fund soft services. This new By-law must be enacted by January 1, 2021, failing which, the City will forego revenue required to design, build, and maintain park, recreation and cultural facilities and programs.

Operating Budget Impact

None/Not applicable.

Other Funding Sources

The funding source for this project would be the General Government Reserve Fund (45%) for the growth related portion, with the remaining balance of the funding (55% - benefit to existing development and the mandatory deduction) not covered by the Development Charges Act funded from the Non-Growth Development Reserve Fund and the Cash-in-Lieu of Parkland Reserve Fund.

Conclusion

As directed by the Capital Sustainability Committee, the Parks Plan, Recreation Plan, and Culture Plan will commence being reviewed together in 2020 using an integrated lifecycle approach. This approach will ensure the planning, design/construction, and maintenance/operational aspects of the facilities and programs outlined in the Plans are financially sustainable over the long term. Re-focusing the Plan's visions towards delivering a cost-efficient, lower-maintenance connected system of parks, trails, and recreational and cultural facilities and programs that service the City's growth areas, while creating a vibrant public realm will ensure the City's vision is implementable. The information from these Plans will be used to inform the OP Review and the preparation of a Community Benefit Charge Strategy and By-law required by Bill 108, the *More Homes, More Choice Act*. The Community Benefit Charge By-law is required to be enacted by January 1, 2021, failing which, the City will forego revenues required to fund soft services, including parks, trails, and community centres.

COMMUNITY SERVICES/PUBLIC WORKS OPERATIONS GRANT TAYLOR

Business Case – Growth & New Capital (2) Articulated Sidewalk Tractors

Background

The contracted sidewalk winter maintenance program was brought in-house in 2012. In order to achieve the approved winter maintenance service levels, 21 trackless articulating sidewalk machines were purchased.

Since 2012, there has been considerable growth across town representing approximately 70 km of new sidewalk and trails that require year round maintenance. Growth projections indicate that the Town will assume 11 new subdivisions over the next few years.

Currently, the Town is divided into 24 winter maintenance sidewalk routes; each route is approximately 30 km in length. The winter maintenance program is predominately resourced utilizing seasonal labour.

Project Description

The Town currently maintains approximately 700 km of sidewalk, 30 km of maintained trails and increasing kilometers of asphalt multi-use bike and pedestrian pathways utilizing an inventory of 21 trackless sidewalk plows and five compact tractors for a total compliment of 26 units. Several units are scheduled for life cycle replacement in 2018.

The acquisition of two (2) growth trackless sidewalk machines with sander and plow attachments are required to meet service level expectations.

Capital Forecast

N/A.

Comparative Analysis

Staff has investigated best practices with its municipal partners and the equipment identified is consistent with their findings.

Alternatives

An alternative would be to outsource this activity; however, the costs are prohibitive.

COMMUNITY SERVICES/PUBLIC WORKS OPERATIONS GRANT TAYLOR

Business Case – Growth & New Capital (2) Articulated Sidewalk Tractors

Project Costs and Benefit

The capital cost to purchase two growth related articulating sidewalk tractors with sander and plow blade is estimated to be \$320,000.

No additional staff is anticipated with the purchase of this equipment since the seasonal staffing for the sidewalk winter maintenance program is sufficiently resourced at this time.

Operating Budget Impact

Other costs required to support this equipment is fuel, maintenance and repairs which averages \$10,000/annually for each unit. The trackless units have an eight-year life cycle.

Other funding Sources

N/A

Conclusion

It is recommended that the Town proceed with the acquisition of two (2) growth related articulating sidewalk tractors with plows and salters in 2020 to support the sidewalk winter maintenance program.



Planning and Regulatory Services

2020 Capital Budget
Budget Committee of the Whole

CITY OF RICHMOND HILL
2020 Draft Capital Budget

PLANNING & REGULATORY SERVICES DEPARTMENT

2020 Draft Capital Budget Submitted and Reviewed by:

A handwritten signature in blue ink, appearing to read 'Kelvin Kwan', positioned above a horizontal line.

Kelvin Kwan
Commissioner, Planning & Regulatory Services

A handwritten signature in blue ink, appearing to read 'David Dexter', positioned above a horizontal line.

David Dexter
Director, Financial Services & Treasurer

City of Richmond Hill
 2020 Draft Capital Budget Request
 Planning & Regulatory Services

CAPITAL SUMMARY								
<u>2020 Capital Budget Request</u>	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
Development Planning	350,000	-	-	315,000	-	-	35,000	-
Policy Planning	150,000	50,000	-	45,000	27,500	-	27,500	-
Development Engineering	518,000	20,000	448,000	50,000	-	-	-	-
2020 PRS Department Total	\$ 1,018,000	\$ 70,000	\$ 448,000	\$ 410,000	\$ 27,500	\$ -	\$ 62,500	\$ -
Salaries & Overhead Cost	15,270	1,050	6,720	6,150	413	-	938	-
Total	\$ 1,033,270	\$ 71,050	\$ 454,720	\$ 416,150	\$ 27,913	\$ -	\$ 63,438	\$ -

City of Richmond Hill
 2020 Draft Capital Budget Request
 Planning & Regulatory Services - Development Planning

Page No.

Development Planning
 New Comprehensive Zoning By-Law

Project Cost	Funding Source						
	Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
350,000	-	-	315,000	-	-	35,000	-
Total \$ 350,000	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ 35,000	\$ -
5,250	-	-	4,725	-	-	525	-
Total \$ 355,250	\$ -	\$ -	\$ 319,725	\$ -	\$ -	\$ 35,525	\$ -

City of Richmond Hill
 2020 Draft Capital Budget Request
 Planning & Regulatory Services - Policy Planning

Page No.

Policy Planning

5-9 Parks Plan Review¹
 Environmental Scorecard & Env. Strategy Update

Project Cost	Funding Source						
	Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
100,000	-	-	45,000	27,500	-	27,500	-
50,000	50,000	-	-	-	-	-	-
\$ 150,000	\$ 50,000	\$ -	\$ 45,000	\$ 27,500	\$ -	\$ 27,500	\$ -
2,250	-			413	-	413	-
\$ 152,250	\$ 50,750	\$ -	\$ 45,675	\$ 27,913	\$ -	\$ 27,913	\$ -

¹Recreation & Culture Plan Review project total cost is \$250,000 and is split between Community Services Department at \$150,000, and Planning & Regulatory Services Department at \$100,000.

City of Richmond Hill
 2020 Draft Capital Budget Request
 Planning & Regulatory Services - Development Engineering

Page No.

Development Engineering

UMESP Wastewater System Improvements
 Smart Commute
 Pole Mounted Radar Speed Board Program

Project Cost	Funding Source						
	Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
448,000	-	448,000	-	-	-	-	-
50,000	-	-	50,000	-	-	-	-
20,000	20,000	-	-	-	-	-	-
Total \$ 518,000	\$ 20,000	\$ 448,000	\$ 50,000	\$ \$ -	\$ -	\$ -	-
7,770	300	6,720	750	-	-	-	-
Total \$ 525,770	\$ 20,300	\$ 454,720	\$ 50,750	\$ \$ -	\$ -	\$ -	-

Planning and Regulatory Services / Policy Planning
Michelle Dobbie, Manager, Park & Natural Heritage Planning
and
Community Services
Darlene Joslin, Director Recreation and Culture

Business Case – Growth & New Capital
Parks Plan, Recreation Plan, and Culture Plan Review

Background

Over the past three decades, Richmond Hill has been successful in providing parks, trails and recreation and culture facilities and programs well suited to the suburban neighbourhoods that have dominated the City's landscape. As the City continues to urbanize, much of its future growth will take the form of higher density development, making it timely to review the three Plans developed to inform Richmond Hill's vision for parks, recreation, and culture. These three Plans include:

- The Parks Plan, approved by Council in 2013;
- The Recreation Plan, approved by Council in 2013; and
- The Culture Plan, approved by Council in 2011.

On June 19, 2019, the Capital Sustainability Committee directed that the Parks Plan, Recreation Plan, and Culture Plan be advanced with a review commencing together in 2020 using an integrated lifecycle approach. This approach will ensure the planning, design/ construction, and maintenance/operational aspects of the facilities and programs outlined in the Plans account for all costs from project inception through to construction/program formulation, and operation/maintenance. Commencing the reviewing of these three Plans together in 2020 will also serve as background for two legislated reviews beginning in 2020, namely the Official Plan Review and the Community Benefit Charge Strategy and By-law.

A review of the City's Official Plan (OP), will be initiated in 2020 to ensure required conformity with the Regional Official Plan (currently underway), and the revised Provincial Plans/Policy Statements, including the Growth Plan for the Greater Golden Horseshoe. The Community Benefit Charge Strategy and By-law will also be initiated in 2020 to ensure the City does not forego revenues and benefits for soft services currently secured through the Development Charges By-law, the Parkland Dedication By-law, and Section 37 Community Benefits By-laws. The Province's recently enacted Bill 108 – *More Homes, More Choice Act, 2019* directs that municipal revenue recovery for parkland and other soft services will, by January 1, 2021, only be permitted through a Community Benefits Charge By-law. Bill 108 received Royal Assent on June 6, 2019 and at the time of drafting this Business Case, the legislation had yet to be proclaimed. A Community Benefits Charge Strategy must be prepared by the municipality prior to enacting a Community Benefits Charge By-law. The Community Benefit Charge Strategy and By-law are not appealable.

The proposed review of the Parks Plan, Recreation Plan and Culture Plan will provide the necessary background information for the OP Review and Community Benefits Charge Strategy and By-law. Commencing this work in 2020 will ensure that the City is able to establish a Community Benefit Charge By-law as required under Bill 108 by January 1, 2021 in order to avoid foregoing revenue for these services.

List of potential stakeholders:

- Development sector - who are relied upon to provide and fund parkland and other soft services through the development approvals process;
- The general public - who benefit from access to parks, recreation, and cultural facilities and programs;
- Recreation Organizations - who utilize the City's facilities for recreational programs, private facility bookings and events;
- Cultural organizations and artists who utilize the City's facilities for cultural programs, private facility bookings and events.

Project Description

The main purpose of the review of the Parks Plan, Recreation Plan and Culture Plan is to re-focus the Plan's visions towards delivering a financially sustainable system of parks, trails and recreation and cultural programs and facilities that serve the City's growth areas, address a more integrated lifecycle approach (i.e. planning for the need, along with how the City funds the design/construction of the asset and the operation/maintenance of the asset), while creating a vibrant public realm. The Plans are intended to guide the development of the City's parks, recreation and cultural services for the next 10 years.

Parks Plan Review

The following matters will be investigated as part of the Parks Plan Review:

- Demographic and socio-economic trends shaping future demand for parks and outdoor recreation facilities, including an analysis of policies that should be refined based on changing trends
- Existing and planned land needs in relation to the City's planned urban structure, with a specific focus on the growth areas along the centres and corridors
- Opportunities to establish a more urban, financially sustainable service level to support growth within the centres and corridors
- Opportunities to develop Linear Parks or Trails to connect residents living within the centres and corridors to existing or planned parks in the neighbourhood through the creation of an urban open space master plan
- Opportunities to revitalize aging parks to better service residents in both the growing centres and corridors and the surrounding neighbourhood
- Facility needs to support the growing population
- Opportunities to utilize partnerships or new parkland approaches (i.e. private-owned, publicly accessible parks (POPS), stratified parks, developer design/built parks) to create a connected urban open space system comprised of both private and public outdoor recreation lands

- Tools to help design, build, and maintain the vision established (i.e. partnerships, naming or other advertising rights)
- High-level costing analysis and project prioritization of the planned vision to inform the Community Benefits Charge Strategy and By-law

Recreation and Culture Plan Review

As part of the proposed review, the Recreation Plan and Culture Plan will be merged into one combined Recreation and Culture Plan. The goal of the new master plan is to develop, design and produce a fiscally responsible master plan for recreation and culture services. The following matters will be investigated as part of the Recreation and Culture Plan Review:

- Demographic Review/Community Profile
- Trends in Recreation & Culture from across Canada – culture and recreation delivery areas, facility components, policies, partnerships
- Facility, program and service review – Recreation, museum, Performing Arts Centre
- Facility Needs assessment. Validate current plan direction, update to accommodate future needs
- Analysis of changing sport and recreational activities preferences in Richmond Hill based on trends and demographics
- Review of existing facilities and how they can be better utilized (prime time vs non-prime time, repurposed use, scheduling, etc.
- Need to review inventory and structure for City led and third party event planning process and make recommendations for formalizing outdoor space requirements for live concerts and entertainment
- Re-purpose recommendations for underutilized sites
- Program and service delivery enhancement/improvement and efficiencies in service delivery
- Assessment of cultural activities and opportunities and strategies to improve the visibility of artists, cultural workers and organizations in the community
- Review of key policies such as affordable access, pricing policy framework, event planning, etc.
- Industry standards, benchmarking, best practices
- Identify service improvements, investments and efficiencies
- Identify appropriate levels of funding to address facility development for both recreation and culture facilities
- Community Engagement Strategy
- Implementation Plan

The project will be undertaken in two parts. Part 1 will focus on the background research and analysis required for developing the Plans. A consultant will be retained to complete this work, and to develop and execute a consultation and engagement strategy with the public and industry. Matters that will be reviewed jointly for both the Park Plan and consolidated Recreation and Culture Plan include the City's changing demographic needs, constrained land base, existing and anticipated facility demands, and new tools that can be explored (e.g. partnerships, privately-owned public spaces, etc.). Public and industry consultation will be undertaken jointly in Part 1, culminating in the preparation of a Key Directions Report for approval by Council.

Part 2 of the project will focus on the development of the draft Park Plan and consolidated draft Recreation and Culture Plan. City staff in the Parks and Natural Heritage Planning section will use the Key Directions Report to draft a revised Parks Plan. A consultant will be retained to draft the Recreation and Culture Plan. The consultant will prepare a high-level costing analysis, along with a proposed project prioritization, at this stage to inform the Community Benefit Charge Strategy and By-law. The consultant will be responsible for leading the consultation and engagement strategy for both draft Plans. Based on the input received, staff and the consultant will prepare a final Parks Plan and a final Recreation and Culture Plan for approval by Council.

Capital Forecast

The Parks Plan Review is currently anticipated in 2020 in the Capital Forecast. The Culture Plan Review is currently anticipated in 2021 in the Capital Forecast and the Recreation Plan Review is currently anticipated in 2023 in the Capital Forecast. Pending Council approval, all three Plans will commence in 2020.

Comparative Analysis

Given that Bill 108 – *More Homes, More Choice Act, 2019* received Royal Assent on June 6, 2019 outlining the requirement for a Community Benefits Charge Strategy and By-law, there are no comparisons that can be drawn at this time. Municipalities across Ontario will be commencing similar reviews in 2020 to ensure a Community Benefits Charge By-law is enacted by January 1, 2021 in order to avoid foregoing revenue for these services.

Alternatives

Conduct Research In house: The City does not have in-house capacity or technical expertise to investigate many of the background research tasks/trends, the high-level costing analysis and project prioritization, or the joint consultation and engagement strategy required to undertake this project.

Do Nothing: The changes to the *Planning Act* and *Development Charges Act* provided through Bill 108 require the City to create a new Community Benefits Charge By-law by January 1, 2021, failing which, the City will forego revenue required to design, build, and maintain park, recreation and cultural facilities and programs. The City's Official Plan review will also likely necessitate changes to the three Plans.

Infrastructure Risk Assessment

Not applicable.

Project Costs and Benefit

The total project is estimated to cost \$250,000.00 and is anticipated to be complete within 2 years. A key benefit of this project is to update the City's existing Park Plan, Recreation Plan, and Culture Plan using an integrated lifecycle approach. Re-focusing the Plan's visions towards delivering a more cost-efficient, lower-maintenance connected system of parks, trails, and recreational and cultural facilities and programs will ensure the City's vision for the system/programs is financially sustainable. The information from these Plans will be used to inform the preparation of a Community Benefit Charge Strategy and By-law required by Bill 108, the *More Homes, More Choice Act*. The Community Benefit Charge By-law is a new tool established by the Province to replace the Development Charge By-law, Parkland Dedication By-law, and Section 37 Community Benefit By-laws currently used to collect revenues to fund soft services. This new By-law must be enacted by January 1, 2021, failing which, the City will forego revenue required to design, build, and maintain park, recreation and cultural facilities and programs.

Operating Budget Impact

None/Not applicable.

Other Funding Sources

The funding source for this project would be the General Government Reserve Fund (45%) for the growth related portion, with the remaining balance of the funding (55% - benefit to existing development and the mandatory deduction) not covered by the Development Charges Act funded from the Non-Growth Development Reserve Fund and the Cash-in-Lieu of Parkland Reserve Fund.

Conclusion

As directed by the Capital Sustainability Committee, the Parks Plan, Recreation Plan, and Culture Plan will commence being reviewed together in 2020 using an integrated lifecycle approach. This approach will ensure the planning, design/construction, and maintenance/operational aspects of the facilities and programs outlined in the Plans are financially sustainable over the long term. Re-focusing the Plan's visions towards delivering a cost-efficient, lower-maintenance connected system of parks, trails, and recreational and cultural facilities and programs that service the City's growth areas, while creating a vibrant public realm will ensure the City's vision is implementable. The information from these Plans will be used to inform the OP Review and the preparation of a Community Benefit Charge Strategy and By-law required by Bill 108, the *More Homes, More Choice Act*. The Community Benefit Charge By-law is required to be enacted by January 1, 2021, failing which, the City will forego revenues required to fund soft services, including parks, trails, and community centres.



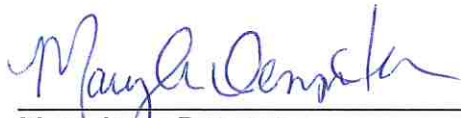
Corporate and Financial Services

2020 Capital Budget
Budget Committee of the Whole

CITY OF RICHMOND HILL
2020 Draft Capital Budget

CORPORATE & FINANCIAL SERVICES DEPARTMENT

2020 Draft Capital Budget Submitted and Reviewed by:



Mary-Anne Dempster
Commissioner, Corporate & Financial Services



David Dexter
Director, Financial Services & Treasurer

City of Richmond Hill
 2020 Draft Capital Budget Request
 Corporate & Financial Services

Capital Summary

	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
<u>2020 Request</u>								
Information Technology	2,483,700	1,636,900	346,800	-	-	500,000	-	-
Revenue Services - Water Meters	1,176,300	-	761,800	-	-	-	414,500	-
2020 CFS Department Total	\$ 3,660,000	\$ 1,636,900	\$ 1,108,600	\$ -	\$ -	\$ 500,000	\$ 414,500	\$ -
Salaries & Overhead Cost	152,088	109,556	36,314	-	-	-	6,218	-
Total	\$ 3,812,088	\$ 1,746,456	\$ 1,144,914	\$ -	\$ -	\$ 500,000	\$ 420,718	\$ -

City of Richmond Hill
2020 Draft Capital Budget Request
Corporate & Financial Services - Information Technology

2

Page No.		Project Cost	Funding Source						
			Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
	<u>R&R</u>								
	SAN Shelf Replacement	362,500	253,700	108,800	-	-	-	-	-
	NG911 Replacement	300,000	300,000	-	-	-	-	-	-
	Replacement of Computer Hardware	176,500	123,500	53,000	-	-	-	-	-
	Blade Server Replacement	75,000	75,000	-	-	-	-	-	-
	Network Switch Replacement	62,500	62,500	-	-	-	-	-	-
	Council Chambers Equipment	57,200	57,200	-	-	-	-	-	-
	R&R Total	1,033,700	871,900	161,800	-	-	-	-	-
	<u>Growth</u>								
	Enterprise Asset Management System (EAM)	500,000	-	-	-	-	500,000	-	-
	Records and Information Management System (RIMS)	500,000	435,000	65,000	-	-	-	-	-
4-6	Business Application Evolutions	400,000	280,000	120,000	-	-	-	-	-
7-10	IT Security Program	50,000	50,000	-	-	-	-	-	-
	Growth Total	1,450,000	765,000	185,000	-	-	500,000	-	-
	Information Technology Total	\$ 2,483,70	\$ 1,636,900	\$ 346,800	\$ -	\$ -	\$ 500,000	\$ -	\$ -
	Salaries & Overhead Cost	134,443	109,556	24,887	-	-	-	-	-
	Total	\$ 2,618,14	\$ 1,746,456	\$ 371,687	\$ -	\$ -	\$ 500,000	\$ -	\$ -

City of Richmond Hill
2020 Draft Capital Budget Request
Corporate & Financial Services - Revenue Services - Water Meters

Page No.	Project Cost	Funding Source						
		Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources	External Sources
R&R								
Water Meters - Replacements	536,800	-	536,800	-	-	-	-	-
Replacements - Advanced Meter Infrastruture (AMI) Pilot	225,000	-	225,000	-	-	-	-	-
Growth								
Water Meters - New Installations	414,500	-	-	-	-	-	414,500	-
Revenue Services -Water Meters Total	\$ 1,176,300	\$ -	\$ 761,800	\$ -	\$ -	\$ -	\$ 414,500	\$ -
Salaries & Overhead Cost	17,645	-	11,427	-	-	-	6,218	-
Total	\$ 1,193,945	\$ -	\$ 773,227	\$ -	\$ -	\$ -	\$ 420,718	\$ -

**Corporate and Financial Services
Information Technology
Anthony Iannucci, CIO**

**Business Case
Business Application Evolutions**

Background

Richmond Hill's Business Application Solutions environment continues to grow and develop as business processes are integrated and enabled through the use of information technology. The City has recently implemented many Commercial Off The Shelf (COTS) solutions to move to a modern integrated architecture enabling business process automation and integration. The Information Technology (IT) Division maintains, supports and enhances these solutions to ensure that they are current and meet the evolving needs of the various functions and integrated processes across the businesses of the City. To ensure the benefits of the investments made in these applications continue to be realized and that the evolution of the solutions continue, IT and the various business areas collaborate regularly to define required changes, enhancements, reporting needs or opportunities to implement new functions introduced by the application vendors. Additionally, IT works closely with the application vendors to ensure the implemented solutions remain supported and current to ensure they continue to meet the needs of the City of Richmond Hill and that new features are implemented.

Project Description

The 2020 Business Application Evolution projects include the following initiatives:

1. Work Order Management

Maximo is the City's work order management system, with 200+ mobile and office users across the Public Works Operations, Facility Maintenance, Environmental Services and Corporate Asset Management divisions. The Recreation & Culture Divisional Core Services Review recommends leveraging Maximo to improve how they track, plan and measure non-critical facility maintenance work orders in order to meet established service targets, increase efficiency, and better report on legislated requirements. 2020 will focus on implementing electronic work orders for the City's Arenas facility operators. Other primary work will consist of required system upgrades, optimizing current job plans and preventative maintenance schedules, such as the new City's new Windrow program.

2. Customer Relations Management

Built on the Salesforce platform, the City's Customer Relationship Management system is responsible for the tracking of all Access Richmond Hill customer interactions via Web, Telephone and Counter Service. Major work planned

**Corporate and Financial Services
Information Technology
Anthony Iannucci, CIO**

**Business Case
Business Application Evolutions**

involves the configuration of Salesforce to handle additional customer interactions and service types not traditionally managed by Access Richmond Hill, such as the City's new Windrow program.

3. Tax Manager Upgrade

The City's Tax collection software requires a system upgrade to prevent the operating system and database it runs on from being end of lifecycle support. This project will ensure one of the City's critical business systems continue to operate under support.

Strategic Alignment

The Business Application Evolutions projects relate to the Strategic goal of wise management of our resources through making necessary improvements to business systems. These improvements were also identified and supported by the City's IT Strategic Plan.

Capital Forecast

This project has been considered in the capital forecast.

Comparative Analysis

A specific comparative analysis was not undertaken. Continued enhancement and process improvement is an industry based standard practiced in all organizations which leverage technology to enable business processes. Failure to continuously improve and evolve the City's application and integration environments would result in a degradation of the current automation of business process, obsolescence of business solutions and expensive "forklift" replacements of entire systems.

Project Costs and Benefit

The total capital cost of the Business Application Evolutions projects is \$400,000 (excluding first year operating expenses). Operating expenses have been included in the 2020 operating forecast. These projects are necessary to ensure the City of Richmond Hill's business areas continue to receive benefits from investments made in integrated processes and technology solutions.

Operating Budget Impact

There are minimal operating budget impacts identified for this project.

**Corporate and Financial Services
Information Technology
Anthony Iannucci, CIO**

**Business Case
Business Application Evolutions**

Other Funding Sources

This initiative will be funded from the Cash to Capital Reserve Fund.

Conclusion

The Information Technology (IT) Division enhances and supports the Business Applications that enable the lines of business for the City. To ensure the benefits of the investments made in these applications continue to be realized and that the evolution of the solutions continue, IT and the various business areas collaborate regularly to define required changes, enhancements, reporting needs or opportunities to implement new functions introduced by the application vendors. The City risks obsolescence without continued management and investment in its key Business Applications, which will reduce the benefits of their initial implementation and limit opportunities to take advantage of future enhancements.

**Corporate and Financial Services
Information Technology
Anthony Iannucci, CIO**

**Business Case – Growth & New Capital
IT Security Program**

Background

In June 2017, Council approved a 5 year corporate IT Strategy (ITSP) that identified the City's strategic information technology priorities and initiatives as well as the roadmap for achieving its vision of becoming a leading smart community transforming municipal services and citizen engagement through innovative use of technology.

The Strategy recommends three main phases beginning with Building Technology Foundations that establishes guidance for the period from 2017 to 2020. Strategic Direction #1 of the IT Strategy is to establish contemporary technology infrastructure. This Strategic Direction recognizes that the City's underpinning technology platforms require modernization to ensure they continue to provide service but also to build a foundation for enabling modern business.

During the assessment of the City's current security practices and framework as part of the development of the ITSP, in today's digital age, the City, like many other organizations, are becoming more connected and more dependent on IT systems to store data and to enable their day to day business operations. Keeping the IT environment secure and available is critical to ensure the data stored is safeguarded and to ensure the City can continuously deliver services to our residents.

The IT environment is in a constant state of change. On the one hand, new technology solutions such as ERP, CRM, PRM are being commissioned to replace older technologies to support our growing business need. On the other hand, new external cyber security threats are emerging every day forcing the City and organizations like it to adapt their security posture to mitigate risks. As part of regular health checks and maintenance on the City's IT environment, IT security assessments and an overall IT security program are required to review, examine and test the City's security controls to ensure they are sufficient in protecting the dynamic IT environment.

Project Description

The approach of this project will be to engage an external consultant to work with IT leadership and technical staff to conduct an IT security assessment against best practices and known security risks. By conducting an IT security assessment, the City can uncover any weaknesses, risks and vulnerabilities in its existing IT systems, prioritize the impact of these risks based on the value and importance of affected IT and data assets, and then adjust the proper security controls, frameworks, practices and countermeasures to mitigate those identified weaknesses. This risk mitigation results in increased security and less probability of a threat or vulnerability impacting a City's IT environment.

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**Business Case – Growth & New Capital
IT Security Program**

This program will be completed in phases:

Identifying assets and assessing their sensitivity – Complete 2018

A complete map of the City's IT environment will be created. This will include IT systems that are located within our datacentres, mobile and control systems, end user computing devices, as well as any applications or services delivered by 3rd party (Software-as-a-Service) providers. For each asset identified, a sensitivity test will be conducted to determine what type of data is stored, processed or transmitted on these assets. Assets will extend to include technology, people and processes.

Conducting a threat analysis – Complete 2018

A comprehensive list of threats is identified, and threat scenarios are developed based on the City's environment. Threats are described as anything that would contribute to the tampering, destruction, interruption or illegally accessing of any IT asset. Each threat identified is graded based on the motivation and capabilities associated.

Conducting a vulnerability analysis and penetration test – Complete 2018

The types of attacks that IT assets are vulnerable to with the current level of defense and countermeasures in place are identified and tested. Identified vulnerabilities are graded according to the level of severity and exposure that they pose to the organization.

Conducting a risk assessment – Complete 2018

Risk is a function of threats exploiting vulnerabilities to tamper, destroy, interrupt or illegally access IT assets. The information gathered from the assets, threats and vulnerability assessments are examined and rated to determine the effectiveness of the City's current security posture and risk exposure.

Recommendations and prioritized remediation plan – Planned 2019

Based on the findings of the risk assessment, additional adjustments to security controls, frameworks, practices, training and countermeasures will be proposed and a remediation action plan will be developed based on the associated risk rating of each risk.

Remediation of priority items – Planned 2019 / 2020

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Information Technology
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**Business Case – Growth & New Capital
IT Security Program**

A remediation action plan and roadmap will be developed with priority items identified and remediated during the initial phase of the project in 2018. Additional requirements for longer term changes to infrastructure, development of security practices and ongoing monitoring as well as an organizational education plan will be completed as part of the future project phases.

Develop a security practice - Planned 2020 / 2021

Instantiate a security practice City wide to include training and awareness, continuous monitoring and remediation as required and tools and practices to ensure a secure, available environment.

Capital Forecast

This project has been considered in the capital forecast.

Strategic Alignment

The IT Security Program is a key action item from the recently completed IT Strategy. This project will allow the IT Division to support the Organizational Strategy and aligns with the City's Strategic Plan goal of Wise Management of Resources.

Comparative Analysis

An IT Security Program is a common best practice approach to assess, measure, manage and right size the security controls and practices implemented to protect organizational assets. IT Security Assessments are completed for organizations of all sizes to determine the correct security posture for the nature of the organization and how it maps to current security risks/threats.

Alternatives

Status Quo – This alternative has been rejected as:

1. The IT Strategic Plan recently approved sites Security as a top priority and critical gap in the City's overall IT practice
2. It puts the City at undo risk of Cyber-attack which could render key systems such as Financials, Asset Management, Tax and Communication systems unavailable for extended periods of time
3. The theft or unauthorized encryption (Ransomware) of City data would put the City in an embarrassing position and erode public confidence.

**Corporate and Financial Services
Information Technology
Anthony Iannucci, CIO**

**Business Case – Growth & New Capital
IT Security Program**

Project Costs and Benefit

The IT Strategic Plan recently approved sites Security as a top priority and critical gap in the City's overall IT practice. Failure to mature the IT Security Program puts the City at undo risk of Cyber-attack which could render key systems such as Financials, Asset Management, Tax and Communication systems unavailable for extended periods of time. The threat of theft/unauthorized encryption (Ransomware) of City data would put the City in an embarrassing position and erode public confidence.

The cost required to remediate high priority security risk is \$50,000. This includes the cost for external consultation resources and the cost to implement security controls, framework, practices and countermeasures to remediate top priority risks. Additional funding for the entire ongoing program will be included in future budgets as required.

Operating Budget Impact

There are no operating budget impacts identified for this project.

Other Funding Sources

This initiative will be funded from the Cash to Capital Reserve Fund.

Conclusion

The Information Technology Division recommends allocation of capital funds to continue to mature the IT Security Program. Processes, tools and frameworks dedicated to ensuring the data of the City is secure, accurate and complete are critical to reduce risks from unauthorized access or loss putting the City's reputation and compliance at risk. Continuing to implement and monitor the City's security practice will address the recommendations of the IT Strategic plan and ensure the City's data and computing assets are secure, reliable and available.



Richmond Hill Public Library Board

2020 Capital Budget
Budget Committee of the Whole



CITY OF RICHMOND HILL
2020 Draft Capital Budget

RICHMOND HILL PUBLIC LIBRARY BOARD

2020 Draft Capital Budget Submitted and Reviewed by:



Mary-Anne Dempster
Acting Chief Executive Officer
Richmond Hill Public Library



David Dexter
Director, Financial Services & Treasurer

CITY OF RICHMOND HILL
2020 Draft Capital Budget Request
Richmond Hill Public Library Board

Page No.	2020 Request	Project Cost	Funding Source					
			Tax Supported	Rate Supported	Development Charges	Cash in Lieu of Parkland	Gas Tax	Other Sources
	R&R							
	Furniture & Equipment							
	Technologies							
	Workstations & Peripherals	250,000	250,000	-	-	-	-	-
	Collection Development							
	Content							
	Collection Inventory Richmond Green	141,600	141,600	-	-	-	-	-
	Growth							
	Furniture & Equipment							
	Technologies							
2-3	Modular Collaborative Spaces Emerging Technology	160,000	-	-	144,000	-	-	16,000
	Collection Development							
	Content							
4-5	Collection Development - Growth	345,600	-	-	311,000	-	-	34,600
	2020 Library Department Total	\$ 897,200	391,600	-	455,000	-	-	50,600



Customer Experiences

Business Case – Growth & New Capital

Central Library Modular Collaborative Spaces

Background

Central Library serves a diverse and evolving community of customers. Increasingly, the Library has customers seeking spaces to work collaboratively be it for projects, business purposes, or recreation. Providing modular study rooms on the Central Library 3rd floor that are enclosed and can accommodate 1-4 customers will create more collaborative spaces while mitigating sound transference.

Both community members and staff have identified a need for more collaborative spaces in the Richmond Hill Public Library Feasibility Study for the Expansion of Central Library. Customers indicated a desire for private study/meeting rooms (54.55%). Staff members also indicated a desire for: “more study spaces, including collaborative spaces, and smaller, information breakout areas/meeting nooks” for customers.

Creating a space on the 3rd floor in the North Reading Room that encourages collaboration will support the changing dynamic and uses of libraries. In developing the space it is essential to continue to provide different spaces to support existing customers for quiet study while responding to evolving needs of customers for more collaborative and active spaces.

Project Description

The Library plans to acquire modular study rooms for the 3rd floor of the Central Library. Approximately 800 square feet in the North Reading Room will be used to accommodate 4 accessible modular rooms accommodating groups of up to 4 customers.

The project will include the purchase of tangible assets:

- 4 modular study rooms the estimated useful life of which is 20 years.
- Furniture for the study rooms, consisting of chairs and tables, the estimated useful life of which is 20 years.

Capital Forecast

Yes.

Comparative Analysis

The Central Library presently has no individual study rooms available to customers. Frequently customers; students working on group projects, business owners, and other



Customer Experiences

Business Case – Growth & New Capital

Central Library Modular Collaborative Spaces

community members; request study rooms or meeting spaces for small groups. In the vicinity of the Central Library no such spaces available to customers. Local students would benefit from the availability of modular study rooms to enhance their group work. Beyond this, customers seeking co-working spaces or meeting spaces for small groups have limited options within the community and the region. The Small Business Enterprise Centre has noted community members leave Richmond Hill to use co-working spaces in adjacent municipalities to meet their needs. Providing modular rooms would support these customers.

The number of public libraries providing collaborative spaces and small study rooms for customers is continuing to grow. Comparative libraries with study rooms include: Vaughan Public Libraries has drop-in study rooms at all locations, Markham Public Library Angus Glen and Cornell branches have 8 and 15 rooms respectively, Barrie Public Library Downtown branch has 1 room, and Burlington Central branch has 1 room. Beyond these systems noted many other library systems offer study rooms as a service to customers.

Alternatives

If funding is not approved, Central Library cannot meet the needs of customers seeking collaborative spaces without providing study rooms. This is a common amenity provided in many libraries and which will be provided for in the new Oak Ridges Library.

Project Costs and Benefit

Total Project Cost is \$160,000.

An investment in modular, flexible study rooms with tables and chairs, will expand the Library's ability to meet evolving community needs and be responsive to trends in learning and work. Modular spaces provide flexibility for the future as they may be re-located should Central Library be renovated or expanded.

Operating Budget Impact

None.

Conclusion

The Central Library serves a community with evolving needs. Customers and staff members have identified a need for more collaborative spaces at the Central location. Providing modular rooms for collaborative use will allow the Library to continue to be responsive to customer needs and attract more customers to use the services and resources.



Richmond Hill Public Library

Content

Business Case – Growth & New Capital Collection Development

Background

The ability to extend existing service levels to new Richmond Hill residents is essential. To address growth levels in the area of library collection development the Richmond Hill Public Library Board works toward an industry best practice ratio of 2.5 volumes per capita.

In 1998 Library staff planned a development process predicated on continuing to receive growth capital for collection development, and aimed at achieving the ideal ratio of library material to population served. In 2020 the funding continues to be necessary for the provision of adequate current materials to the citizens of Richmond Hill. The Library requires the growth capital funds to continue to keep pace with the collection demands of the growing and increasingly diverse citizens of Richmond Hill.

Project Description

The Library plans to expand development of the collections to reflect new formats and diverse languages as well as general materials for all ages, responding to a increasingly sophisticated and diverse community with high expectations for library service.

Capital Forecast

Yes

Comparative Analysis

Comparator libraries in York Region are funded to refresh and renew collections and to ensure timely, relevant collections of value to their communities. This also means adding new formats and new languages as the community grows and becomes increasingly diverse. These funds allow for collection growth to meet community needs and expectations.

Alternatives

If the funding is not approved, the ratio of library materials to population will decrease, resulting in reduced service levels of available material and information. As well, new formats and languages cannot be accommodated, resulting in dissatisfaction on the part of Richmond Hill residents.



Richmond Hill Public Library Content Business Case – Growth & New Capital Collection Development

Project Costs and Benefit

Total Project Cost is \$345,600

Library collections enrich the choices of the Library's customers and are the core of library service. Robust and diverse collections answer the questions, expand the explorations and drive the aspirations of Richmond Hill residents, who have come to expect – and demand – a wide range of library materials, languages and formats.

Operating Budget Impact

None

Conclusion

The capital collection development program provides for growth of the Library's collections, relative to population growth. As well, the program enables expansion of scope, formats and languages of the materials available to meet the needs and expectations of an increasingly sophisticated and diverse population.