



PLANNING AND INFRASTRUCTURE 2023 DRAFT OPERATING BUDGET

Published January 23, 2023

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PLANNING AND INFRASTRUCTURE

WHO?

The Planning and Infrastructure Department is comprised of two business units: Planning & Building Services and Infrastructure & Engineering Services.

WHAT?

The Planning & Building Services business unit is responsible for planning, policy development, implementation and ongoing monitoring of the progress and realization of the vision for the physical (land use) future of the City in accordance with the Planning Act. Part of this responsibility also includes the issuance of building permits and the administration and enforcement of the Building Code. The workgroups responsible for commenting and review of applications for development approvals and related permits and inspections all work together to foster a common approach and common expectations, aiming for consistent outcomes that achieve the goals of the Official Plan and the Strategic Plan in a positive way.

The Infrastructure & Engineering Services business unit is focused on long-term strategic planning, programming and delivery of the City's infrastructure through the development process or long-range capital plans and subsequent maintenance and eventual repair and replacement of the City's physical assets.

HOW?

Together, the workgroups combine to achieve consistent outcomes by providing comprehensive professional advice to Council that align with the goals of the Official Plan, Strategic Plan and corporate Asset Management Plan.



ACCOMPLISHMENTS

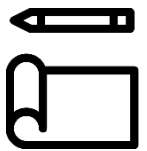
DEVELOPMENT PLANNING



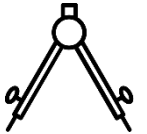
Completed Phase 2 of the ongoing LEAN project for the creation of development planning inquiry reports through EnerGov



Completed testing and rollout of the Official Plan Amendment, Consent, Minor Variance, Pre-Submission Meeting and Telecommunication Tower processes in EnerGov

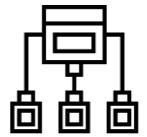


Approval of several high profile development applications resulting in Section 37 contributions towards various capital projects, including the construction of a signalized intersection on Bayview Avenue north of Elgin Mills Road East, construction of pickleball court facilities at Richmond Green Park, the repair and replacement of facilities in Raccoon Park and roof replacement at Bond Lake Arena



Ongoing work on the City's new Comprehensive Zoning By-law including public engagements through surveys, stakeholder consultations and public information centres on numerous topical items

POLICY PLANNING



Commencement of Phase 3 of the Official Plan Update with the adoption and approval of Official Plan Amendments 18.3 Vision and City Structure and 18.4 Neighbourhoods



2022 Parks Plan, Parkland Dedication By-law, and Community Benefits Charge Strategy and By-law approved



'Greening the Hill' Environment Strategy Update approved



ICLEI Climate Adaptation Grant received and community workshops held for design and engagement program for Minthorn Park Rain Garden demonstration project

BUILDING SERVICES



Completion of E-permit application and review process for all types of permit categories



ACCOMPLISHMENTS



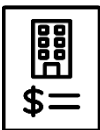
Significant completion of digitization of historical records



Substantial completion of Comprehensive Building By-law Review



Substantial completion of Comprehensive Building Permit Fee Review



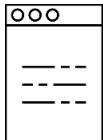
Phased implementation of digitization of Site Inspection processes

INFRASTRUCTURE PLANNING & DEVELOPMENT ENGINEERING



Completed annual stormwater monitoring program (storm ponds, watershed, valleylands, LID)

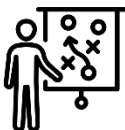
Completed development of Stormwater Network Model



Completed Energov Testing and Go Live for Engineering – Site Alteration (Tiebacks), Consent Engineering, Pre-submission Meeting/DARC and Road Closure Approvals



Completed Lean Review of Municipal Inspections and implemented Lean Review process improvements for Site Alteration Permits (Residential Infill/Additions and Swimming Pools)



Continued to advance the Transportation Master Plan Update and Urban MESP study in support of the on-going Official Plan Update



ACCOMPLISHMENTS

INFRASTRUCTURE DELIVERY



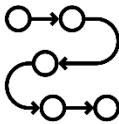
Updated the Enterprise Asset Management System with Non-Core Assets such as park and outdoor recreation, fleet and equipment and other municipal service assets



Updated Core asset data (e.g. roads, structures, water, wastewater, and stormwater management) reflecting year end in the Enterprise Asset Management System



Completed studies to improve the performance of the Enterprise Asset Management System (e.g. consideration of asset resiliency to climate into the risk prioritization framework and bundling of linear assets)



Capital Budget Process improvements implemented (Capital Budget Guidebook, streamlined Business Case template and process for project needs identification and prioritization)

FACILITY MANAGEMENT



Developed continuous improvement culture through implementation of section performance metrics, process analysis and enhanced strategic planning



Active management of facilities to generate utility and operational savings



Increase electronic access to information in order to reduce file/storage space



Received awards in the fields of Heritage Facility Restoration, Energy efficiency and Architectural Design



PRIORITIES

DEVELOPMENT PLANNING

- Complete testing and final rollout of the Zoning By-law Amendment and Site Plan application processes in EnerGov;
- Launch Citizen Self Service (CSS) portal through EnerGov;
- Implement the recommendations of York Region's municipal working group in relation to Bill 109 and other Provincial initiatives to streamline the development approval process;
- Complete the ongoing Development Services Fee review;
- Complete the ongoing End to End Development Planning Services Review;
- Complete the ongoing Streamline Development Fund Initiative in consultation with the Development Engineering and Strategy and Transformation Divisions;
- Prepare servicing allocation update report and consider revisions to the City's Interim Growth Management Strategy;
- Participate in ongoing Ontario Land Tribunal hearings; and,
- Complete ongoing work on the City's Comprehensive Zoning By-law project and continue ongoing work to align with the Official Plan Update

POLICY PLANNING

- Continuation of Phase 3 Official Plan Update
- Yonge and Garden Entrance Feature Design
- Finalization of City Park Revitalization Master Plan and Mill Pond Park Revitalization Master Plan
- Updated Sustainability Metrics and Sustainability Assessment Tool to be launched January 1, 2023

BUILDING SERVICES

- Collaborate with IT Division in further implementing processes related to Building Division on City's public portal
- Completion and implementation of Comprehensive Building By-law and Building Permit Fee Review projects subject to Council approval
- Continue with various transformation and modernization projects across different areas of operation
- Initiate preparation for the next edition of the Building Code

INFRASTRUCTURE PLANNING AND DEVELOPMENT ENGINEERING

- Roll out Site Plans application processes in Energov
- Continue to implement development engineering process improvements and ensure alignment with Bill 23 and Bill 109 changes
- Launch site plan process modules. Continue to develop Customer Service Portal for remaining types of Site Alteration Permits and other Energov workflows
- Complete a number of key master plans and studies to support the Official Plan update including Transportation Master Plan, Urban MESP study and Parking & TDM Strategy
- Complete Traffic Safety and Operations Strategy

INFRASTRUCTURE DELIVERY

- Development and approval of an inaugural State of Infrastructure Report of all City assets
- Implementation of levels of service, life cycle strategies and risk prioritization framework for Non-Core Assets into the Enterprise Asset Management System

PRIORITIES

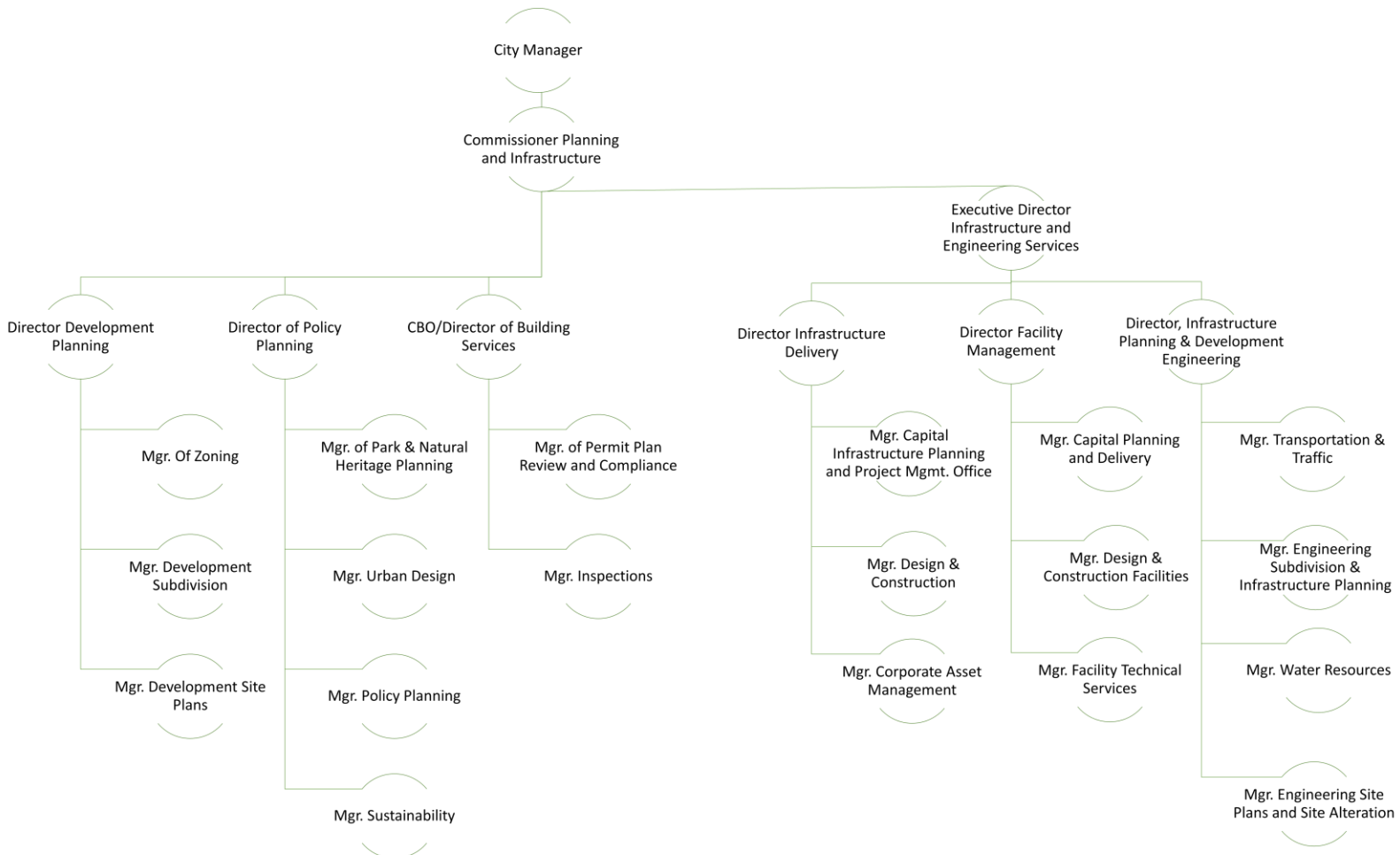
- Implementation of completed studies to improve the performance of the Enterprise Asset Management System (e.g. consideration of asset resiliency to climate into the risk prioritization framework and bundling of linear assets).
- Capital Budget Process continuous improvements
- Continue to deliver the projects associated with the David Dunlap Observatory Master Plan

FACILITY MANAGEMENT

- Supporting the City's Asset Management Plan and to meet provincial regulations for facility assets
- Advancing the implementation of City's Energy Conservation and Demand Management Plan (CDM)
- Develop highly integrated capital plans and long-term facility asset management strategy

HEADCOUNT

Department & Division	2022	2023
	Approved	Draft Budget
Commissioner's Office	2	2
Development Planning	24	24
Policy Planning	23	23
Building Services	34	36
Sub-total	83	85
Infrastructure & Engineering Services - Admin	1	1
Infrastructure Delivery	35	36
Facility Management	25	27
Infrastructure Planning and Development Engineering	32	32
Sub-total	93	96
Total	176	181



FINANCIALS

2023 Planning and Infrastructure Department Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$20,628,416	\$17,692,278	\$23,817,400	\$24,924,300	\$1,106,900	
Personnel - Casual	886,421	1,379,934	714,300	1,028,000	313,700	
Contracts / Services	1,130,697	775,033	1,235,100	1,226,300	(8,800)	
Materials / Supplies	7,947,547	6,662,550	11,001,100	11,185,100	184,000	
Other Expenditures	322,318	130,400	180,700	617,200	436,500	
Transfer to Other Funds	1,457,107	250,000	300,000	300,000	0	
Total Expenditures	\$32,372,505	\$26,890,194	\$37,248,600	\$39,280,900	\$2,032,300	5.5%
User Fees and Fines	(9,119,830)	(6,963,052)	(7,418,800)	(7,358,100)	60,700	
Grants/Donations	(166,642)	0	0	(129,400)	(129,400)	
Reserve and Reserve Funds	(2,455,047)	(3,904,838)	(4,914,200)	(5,427,000)	(512,800)	
Transfer from Capital Fund	(272,500)	(194,200)	(524,000)	(651,600)	(127,600)	
Transfer from WWW Fund	(545,400)	(499,000)	(598,400)	(695,600)	(97,200)	
Other Revenues	(571,078)	(448,436)	(545,800)	(545,800)	0	
Total Revenues	(\$13,130,497)	(\$12,009,527)	(\$14,001,200)	(\$14,807,500)	(\$806,300)	(5.8%)
Net Budget	\$19,242,008	\$14,880,667	\$23,247,400	\$24,473,400	\$1,226,000	5.3%

2023 Planning and Infrastructure Department Budget Summary by Division

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Commissioner's Office	\$495,445	\$501,700	\$582,200	\$589,000	\$6,800	
Development Planning	462,458	789,611	433,100	1,032,900	599,800	
Policy Planning	2,735,813	2,232,968	3,047,800	3,108,600	60,800	
Building Services	(1,301,500)	(2,381,035)	(1,301,500)	(1,301,500)	0	
Planning and Building Services Total	\$2,392,215	\$1,143,244	\$2,761,600	\$3,429,000	\$667,400	24.2%
I&E Admin	274,765	244,983	360,500	367,300	6,800	
Infrastructure Planning and Development Engineering	2,096,311	1,684,661	2,451,800	2,460,500	8,700	
Infrastructure Delivery	3,159,370	2,567,870	3,634,400	3,738,200	103,800	
Facility Management	11,319,347	9,239,909	14,039,100	14,478,400	439,300	
Infrastructure and Engineering Total	\$16,849,793	\$13,737,423	\$20,485,800	\$21,044,400	\$558,600	2.7%
Planning and Infrastructure Total	\$19,242,008	\$14,880,667	\$23,247,400	\$24,473,400	\$1,226,000	5.3%

FINANCIALS

2023 Planning and Infrastructure Department Budget Highlights by Budget Category

Budget Category	2022 Approved Budget	Base	Legislated	Growth/Services Enhancement	2023 Draft Budget
Personnel - Full-Time	\$23,817,400	\$778,000	\$0	\$328,900	\$24,924,300
Personnel - Casual	714,300	299,000	14,700	0	1,028,000
Contract / Services	1,235,100	(8,800)	0	0	1,226,300
Materials / Supplies	11,001,100	182,500	0	1,500	11,185,100
Other Expenditures	180,700	417,300	0	19,200	617,200
Transfers to Other Funds	300,000	0	0	0	300,000
Total Expenditures	\$37,248,600	\$1,668,000	\$14,700	\$349,600	\$39,280,900
User Fees	(7,418,800)	60,700	0	0	(7,358,100)
Taxation	0	0	0	0	0
Investment Income	0	0	0	0	0
Grants / Donations	0	(129,400)	0	0	(129,400)
Reserves and Reserve Funds	(4,914,200)	(358,400)	(14,700)	(139,700)	(5,427,000)
Transfer from Capital Fund	(524,000)	0	0	(127,600)	(651,600)
Transfer from WWW Fund	(598,400)	(97,200)	0	0	(695,600)
Other Revenues	(545,800)	0	0	0	(545,800)
Total Revenues	(\$14,001,200)	(\$524,300)	(\$14,700)	(\$267,300)	(\$14,807,500)
Net Levy Requirements	\$23,247,400	\$1,143,700	\$0	\$82,300	\$24,473,400

2023 BUDGET HIGHLIGHTS

Planning and Infrastructure Department (PID) is the unification of two business units, Planning and Building Services and Infrastructure and Engineering Services, working together to achieve consistent outcomes that align with the goals of the Official Plan, Strategic Plan and corporate Asset Management Plan

- For 2023, PID is facing continued inflation, ongoing supply chain disruptions have major impacts on costs and the Ukraine War continue to dampen growth and boost prices for the economy
- Budget increase in personnel costs factors in cost of living adjustment provisions (ADMIN, SEA and CUPE), as well as grade/step and benefit rate increases. In addition, PID is requesting 5 new staffing positions
- Legislated expenditure pressures on casual staffing budget such as OMERS option for part-time staff
- The development industry continues to transition from constructing ground related residential development to providing alternative housing in the form of high density residential development to the Richmond Hill market
- New legislation (Bill 109, Bill 23) imposes more onerous statutory requirements, reduces timelines and removes/limits planning and financial tools relating to development approvals process, which will impact 2023 revenues
- Facility Management is experiencing significant inflationary pressures on labour and material supply costs in areas such HVAC, plumbing, management fees at main Municipal Offices
- Full year closure of the Wave Pool at Lois Hancey Aquatic Centre due to severe staff shortages in Aquatics and Fitness programs has produced some savings in facility management
- Building construction growth continues post COVID-19, the increased interest rates, lack of skilled labour and supply chain disruptions affect 2023 revenues which are trending downwards



COMMISSIONER'S OFFICE

COMMISSIONER'S OFFICE

The Commissioner's Office of the Planning and Infrastructure Department is responsible for providing corporate direction on planning, policy development, implementation and ongoing monitoring of the progress and realization of the vision for physical (land use) future of the City in accordance with the Planning Act and Building Code. In addition, the Commissioner's office is responsible for long-term corporate asset management planning and delivery of capital projects related to linear assets (roads, sidewalks, underground pipes, water, sanitary and storm sewers), parks facilities and environmental assets. These functions include long-term strategic planning, programming and delivery of the City's infrastructure. The office also provides professional advice and assistance to the City Manager, all other municipal departments, as well as to the Mayor and Members of Council.



FINANCIALS

2023 Commissioner's Office Budget Highlights

Budget Categories	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$463,305	\$397,471	\$470,000	\$476,800	\$6,800	
Personnel - Casual	(\$599)	\$0	\$5,600	\$5,600	\$0	
Contracts / Services	\$0	\$74,099	\$10,000	\$10,000	\$0	
Materials / Supplies	\$32,343	\$30,130	\$98,100	\$98,100	\$0	
Other Expenditures	\$396	\$0	\$0	\$0	\$0	
Total Expenditures	\$495,445	\$501,700	\$583,700	\$590,500	\$6,800	1.2%
User Fees	\$0	\$0	(\$1,500)	(\$1,500)	\$0	
Reserves & Reserve Funds	\$0	\$0	\$0	\$0	\$0	
Total Revenues	\$0	\$0	(\$1,500)	(\$1,500)	\$0	0.0%
Net Budget	\$495,445	\$501,700	\$582,200	\$589,000	\$6,800	1.2%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$6,800	1.4%	Full-time salaries and benefits increased mainly due to benefit rates and general cost of living increases for staff.
Total Expenditures	\$6,800	1.2%	-



DEVELOPMENT PLANNING

DEVELOPMENT PLANNING

WHO?

The Development Planning Division is responsible for the review and approval of development applications through the land use planning process. Land Use planning enables the City to establish goals and objectives for growth and development with respect to how communities should be shaped, where homes and businesses should be built, where parks and schools should be located and where and how other essential services should be provided. The Division comprised of the Site Plan, Subdivision, Zoning and Committee of Adjustment sections.

WHAT?

The Development Planning Division is responsible for the processing and review of development applications submitted in accordance with the Planning Act and Municipal Act. Development applications are considered in the context of the City's Official Plan policies and accepted planning principles. Such applications include Official Plan and Zoning By-law Amendments, Plans of Subdivision, Plans of Condominium, Site Plan, Part Lot Control Exemptions, Sign By-law Amendment, Consent, Minor Variance and related matters.

The Committee of Adjustment which is empowered to vary a Zoning By-law where, in its opinion, the change is considered minor; approve the enlargement or extension of a building; approve a change in use with respect to a non-conforming building or property; interpret the meaning of a Zoning By-law where the by-law is written in general terms; and, grant Consents for severances, easements, rights of way, power of sale and validation of title.

HOW?

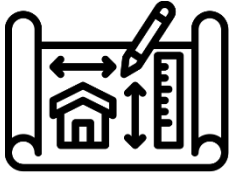
The Development Planning Division provides expert professional advice to Council, assists and liaises with other departments, developers, applicants, residents and public agencies on matters related to planning and development applications and appears at the Ontario Land Tribunal and other administrative tribunals in defense of the decisions of Council and/or staff recommendations related to planning matters.



METRICS

Application total number by type (2021)

10



Official Plan
Amendment

24



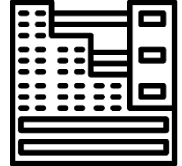
Zoning By-Law
Amendment

6



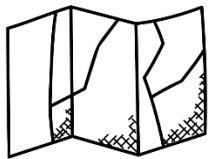
Draft Plan of
Subdivision

6



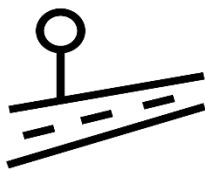
Draft Plan of
Condominium

82



Site Plan

39



Street
Naming/Addressing

12



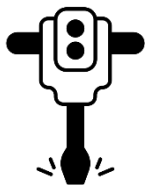
Sign By-law
Variance/
Amendment

3



Model Homes

104



Minor Variances

32



Consent to Sever

FINANCIALS

2023 Development Planning Budget Highlights

Budget Categories	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Expenditures						
Personnel - Full-Time	\$2,688,501	\$2,333,345	\$3,035,500	\$3,272,100	\$236,600	
Personnel - Casual	102,261	184,796	14,500	14,500	0	
Contracts/ Services	10,334	16,360	13,100	15,100	2,000	
Materials / Supplies	12,372	8,168	30,200	22,200	(8,000)	
Other Expenditures	763	0	0	1,500	1,500	
Total Expenditures	\$2,814,231	\$2,542,669	\$3,093,300	\$3,325,400	\$232,100	7.5%
Revenues						
User Fees	(2,351,773)	(1,753,059)	(2,565,300)	(2,133,800)	431,500	
Grants/Donations	0	0	0	(61,700)	(61,700)	
Reserves & Reserve Funds	0	0	(94,900)	(97,000)	(2,100)	
Total Revenues	(\$2,351,773)	(\$1,753,059)	(\$2,660,200)	(\$2,292,500)	\$367,700	13.8%
Net Budget	\$462,458	\$789,611	\$433,100	\$1,032,900	\$599,800	138.5%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$236,600	7.8%	Full-time salaries and benefits increased mainly due to step level, benefit rates and general cost of living increases for staff.
Contracts/ Services	\$2,000	15.3%	-
Materials / Supplies	(\$8,000)	-26.5%	Budget decrease in membership costs to reflect past trends in spending.
Other Expenditures	\$1,500	0.0%	-
Total Expenditures	\$232,100	7.5%	-
User Fees	\$431,500	-16.8%	Budget decrease of \$431,500 in development planning revenues to reflect the reduction in growth in the economy due to rising inflation and interest rates in revenues.
Grants/Donations	(\$61,700)	0.0%	Budget increase of \$61,700 to reflect the Grant for Streamlined Development Approval Fund (TPA) for the period Jan-Mar 2023.
Reserves & Reserve Funds	(\$2,100)	2.2%	-
Total Revenues	\$367,700	-13.8%	-

A photograph of a wooden boardwalk with a metal railing, leading towards a pond with lily pads. In the background, there is a dense forest with trees showing autumn foliage. The sky is clear and blue. The boardwalk is made of light-colored wooden planks, and the railing is made of metal. The pond is filled with green lily pads and some water. The forest in the background has trees with yellow and orange leaves, suggesting it is autumn. The overall scene is peaceful and scenic.

POLICY PLANNING

POLICY PLANNING

WHO?

The Policy Planning Division sets the strategic and long-term planning vision for Richmond Hill, including the policy framework to guide land use, development and programs to support community planning goals. The Division is responsible for Richmond Hill's Official Plan, City-wide and area-specific studies, strategies and guidelines related to the City's social, economic and environmental well-being, as well community engagement and public consultation on related matters. The Division is comprised of the following sections: Policy Planning; Heritage and Urban Design; Park and Natural Heritage Planning; and Sustainability.

WHAT?

The Policy Planning Section develops the community planning vision and Official Plan policies to support the physical, social and economic growth of our community. This section conducts research, analyzes demographic information, and prepares strategies and area-specific land use studies to support a wide variety of goals such as complete communities, affordable housing, economic vitality, connectivity and mobility, and sustainable development. The Heritage and Urban Design Section develops policy documents and strategies to oversee heritage resource management throughout the City, including information on archaeology and planning advice on built heritage and cultural heritage landscapes. This section also prepares guidelines and conducts detailed urban design reviews of all new development within the City. The Park and Natural Heritage Planning Section establishes and implements the vision for the City's park and open space system through the Parks Plan, individual Park and Trail Master Plans, detailed analysis for land acquisitions and providing input to the City's Capital Plan process, and managing developer or agency design-build park/trail projects. This section ensures the City's park, open space, trail and natural heritage interests are protected through the development approval process and administration of the City's Private Tree Preservation By-law. The Sustainability Section establishes and coordinates the implementation of broad-scale environmental policies, plans and initiatives such as the City's 'Greening the Hill' Environment Strategy and environmental scorecard, 'Resilient Richmond Hill' climate change initiatives, Urban Forest Management Plan and greenway system, and the Sustainability Metrics program for new/redevelopment. This section also undertakes environmental education and outreach in the community, including the facilitation of pilot and demonstration projects.

HOW?

The Policy Planning Division provides expert professional advice to Council on community planning matters by monitoring changes in the regional, provincial policy and legislative environment in which the City operates, identifying and addressing emerging trends and issues that impact our community, and undertaking education and engagement with community stakeholders.



METRICS

2021 Data

Tree Preservation By-law



388 – Regular Tree Permits processed



101 – Dead, Dying or Hazardous Tree removed



540 – Facilitating Replacement of Trees facilitated through the program

SUSTAINABILITY METRICS PROGRAM



16% Increase in New Development Applications which Received a 'Good' Sustainability Performance Rating (2021 Richmond Hill Environmental Scorecard)

FINANCIALS

2023 Policy Planning Budget Highlights

Budget Categories	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$2,745,941	\$2,433,196	\$3,190,600	\$3,260,200	\$69,600	-
Personnel - Casual	254,099	185,169	69,800	69,800	0	-
Contracts / Services	27,871	29,543	74,000	74,000	0	-
Materials / Supplies	29,805	28,319	47,900	48,400	500	-
Other Expenditures	6,994	3,678	4,000	395,500	391,500	-
Total Expenditures	\$3,064,710	\$2,679,904	\$3,386,300	\$3,847,900	\$461,600	13.6%
User Fees	(72,997)	(225,936)	(73,300)	(76,400)	(3,100)	-
Reserves & Reserve Funds	(255,900)	(221,000)	(265,200)	(662,900)	(397,700)	-
Total Revenues	(\$328,897)	(\$446,936)	(\$338,500)	(\$739,300)	(\$400,800)	(118.4%)
Net Budget	\$2,735,813	\$2,232,968	\$3,047,800	\$3,108,600	\$60,800	2.0%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$69,600	2.2%	Full-time salaries and benefits increased mainly due to step level, benefit rates and general cost of living increases for staff.
Materials / Supplies	\$500	1.0%	-
Other Expenditures	\$391,500	9787.5%	Community Improvement Plan grants are budgeted at \$391,500. These grants are offered as assistance to help upgrade street fronts of properties and revitalizing the Downtown core.
Total Expenditures	\$461,600	13.6%	-
User Fees	(\$3,100)	4.2%	-
Reserves & Reserve Funds	(\$397,700)	150.0%	Reserve and Reserve funds include the funding of the Community Improvement Plan grants \$391,500 from Tax Rate Stabilization Reserves and a \$5,500 Transfer from Parks Inspection Reserves attributable to increases in personnel costs for 2 fully funded positions (Senior Parks Planner, Parks Planner).
Total Revenues	(\$400,800)	118.4%	-



BUILDING SERVICES

BUILDING SERVICES

WHO?

The Building Division is responsible for the administration and enforcement of the Ontario Building Code and all its applicable laws including the Zoning By-law, ensuring compliance with the objectives of the Code in areas of fire and structural safety, accessibility and energy conservation, among others. Compliance with Zoning By-law ensures land use compliance in the construction of buildings. The Division comprises of two Sections – Plans Review and Compliance, and Inspection.

WHAT?

The Plans Review and Compliance Section services all Building Permit types in the architectural, structural, and mechanical disciplines by performing Building Code review to confirm compliance with all applicable laws before the issuance of a permit. In addition, the Section is responsible for the application of Zoning By-laws to building permit applications. The Building Inspection Section enforces the Building Code and other applicable laws through field inspections of all new building construction and the review of professional reports. The investigation of public complaints is also a service provided by the Inspection Section.

HOW?

The Building Code Act provides municipalities with powers to require building permit fees from permit applicants. In establishing fees, the Act states, “The total amount of the fees must not exceed the anticipated reasonable costs of the principal authority to administer and enforce this Act in its area of jurisdiction”. The requirements of the Act do not limit municipalities to the costs directly related to the service; building permit fees can also include indirect corporate management costs related to the provision of service and costs related to future compliance requirements or fee stabilization reserve fund contributions.



METRICS

2021 Data



Residential

Total number of permits issued: 1,347

Total construction value of permits issued: \$700,237,244



Commercial

Total number of permits issued: 224

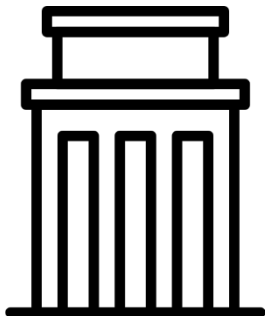
Total construction value of permits issued: \$19,449,187



Industrial

Total number of permits issued: 42

Total construction value of permits issued: \$83,793,705



Institutional

Total number of permits issued: 34

Total construction value of permits issued: \$16,245,904

FINANCIALS

2023 Building Services Budget Highlights

Budget Categories	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$3,605,025	\$3,044,615	\$4,192,900	\$4,420,700	\$227,800	
Personnel - Casual	315,226	477,574	378,300	412,700	34,400	
Contracts / Services	4,725	11,187	30,500	30,500	0	
Materials / Supplies	66,029	56,512	91,500	93,000	1,500	
Other Expenditures	48,233	43,477	12,000	51,800	39,800	
Transfers to Other Funds	1,157,107	0	0	0	0	
Total Expenditures	\$5,196,344	\$3,633,365	\$4,705,200	\$5,008,700	\$303,500	6.5%
Revenues						
User Fees and Fines	(6,497,844)	(4,867,400)	(4,630,000)	(4,995,000)	(365,000)	
Reserves & Reserve Funds	0	(1,147,000)	(1,376,700)	(1,315,200)	61,500	
Total Revenues	(\$6,497,844)	(\$6,014,400)	(\$6,006,700)	(\$6,310,200)	(\$303,500)	(5.1%)
Net Budget	(\$1,301,500)	(\$2,381,035)	(\$1,301,500)	(\$1,301,500)	\$0	0.0%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$227,800	5.4%	Full-time salaries and benefits increased \$108,800 due to step level, benefit rates and general cost of living increases for staff, as well as two new staff asks for a Building (Mechanical) Engineer & Zoning & Compliance Examiner \$119,000.
Personnel - Casual	\$34,400	9.1%	Casual wages and benefits increased \$34,400 for the cost of living increases of Contract staff working to help transform the Division moving towards modernization including digitalization of records, and improvement in service levels.
Materials / Supplies	\$1,500	1.6%	-
Other Expenditures	\$39,800	331.7%	Budget increased related to related to Visa/Master Card charges for the E-permit application process \$35,000 & Minor capital for the new staff request.
Total Expenditures	\$303,500	6.5%	-
User Fees and Fines	(\$365,000)	0.0%	Budget increase in Building permits revenues \$200,000 and plumbing permits revenues \$130,000 based on historical trend and convenience fees revenues \$35,000 to offset Visa/MC charges.
Reserves & Reserve Funds	\$61,500	7.9%	Transfer from Building permit reserves decreased \$61,500 to offset by the increase in revenues.
Total Revenues	(\$303,500)	-4.5%	-



**INFRASTRUCTURE AND ENGINEERING SERVICES
BUSINESS UNIT**

INFRASTRUCTURE AND ENGINEERING - ADMIN

INFRASTRUCTURE AND ENGINEERING - ADMIN

Under the leadership of the Executive Director of Infrastructure and Engineering, the general administration of this business unit includes the planning, co-ordination and delivery of all engineering and infrastructure related activities spanning the three divisions of:

- Infrastructure Planning and Development Engineering
- Infrastructure Delivery
- Facility Management

The scope of the work includes:

- Initiating and developing capital programs to ensure infrastructure system reliability for the public
- Ensure legislated obligations are satisfactorily addressed
- Assess benchmarks and performance standards to encourage a culture of continuous improvement
- Ensuring that adequate funding and resources are available to complete approved programs
- Providing professional technical advice to the other client Departments and City stakeholders



FINANCIALS

2023 Infrastructure and Engineering - Admin Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31,2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	%
Personnel - Full-Time	\$264,047	\$216,100	\$264,300	\$268,800	\$4,500	
Personnel - Casual	0	0	0	0	0	
Contract / Services	0	17	1,400	1,000	(400)	
Materials / Supplies	10,718	28,865	94,800	97,500	2,700	
Total Expenditures	\$274,765	\$244,983	\$360,500	\$367,300	\$6,800	1.9%
Net Budget	\$274,765	\$244,983	\$360,500	\$367,300	\$6,800	1.9%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$4,500	1.7%	Full-time salaries and benefits increased mainly due to benefit rates and general cost of living increases
Contract / Services	(\$400)	-28.6%	Reduction based on historical trend
Materials / Supplies	\$2,700	2.8%	Budget increase mainly related to the additional conference and training expenses for new staff requests
Total Expenditures	\$6,800	1.9%	-

A photograph of a construction site under a cloudy sky. In the foreground, the yellow steel frames of a building are visible. Several large tower cranes, primarily orange and yellow, are positioned around the site. One crane on the left is particularly tall, extending high into the sky. Another crane on the right is lifting a large, light-colored rectangular object. The background shows more of the construction area and the overcast sky.

INFRASTRUCTURE PLANNING AND DEVELOPMENT ENGINEERING

INFRASTRUCTURE PLANNING AND DEVELOPMENT ENGINEERING

WHO?

The Infrastructure Planning and Development Engineering Division is a multi-faceted team of technical professionals and support staff that provide core services and deliver strategic projects that help to identify, direct, and ensure that the City's infrastructure needs are met to support growth and long term sustainability.

WHAT?

As part of its mandate, the Division currently oversees the following functional areas:

- Development Engineering Approvals and Processes;
- Stormwater Management;
- Growth Related Infrastructure Planning;
- Traffic Operations and Safety

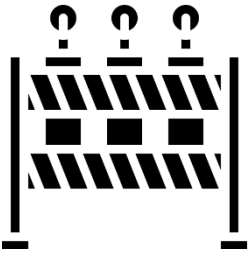
HOW?

The Division is structured to provide these core services and expert professional advice to Council, while liaising with internal and external stakeholders on engineering matters related to development applications. The Division is also responsible for the long range planning of infrastructure necessary to support the development driven growth for the City using computer models and master plans.





Completed 4 stormwater feasibility projects



Delivery of the Division's core services, and processed over (as of Dec 1, 2022):

- 581 development submissions
- 197 site alteration permits
- 164 grading inquiries
- 319 traffic and parking inquiries
- 57 site plan agreements
- 8 subdivision assumptions
- 21 development agreements and plan registrations

FINANCIALS

2023 Infrastructure Planning and Development Engineering Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$3,507,943	\$3,161,753	\$4,375,300	\$4,482,300	\$107,000	
Personnel - Casual	192,151	299,888	185,300	464,600	279,300	
Contract / Services	149,047	93,472	223,500	148,500	(75,000)	
Materials / Supplies	39,229	26,583	72,000	74,000	2,000	
Other Expenditures	33,083	17,929	30,700	20,000	(10,700)	
Total Expenditures	\$3,921,453	\$3,599,625	\$4,886,800	\$5,189,400	\$302,600	6.2%
User Fees	(186,142)	(112,744)	(145,100)	(146,400)	(1,300)	
Grants / Donations	0	0	0	(67,700)	(67,700)	
Reserves and Reserve Funds	(1,639,000)	(1,802,220)	(2,289,900)	(2,437,300)	(147,400)	
Transfer from WWW Fund	0	0	0	(77,500)	(77,500)	
Total Revenues	(\$1,825,142)	(\$1,914,964)	(\$2,435,000)	(\$2,728,900)	(\$293,900)	12.1%
Net Budget	\$2,096,311	\$1,684,661	\$2,451,800	\$2,460,500	\$8,700	0.4%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$107,000	2.4%	Full-time salaries and benefits increased mainly due to grade/step level, benefit rates and general cost of living increases for staff.
Personnel - Casual	\$279,300	150.7%	Casual staffing increase due to contract extensions for Project Coordinator – Site Plans & Senior Transportation Planner (part of Streamline Development Approval Fund initiative). Both positions will be funded from grant, from January to March, and Development Engineering Review Fee Reserve from April to December
Contract / Services	(\$75,000)	-33.6%	Contracts/Services were reduced by \$75,000 as there was a one time budget increase in 2022 to fund a divisional Health & Safety review. This item was fully funded from Inspections Reserves
Materials / Supplies	\$2,000	2.8%	Budget increase is mainly due to additional resources for program promotions (eg. public service announcements, educational videos, active school travel)
Other Expenditures	(\$10,700)	-34.9%	Reduction in minor capital based on forecasted needs
Total Expenditures	\$302,600	6.2%	-
User Fees	(\$1,300)	0.9%	Budget increase based on tariff of fees update and rightsizing revenues to forecasted volume
Grants / Donations	(\$67,700)	0.0%	Remaining grant funds from the Streamline Development Approval Fund initiative used to offset, previously noted casual staff, from January to March 2023
Reserves and Reserve Funds	(\$147,400)	6.4%	Increase in budgeted reserves draw is mainly from the Development Engineering Review Fee Reserve to cover existing staff and contract extensions, noted above, for remaining 3 quarters of the year
Transfer from WWW Fund	(\$77,500)	0.0%	Funding from the Water & Wastewater fund is used to account for 50% of the cost of the Project Manager (Infrastructure Modelling) position, for work related to Water & Wastewater operations
Total Revenues	(\$293,900)	12.1%	-



INFRASTRUCTURE DELIVERY

INFRASTRUCTURE DELIVERY

WHO?

The Infrastructure Delivery Division is a multi-faceted team of technical professionals responsible for the programming and delivery of the City's linear and parks infrastructure projects, and the Corporate Asset Management program (long-term planning and sustainable management of the City's built infrastructure).

WHAT?

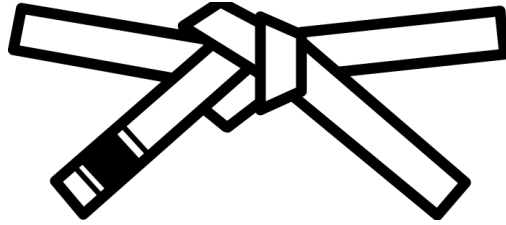
The primary mandate of the Infrastructure Delivery Division is to advance the City's Corporate Asset Management strategy for the long-term planning and sustainable management of the City's built infrastructure. The output of the City's Enterprise Asset Management software is then used to develop the annual capital budget and forecast. This division includes the design and construction program for linear (roads, sewers, watermain, trails, sidewalks) and parks (playgrounds, tennis courts).

HOW?

The division is structured to provide core services that include Capital programming of these municipal assets and to provide leadership for the development of the annual capital budget and forecast. To support effective service delivery, the Project Management Office (PMO) and inspection services reside in the division to ensure quality assurance and control during project delivery. It also ensures fiscal responsibility and that all infrastructure assumed by the City meets municipal standards.



Number of Staff trained in
LEAN: White belt (**19**); Yellow
belt (**4**); Green belt (**1**)



Completed **15** Design projects
and **13** Construction projects



FINANCIALS

2023 Infrastructure Delivery Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$4,280,347	\$3,316,503	\$4,816,200	\$5,019,100	\$202,900	
Personnel - Casual	23,282	218,965	60,800	60,800	0	
Contract / Services	207,123	31,973	84,000	64,000	(20,000)	
Materials / Supplies	32,368	19,501	78,900	78,900	0	
Other Expenditures	8,114	32,760	8,000	12,800	4,800	
Total Expenditures	\$4,551,233	\$3,619,703	\$5,047,900	\$5,235,600	\$187,700	3.7%
User Fees	(11,074)	(3,914)	(3,600)	(5,000)	(1,400)	
Grants / Donations	(166,642)	0	0	0	0	
Reserves and Reserve Funds	(560,147)	(484,618)	(587,500)	(605,000)	(17,500)	
Transfer from Capital Fund	(108,600)	(64,300)	(224,000)	(269,300)	(45,300)	
Transfer from WWW Fund	(545,400)	(499,000)	(598,400)	(618,100)	(19,700)	
Total Revenues	(\$1,391,863)	(\$1,051,832)	(\$1,413,500)	(\$1,497,400)	(\$83,900)	5.9%
Net Budget	\$3,159,370	\$2,567,870	\$3,634,400	\$3,738,200	\$103,800	2.9%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$ 202,900	4.2%	Full-time salaries and benefits increased mainly due to step level, benefit rates and general cost of living increases for staff. The budget increase is also related to new staffing request (Asset Management Analyst), starting in July 2023, and fully funded from the Capital Fund.
Contract / Services	\$ (20,000)	-23.8%	Budget decrease due to the removal of ISO 140001 audit
Other Expenditures	\$ 4,800	60.0%	-
Total Expenditures	\$ 187,700	3.7%	-
User Fees	\$ (1,400)	38.9%	-
Reserves and Reserve Funds	\$ (17,500)	3.0%	Budgeted draw from reserves includes \$12,700 increase in draw from Inspections Reserves for Field Services Inspectors' time spent on development related work and \$4,800 from Tax Rate Stabilization Reserve for the minor capital requirements of the new staffing request
Transfer from Capital Fund	\$ (45,300)	20.2%	Highlights the capital funding related to the new staffing request (Asset Management Analyst)
Transfer from WWW Fund	\$ (19,700)	3.3%	Budget increase reflective of staff time spent on Water & Wastewater related activities
Total Revenues	\$ (83,900)	5.9%	-



FACILITY MANAGEMENT

DANGER
WORK
IN PROGRESS

FACILITY MANAGEMENT

WHO?

The Facility Management Division is a multi-faceted team of technical professionals that provide planning and administration of all programs required to maintain 63 City facilities over 1.55M square feet.

WHAT?

Facility Management is responsible for the renewal and maintenance of existing infrastructure while also providing for the delivery of new capital construction. Technical maintenance of City facilities include functions such as building maintenance, regulatory compliance, utilities and life safety systems. This division also develops strategies and establishes programs to ensure City facilities are maintained to industry standards.

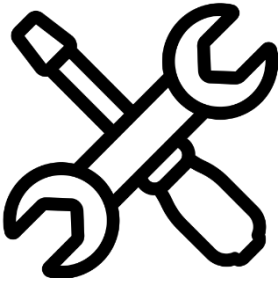
HOW?

The division plays a critical role in the City's energy conservation and greenhouse gas emissions reduction by implementing recommendations in the City's Energy Conservation and Demand Management Plan (CDM). The division also provides project management services for design and construction of major renovations and new facilities for all City departments.

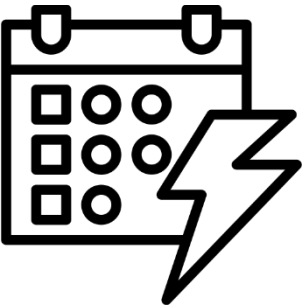


METRICS

2022 Data



Greater than **98%** completion rate on preventative maintenance life safety monthly work orders



Greater than **96%** completion rate (ie. respond to request in less than 1 hour) on urgent demand maintenance monthly work orders

FINANCIALS

2023 Facility Management Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	%
Personnel - Full-Time	\$3,073,307	\$2,789,295	\$3,472,600	\$3,724,300	\$251,700	
Contract / Services	731,597	518,381	798,600	883,200	84,600	
Materials / Supplies	7,724,685	6,464,471	10,487,700	10,673,000	185,300	
Other Expenditures	224,735	32,557	126,000	135,600	9,600	
Transfers to Other Funds	300,000	250,000	300,000	300,000	0	
Total Expenditures	\$12,054,324	\$10,068,245	\$15,184,900	\$15,716,100	\$531,200	3.5%
Reserves and Reserve Funds	0	(250,000)	(300,000)	(309,600)	(9,600)	
Transfer from Capital Fund	(163,900)	(129,900)	(300,000)	(382,300)	(82,300)	
Other Revenues	(571,078)	(448,436)	(545,800)	(545,800)	0	
Total Revenues	(\$734,978)	(\$828,336)	(\$1,145,800)	(\$1,237,700)	(\$91,900)	(8.0%)
Net Budget	\$11,319,347	\$9,239,909	\$14,039,100	\$14,478,400	\$439,300	3.1%

Facility by Type	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favorable) / Unfavorable	%
City Administration	\$2,817,161	\$2,017,294	\$2,903,900	\$3,081,500	\$177,600	
Recreation	2,427,414	2,520,753	3,892,500	3,753,000	(139,500)	
Arenas	1,160,049	1,099,861	2,139,400	2,227,400	88,000	
Fire Stations	364,804	293,613	360,600	368,900	8,300	
Libraries	865,059	618,938	907,800	974,100	66,300	
Heritage	469,319	314,031	600,500	586,500	(14,000)	
Other	129,151	35,009	79,600	72,800	(6,800)	
Net Expenditures	\$8,232,958	\$6,899,499	\$10,884,300	\$11,064,200	\$179,900	1.7%

Budget Category	2021 Actuals	Preliminary Actuals Oct 31 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favorable) / Unfavorable	%
Hydro	\$2,598,521	\$2,360,877	\$4,299,400	\$4,229,800	(\$69,600)	
Water	389,009	552,913	895,000	850,100	(44,900)	
Heating Fuel	747,230	635,079	951,300	944,400	(6,900)	
Other Material/Supplies	3,736,677	2,768,475	3,924,000	4,220,700	296,700	
Materials/Supplies	\$7,471,437	\$6,317,344	\$10,069,700	\$10,245,000	\$175,300	
Contract / Services	660,999	486,841	682,400	687,000	4,600	
Transfers to Other Funds	300,000	250,000	300,000	300,000	0	
Total Expenditures	8,432,436	7,054,186	11,052,100	11,232,000	179,900	1.6%
Other Revenues	(199,478)	(154,686)	(167,800)	(167,800)	0	
Net Budget	\$8,232,958	\$6,899,499	\$10,884,300	\$11,064,200	\$179,900	1.7%

VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$251,700	7.2%	Full-time salaries and benefits increased mainly due to grade/step level, benefit rates and general cost of living increases for staff. The budget increase also accounts for 2 new staffing requests. One of the positions is a Project Manager (Life Cycle Planning) for \$82,300, while the other position is a Project Manager (Facility Infrastructure) for \$82,300 and is fully funded from the Capital Fund. Both positions have a budgeted start date of July 2023
Contract / Services	\$84,600	10.6%	Budget increase is reflective of inflationary pressures and higher labour rates for security contracts
Materials / Supplies	\$185,300	1.8%	As a result of inflationary pressures and continued cost escalations from prior years, the HVAC budget increased by \$165,000 (or 18%) and the Plumbing budget increased by \$100,000 (or 18%). In addition, management fees at EBC increased by \$35,000. However, the division factored in facility maintenance savings of \$167,300 from the full year closure of the Wave Pool at Lois Hancey Aquatic Centre in 2023
Other Expenditures	\$9,600	7.6%	Minor capital requirements for the 2 new staffing requests total \$9,600, fully funded from the Tax Rate Stabilization Reserve
Transfers to Other Funds	\$0	0.0%	-
Total Expenditures	\$531,200	3.5%	-
Reserves and Reserve Funds	(\$9,600)	3.2%	Funding of \$9,600 from the Tax Rate Stabilization Reserve for the minor capital requirements of the 2 new staff request
Transfer from Capital Fund	(\$82,300)	27.4%	Funding of \$82,300 for the new staffing request (Project Manager, Facility Infrastructure) from the Capital Fund
Other Revenues	\$0	0.0%	-
Total Revenues	(\$91,900)	8.0%	-

A nighttime photograph of a city street scene, likely in winter, with snow on the ground and rooftops. The scene includes a multi-lane road with light trails from moving vehicles, a parking lot with several cars, and various buildings, some with illuminated windows. A teal rectangular overlay is positioned in the center of the image, containing the text "BUSINESS CASES" in white, bold, sans-serif capital letters.

BUSINESS CASES

MECHANICAL BUILDING ENGINEER

Overview

The Building Division of Planning & Infrastructure Department, fulfills legislated mandate related to the administration and enforcement of the Building Code Act, Building Code and its applicable laws. Under the Building Code Act, municipalities must ensure that adequate staffing levels are maintained to review building permit applications within mandated timelines. The Mechanical Building Engineer is responsible for the review of building permit applications for compliance with the mechanical requirements of the Ontario Building Code and related regulations with respect to new or existing construction. Currently, the Building Division has an approved complement of one Mechanical Building Engineer. The purpose of this new staff request is to ensure that the City's obligations pursuant to the Building Code Act are fulfilled; that legislated service levels are adequately provided to the public, including the building industry; to manage risk (liabilities); and, to ensure that adequate health and safety measures are in place and respected to protect the community.

The request is for one (1) additional FT Mechanical Building Engineer. In order to help understand the nature of the request, indicators about the necessity and needs are listed below:

- Serving the needs of the public, overall service level improvement, working towards meeting legislated timelines and in ensuring continued customer service delivery levels continues to remain our priority. Currently, there is only one Mechanical Building Engineer, who possesses the mandatory Ministry of Municipal Affairs and Housing (MMAH) qualification and the expertise to review building permit application of large projects such as high rise residential and commercial buildings.
- The Building Division has one other Mechanical Plans Examiner who deals with small housing projects. The Mechanical Building Engineer possesses the appropriate Ministry qualification to provide technical back up to the Mechanical Plans Examiner; however, the ability to provide consistent support is limited due to increasing workload. Conversely, the Mechanical Plans Examiner is not qualified to be an alternative to the Mechanical Building Engineer. In other words, there is no backup to the Mechanical Building Engineer.
- The City continues to grow and intensify, and the Ontario Building Code requirements are becoming increasingly more complex as it expands to address evolving mechanical and environmental sustainability objectives. Maintaining status quo with only having one Mechanical Building Engineer to keep up with this increased challenge would only equate to increase in workload, lack of expertise and vulnerability.
- As Richmond Hill continues to advance environmental sustainability measures within the City through policies and programs, it is important that there is awareness of its intersection with the requirements of the Ontario Building Code. The Mechanical Building Engineer helps in raising awareness of the Building Code requirements to ensure that there are alignments between provincial (Building Code) and municipal policies and awareness of the differences.
- Record number in construction value had been reported in 2021. This momentum appears to continue based on the year-to-date number of building permits issued and estimated value of construction (see **Table 1**).

MECHANICAL BUILDING ENGINEER

Data/Statistics (Table 1)

	2020	2021	2022 (Jan through June)	2022 year end projection
Number of building permits issued	1,542	1,822	1,048	Up to 2,000
Construction value – permits issued	\$418 mil	\$940 mil	\$418 mil	Up to \$800 mil

There are a number of risks to the community and the City, should this request not be fulfilled:

- Municipalities not complying with legislated timelines are subject to legal, financial and reputational risk.
- The lack of appropriate staff resources and expertise in this area to respond to the increasingly complex inquiries in a timely manner does not reflect well professionally in the industry. The gradual increase in our response timeline would lead to increase in liability for the City.
- The current divisional structure with dependency on only one Mechanical Building Engineer is extremely vulnerable. Should this employee become unavailable or unexpectedly leaves (e.g. medical leave, other opportunities, etc.), this would lead to an immediate detrimental impact on fulfilling the City's legislated obligations.
- Our priority continues to be in meeting legislated timelines; to best serve the interest of the public, building industry and Council; and to ensure that adequate health and safety measures are in place and respected to protect the community today and the future. The risk to the City would be deemed too great if this staff request is not considered.
-

Program Description

Timeline:

Based on the current and anticipated needs outlined in this report, the additional Mechanical Building Engineer position is required at the earliest.

Position Summary:

Reporting to the Manager, Plans Review and Compliance, the Mechanical Building Engineer is responsible for analyzing building permit applications and conducting site inspections for compliance with the Ontario Building Code, related regulations, and applicable laws with respect to all new or existing construction regulated by the Building Code.

Key Duties and Responsibilities:

Plans Review:

- Review building design drawings and plans to ensure compliance with mechanical requirements of the Ontario Building Code, related regulations, and applicable law for all building types
- Identify deficiencies and follow up to ensure resolution before approving and issuing permits

MECHANICAL BUILDING ENGINEER

- Coordinate with other staff, other departments and stakeholders as necessary to ensure thorough review

Customer Service:

- Respond to enquiries from stakeholders via phone, email and in-person regarding code compliance issues and concerns
- Provide written instruction regarding necessary documentation and approvals for building permit applications
- Review and distribute technical information reports to staff regarding new and/or alternative building systems
- Provide guidance and interpretation assistance to junior section staff and mechanical plans examiner to resolve complicated code-related issues on engineering plans and drawings

Site Inspections:

- Perform site inspections with building, mechanical and fire inspectors to investigate and resolve complex technical problems
- Resolve engineering issues on-site when there are deviations from the approved plans during construction
- Provide guidance to relevant division for matters pertaining to the Building Code

Pre-Consultation Meetings:

- Attend pre-consultation meetings with architects, developers, code consultants when necessary for large and complex projects
- Discuss alternative compliance issues using the objective-based compensating measures
- Discuss and identify Building Code non-compliances on drawings and provide information on other approvals, clearances and steps involved as appropriate

Development and Site Plan Agreements:

- Review and prepare comments on planning circulations with respect to the design requirements of the Ontario Building Code, Ontario Fire Code, NFPA standards, and other reference documents as applicable
- Provide preliminary Building Code input that could impact the final design of the project

Communication:

- Discuss topics relating to building design in meetings to facilitate resolution to complex Code interpretation issues
- Prepare correspondence to designers and owners identifying deficiencies on drawings and proposed remedial steps to be taken

The addition of a Mechanical Building Engineer position will adequately fulfill the need for the provision of immediate back up to the existing Mechanical Building Engineer and the Mechanical Plans Examiner. The new position can also provide back up support for plumbing review that is currently being performed by Plumbing Inspectors, as well as fire protection review if needed. It should be noted that due to a recent departure of a Plumbing Inspector, the entire workload of plans examination and inspections fell on the only available plumbing inspector. If the remaining inspector had gone on leave, our ability to do plumbing plans examination would have been severely impacted. The new Mechanical Building Engineer will help the Division in

MECHANICAL BUILDING ENGINEER

managing regulatory risks associated with all type of mechanical plans review including plumbing. As the City continues to grow and intensify and the Ontario Building Code requirements are becoming increasingly more complex, this would be the appropriate time to not only address the immediate need of a backup plan, but also allow for an opportunity to timely align our resources and provide necessary training in preparation for the City’s future growth.

Relationship to Council’s Strategic Priorities 2020-2022:

The Mechanical Building Engineer position supports the Council Strategic Priorities of Strong Sense of Belonging as well as Balancing Growth and Green. Our commitment is to ensure exceptional customer service and strong community building as we continue to support the City’s growth and economic development. At the same time, this position is extensively involved with various energy efficiency requirements that foster green energy efficiency measures of proposed developments throughout the City.

Climate Change Considerations:

Climate change mitigation and the overall environmental sustainability requirements related to buildings and systems have been continually increasing in the Ontario Building Code, so much to the point that such requirements are often called a “Code” within the Code. The addition of a Mechanical Building Engineer will enhance our ability to review building permit applications and ensure compliance with the rapid changes in the field of environmental sustainability as required by the Building Code, while respecting and adapting to the City’s Climate Change Framework.

Comparative Analysis:

Table 2 in the comparative analysis section provides municipal benchmarking information¹. We are a lean organization, however given our regulatory functions and mandated performance levels, it is imperative that the staffing level be commensurately increased.

Municipal Benchmarking (Table 2)¹

Municipality	Population (2021)	Number of Staff	Number of Mechanical Building Engineer/Plans Examiner
Vaughan	323,103	81	6
Markham	353,000	57	4
Oakville	201,200	45	4
Richmond Hill	202,022	37 (Including contract staff)	2
Average of other municipalities (excluding Richmond Hill)	292,434	61	4.67

¹ The portfolio of comparators is established by including two York “border” municipalities along with Oakville which shares similar population density.

Analysis of Alternative Approaches:

The workaround option is very limited, as the Mechanical Building Engineer is a specialized discipline which requires specific Ministry mandated qualifications by successfully passing the mandatory examinations. The Mechanical Building Engineer is also required to possess Professional Engineer designation to fulfill its minimum job requirement. We do not have any current staff who possesses all of these mandatory requirements to be able to provide the necessary support, even as part of an interim backup measure.

Cost and Benefit Analysis:

The expected starting compensation for this position is ADMIN Grade 6, Level 3. The Building Code Act provides municipalities with the authority to collect fees to recover the cost of administration and enforcement of the Act and the Ontario Building Code. As a result, the operating cost for this position will be fully funded from Building Reserves and will not rely on tax levy. The 2023 and 2024 costing analysis for this position is summarized in the following chart.

MECHANICAL BUILDING ENGINEER

[illegible]

ZONING AND COMPLIANCE REPORT EXAMINER

Overview

The Building Division of Planning & Infrastructure Department, fulfills legislated mandate related to the administration and enforcement of the Building Code Act, Building Code and its applicable laws (including Zoning By-law compliance). Under the Building Code Act, municipalities must ensure that adequate staffing levels are maintained to review building permit applications within mandated timelines. The Zoning and Compliance Report Examiner (Zoning Examiner) analyzes and interprets Zoning By-laws and provides zoning information to internal and external stakeholders. Other core duties include, but not limited to, review of building permit applications for zoning compliance, review and comment on wide range of planning-related files as well as respond to letters of compliance. Currently, the Building Division has an approved complement of 4 Zoning Examiners (1 Permanent FT Senior Zoning Examiner, 2 Permanent FT Zoning & Compliance Report Examiners and 1 Contract Zoning & Compliance Report Examiner).

The request is for conversion of existing Contract Zoning and Compliance Report Examiner to Full-Time permanent position. The current Contract Zoning Examiner has been instrumental in keeping up with the steady increase in building permit activity; providing timely responses on development applications in which the Zoning Examiners play a critical part in; in actively participating in various corporate initiatives such as the Comprehensive Zoning By-law review; and in sustaining adequate service level when responding to general zoning inquiries and complaints.

In order to help understand the nature of the request, indicators about the necessity and needs are listed below:

- Since the addition of the current contract position, we have witnessed an overall service level improvement. Zoning Examiners have dealt with an increase in workload as well as increased demand from the public. As the City continues to grow and intensify, the conversion of this Contract position to a Full Time permanent position remains critical to the operation of the division. This would ensure that the existing zoning staff resources are used most effectively and efficiently in meeting legislated timelines and in ensuring continued customer service delivery levels.
- Complexity of developments is growing and not having a consolidated Zoning By-law where Zoning Examiners can rely on for consistent definitions and general provisions, poses additional challenge for the Zoning Examiners. Staff are spending greater amount of time responding to more and more complex and contentious inquiries, in reviewing planning applications as well as building permit applications for zoning compliance
- Based on the average number of zoning inquiries (see **Table 1**), it is noted that each Zoning Examiner dedicates approximately half of each day responding to zoning related inquiries. Serving the needs of the public and Council continues to remain our priority and keeping up with the volume of zoning inquiries/complaints has been manageable largely due to the current Contract Zoning Examiner's support.
- Record number in construction value have been reported in 2021. This momentum appears to continue based on the year-to-date number of building permits issued. The projected year-end value is also reflective of a value that is substantially higher than the value recorded prior to 2021 (see **Table 1**).
- There has been an increase in the number of permitted use and compliance letter requests, and the volume of requests remain substantial (see **Table 1**).

ZONING AND COMPLIANCE REPORT EXAMINER

	2020	2021	2022 (Jan through June)	2022 year end projection
Number of Permitted Use Letter and Compliance Letter requests	203	405	206	Up to 400
Number of zoning inquiries	10,765	10,324	4968	Up to 10,000
Number of building permits issued	1,542	1,822	1,048	Up to 2,000
Construction value – permits issued	\$418 mil	\$940 mil	\$418 mil	Up to \$800 mil

Data/Statistics (Table 1)

There are a number of risks to the community and the City, should this request not be fulfilled:

- Municipalities not complying with legislated timelines are subject to legal, financial and reputational risk.
- Management of current volume of increasingly complex zoning related inquiries and complaints is critical component to maintaining our level of service. Increase in our response timeline would lead to increase in conflict and liability for the City.
- It would create a setback to our ability to continue to move forward in a cohesive and cogent manner as well as in efficiently serving the industry, public, other departments and/or members of Council.
- Full time permanent position will provide greater security and stability for staff and promote staff retention strategy. Contract positions are vulnerable as trained and high performing staff can potentially leave for permanent position with other municipalities.
- Turnaround of development applications circulated to Building Division will be impacted.

Program Description

Timeline:

The existing contract Zoning & Compliance Report Examination position is set to expire on April 18th, 2023.

Position Summary:

Reporting to the Supervisor of Plans Examination, the Zoning and Compliance Report Examiner analyzes and interprets Zoning By-laws and provides zoning information to internal and external stakeholders. The Examiner also reviews all types of building permit applications for zoning compliance, reviews planning and committee of adjustment applications and provides comments, and responds to letters of compliance.

Key Duties and Responsibilities:

Analyze and interpret Zoning By-laws:

- Act as first point of contact for property information inquiries and zoning-specific information
- Analyze and interpret numerous zoning By-laws (current and historical)
- Provide detailed zoning information via email, phone or in person to internal staff, developers, builders, lawyers, government agencies, real estate agents and the general public

ZONING AND COMPLIANCE REPORT EXAMINER

Review Building Permits:

- Review all building permits for compliance with Zoning By-laws and other applicable laws
- Review site plan agreements, subdivision agreements and TRCA permits to ensure building permit applications comply with the approved plans
- Analyze existing industrial and commercial sites for permitted uses and compliance with site plan agreement parking requirements for tenant permits

Legal Request for Property Compliance Letters:

- Research and respond to lawyers' compliance letter requests for the purpose of purchase and sale of land, financing and use compliance

Zoning By-law Books and Mapping:

- Maintain and update zoning information in the Zoning By-law binders and mapping when new Zoning By-laws are passed
- Prepare and update Zoning Interpretation Bulletins to ensure consistency in Zoning By-law interpretation

Planning Applications:

- Review, comment and provide sign-offs for Zoning By-law amendments, site plan agreements, subdivision, plan of condominium, and part lot control applications for Zoning compliance.
- Conduct review for all developments and applications
- Coordinate LPAT decisions with proposals for development applications

Committee of Adjustment Applications:

- Review applications for severance to ensure proposed and retained parcels will comply with all zoning requirements
- Review minor variance applications to ensure all required relief has been applied for and that the requested variances are correct
- Sign-off on decision conditions imposed by the Building Division

Relationship to Council's Strategic Priorities 2020-2022:

The Zoning & Compliance Report Examiner position supports the Council Strategic Priorities of Strong Sense of Belonging by ensuring our commitment for exceptional customer service and strong community building as we continue to support growth and intensification in the City of Richmond Hill.

Climate Change Considerations:

Climate change considerations are not applicable to this staff request.

ZONING AND COMPLIANCE REPORT EXAMINER

Comparative Analysis

The current approved complement of 4 Zoning Examiners (with the risk of reduction to 3, due to the upcoming expiry of the subject Contract Zoning & Compliance Report Examiner position) is proportionally less than the comparator municipalities of similar population density (see **Table 2**).

Municipal Benchmarking (Table 2)¹

Municipality	Population (2021)	Number of staff ²	Number of Zoning Examiners ²
Vaughan	323,103	81	14
Markham	353,000	57	5
Oakville	201,200	45	6
Richmond Hill	202,022	37 (including contract staff)	4 (3 once the existing contract position expires in 2023)
Average of other municipalities(excluding Richmond Hill)	292,434	61	8.33

¹ The portfolio of comparators is established by including two York “border” municipalities along with Oakville which shares similar population density.

² The specifics to the operational structure along with the related role and function of Zoning Examiners may vary between municipalities

Analysis of Alternative Approaches

Alternative approach would be to temporarily extend the existing contract; however, this is not recommended as the 4th Zoning Examiner position is a long term, permanent need to fulfill. The current contract position is set to expire in April of 2023, which is increasingly creating uncertainty to the Division and staff. Our priority continues to be in meeting legislated timelines and to best serve the interest of the public and council. The risk would be deemed too great at this point if the conversion is not considered. A permanent position will facilitate staff retention or to attract qualified staff.

Cost and Benefit Analysis

The expected starting compensation for this position is SEA Grade 6, Level 3. The Building Code Act (BCA) provides municipalities with the authority to collect fees to recover the cost of administration and enforcement of the Act and the Ontario Building Code (OBC). As a result, the operating cost for this position will continue to be fully funded from Building Reserves and will not impact municipal tax base. The 2023 and 2024 costing analysis for this position is summarized in the following table.

ZONING AND COMPLIANCE REPORT EXAMINER

	Current Year (2023) Impact	Full Year (2024) Impact		
Start Date	01-Jul-23			
End Date or Contract Terms				
Full Time or Contract	Full Time	Full Time		
CUPE/Admin/SEA/FIRE	SEA - 35 hr	SEA - 35 hr		
Grade	6	6		
Step	3	4		
Annual Salary	\$ 82,400	\$86,000		
Annual Benefit	23,100	24,100		
Operating Costs				
Salaries (Prorated Salary Based on Start Month)	41,200	86,000		
Benefits	10,900	22,700		
Corporate allocation for training	300	300		
Corporate allocation for conference	0	0		
Equipment & Vehicle Rental				
Specialized or mandatory training				
Membership				
Uniforms				
Minor Capital (cell phone and smart phone charges)				
Total Operating Costs	\$52,400	\$109,000		
Funding Source				
Reduction in casual wages & benefits				
Program efficiencies (contracts, consulting, etc)				
Reserve Fund - Specify	Building Permit Stabilization Reserve	Building Permit Stabilization Reserve		
Grants				
Tax Rate	52,400	109,000		
Total Funding Sources	\$52,400	\$109,000		
Difference	0	0		
Capital Costs				
Office Furniture (If Required) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs (If Required) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)				
Office built for Managers and above (if Required) (\$35K)				
Computer hardware/software beyond standard issue				
Vehicle				
Total Capital Costs	\$0	\$0		
Funding Source				
Reserve Fund - Specify				
Grants				
Cash to Capital Reserve	0	0		
Total Funding Sources	\$0	\$0		
Difference	0	0		
Total Operating and Capital Costs	\$52,400	\$109,000		

PROJECT MANAGER, FACILITY INFRASTRUCTURE

Overview

This business case provides the rationale for the request for an additional Project Manager to assist the Facility Design and Construction Section within the Facility Management Division.

Facility Management Division provides capital project management services for the delivery of all new facilities and major renovations that result from needs arising from various City master plans. These types of projects are typically funded through development charges. Development charge collections have significantly increased when compared to the same time period in prior years, as a result of increases in the issuance of building permits for medium and high density developments. Therefore, this sustained growth results in many new projects being undertaken by the City that are directly related to this growth which are development driven.

The Division currently has one (1) Project Manager that is focused on the delivery of development charge funded projects which has the capacity to deliver 1 to 2 major projects such as a new Indoor Soccer facility or Library. Moving forward, Facility Management is being requested to deliver up to twenty (20) projects in 2023 that are growth related, which is above the level of projects that can be supported by the division. As mentioned, the various master plans such as the Fire Master Plan, Recreation Master Plan and the Library Master Plan addresses the needs/recommendations to meet the projected growth of the City. The 10-year forecasted cost of these growth projects is estimated at \$150M. The timely completion of these projects will be at risk without the approval of this request for additional support that the Project Manager will provide.

The following are some examples of current and future growth projects:

1. New Soccer Facility at Richmond Green
2. Operation Centre Satellite Facility (Connor Building)
3. Various Library facility expansions and satellite facilities
4. Fire Hall 8-7
5. Recreation Facility (Leslie North)
6. Operations Centre Yard Improvements

Program Description

The principle purpose of the **Project Manager, Facility Infrastructure** is to administrate the delivery of the City's annual Capital infrastructure projects. Reporting to the division Manager of Design and Construction this position will provide strong leadership in meeting the needs of our internal Client group within the Corporation in completing the projects within the 10-year forecast.

The **Project Manager, Facility Infrastructure** will:

- Lead the delivery of Facility Management capital projects linked to various City Master plans which are development funded
- Support new growth projects such as fire hall renovation, operations centre satellite location, repurposing community centre spaces and library programming improvements.
- Ensure supporting documentation is compiled (i.e. feasibility studies, condition audits, costing reports, budget worksheets, etc.) by working with all Project Stakeholders
- Guide development of scope, budget, business cases, and other supporting documentation as required for capital planning activities
- Responsible for administering the delivery of capital infrastructure projects throughout all phases including initiation, detailed design, construction/contract administration and project close out
- Ensure designs comply with all applicable codes, standards, regulations and by-laws
- Delivery of projects in accordance with Department PMO processes, procedures and methodologies
- Participate in the furthering of PMO related improvement including development and tracking of capital project key performance indicators
- Lead project teams consisting of internal staff and third-party consultants/contractors
-

PROJECT MANAGER, FACILITY INFRASTRUCTURE

- Monitor and manage project scope, schedule, budget and quality assurance activities

Relationship to Council's Strategic Priorities 2020-2022:

The Project Manager, Facility Infrastructure position will assist in supporting the goals/recommendations of various City Master plans such as the Fire, Recreation and Library Services Master Plans by leading the capital projects that are growth driven and development funded. Approval of this position will also align with Council's Strategic Priorities with both "*Balancing Growth and Green*" by ensuring long term sustainable planning, climate action initiatives and "*Fiscal Responsibility*" by ensuring financial sustainability in the planning and delivery of future development funded projects.

Climate Change Considerations:

This new position request takes into consideration both climate change mitigation and adaptation through new facility construction and renovations by providing energy efficient and sustainable buildings. Our goal is to provide the latest in energy management solutions as well as meet or exceed the corporate goal of minimum LEED Silver certification on new facility construction.

Comparative Analysis

Similar sized municipalities have multiple Project Managers that are specifically assigned to Capital Facility Infrastructure Projects. In order to successfully meet the continuous growth of the facility portfolio being approved each year the City must increase its resources assigned to these projects.

Analysis of Alternative Approaches

Currently, the Facility Management Division capital project portfolio is being managed by the Division Manager and one Project Manager, that focuses on growth related projects. The capacity of the existing Project Manager is 1 to 2 major capital projects or alternately six (6) to seven (7) medium sized renewal projects. The division manager plays a supporting role for the delivery of these projects which takes away from other managerial duties. Due to the high volume of development funded projects requested to be deliver in 2023 and the projections outlined in the 10-year forecast, our current approach will be incapable to manage each project effectively and efficiently as required.

We have looked at the possibility of outsourcing these Project Management services however, we have determined this approach will come at a substantial fee and is not a cost effective way to proceed. Approval of this position would allow for the timely completion of the forecasted projects.

Cost and Benefit Analysis

Cost:

For the 2023 Budget year, the addition of a **Project Manager, Facility Infrastructure** will cost \$84,000 in salary and benefits and an additional \$4,800 in one-time capital costs with annualized salary and benefit cost of \$169,200 in 2024. (Refer to Table 1).

PROJECT MANAGER, FACILITY INFRASTRUCTURE

Benefits:

The addition of this position will benefit the Corporation by ensuring that the capital project portfolio will be completed on time in an effective and efficient manner. This will provide the community with the required facilities to meet the projected growth which is currently forecasted.

Risks:

The risk with not approving this Project Manager position is that without additional support to deliver these new growth projects, the City risks falling behind on delivering critical projects to support these growth initiatives now and in future years. As the position would be funded from the capital recovery cost, we risk not being able to benefit from leveraging this funding for both the new projects and the position itself.

PROJECT MANAGER, FACILITY INFRASTRUCTURE

	Current Year (2023) Impact	Full Year (2024) Impact
Start Date	01-Jul-23	
End Date or Contract Terms	31-Dec-23	
Full Time or Contract	Full Time	Full Time
CUPE/Admin/SEA/FIRE	Admin	Admin
Grade	7	7
Step	5	5
Annual Salary	\$ 130,200	\$132,500
Annual Benefit	36,500	37,100
Operating Costs		
Salaries (Prorated Salary Based on Start Month)	65,100	132,500
Benefits	17,200	35,000
Corporate allocation for training	300	300
Corporate allocation for conference	1,400	1,400
Equipment & Vehicle Rental		
Specialized or mandatory training		
Membership		
Uniforms		
Minor Capital (cell phone and smart phone charges)		
Total Operating Costs	\$84,000	\$169,200
Funding Source		
Reduction in casual wages & benefits		
Program efficiencies (contracts, consulting, etc)		
Capital Fund	82,300	167,500
Grants		
Tax Rate		
Total Funding Sources	\$82,300	\$167,500
Difference	1,700	1,700
Capital Costs		
Office Furniture (<i>If Required</i>) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs (<i>If Required</i>) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800	
Office built for Managers and above (<i>If Required</i>) (\$35K)		
Computer hardware/software beyond standard issue		
Vehicle		
Total Capital Costs	\$4,800	\$0
Funding Source		
Reserve Fund - Specify		
Grants		
Cash to Capital Reserve	4,800	0
Total Funding Sources	\$4,800	\$0
Difference	0	0
Total Operating and Capital Costs	\$88,800	\$169,200

PROJECT MANAGER, LIFECYCLE PLANNING

Overview

This business case provides the rationale for the addition of a new Project Manager position to assist the Facility Management Division’s Manager of Capital Planning and Delivery with lifecycle planning activities for the City’s facility portfolio.

The Facility Management Division of the Planning and Infrastructure Department is responsible for the operation and maintenance of sixty-eight (68) City facilities with an asset value of approximately \$553M, a gross floor area of approximately 1.5M square feet, and an annual capital budget of approximately \$8M to \$10M. Since 2016, the City’s facility portfolio has grown by approximately 100,000 square feet or 6%.

The volume of project work has grown significantly over the last five years and is expected to continue to increase due to the City’s aging facility infrastructure requirements and the continued growth of facility assets. The current 10-year capital forecast for facility renewal requirements has grown to approximately \$17M per year (see figure below). This renewal work combined with the forecasted growth projects, including new facilities, estimated at \$150M over the next 10 years presents a critical requirement for additional lifecycle planning resources to continue to accurately plan for the renewal requirements of the existing portfolio and manage the future increase in the size of the portfolio. The following figure illustrates the large facility portfolio mid-lifecycle peak that the City is facing in the coming years and the funding required to meet the City’s Facility Condition Index (FCI) target.

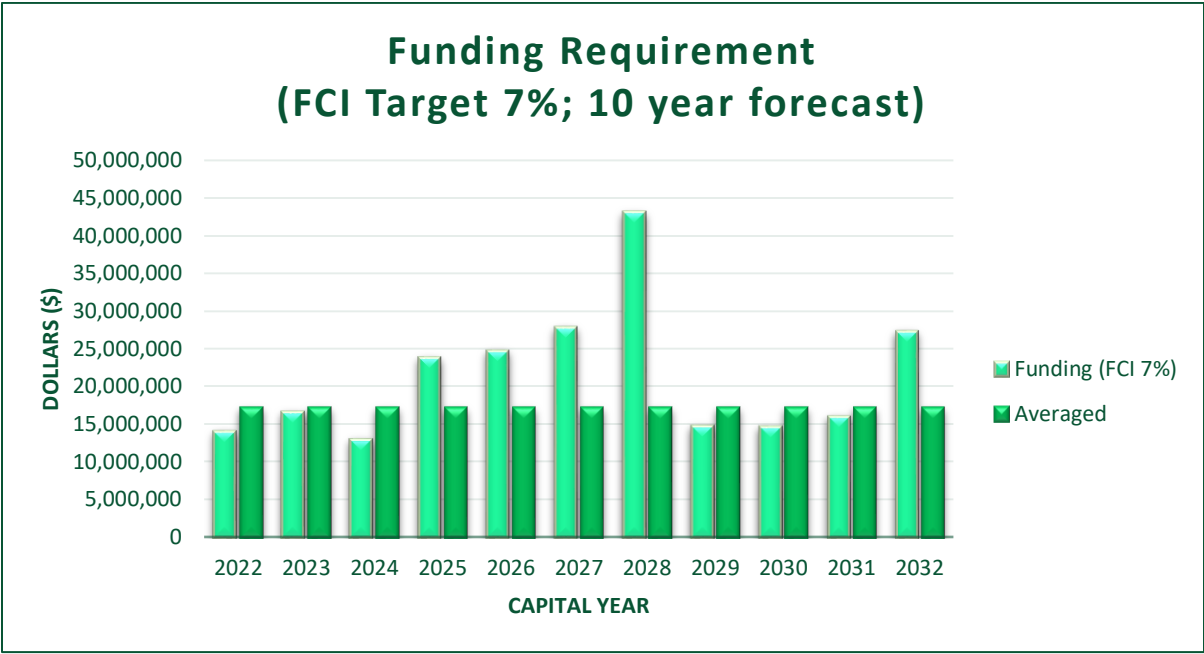


FIGURE 1: Graph showing the facility lifecycle funding requirement over the next 10 years.

Another critical aspect of lifecycle planning includes properly compiling risk-based yearly capital plans and future forecasts for the City’s facility portfolio to achieve the lowest long-term cost while maintaining service levels. Combining or bundling projects to achieve optimal cost efficiencies is also necessary while capturing key requirements such as energy efficiency/reduction initiatives and accessibility improvements. This work must all be done while supporting the City’s Asset Management Plan and Corporate Asset Management team in meeting the objectives of the Provincial Asset Management Planning Regulation for facility assets. Ontario Regulation 588/17 requires municipalities to report on current levels of service within all asset classes by July 1st, 2024 and target levels of service by July 1st, 2025. Therefore, Facility Management must be able to support the corporation for facility assets to meet this regulatory requirement.

PROJECT MANAGER, LIFECYCLE PLANNING

A key risk to not undertaking these important lifecycle planning activities would be an increase in maintenance costs as a consequence of unexpected failures due to a lack of proper risk-based prioritization of projects. Furthermore, through a lack of tactical planning and identified bundling opportunities, there would also be an increased risk of deferring a growing backlog of high-risk projects. This would all ultimately lead to an increase in disruptions to programming and services within City facilities affecting the community and corporation.

Program Description

The primary function of the Facility Management Division's ***Project Manager, Lifecycle Planning*** is to support the Division's leadership team in identifying lifecycle requirements and aligning areas of opportunity to maintain facility assets at the Council-mandated FCI level. Under the direction of the Manager, Capital Planning and Delivery, this position will work to support the capital planning of facility assets using a risk-based approach to achieve the lowest long-term cost for the City while maintaining service levels across the facility asset portfolio. This position will also work in conjunction with Corporate Asset Management to align the capital needs of facilities with that of the City's corporate asset management plan to meet all regulatory requirements.

The ***Project Manager, Lifecycle Planning*** will:

- Ensure supporting capital documentation is compiled (i.e. feasibility studies, condition audits, costing reports, budget worksheets, etc.) by working with all Project Delivery and Technical Services staff to ensure sound capital planning
- Responsible for supporting and updating Division plans and finding key opportunities to incorporate these requirements into the capital plan (i.e. accessibility, energy, regulation updates, etc.)
- Guide development of scope, budget, return on investment (ROI) analysis, business cases, and other supporting documentation as required for capital planning activities
- Coordinate the preparation of the annual capital budget, prepare the annual capital forecast for facility assets, and compile other reports as necessary to support sound capital planning decisions
- Work with third-party consultants to coordinate yearly facility audits
- Act as Division's subject matter expert in maintaining and auditing the City's Capital Planning software program
- Compile project close-out information and update the life-cycle planning software accordingly
- Establish standards, goals, and performance targets for metrics and key performance indicators to validate the success of the capital program
- Participate and support requirements relating to the Enterprise Asset Management system (EAM) and provincially regulated Corporate Asset Management plan as it relates to facility assets
- Align Facility Management capital planning goals with Corporate Asset Management
- Keep the Manager, Capital Planning and Delivery and others informed about issues that may impact capital planning and project delivery

Relationship to Council's Strategic Priorities 2020-2022:

The addition of a ***Project Manager, Lifecycle Planning*** position aligns with both "*Fiscal Responsibility*" and "*Balancing Growth and Green*" by serving as a role model for municipal asset management by ensuring the long-term sustainable lifecycle planning of the City's facility portfolio while promoting asset stewardship and sound risk-based capital planning and financial sustainability for the future.

PROJECT MANAGER, LIFECYCLE PLANNING

Climate Change Considerations

The request for this new position takes into consideration both climate change mitigation and adaptation through the responsibilities of lifecycle planning. A major component of any capital planning includes the integration of energy improvement projects to reduce the energy consumption of City facilities while improving their climate-based adaptation and resilience.

Comparative Analysis

The majority of similar-sized municipalities have multiple staff dedicated to lifecycle planning. To mature the City's facility lifecycle planning processes, in addition to modernizing the lifecycle software system (both at the divisional and corporate levels), the City must increase its resources dedicated to these activities to ensure sound risk-based and cost-effective capital planning. This approach is consistent with other municipalities across Ontario.

Analysis of Alternative Approaches

Currently, all facility lifecycle planning activities are being managed by the Manager, Capital Planning and Delivery within the Facility Management Division, under the supervision of the Director of Facility Assets. Over the years, there has been a continuous increase in the demands of the Division's lifecycle planning activities which include:

- Managing a growing facility portfolio and short-term lifecycle requirements
- Managing the large forecasted increase in lifecycle requirement due to the major mid-lifecycle peak of the City's facility portfolio
- Managing the newly upgraded lifecycle planning software including maintenance/updating of the large volume of asset data within the software
- Integrating the many Divisional plans into the capital lifecycle plan/software
- Increased demands of the revised capital budget process including acting as one of the corporation's four Supporting Group reviewers
- Leading the coordination of capital planning activities with Divisional staff and other Departments across the organization that impact facility assets
- Providing assistance and input into the City's corporate asset management plan
- Managing the requirements of the EAM system's integration with the Facility Management facility lifecycle planning software

To date, the increase in these responsibilities has been managed solely by the Manager, Capital Planning and Delivery. This approach can no longer be sustained as it is no longer cost-effective and has a negative impact on service levels. The Manager has needed to redirect efforts away from other key managerial duties to cope with the demands of these activities. Approval of the new **Project Manager, Lifecycle Planning** will allow the non-managerial tasks to be delegated to this position thereby allowing the Manager to oversee the planning process while not compromising on other key duties. If this new position is not approved, the alternate approach will leave these responsibilities with the Division Manager or look to outsource these responsibilities yearly at a high cost to manage the demands of this work.

PROJECT MANAGER, LIFECYCLE PLANNING

Cost and Benefit Analysis

Cost:

For the 2023 Budget year, the addition of a ***Project Manager, Lifecycle Planning*** will cost \$84,000 in salary and benefits and an additional \$4,800 in one-time capital costs with annualized salary and benefit cost of \$169,200 in 2024.

Benefits:

The addition of this position will benefit the Corporation by ensuring that facility lifecycle planning activities are undertaken effectively to maintain the City's facility assets at the Council-mandated FCI level. This will also ensure that City facilities have reduced unplanned failures, thereby elevating service levels and providing a clean functional environment for staff and the community.

Risks:

The risk associated with not approving the Project Manager position will jeopardize the corporation by either not completing, or deferring high-risk facility lifecycle projects. This will perpetuate a backlog of required capital projects every year and increase the risk of failures impacting the facilities leading to increased capital costs and program disruptions. This will also have an effect on increased operational costs for unplanned repair and maintenance, thereby reducing service levels. Other risks include allowing the Division Manager to continue to undertake all responsibilities and directing efforts away from other key managerial duties including the health and safety of Division staff.

PROJECT MANAGER, LIFECYCLE PLANNING

	Current Year (2023) Impact	Full Year (2024) Impact	
Start Date	01-Jul-23		
End Date or Contract Terms	31-Dec-23		
Full Time or Contract	Full Time	Full Time	
CUPE/Admin/SEA/FIRE	Admin	Admin	
Grade	7	7	
Step	5	5	
Annual Salary	\$ 130,200	\$132,500	
Annual Benefit	36,500	37,100	
Operating Costs			
Salaries (Prorated Salary Based on Start Month)	65,100	132,500	
Benefits	17,200	35,000	
Corporate allocation for training	300	300	
Corporate allocation for conference	1,400	1,400	
Equipment & Vehicle Rental			
Specialized or mandatory training			
Membership			
Uniforms			
Minor Capital (cell phone and smart phone charges)			
Total Operating Costs	\$84,000	\$169,200	
Funding Source			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Capital Fund	0	0	
Grants			
Tax Rate			
Total Funding Sources	\$0	\$0	
Difference	84,000	169,200	
Capital Costs			
Office Furniture (<i>If Required</i>) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs (<i>If Required</i>) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800		
Office built for Managers and above (<i>If Required</i>) (\$35K)			
Computer hardware/software beyond standard issue			
Vehicle			
Total Capital Costs	\$4,800	\$0	
Funding Source			
Reserve Fund - Specify			
Grants			
Cash to Capital Reserve	4,800	0	
Total Funding Sources	\$4,800	\$0	
Difference	0	0	
Total Operating and Capital Costs	\$88,800	\$169,200	

ASSET MANAGEMENT ANALYST

Overview

With the ongoing evolution and maturity of the Corporation's Asset Management Plan and the incorporation of Asset Management into the Capital Budgeting process, the Corporate Asset Management (CAM) section within the Infrastructure Delivery Division requires a new Asset Management Analyst. This position will undertake detailed asset data analysis to progress achievement of the upcoming and increasingly complex regulatory reporting requirements due in Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure. Asset Management Plans and asset data reporting is also a growing requirement for senior government grant funding applications. This new position will also advance emerging business needs as part of best business practices, by assisting the Corporate Asset Management (CAM) team's role in the City's Capital Budgeting Process through detailed asset analysis, suggested infrastructure investments from the City's Enterprise Asset Management System (EAM), and risk priority scoring. This will bolster evidence-based approaches for capital planning.

On January 1, 2018, the Province enacted Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure. This regulation requires municipalities to report key asset management data in asset management plans by certain deadlines that must be approved by Council. The next reporting deadlines include July 1, 2024 (all assets based on current service levels) and July 1, 2025 (all assets based on targeted service levels, financing requirements and funding gap strategies). Each approaching regulatory reporting requirement involves increasingly complex analyses.

The role of asset management in the capital budgeting process (that was identified in the recently completed LEAN review) is growing. As part of bolstering evidence based approaches to capital planning, asset management analyses is requiring increasingly complex and more frequent asset data analysis updates (e.g. life cycle strategies, service levels, asset condition data, etc.). Furthermore, with the inclusion of non-core assets into the EAM, there will be more asset information from the EAM that will be required to be updated and analyzed for capital budgeting.

Therefore, the CAM team is embarking on providing more regular and frequent asset reporting and updated analyses to achieve upcoming regulatory reporting compliance, to support grant funding applications and help inform capital budgeting through bolstering evidence based approaches. The Asset Management Analyst will play a key role in advancing these.

Program Description

In order to progress asset management reporting and analyses to meet the upcoming reporting requirements in Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure, along with supporting the Capital Budgeting process, the Asset Management Analyst will work on the following tasks below. The position is required to start in mid 2023 so they contribute to the development of the next Asset Management Plan to comply with the next regulatory reporting requirement of July 1, 2024, as well as provide support for the next 2024 Capital Budget process.

- **Advancement of non-core asset data:** The Analyst will assist with the collection and analysis of non-core asset data. Data requirements include asset inventory, age, service life, condition, replacement costs, life cycle strategies, service levels, and development of risk framework calculations. There will also be the requirement to generate and analyze suggested capital infrastructure investment needs over a forecast period using the EAM.
- **Regular Updating and Analysis of Core+ and Non Core assets:** The Analyst will assist in the ongoing regular updating and analysis of core+ and non-core asset data. This task is essential for both supporting the capital budget process as well as for upcoming Asset Management Plans and future State of Infrastructure reports.
- **Programming Data into EAM:** The Analyst will assist with asset data mapping, data logics, and data analysis. They will be required to work with the City's IT department to load the data into the City's EAM. Once the data is loaded, the Analyst will validate the analysis being generated from the EAM.

ASSET MANAGEMENT ANALYST

- **Capital Budget:** The Analyst will support the capital budgeting process through the regular updating of asset data into the EAM, generating and analyzing suggested investments from the EAM to help inform capital budget requests and analyzing asset management related outcomes from the final capital budget.
- **Development of Reports:** The Analyst will assist with drafting Asset Management Plans and State of Infrastructure reports to ensure compliance with regulatory reporting requirements are achieved by the specified deadlines. They will be required to assist with supporting documents, plans, and policies.
- **Improve EAM Functionality:** The Analyst will assist with identifying, implementing and validating improved functionality of the EAM as part of continuous improvements. This is critical as the improved functionality from the EAM will facilitate the required reporting for Asset Management Plans to achieve regulatory reporting compliance as well as support the capital budget through improved data analysis outputs.

Relationship to Council's Strategic Priorities 2020-2022:

This new Asset Management Analyst position will support the following Strategic Priorities:

Balancing Growth and Green – This position supports balancing growth and green through the development of suggested infrastructure investments from the EAM to assist capital budgeting while considering the environment. The City's Council approved Strategic Asset Management Policy identifies that climate related risks and considerations will be part of the City's asset management planning process.

Fiscal Responsibility – This position will assist with identifying suggested infrastructure investment needs and available funding. Advancing life cycle, risk management and service level strategies for all assets is needed to ensure services are provided at the lowest cost for fiscal responsibility. This is required for both asset management reporting per Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, as well as for capital budgeting.

Strong Sense of Belonging – Asset management planning can influence Richmond Hill's identity. As the City continues to mature and grow, there is an opportunity to refine state of good repair infrastructure life cycle strategies based on appropriate service levels for the community. This will further bolster the community's sense of belonging. The Asset Management Analyst will contribute to this through the work to advance asset management planning.

Getting around the City – As current assets come due for repair, rehabilitation or replacement, asset management can play a role in identifying the type of assets that they should be replaced with based on appropriate service levels. These type of infrastructure considerations and improvements can improve getting around the city. The Asset Management Analyst will contribute to this through the work to advance asset management planning.

Climate Change Considerations:

Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, requires municipalities to consider climate adaptation and mitigation as part of asset management planning and reporting. The City's Council approved Strategic Asset Management Policy identifies that climate related risks and considerations will be part of the City's asset management planning process. The new Asset Management Analyst will contribute to this as part of asset management planning through the detailed asset data analysis, reporting and assistance with capital budgets.

Comparative Analysis

Most municipalities have dedicated internal Corporate Asset Management Team's and have been ramping up resources to prepare for achieving the upcoming Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure reporting requirements. This request is consistent with other municipalities approaches in Ontario.

Analysis of Alternative Approaches

Three alternatives were considered in lieu of requesting a new full time dedicated staff resource but were ruled out.

- The first alternative considered was to do nothing and continue to utilize existing staff resources. This is not a viable option. The current Corporate Asset Management team is at full capacity and with the upcoming regulatory reporting requirements and the growing role in the capital budgeting process, additional resources are required. Deferring this new staff request and using existing staff resources may pose a potential risk/impact of slowing down achieving the specified regulatory reporting requirements. There is also the potential risk that the most up to date infrastructure data may not be available in a timely fashion to support suggested infrastructure investment analysis.
- The second alternative was to retain contract staff. This approach is not recommended because contract staff are only temporary and would not satisfy the ongoing and continuous future regulatory reporting requirements. Contract resources would also not be able to provide sustainable long term assistance, continuity and support for asset management’s growing role in capital budgeting. The complexity and breadth of the asset management planning analyses, ongoing future regulatory reporting requirements and capital budgeting support requires a permanent position to provide that sustainable and consistent resource over time.
- The third alternative considered was to retain consulting services. Consultants would not be an appropriate approach in this instance. Consultants can provide a short term approach that requires expert specialization at a cost not readily available in the marketplace. A permanent sustainable staff resource is required to address the ongoing future regulatory reporting requirements and capital budgeting support that does not require expert specialized knowledge that only a consultant can provide.

Cost and Benefit Analysis

The total operating cost for this Asset Management Analyst position in 2023 will be \$57,200 (start date of July 1, 2023). This is based on the position being a SEA35 Grade 6. The full year annualized operating cost impact in 2024 will be \$116,000.

Since this Asset Management Analyst position will be working on capital assets, the proposed funding for this position is to come from the Capital Fund.

The estimated costs for this dedicated staff resource is presented in the table below.

ASSET MANAGEMENT ANALYST

	Current Year (2023) Impact	Full Year (2024) Impact
Start Date	01-Jul-23	
End Date or Contract Terms	31-Dec-23	
Full Time or Contract	Full Time	Full Time
CUPE/Admin/SEA/FIRE	SEA - 35 hr	SEA - 35 hr
Grade	6	6
Step	5	5
Annual Salary	\$ 90,000	\$91,500
Annual Benefit	25,200	25,600
Operating Costs		
Salaries (Prorated Salary Based on Start Month)	45,000	91,500
Benefits	11,900	24,200
Corporate allocation for training	300	300
Corporate allocation for conference	0	0
Equipment & Vehicle Rental		
Specialized or mandatory training		
Membership		
Uniforms		
Minor Capital (cell phone and smart phone charges)		
Total Operating Costs	\$57,200	\$116,000
Funding Source		
Reduction in casual wages & benefits		
Program efficiencies (contracts, consulting, etc)		
Capital Fund	56,900	115,700
Grants		
Tax Rate		
Total Funding Sources	\$56,900	\$115,700
Difference	300	300
Capital Costs		
Office Furniture (<i>If Required</i>) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs (<i>If Required</i>) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800	
Office built for Managers and above (<i>If Required</i>) (\$35K)		
Computer hardware/software beyond standard issue		
Vehicle		
Total Capital Costs	\$4,800	\$0
Funding Source		
Reserve Fund - Specify		
Grants		
Cash to Capital Reserve	4,800	0
Total Funding Sources	\$4,800	\$0
Difference	0	0
Total Operating and Capital Costs	\$62,000	\$116,000

Richmond Hill