



Appendix K

Staff Report for City Manager Delegated Authority Approval

Date of Approval: August 16, 2019

Report Number: SRCM.19.10

Department: Office of the City Manager
Division: Strategic Initiatives

**Subject: SRCM.19.10 Yonge Subway Extension and
Richmond Hill Centre Secondary Plan -
Revised Scope of Work**

Purpose:

To revise the scope of work for the Yonge Subway Extension and Richmond Hill Centre Secondary Plan and seek approval for an increase to the sole source non-competitive acquisition contract to Urban Strategies Inc. Recommendation(s):

- a) That staff report SRCM.19.10 be received;
- b) That the sole source non-competitive acquisition contract to Urban Strategies Inc. be increased by \$213,000 for the purpose of developing the Richmond Hill Centre Secondary Plan with the existing Yonge Subway Extension project budget allocation funding the project.

Contact Person:

Clement Chong, Project Manager, Richmond Hill Centre Secondary Plan, extension 2515

Daniel Olding, Senior Manager, Richmond Hill Centre Subway Project, extension 5505

Report Approval:

Submitted by:

Meeta Gandhi, Director of Strategic Initiatives and Communication Services

Page 2

Approved by:



Neil Garbe, Chief Administrative Officer

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), Town Solicitor (as required), Commissioner, and Chief Administrative Officer. Details of the reports approval are attached.

Background:

For many years Richmond Hill has been advocating for the extension of the Yonge Subway north to Richmond Hill Centre at Highway 7. Extending the subway to Richmond Hill will address a critical missing link in the public transit system and will benefit the businesses and residents of the City as well as surrounding municipalities.

The Preliminary Design and Engineering phase of the Yonge Subway Extension to Richmond Hill was announced in 2018, having received a total of \$91.23 million from the Government of Canada and the Government of Ontario.

On September 17, 2018, Richmond Hill Council received staff report SRCAO.18.22 (included as Attachment 1) in response to a June 12, 2018 Council meeting motion that:

“Staff be directed to draft Terms of Reference, including costs, staffing resource implications, to initiate a planning/land use study/secondary plan for the Richmond Hill Centre in support of the Yonge Subway Extension;

Staff be directed to report back with a workplan, including cost and dedicated staffing implications, in support of York Region Rapid Transit Corporation, including dedicated personnel, to work in collaboration with the York Region Rapid Transit Corporation, other municipalities and all pertinent parties, to support the next steps that will be identified by the preliminary design and engineering study;”

As a result of SRCAO.18.22, Council approved \$1,082,000 in funding for staffing and consultants to advance Richmond Hill's goals and priorities as the new subway is designed and constructed. The staffing and resources were divided into four categories, as follows:

Page 3

Resource	Approved Budget September 2018
Temporary Project Manager, YSE Project Strategic Initiatives, Office of the City Manager	\$212,300
Funding for consulting services to develop the Richmond Hill Centre Secondary Plan	\$377,000
Temporary Project Manager, Policy Planning, Planning and Regulatory Services	\$268,200
Funding for consulting services for engineering, transportation, design and construction plans reviews	\$225,000
Total	\$1,082,500

The Preliminary Design and Engineering work and resources are scheduled for a target completion date of Q2 2020.

Following approval, consulting services to develop the Richmond Hill Secondary Plan were sole sourced to a consortium of companies led by Urban Strategies Inc. (DA.18.051), who was the lead consultant on the previous 2010 study. Urban Strategies' scope of work was limited to confirming and updating the recommendations of the 2010 study. The development of the draft Secondary Plan was scheduled to follow the study recommendations and be undertaken by Richmond Hill Planning and Regulatory Services staff with a completion date of 2021.

Since the Yonge Subway Extension workplan and resources were approved in September 2018 there have been a number of developments which are requiring changes to the approved scope of work:

- In April 2019, the Province announced its portion of the \$28.5B funding commitment to expand Ontario's transit network including the 7.4 km extension of the Yonge Subway line from Finch Station to Richmond Hill. This has brought new urgency to the Preliminary Design and Engineering Phase of the Yonge Subway Extension and the timely completion of the Secondary Plan for Richmond Hill Centre;
- The completion of the Richmond Hill Centre Secondary Plan needs to be advanced to finish in the same timeframe as the Preliminary Design and

Page 4

Engineering of the Yonge Subway Extension so the subway design aligns with community planning;

- In response to Council feedback, the scope of the Secondary Plan needs to be expanded from a refresh of the 2010 Study to take a fresh look at this important development area. The modeling and technical analysis needs to be expanded from two to three future scenarios;
- The Engagement focus needs to be changed from confirming the previous vision to workshops to creating a new vision. Engagement opportunities need to be expanded with additional meetings scheduled with Council, major landowners and the public.

To respond to these changes within the timeframe of the Preliminary Design and Engineering phase, the scope of work for the Richmond Hill Centre Secondary Plan team led by Urban Strategies needs to be expanded. The financial impact of these changes is \$213,000.

Financial/Staffing/Other Implications:

The financial and staffing implications associated with the Town's support for the preliminary design and engineering phase of the YSE project approved in September 2018 have changed. The revised consulting and temporary staff resources that are now required are identified in the chart below. There is no net change in the approved budget, only a revised allocation of resources within the approved budget.



Resource	Approved Budget September 2018	Revised Budget August 2019
Temporary Project Manager, YSE Project Strategic Initiatives, Office of the City Manager	\$212,300	\$62,800
Funding for consulting services to develop the Richmond Hill Centre Secondary Plan	\$377,000	\$590,000
Temporary Project Manager, Policy Planning, Planning and Regulatory Services	\$268,200	\$204,700
Funding for consulting services for engineering, transportation, design and construction plans reviews	\$225,000	\$225,000
Total	\$1,082,500	\$1,082,500

Page 5

Staff are recommending approval of the revised budget allocations and approval of an increase in the sole source non-competitive acquisition contract for Urban Strategies Inc. of \$213,000 pursuant to Article 7.1 Section (b)(1) and Appendix "B" Part I - Sole Source Acquisitions, Section (g) of the Procurement By-law No. 113-16.

Relationship to the Strategic Plan:

Preparing for the subway to come to Richmond Hill supports Goal One of the Strategic Plan: Stronger Connections by creating stronger transit connections and Goal Two: Better Choice by providing better quality options, such as transit, to achieve the community's vision.

Conclusion:

Extension of the Yonge Subway to Richmond Hill is a City priority. Resources were provided in September 2018 to advance Richmond Hill's goals and priorities as the new subway is designed and constructed. There is a need to change the allocation of resources and staff recommend that the scope of work for the Richmond Hill Centre Secondary Plan be increased along with an increase in the sole source non-competitive acquisition contract with Urban Strategies Inc. The change in scope of work will be accommodated within the existing Council approved budget allocation for the Yonge Subway Extension project.

Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. If you require an alternative format please call contact person listed in this document.

- Attachment 1: SRCAO.18.22 Yonge Subway Extension Project Richmond Hill Workplan and Resources

Page 6

Report Approval Details

Document Title:	SRCM.19.10 Yonge Subway Extension Project and Richmond Hill Centre Secondary Plan – Revised Scope of Work.docx
Attachments:	- Attachment 1.docx
Final Approval Date:	Aug 14, 2019

This report and all of its attachments were approved and signed as outlined below:

David Dexter - Aug 14, 2019

Neil Garbe - Aug 14, 2019



Staff Report for Committee of the Whole Meeting

Date of Meeting: September 17, 2018

Report Number: SRCAO.18.22

Department: Office of the Chief Administrative Officer

Division: Strategic Initiatives

Subject: **SRCAO.18.22 Yonge Subway Extension Project
Richmond Hill Workplan and Resources**

Purpose:

To provide Council with a high level workplan and seek approval of resources and funding to support collaboration with the York Region Rapid Transit Corporation on the Yonge Subway Extension Project.

Recommendation(s):

- a) That staff report SRCAO.18.22 be received;
- b) That the following business cases for staffing and consulting resources to support the Yonge Subway Extension Project as identified in SRCAO.18.22 be approved and funded from the Strategic Rapid Transit Reserve:
 - (i) Attachment 1: Business Case for Project Manager, Yonge Subway Extension Project
 - (ii) Attachment 2: Business Case for Consulting and Staffing Resources for the Development of Richmond Hill Centre Secondary Plan, and
 - (iii) Attachment 3: Business Case for Consulting Resources for Engineering and Transportation Reviews for the Yonge Subway Extension Project.

Contact Person:

Patrick Lee, Director, Policy Planning, extension 2420

Dan Terzievski, Director, Development Engineering & Transportation, extension 6358

Gwen Manderson, Director, Strategic Initiatives, extension 3815

Report Approval:

Submitted by: Gwen Manderson, Director of Strategic Initiatives

Approved by: Neil Garbe, Chief Administrative Officer

Page 2

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), Town Solicitor (as required), Commissioner, and Chief Administrative Officer. Details of the reports approval are attached.

Page 3

Background:

For many years Richmond Hill has been advocating for the extension of the Yonge Subway north to Richmond Hill Centre at Highway 7. Extending the subway to Richmond Hill will address a critical missing link in the public transit system and will benefit the businesses and residents of the Town as well as surrounding municipalities. The Yonge Subway Extension (YSE) has been identified as a priority transit project by the Province of Ontario and is the number one rapid transit priority for York Region.

The YSE project is being undertaken by Metrolinx, the Toronto Transit Commission (TTC), the City of Toronto, York Region and the York Region Rapid Transit Corporation (YRRTC). It includes a 7.4 kilometre extension to the subway system with five subway stations, underground train storage, two bus terminals and a park and ride lot for up to 2,000 cars.

The Preliminary Design and Engineering phase of the YSE is currently underway, having received a total of \$91.23 million from the Government of Canada and the Government of Ontario. The deliverables for this phase of the project include: confirming the project scope; advancing the overall level of design; developing a cost estimate; developing a comprehensive project schedule; developing a business case and economic analysis; and, recommending next steps regarding the preferred project delivery model. A team of consultants will be retained by YRRTC to support their work in this phase of the YSE project, expected to be completed by the end of the first quarter of 2020.

As the local municipal partner for the segments in Richmond Hill, including the terminus at Richmond Hill Centre that will anchor the subway service, GO service, Yonge Street and Highway 7 bus rapid transit and BRT/express service along Highway 407 ETR, the Town has an opportunity to advance important goals and priorities as the new subway is designed and constructed.

At the June 12, 2018 Council meeting, Council approved the following motion:

‘Staff be directed to draft Terms of Reference, including costs, staffing resource implications, to initiate a planning/land use study/secondary plan for the Richmond Hill Centre in support of the Yonge Subway Extension;

Staff be directed to report back with a workplan, including cost and dedicated staffing implications, in support of York Region Rapid Transit Corporation, including dedicated personnel, to work in collaboration with the York Region Rapid Transit Corporation, other municipalities and all pertinent parties, to support the next steps that will be identified by the preliminary design and engineering study;

Page 4

This Resolution be forwarded to the York Regional Council, the York Region Rapid Transit Corporation, the Metrolinx, the Toronto Transit Commission, the City of Markham, the City of Vaughan, the City of Toronto, the Association of Municipalities of Ontario, the Federation of Canadian Municipalities, local Members of Provincial Parliament and Members of Parliament.'

This staff report responds to Council's directions.

Richmond Hill Workplan - Preliminary Design and Engineering Phase

As directed by Council at the June 12, 2018 meeting, staff have prepared a high level workplan that supports the current understanding regarding the deliverables for the preliminary design and engineering phase of the YSE project. It does not contemplate Town support beyond this phase of the YSE project.

The Town's workplan identifies five major areas of focus for Richmond Hill staff: municipal leadership and coordination; corporate project management; planning and development (including the development of the Richmond Hill Centre Secondary Plan); engineering and transportation; and communications. The workplan includes a summary of anticipated activities, the lead division/department for each area and required resources. Specific workplan timing for these activities will be the duration of the preliminary engineering and design phase of the project. It is expected that the development of the Richmond Hill Secondary Plan will extend beyond the preliminary design and engineering phase given the time required to develop and approve this document.

To achieve the workplan, new dedicated staff and consulting resources will be required and have been identified in the table below. Without these new resources, staff will be unable to complete the workplan activities and provide the needed level of support for the YSE project.

Item	Summary of Anticipated Activities	Lead Division/ Department	Resources
Municipal Leadership and Coordination	Align and champion the Town's interests in the project Provide project updates to Council and senior staff Participate in bi-monthly Municipal Leadership and Coordination Group meetings that will: ensure overall coordination and progress on areas/issue that cut across municipal	Strategic Initiatives, Office of the CAO	Available within existing staff complement

Page 5

	<p>and regional boundaries; assist in the resolution of cross-cutting municipal issues; and review and endorse communications plans and support for project announcements and community engagement</p> <p>Participate in monthly Municipal Technical Advisory Group meetings to assist with addressing technical matters and issues related to the planning and design of the YSE project in Richmond Hill</p>		
Corporate Project Management	<p>Align and promote the Town's interests</p> <p>Coordinate, review and facilitate the Town's participation in the preliminary design and engineering phase of the project</p> <p>Work with a staff team from Town Departments to identify matters that affect the Town's interests and advocate on their behalf</p> <p>Coordinate the Town's Technical Advisory Group and collaboration with YRRTC</p> <p>Participate in monthly Municipal Technical Advisory Group Meetings along with staff from other Departments to address technical matters and issues related to the planning and design of the YSE project in Richmond Hill</p> <p>Liaise with YRRTC staff, other government partners and consultants responsible for the preliminary design and engineering phase of the project</p> <p>Ensure that project plans and</p>	Strategic Initiatives, Office of the CAO	New resource required - Project Manager, YSE Project (Business Case found in Attachment 1)

Page 6

	<p>timelines are maintained</p> <p>Work with Departmental staff to address other project requirements such as building standards, by-law requirements, access and temporary use permits, emergency services requirements</p>		
Planning and Development	<p>Develop and obtain approval for the Richmond Hill Centre Secondary Plan</p> <p>Participate in the development of an urban design and streetscape strategy</p> <p>Participate in Planning and Urban Design Work Group</p> <p>Participate in Town's Technical Advisory Group</p> <p>Participate in monthly Municipal Technical Advisory Group Meetings along with staff from other Departments to address technical matters and issues related to the planning and design of the YSE project in Richmond Hill</p>	Policy Planning, Planning and Regulatory Services	<p>New resource required - Project Manager, Policy Planning to support development of the Richmond Hill Centre Secondary Plan (Business Case found in Attachment 2)</p> <p>New funding required for consulting services for development of Secondary Plan (Business Case Found in Attachment 2)</p>
	<p>Consider the Yonge Subway Extension project in the development review process</p> <p>Review and approve site plans for subway stations and structures</p> <p>Participate in monthly Municipal Technical Advisory Group Meetings along with staff from other Departments to address technical matters and issues related to the planning and design of the YSE</p>	Development Planning, Planning and Regulatory Services	Available within existing staff complement

Page 7

	<p>project in Richmond Hill</p> <p>Participate in Planning and Urban Design Work Group</p> <p>Participate in Town's Technical Advisory Group</p>		
Engineering and Transportation	<p>Provide municipal standards, guidelines and permit requirements</p> <p>Review, guide and comment on preliminary design and engineering for the project</p> <p>Review and comment on traffic management plans where local roads impacted</p> <p>Provide municipal permit approvals</p>	Development Engineering and Transportation, Planning and Regulatory Services	New funding required for consulting services for engineering and transportation reviews (Business Case found in Attachment 3)
	<p>Review and comment on station, tunnel and municipal infrastructure design and construction plans</p> <p>Review and comment on design and construction management and staging plans, provide comments</p> <p>Provide technical study reviews</p>	Design and Construction, Environment and Infrastructure Services	New funding required for consulting services for design and construction reviews (Business Case found in Attachment 3)
Communications	<p>Communications and community engagement</p> <p>Engagement and support for major landowners and developers</p> <p>Participate in the joint communications working group</p> <p>Facilitate ongoing project communications with Council and staff as needed, including emergency communications.</p>	Communication Services, Office of the CAO	Available within existing staff complement

Page 8

Attachment 1 to this staff report provides a business case for the temporary Project Manager, Yonge Subway Extension Project position in the Strategic Initiatives Division, Office of the CAO, for the duration of the project. Similar to the Project Manager for the Yonge Bus Rapid Transit Project, this position will be responsible for corporate project management of the Town's collaboration with YRRTC. Having a Project Manager will help to ensure that the Town's interests are aligned and promoted throughout this phase of the YSE project, and that project timelines for the Town's involvement are maintained.

Attachment 2 provides a terms of reference and business case for funding and resourcing the development of the Richmond Hill Secondary Plan. This includes funding for consulting services to develop the Secondary Plan and a temporary Project Manager, Policy Planning, Planning and Regulatory Services Department to lead this initiative for the duration of the Richmond Hill Centre Secondary Plan project. As identified in the workplan above, the Project Manager will be responsible for the development of the Richmond Hill Centre Secondary Plan including managing the consultants(s) that will be retained for this purpose and working with the community as well as other stakeholders. Completing the Secondary Plan based on current Provincial, Regional and local directions and initiatives ensures that the Town is positioned to accommodate development that maximizes the significant investments that have been and are still to be made in public rapid transit for the area.

Attachment 3 provides a business case for funding consultants to review and comment on the engineering, transportation, design and construction plans on the Town's behalf. Numerous consulting teams will be retained by YRRTC during this phase of the YSE project and the Town will need to provide input and feedback in a timely manner. Without the staff capacity to provide this input and feedback, retaining consultants will ensure that the Town's interests are incorporated into the design and engineering phase.

Financial/Staffing/Other Implications:

There are financial and staffing implications associated with the Town's support for the preliminary design and engineering phase of the YSE project. While existing staff resources can accommodate certain aspects of the workplan activities, new consulting and temporary staff resources are required as identified in the chart below.

New Resource	Estimated Cost
Temporary Project Manager, YSE Project Strategic Initiatives, Office of the CAO	\$212,300
Funding for consulting services to develop	\$377,000

Page 9

the Richmond Hill Centre Secondary Plan	
Temporary Project Manager, Policy Planning, Planning and Regulatory Services	\$268,200
Funding for consulting services for engineering, transportation, design and construction plans reviews	\$225,000
Total	\$1,082,500

Staff are recommending approval of the above noted new resources totaling \$1,082,500 as identified in Attachments 1, 2 and 3 to this staff report. Further, it is recommended that the Strategic Rapid Transit Reserve Fund be used as the funding source for these expenditures. The Strategic Transit Reserve Fund is to be used for funding long range strategic rapid transit projects which are multi-jurisdictional in nature. Funding committed by the Town from this Reserve Fund is to be used to leverage and attract significant funding from other levels of government and/or public-private partnership arrangements. The current balance in this reserve fund is \$9,130,500.

Relationship to the Strategic Plan:

Collaboration with YRRTC on the YSE Project and funding this collaboration is aligned with both the Strategic Plan and the Phase 3 Implementation Plan. Goal One of the Strategic Plan is Stronger Connections, and developing stronger connections on the ground through transit will support this goal. Goal Two of the Strategic Plan is Better Choice, and this means providing better quality options, such as transit, to achieve the community's vision.

One of the key areas of focus in the Phase 3 Implementation Plan is to provide leadership including advocating for and working with partners on matters of importance to the community including for the extension of the Yonge Subway to Richmond Hill. Approving and funding resources to support collaboration with YRRTC demonstrates the Town's leadership in this area.

Conclusion:

Extension of the Yonge Subway to Richmond Hill is a Town priority. There is an opportunity to support the Preliminary Design and Engineering Phase of the Project through partnership with YRRTC. Approving and funding staff and consulting resources to support the YSE Project will help to ensure that the Town's interests are aligned and promoted.

Page 10

Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. If you require an alternative format please call contact person listed in this document.

- Attachment 1: Business Case for Project Manager, Yonge Subway Extension Project
- Attachment 2: Business Case for Consulting and Staffing Resources for the Development of Richmond Hill Centre Secondary Plan
- Attachment 3: Business Case for Consulting Resources for Engineering and Transportation Reviews for Yonge Subway Extension Project

Page 11

Report Approval Details

Document Title:	SRCAO.18.22 Yonge Subway Extension Project - Richmond Hill Workplan and Resources.docx
Attachments:	- Attachment 1.docx - Attachment 2.docx - Attachment 3.docx
Final Approval Date:	Aug 29, 2018

This report and all of its attachments were approved and signed as outlined below:

David Dexter - Aug 28, 2018 - 2:27 PM

Neil Garbe - Aug 29, 2018 - 10:44 AM

Attachment 1

Project Manager, Yonge Subway Extension Project

New Staff Request

Overview

For many years Richmond Hill has been advocating for the extension of the Yonge Subway north to Richmond Hill Centre at Highway 7 East. The 7.4 km extension will address a critical missing link in the public transit system and will benefit the businesses and residents of Richmond Hill. The Yonge Subway Extension (YSE) has been identified as a priority transit project by the Province of Ontario.

The YSE project is being undertaken by Metrolinx, the Toronto Transit Commission (TTC), the City of Toronto, York Region and the York Region Rapid Transit Corporation (YRRTC). The preliminary design and engineering phase of the YSE is currently underway having received a total of over \$91 million funding from the Government of Canada and the Government of Ontario. The findings of the preliminary design and engineering phase, including recommendations on the next steps and the preferred project delivery model, are expected by the end of Q1 2020.

At the June 12, 2018 Committee of the Whole meeting, Council passed a motion that "Staff be directed to report back with a work plan, including cost and dedicated staffing implications, in support of York Region Rapid Transit Corporation, including dedicated personnel, to work in collaboration with the York Region Rapid Transit Corporation, other municipalities and all pertinent parties, to support the next steps that will be identified by the preliminary design and engineering study."

As the local municipal partner for the segments in Richmond Hill, including the terminus at Richmond Hill Centre anchoring subway service, GO service, Yonge Street and Highway 7 bus rapid transit and BRT/express service along Highway 407 ETR, the Town has an opportunity to advance important goals and priorities as the new subway is designed and constructed.

While Richmond Hill has assigned an Executive Champion and has formed a Technical Advisory Group, the Town recognizes the value of pre-planning and are aligned with YRRTC staff on the importance of having dedicated resources for the preliminary design and engineering phase of the Yonge North Subway Extension. This is the approach that was taken with the Yonge Street Bus Rapid Transit when a Project Manager position was approved to support that project. There are no external funding sources to support the Town's involvement during this phase of the YSE project, however it would be in Richmond Hill's best interest to fund a dedicated resource at this time and for the duration of the Preliminary Design and Engineering phase of the YSE project.

Program Description

Staff are proposing that a Project Manager, Yonge Subway Extension be approved as full time contract position for 18 months beginning in late 2018. This position will report to the Manager, Grants & Strategic Initiatives, Office of the CAO. A detailed job description is attached as Appendix A.

This proposed position would provide dedicated corporate project management of the YSE during a critical timeframe in the project's development, focusing on aligning and promoting Richmond Hill's interests throughout the Preliminary Design and Engineering phase.

The specific responsibilities of the position include:

- identifying, aligning and promoting the Town's interests
- coordinating, reviewing and facilitating the Town's participation in the preliminary design and engineering of the municipal infrastructure work,
- coordinating input on development applications;
- working with community stakeholders;

- working with Town staff involved in the project to ensure project plans and timelines are maintained;
- coordinating the Town's Technical Advisory Committee;
- participating in monthly cross-municipal Technical Advisory Group meetings to address technical issues and matters related to the YSE project;
- liaison with YRRTC staff, other government partners and consultants;
- working with Town and YRRTC staff to address other project requirements such as building standards, by-law requirements, access and temporary use permits, emergency services requirements;
- updating Council and senior staff on the progress of the YSE Project.

Strategic Alignment

The YSE Project is a priority initiative for Richmond Hill. The project is aligned with Goal Two: Better Choice in Richmond Hill Goal by working towards better options to move and is specifically supported by the following strategic directions:

- Advocate for commitment and funding to extend the subway to Richmond Hill Centre
- Develop and promote Richmond Hill as a transportation hub
- Identify and prepare for necessary infrastructure to support better transportation options here

Comparative Analysis

The Town approved a dedicated contract project manager for the Yonge BRT Rapidway Project from 2014 to 2018. Building on the success of this approach, the YSE warrants a similar dedicated contract staff investment to oversee the Town's interests.

The City of Vaughan retained a Project Coordinator for two years for the Spadina Subway Extension Project. This position was in addition to the significant technical staff resources that were dedicated to this project to review and comment on submissions. It is anticipated that the level of coordination and effort for the YSE will be much greater than that for the Spadina Subway Extension because: it involves three municipalities rather than just one; YSE project will be navigating an already urbanized environment rather than green and brown fields; and, a secondary plan will need to be completed for Richmond Hill Centre whereas one was in place in the Vaughan Corporate Centre prior to subway preliminary design.

Analysis of Alternative Approaches

An alternative approach to hiring a contract project manager would be to have the work done by several staff across the organization or by an outside consultant.

The alternative approach is not recommended. There is no available capacity within existing staff resources to undertake the work required or manage an external consultant. The Town's interest and priorities for this important project would not be addressed to the extent needed and the community would not benefit from the close oversight of the project that a dedicated position would provide.

Cost and Benefit Analysis

The cost of hiring a Project Manager, Yonge Subway Extension, based on salary, benefits, and allocations for office furniture and computer and other costs is \$19,700 in 2018, \$132,100 in 2019, and \$60,500 in 2020. It is recommended that the source of funding for this position be the Strategic Rapid Transit Reserve Fund, which is to be used for funding long range strategic rapid transit projects that are multi-jurisdictional in nature, as is the case for the YSE project. This position is key to providing dedicated corporate project management of the Yonge Subway Extension to align and promote Richmond Hill's interests during a critical timeframe in the project's development.

	Current Year (2018) Impact	Full Year (2019) Impact	Full Year (2020) Impact
Start Date	01-Dec-18	01-Jan-19	1-Jan-20
End Date or Contract Terms	31-Dec-18	31-Dec-19	31-May-20
Full Time or Contract	Contract	Contract	Contract
CUPE/Admin/SEA/FIRE	Admin	Admin	Admin
Grade	7	7	7
Step	2	3	3
Annual Salary	\$ 107,100	\$ 112,200	\$ 114,200
Annual Benefit	\$ 10,900	\$ 11,400	\$ 11,600
Operating Costs			
Salaries (Prorated Salary Based on Start Month)	\$ 9,500	\$ 119,600	\$ 54,200
Benefits	\$ 900	\$ 11,400	\$ 5,200
Corporate allocation for training	\$ -	\$ -	\$ -
Equipment & Vehicle Rental	\$ 300	\$ 100	\$ 100
Membership	\$ 1,000	\$ 1,000	\$ 1,000
Mileage			
Total Operating Costs	\$11,700	\$132,100	\$ 60,500
Funding Source			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Strategic Transit Reserve	\$ 11,700	\$ 132,100	\$ 60,500
Grants	\$ -	\$ -	\$ -
Tax Rate	\$ -	\$ -	\$ -
Total Funding Sources	\$ 11,700	\$ 132,100	\$ 60,500
Capital Costs			
Furniture & desktop with standard software (Desktop or Laptop Computer, Standard Corporate Software, Land	\$8,000	\$0	\$0
Computer hardware/software beyond standard issue			
Vehicle			
Total Capital Costs	\$ 8,000	\$ -	\$ -
Funding Source			
Reserve Fund - Strategic Transit Reserve	\$ 8,000	\$ -	\$ -
Grants			
Cash to Capital Reserve	\$ -	\$ -	\$ -
Total Funding Sources	\$8,000	\$0	\$0
Total Operating and Capital Costs	\$19,700	\$132,100	\$60,500

Conclusions and Recommendations

Approving this contract position will enable the Town to provide dedicated corporate project management of the Yonge Subway Extension to align and promote Richmond Hill's interests during a critical timeframe in the project's development. Staff are proposing that a Project Manager, Yonge Subway Extension be approved for an 18 month period from 2018 to 2020 as part of the Strategic Initiatives, Office of the CAO staff complement, and that the position be funded from the Strategic Rapid Transit Reserve Fund.

Appendix A – Job Description



Job Description

Job Title:	Project Manager, Yonge Subway Extension Project
Employee Group:	Administration
Department:	Office of the CAO
Division:	Strategic Initiatives
Location:	225 East Beaver Creek Road
Reports To (Position):	Manager, Grants and Strategic Initiatives

Position Summary:

(Provide a brief description of the "primary function" of the job.)

Reporting to the Manager, Grants & Strategic Initiatives, the Project Manager, Yonge Subway Extension Project is responsible for providing dedicated corporate project management of the Yonge North Subway Extension during a critical timeframe in the project's development, focusing on aligning and promoting Richmond Hill's interests as well as coordinating the Town's support and collaboration for this project.

Duties and Responsibilities:

(List and describe the major duties or responsibilities of the job that are regular and recurring requirements.)

- Identifying, aligning and promoting the Town's interests
- Coordinating, reviewing and facilitating the Town's participation in the preliminary design and engineering of the municipal infrastructure work
- Coordinating input on development applications
- Working with community stakeholders
- Working with Town staff involved in the project to ensure project plans and timelines are maintained
- Coordinating the Town's Technical Advisory Committee
- Participating in monthly cross-municipal Technical Advisory Group meetings to address technical issues and matters related to the YSE project
- Liaison with YRRTC staff, other government partners and consultants
- Working with Town and YRRTC staff to address other project requirements such as building standards, by-law requirements, access and temporary use permits, emergency services requirements
- Updating Council and senior staff on the progress of the YSE Project

Skills and Experience:

(Highlight specific skills/competencies, experience and other requirements essential to the job including # of years experience.)

- Demonstrated background in planning and construction
- Strong facilitation and project management skills
- Strong analytical, strategic thinking and problem solving skills
- Ability to influence without authority, using well-developed negotiation, facilitation, and conflict resolution skills
- Strong interpersonal skills with the ability to work well with Council, staff and the community
- The ability to work independently as well as be a key player in a team environment
- Detail oriented and technically savvy with proficient computer skills particularly in Microsoft Project
- Proficient in Microsoft Office Suite
- Demonstrates good judgment and makes sound decisions
- Shows commitment to personal growth, develop, and leadership opportunities
- Shares new ideas and challenges the status quo
- Proven written and verbal communication skills with the ability to communicate with honesty, openness, respect and trust
- Takes initiative to participate in a culture of learning, mentoring and sharing
- Contributes to building and being part of a positive culture
- Must possess a valid Ontario Class 'G' Drivers License and have access to a vehicle for use on corporate business (mileage compensated and will be required to provide proof of vehicle insurance upon hire)

Training and Education:

(Identify any licenses, certifications and designations required to perform the job.)

- Degree in Urban and Regional Planning or Civic Engineering required
- Project Management certification or accreditation considered an asset

Approved By:

Supervisor/Manager/Director

Date:

Approved By:

Department Head

Date:

Reviewed By:

Human Resources

Date:

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

Overview

On June 12, 2018, Richmond Hill Council approved a motion to reaffirm Council's commitment to move the Yonge Subway Extension ("YSE") forward in anticipation of the preliminary design and engineering phase of the transit project that is currently underway. In addition, Council directed that staff prepare a Terms of Reference to initiate a planning/land use study/secondary plan for the Richmond Hill Centre ("RHC" or "Centre") in support of the Yonge Subway Extension, and that staff prepare a workplan outlining costs and requirements for dedicating staffing resources to undertake the work in support of the York Region Rapid Transit Corporation and, in collaboration with other municipalities and pertinent parties, to support the next steps of the transit project.

The Richmond Hill Centre is a designated Urban Growth Centre ("UGC") in the Growth Plan for the Greater Golden Horseshoe and is designated as a Regional Centre in the York Region Official Plan. The Richmond Hill Centre constitutes one half of the Richmond Hill/Langstaff Urban Growth Centre which is co-shared with Langstaff Gateway in the City of Markham. It is the only Urban Growth Centre in the Greater Toronto and Hamilton Area which spans two local municipalities. The Richmond Hill Centre is a key area within the Town's urban structure, and is a prominent and regional focal point for public rapid transit infrastructure and investment. The area is envisioned to develop into a primary location for cultural facilities, public institutions and major services, and is the intensification area of the Town that is planned to provide the greatest range of land uses and accommodate the highest level of intensification focused around an integrated transit hub station. The Town's Official Plan directs that a Secondary Plan be prepared for the area to act as a framework for guiding development and the integration of public rapid transit in the Centre.

Accordingly, to maintain the Town's commitment for advocating and planning for the Yonge Subway Extension to the Richmond Hill Centre, it is timely to initiate a Secondary Plan for the area. Developing a plan that is based on current Provincial, Regional and local directions and initiatives, ensures that the Town is poised to accommodate development that maximizes the significant investments that have been and are still to be made in public rapid transit for the area.

In order to undertake this work in timely manner, staff recommend hiring a Project Manager as well as relevant consultants as detailed in the project description below.

Background

Prior to the adoption of the Town's Official Plan in 2010, several studies were completed regarding the Richmond Hill Centre. Following adoption, in February 2011 Council

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

received staff report SRPRS.11.029 which outlined an initial terms of reference to prepare a Secondary Plan for the area. The terms of reference set out in SRPRS.11.029 recommended that a consultant be retained to prepare a secondary plan, and outlined a proposed workplan to initiate the secondary planning process in order to establish a detailed land use and urban design policy framework to guide future development within the Centre over the long term, in accordance with the policy direction set out in the Part I Official Plan. Soon after this report was approved, the Official Plan was appealed for lack of a decision by the Region and the completion of the secondary plan project was put on hold.

Updates to Upper-Tier Planning Policies

Since 2011, there have been a number of changes to Provincial, Regional and local municipal policies that affect planning within the Centre. Most notably, there have been updates and amendments to the Provincial Policy Statement, Growth Plan for the Greater Golden Horseshoe, and the Regional Transportation Plan to 2041 (formerly *The Big Move*), as well as changes to the Planning Act pursuant to Bill 139 (the Building Better Communities and Conserving Watersheds Act, 2017). Some of the changes affect the policy direction for the Richmond Hill Centre, including among other matters, planning for Major Transit Station Areas. The Region of York is also currently in the process of updating its Official Plan through a Municipal Comprehensive Review process that is expected to be completed in 2020. Moving forward, the process to prepare the Richmond Hill Centre secondary plan will need to consider and apply upper-tier policy direction and requirements comprehensively through the Richmond Hill Centre secondary planning process.

Advancements to the Yonge Subway Extension Project

In addition to the recent changes in provincial and regional land use planning policies, there have been considerable advancements in the planning and detailed design of the Yonge Subway Extension (YSE) project which was not available at the time of the initial terms of reference in 2011. In particular, the preliminary design and engineering phase for the YSE is underway. This work is expected to take approximately 2 years to complete. Deliverables of the Preliminary Design and Engineering stage include, among other matters, advancing the overall level of design to between 15% and 30%. This work is expected to have a significant impact on the development of the Secondary Plan.

Other Related Town Initiatives

The Town is also undertaking several updates and new initiatives that will also inform this Secondary Plan. These initiatives include: the Urban Master Environmental

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

Servicing Plan update, the Transportation, Pedestrian, and Cycling Master Plan update, and the Community Energy and Emissions Plan.

Project Description

The purpose of the Richmond Hill Centre Secondary Plan is to provide a detailed land use and urban design policy framework to guide future development in the Centre. To ensure the Richmond Hill Centre is planned comprehensively, it is timely to reinstate the secondary planning process for the Richmond Hill Centre to:

- (1) consider the policy direction of the Secondary Plan in light of the recent changes and amendments to upper-tier provincial planning policies (i.e. PPS, Growth Plan, Planning Act) as well as the secondary plan requirements set out in the Regional Official Plan, and to comprehensively apply the provincial and regional upper-tier policies through the secondary plan process;
- (2) satisfy the secondary plan requirements set out in the Part I OP including the delineation of development blocks and confirming the appropriate deployment of building heights, density, transition and built-form within development blocks;
- (3) establish appropriate land use requirements for residential and non-residential development required to achieve a 1:1 ratio of people and jobs, and an intensification target of 200 people and jobs per hectare by 2031, as prescribed by the Growth Plan;
- (4) establish appropriate policy requirements for non-residential development to achieve recommended job targets in the Centre by way of providing an appropriate distribution of retail, commercial, office and major office employment;
- (5) understand and incorporate the advancements that have been made in the planning for the Yonge Subway Extension to the Richmond Hill Centre through the YSE project, and to establish required policy direction to protect for this and other key public transportation rights-of-way within the Centre including GO Rail, GO Bus, YRT, VIVA Bus Rapid Transit, and the 407 Transitway;
- (6) establish a core Working Group/Technical Advisory Committee comprised of key agencies, landowners, and other stakeholders to comprehensively address:
 - a. the feasibility and planning requirements of developing a multi-level integrated transit hub station as a key piece of transportation infrastructure within the Richmond Hill Centre which integrates subway, bus rapid transit, GO Rail and GO bus transit services into the facility;

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

- b. establish appropriate policy direction for the integrated transit hub as a key transportation facility (i.e. location, function, etc.) and to set out appropriate requirements in the secondary plan for development to link to this facility;
- (7) undertake a park planning/urban design visioning exercise to plan for a landmark public space as part of the integrated transit hub facility, and to establish policy direction in the Secondary Plan for the location, function and design elements of this space;
- (8) undertake the preparation of a Transportation Study in accordance with the requirements of Section 5.26 of the OP and which incorporates the requirements of the York Region OP and other relevant transportation policies, plans and/or EA's, and which considers the long-term planning of, among other transportation matters and transportation infrastructure that affect the RHC and integrated transit hub, the Yonge Subway Extension project, Highway 407 Transitway, GO service and VIVA bus rapid transit service;
- (9) undertake a comprehensive assessment of the environmental and natural heritage systems within and immediately adjacent to the RHC and the preparation of recommendations and associated mapping including hydrogeological conditions such as groundwater, soil, subsurface conditions, and other geotechnical and hydrogeological considerations which may impact development parameters and necessary investments required for the Secondary Plan area, including requirements for municipal water, wastewater, stormwater and sewage services and infrastructure;
- (10) establish detailed sequencing plans that are supported by water, wastewater, transportation infrastructure and the provision of human services;
- (11) investigate best practices regarding below-grade connection requirements between transit infrastructure and linkages/integration with private development and explore opportunities to establish a comprehensive underground concourse network (e.g. PATH system) and establish appropriate policy direction in the secondary plan;
- (12) to prepare a Community Energy Plan for the Richmond Hill Centre, in accordance with the policy requirements of 3.1.9.5(5) of the Town's Official Plan; and
- (13) undertake the development of the Secondary Plan, including background work, in consultation with landowners, agencies and the general public.

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

The project will be undertaken in three stages consisting of a collaborative planning process, and will follow a similar process for other secondary plan policy projects that were completed as part of the implementation of the Official Plan. The stages include:

Stage 1: Research and Re-Visioning (Fall 2018 – Spring 2019)

Stage 1 will commence with the hiring the Project Manager and consultants, and will focus on reviewing changes and amendments to upper-tier provincial planning policies to understand how they affect planning within the Richmond Hill Centre and what policy direction may be needed in the Secondary Plan to ensure conformity. This stage will include reviewing and updating the background work from 2009-2010 to ensure the forthcoming secondary plan is based on the most current information and policy framework. Among other matters, the analysis will focus on transportation, water, wastewater, stormwater, natural heritage systems, delineation of development blocks, distribution of height and density, planning for non-residential development, investigating best practices regarding below-grade connection requirements between transit infrastructure and linkages, a visioning/master planning exercise to plan for a major landmark open space, and consideration of social, economic and demographic changes. This may also result in a re-visioning for the Centre to reflect the new information.

A key component of the forthcoming Secondary Plan includes consideration of all of the transportation requirements which affect the long term planning of the Richmond Hill Centre. In particular, a comprehensive Transportation Study will be required in support of the future Secondary Plan to realize the multi-modal aspirations envisioned for this area and will, among other matters, identify existing constraints and opportunities in the transportation network to accommodate the growth, optimize traffic operations and ensure that the planned transportation network is phased and integrated with the planned high density land uses.

This stage will also involve liaising with the broader Community Energy and Emissions Plan (CEEP) process and Urban MESP update and undertaking more detailed analysis regarding the feasibility of implementing a District Energy System within the Richmond Hill Centre area as a component of the area specific Community Energy Plan.

Stage 2: Consultation and Recommendations (Summer 2019 – Winter 2020)

While consultation with the public, landowners and stakeholders will occur in all stages of the project; Stage 2 will focus on public consultation with the objective of finalizing a Recommendations Report. This consultation stage will include workshop and public open house components, consultation with the public, affected landowners and other key stakeholders, such as: York Region, City of Markham, transit agencies including Metrolinx/GO, York Region Rapid Transit Corporation, York Region Transit, Ministry of

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

Transportation, and Toronto Transit Commission; Toronto Region Conservation Authority, CN Rail, and School Boards. This stage will culminate in an updated Recommendations Report.

Stage 3: Drafting and Approval of the Secondary Plan (Spring 2020 – Winter 2021)

Stage 3 will involve the development of a draft Secondary Plan including policies and associated mapping. The Secondary Plan will be brought forward for consideration and ultimately adoption by Council. Following Council's adoption of the Secondary Plan, Staff will submit the Secondary Plan document and associated documentation to York Region for approval.

Strategic Alignment

The Strategic Plan's Phase Three Implementation Plan (Year 2016) speaks to "Providing Leadership" as one of the means to guide the Town's efforts in advancing community priorities through Council Task Forces. The People Plan Task Force is set to guide the Town's efforts in the development of key plans and initiatives including the development of Secondary Plans such as the Richmond Hill Centre and Downtown Local Centre. The Strategic Plan also speaks to "Advocating for and work with partners on matters of importance to our community". This includes advocating for the extension of the Yonge Subway to Richmond Hill, all-day two-way GO service, and working with government partners to facilitate these initiatives and improve choices in transportation.

Phase Three of the Strategic Plan Implementation Plan also provides direction to "Engage the Community", "Align with Town Plans" and "Undertake New Initiatives". Undertaking the Richmond Hill Centre Secondary Plan as outlined above addresses all of these key directions.

The ongoing realization of the Official Plan (OP) is a critical initiative for the Phase Three Implementation Plan of the Strategic Plan. The Town's OP defines the Richmond Hill Centre as a regional focal point and a major residential and employment destination providing the greatest level of intensification in the Town as a primary intensification area. The OP's vision for the Richmond Hill Centre includes specific direction to develop a Secondary Plan for the area so that there is a comprehensive framework to guide development and the integration of public rapid transit in the Centre.

Comparative Analysis

The City of Markham completed its Secondary Planning process for the Langstaff Gateway in late 2010. York Region Council approved the Langstaff Gateway Secondary Plan in June 2011. The policies of the Langstaff Gateway Secondary Plan have been

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

adopted by Markham Council and set the framework for guiding development in the Markham portion of the UGC.

The Langstaff Gateway forms the southern portion of the Richmond Hill/Langstaff Gateway Regional and Urban Growth Centre (UGC) in the Yonge Street and Highway 7 area. The area is intended to be a complete, integrated, and transit dependant community with a mix of land uses designed to make the development most accessible to transit, pedestrian and other non-auto modes of transportation. The completion of the Richmond Hill portion of the UGC through the development of the Secondary Plan for the Richmond Hill Centre would complete the detailed planning for the UGC, and ensure that it is planned comprehensively as a complete and integrated Regional Centre as directed by the policies of the Regional Official Plan and Growth Plan.

In 2017, the Town undertook a planning study and developed a Secondary Plan for the Yonge and Bernard KDA, that took place under an aggressive timeline given that the study area was the subject of a 1-year interim control by-law. Consultants were hired to undertake the study, and to draft the Secondary Plan and the Zoning By-law. The total consultants' fees were approximately \$300,000. No additional staff was hired. However, other staff projects, such as the Yonge and 16th KDA, were put on hold in order to allocate the necessary staff resources to undertake the work.

Analysis of Alternative Approaches

Conduct Research and Analysis In house: Presently, there are several major planning initiatives underway including, but not limited to: defence of recently adopted Secondary Plans and Zoning By-laws at the Local Planning Appeals Tribunal (LPAT); updates to the Transportation Master Plan and Urban MESP; development of the Town's Climate Change Action Plan and Community Energy and Emissions Plan, development of Town-wide comprehensive Zoning By-law, and updating of the Town's Sustainability Metrics. With all of these projects underway, the current staff complement is not able to undertake the secondary plan project for the Richmond Hill Centre in house.

Developing a Secondary Plan, followed by an associated Zoning By-law, for this area establishes an appropriate policy and regulatory framework for the area which will demonstrate that the UGC is "shovel ready" to accept new transit-supportive development that supports the extension of the Yonge Subway to Richmond Hill, and other key transit infrastructure projects that serve the UGC. Expediting the development of the Secondary Plan, demonstrates to all levels of government and stakeholders that the Town is serious about bringing high-order transit to this important Centre.

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**

Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

Do Nothing: Without a secondary plan, the Town may not be implementing requirements of updated legislation and Provincial policy and capitalizing on the opportunities for planning the integrated transit hub within the Richmond Hill Centre.

Project Costs and Benefit Analysis

Cost

The total project is estimated to cost \$645,000 (exclusive of HST) and is anticipated to be completed within two years. The projected cost includes the costs associated with the hiring of a dedicated project manager to manage the project and prepare the Secondary Plan (approximately \$268,000, see Appendix A for details).

The Project Manager will form part of the Policy Section of the Planning and Regulatory Services Department for the duration of the secondary plan project. The principle role of the Project Manager is to ensure that the Secondary Plan is prepared on time and on budget, with the assistance of consultants and through regular communication and consultation with staff, Council, stakeholders, and the public.

The Project Manager responsibilities include:

- spearheading the procurement process for all consultants required to assist with undertaking the background work, options development, and finalizing recommendations for the Secondary Plan;
- leading the consultant team, the internal Technical Advisory Team, the inter-agency Advisory Team, and the Secondary Plan Steering Committee;
- leading all public consultation programs related to the development of the Secondary Plan, including work-shops and open houses;
- leading all stakeholder meetings, including those with the various transit and transportation services, as well as affected land-owners to ensure that the Secondary Plan provides sufficient direction to achieve the collective vision for the build-out of this area and a well-connected transit system supported by a balance of people and jobs and transit-oriented development;
- preparing quarterly status updates of the project to the Executive Leadership Team and Council;
- preparing of all staff reports related to the background work and Secondary Plan at key stages throughout the project; and
- Preparing and finalizing the Secondary Plan for adoption by Council.
- Participating in the development of an urban design and streetscape strategy
- Participating in Planning and Urban Design Working Group
- Participating in the Town's Technical Advisory Group

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

- Participating in monthly Municipal Technical Advisory Group meetings to address technical matters and issues

Accordingly, the PM will be required to be a Registered Professional Planner (RPP) with experience in developing Secondary Plans, and will have strong project management, communications, and public consultation skills.

In addition, the estimated cost includes retaining transportation, engineering, urban design and other consultants to complete the background, consultation and recommendation phases of this project, under the leadership of the project manager (approximately \$377,000, in addition to Capital Budget money already allocated for the Community Energy Plan for the Centre). The breadth of analysis the project consultants will be expected to undertake is detailed in the project description above.

Benefit

In the short term, the adoption of the Secondary Plan demonstrates the Town's commitment to realizing the Provincial and Regional goals for this Urban Growth Centre which is predicated on the provision of high-order transit in this area. The benefits of this project include the development of a comprehensive secondary plan policy framework for the Richmond Hill Centre so as to ensure that the Centre evolves into a transit-supportive urban growth centre which achieves the mixed-use and intensification objectives prescribed in the Growth Plan. Ultimately, the completion of this project will capitalize on the significant investments made in public rapid transit in York Region, and lead to the transformation of the Richmond Hill Centre as a regional focal point and anchor mobility hub.

Funding Sources

The funding source for this project would be the Strategic Rapid Transit Reserve Fund.

Conclusion

Richmond Hill is committed to advocating for compact, transit-oriented development as an important part of building a vibrant "new kind of urban" community. This commitment is evidenced through Council's adoption of the Town's Official Plan and endorsement of the Regional Centre Design and Land Use Study which informed the policies of the OP. Over the past few years, the Province has enacted changes through legislation and Provincial Plans that impact planning in strategic growth areas including urban growth centres and major transit station areas. Additionally, initiatives at the municipal and Regional level also have a role in how the Richmond Hill Centre will develop over time.

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**

Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

To maintain the Town's commitment for advocating and planning for the Yonge Subway Extension to the Richmond Hill Centre, it is timely to initiate a Secondary Plan for the Centre based on new Provincial, Regional and local directions and initiatives, and to appropriately consider and plan for the significant investments made in public rapid transit in the area which will benefit the Centre as a whole.

The development of a comprehensive Secondary Plan and associated Zoning By-law for this area demonstrates that the UGC is "shovel ready" to accept new transit-supportive development that supports the extension of the Yonge Subway to Richmond Hill, and other key transit infrastructure projects that serve the UGC.

Attachment 2

**BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES**

Planning and Regulatory Services / Policy Planning

Project Manager - Richmond Hill Centre Secondary Plan

Full-time Contract (24 months)

Background Analysis Consultants

Appendix A: Project Manager Cost Details

	Current Year (2018) Impact	Full Year (2019) Impact	Full Year (2020) Impact
Start Date	01-Dec-18	01-Jan-19	1-Jan-20
End Date or Contract Terms	31-Dec-18	31-Dec-19	30-Nov-20
Full Time or Contract	Contract	Contract	Contract
CUPE/Admin/SEA/FIRE	Admin	Admin	Admin
Grade	7	7	7
Step	2	3	3
Annual Salary	\$ 107,100	\$ 112,200	\$ 114,200
Annual Benefit	\$ 10,900	\$ 11,400	\$ 11,600
<u>Operating Costs</u>			
Salaries (Prorated Salary Based on Start Month)	\$ 9,500	\$ 119,600	\$104,683.33
Benefits	\$ 900	\$ 11,400	\$ 10,633.33
Corporate allocation for training	\$ -	\$ -	\$ -
Equipment & Vehicle Rental	\$ 300	\$ 100	\$ 100
Membership	\$ 1,000	\$ 1,000	\$ 1,000
Mileage			
Total Operating Costs	\$ 11,700	\$ 132,100	\$ 116,417
<u>Funding Source</u>			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Strategic Rapid Transit Reserve			
Grants			
Tax Rate	\$ 11,700	\$ 132,100	\$ 116,417
Total Funding Sources	\$ 11,700	\$ 132,100	\$ 116,417
<i>Difference</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
<u>Capital Costs</u>			
Furniture & desktop with standard software (Desktop or Laptop Computer, Standard Corporate Software, Land Line Telephone and Associated Service costs, Data/Telco cable runs (If Required) etc)	\$8,000	\$0	\$0
Computer hardware/software beyond standard issue			
Vehicle			
Total Capital Costs	\$ 8,000	\$ -	\$ -
<u>Funding Source</u>			
Reserve Fund - Strategic Rapid Transit Reserve	\$ 8,000	\$ -	\$ -
Grants			
Cash to Capital Reserve	\$ -	\$ -	\$ -
Total Funding Sources	\$8,000	\$0	\$0
<i>Difference</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Total Operating and Capital Costs	\$19,700	\$132,100	\$116,417

Attachment 2
BUSINESS CASE - NEW STAFF REQUEST
& CONSULTING SERVICES
Planning and Regulatory Services / Policy Planning
Project Manager - Richmond Hill Centre Secondary Plan
Full-time Contract (24 months)
Background Analysis Consultants

Attachment 3
PLANNING AND REGULATORY SERVICES/ DEVELOPMENT
ENGINEERING & TRANSPORTATION
DAN TERZIEVSKI

Business Case – Growth and New Capital
Transportation and Engineering Design Review Assignment
for Yonge Subway Extension Preliminary Design and
Engineering Phase

Background

The Yonge Subway Extension is a 7.4 km project, which will extend the Yonge Street subway from its current terminus at Finch Avenue to Highway 7 in York Region, and will protect for a further extension in the future.

The Environmental Assessment Phase for the Yonge Street Subway has been completed. The Province of Ontario has now approved funding in the order of \$55 million while the Government of Canada has committed \$36 million for this Phase of the Yonge Subway extension, which includes the Preliminary Design and Engineering. The timeline for this project is very aggressive, with expected completion by the end of Q1 2020.

This work is being led jointly by the Toronto Transit Commission and the York Region Rapid Transit Corporation. However, as a portion of the subway alignment traverses through the Town of Richmond Hill, the Town is a key stakeholder in this Preliminary Design and Engineering phase, with representation on the Working Groups.

As part of the Working Groups, the Town is expected to review the design and engineering work and provide input, comments, guidance, and direction from the Town of Richmond Hill's perspective.

Project Description

As the Town's key technical team members on the Yonge Street Preliminary Design and Engineering Phase, the EIS Design and Construction Division and PRS Development Engineering and Transportation Division will be required to provide timely review, input, guidance, and direction to the Yonge Subway Extension Project Team on a number of Transportation and Engineering matters, while at the same time maintaining service levels with respect to their own existing projects, commitments, and day-to-day workloads.

In order to maintain these existing workload commitments and service levels and still be able to deliver rapid and timely transportation and engineering input and feedback to the Yonge Subway Extension Preliminary Design and Engineering Phase, the EIS Design and Construction Division and the PRS Development Engineering and Transportation Division are jointly seeking to have the services of a multi-disciplinary Engineering Consulting firm on retainer for the duration of the Yonge Street Subway Extension

Attachment 3
PLANNING AND REGULATORY SERVICES/ DEVELOPMENT
ENGINEERING & TRANSPORTATION
DAN TERZIEVSKI

Business Case – Growth and New Capital
Transportation and Engineering Design Review Assignment
for Yonge Subway Extension Preliminary Design and
Engineering Phase

Preliminary Design and Engineering project to supplement existing Town technical staffing resources and assist with:

1. Providing timely and focused technical engineering design and transportation review, guidance, and comments to the project team with regards to preliminary design and engineering phase of the Yonge Street Subway; and
2. Identifying any environmental, engineering design, engineering construction, or transportation related risks, concerns, or impacts to the Town of Richmond Hill associated with the Yonge Street Subway design and construction.

The scope of the consultant assignment would include, but not limited to, providing services in the the following areas:

Transportation

- Station Access design;
- Station Drop-Off and Pick Up Operations;
- Operational and safety impacts to the Town's Transportation network;
- Transportation Management Plans;
- Parking Impacts; and
- Active transportation linkage and connection opportunities to the Subway.

Engineering

- Impacts of Station and Tunnel Design on Town lands and municipal infrastructure, including: roads, boulevards, water, wastewater, storm systems, and utilities;
- Integration of Subway facilities with Town Infrastructure;
- Construction Management and Staging;
- Development review of private side servicing and servicing connection for station and tunnel; and
- Technical Expertise and Study Review (i.e. Geotechnical, Noise, Traffic, SWM, etc.).

Attachment 3
PLANNING AND REGULATORY SERVICES/ DEVELOPMENT
ENGINEERING & TRANSPORTATION
DAN TERZIEVSKI

Business Case – Growth and New Capital
Transportation and Engineering Design Review Assignment
for Yonge Subway Extension Preliminary Design and
Engineering Phase

Stakeholders & Impacts

The success of the Yonge Street Subway Extension Preliminary Design and Engineering project will depend on the ability to receive input and feedback from the Working Group in a timely manner. As such, there are a number of external stakeholders relying on the Town of Richmond Hill to provide timely review, guidance, and direction on this project. These include:

- Toronto Transit Commission
- York Region Transit Corporation
- The City of Toronto
- The City of Markham
- The City of Vaughan
- Metrolinx/GO
- Ontario Ministry of Transportation/407 ETR

At the same time, the Development Engineering and Transportation Division and the Design and Construction Division, as key Town stakeholders, are relying on their ability to be able to provide timely review, comment, guidance, and direction to the Project Team to ensure that the needs and the interests of the Town are being addressed as part of the Yonge Street Subway Extension project.

Strategic Alignment

This consulting assignment aligns with the Town's Strategic Plan objective of Wise Management of Resources, as it will ensure that the Town's transportation and engineering interests are being addressed with respect to the Yonge Subway Extension Preliminary Design and Engineering, while being able to support the timely delivery of this project and at the the same time, maintaining service levels with respect to other Town projects, initiatives, and workload.

From a longer term perspective, this work also supports the other three objectives of the Town's Strategic Plan. Supporting the delivery of the Yonge Subway Extension would ultimately provide better transportation choices and stronger connections for the Town of Richmond Hill and it's residents, and would support the intensification objectives of the Town, which would result in a more vibrant Richmond Hill.

Attachment 3
PLANNING AND REGULATORY SERVICES/ DEVELOPMENT
ENGINEERING & TRANSPORTATION
DAN TERZIEVSKI

Business Case – Growth and New Capital
Transportation and Engineering Design Review Assignment
for Yonge Subway Extension Preliminary Design and
Engineering Phase

Ten Year Capital Forecast

This consultant assignment is not in the Town's 10 Year Capital Plan. The need for this work is triggered by the need to support the Yonge Subway Extension Preliminary Design and Engineering work that is being undertaken by the Toronto Transit Commission and York Region Rapid Transit Corporation over the next year.

Comparative Analysis

Since the Yonge Subway Extension will also impact on the City of Markham and the City of Vaughan, a comparative analysis was conducted to understand the level of resource and effort being considered by the adjacent municipalities. Both the City of Markham and Vaughan are contemplating adding at least one full time equivalent staff to assist in the coordination or technical review role. Further needs are currently under consideration and a decision on the resourcing requirements will not occur until the Fall.

The City of Vaughan's experience with the Spadina Subway Extension and the subway terminus at the Vaughan Metropolitan Centre offer some insight on the support needed. At the time, a project coordinator was retained for a two year period, and significant technical staff resources from various departments were dedicated, as needed, to the review and comment on the submissions. Based on discussions with City of Vaughan staff, it is anticipated that the level of coordination and effort for the Yonge Subway Extension will be much greater than the Spadina Subway Extension because it involves not a single local municipality in York Region but three (Richmond Hill, Markham, and Vaughan). In addition, the alignment of the Yonge Subway Extension will be through urbanized and established communities, whereas, the Spadina Subway Extension was through green and brown field areas. Furthermore, there will be some different pressures in the Richmond Hill Centre area including completion of a Secondary Plan, while the City of Vaughan had completed their Vaughan Metropolitan Centre Secondary Plan prior to the subway preliminary design.

By retaining the services of a multi-disciplinary consultant, it will provide the Town of Richmond Hill with greater flexibility to address the resource challenges expected with pressures of the Yonge Subway Extension.

Alternatives

Several alternatives were considered in lieu of this consulting assignment.

Attachment 3
PLANNING AND REGULATORY SERVICES/ DEVELOPMENT
ENGINEERING & TRANSPORTATION
DAN TERZIEVSKI

Business Case – Growth and New Capital
Transportation and Engineering Design Review Assignment
for Yonge Subway Extension Preliminary Design and
Engineering Phase

The “do-nothing” scenario, which would rely on the existing Town staffing complement to provide, review, input, guidance, and direction to the Yonge Subway Extension project, is not considered a feasible option as it would result in either a service level reduction with respect to the delivery of Town projects, initiatives, and day-to-day work assignments, or staff would not be able to provide the timely input and support required to successfully move the the Yonge Subway Extension Preliminary Design and Engineering phase. Furthermore, in some instances staff may not have the specialized knowledge necessary to review or provide input to a Subway design project.

Consideration was also given to hiring an engineering/transportation project manager on a contract basis. However, this option was also considered undesirable as the recruiting time for such a position would result in delayed access to this resource, and could impact the timing and delivery of the Yonge Subway Extension Preliminary Design and Engineering Phase or other Town projects and initiatives. More importantly, it would be difficult to find a single qualified individual for a one and a half year contract that would have the experience and breadth of knowledge required to provide the technical support needed for the Yonge Subway Extension Preliminary Design and Engineering Phase.

A multi-disciplinary engineering consulting firm would be in the best position to provide this level of expertise and support in a timely manner, and on a short term and intermittent basis. The cost of such services are estimated to be the same as having one full time project manager on staff for the year.

Project Costs

Based on the anticipated timeframe and level of effort required for this project, the cost of this consulting assignment is estimated to be approximately \$225,000, which is comparable to having one full time Engineering Project Manager on staff for one and a half years. However, this consulting assignment will be able to provide the timely and multi-disciplinary support necessary for the Yonge Subway Extension Preliminary Design and Engineering phase that a single Project Manager cannot provide.

The funding source for this project will be the Strategic Rapid Transit Reserve Fund.

Other Funding Sources

There are no other funding sources identified for this Yonge Subway Extension Preliminary Design and Engineering phase.

Attachment 3
PLANNING AND REGULATORY SERVICES/ DEVELOPMENT
ENGINEERING & TRANSPORTATION
DAN TERZIEVSKI

Business Case – Growth and New Capital
Transportation and Engineering Design Review Assignment
for Yonge Subway Extension Preliminary Design and
Engineering Phase

Conclusion

The Toronto Transit Commission and the York Region Rapid Transit Corporation are undertaking the next phase of the Yonge Subway Extension which includes a Preliminary Design and Engineering phase. As a key stakeholder in this project, Town of Richmond Hill's EIS Design and Construction Division staff and PRS's Development Engineering and Transportation Division staff are being asked to review the design and engineering work and provide transportation and engineering input, comments, guidance, and direction in support of the Town's perspective and interests.

In order to provide project support in a manner which will meet the aggressive timelines of the Yonge Subway Extension project and still maintain Departmental and Divisions service levels with respect to existing projects, commitments, and day-to-day workloads, it is recommended that existing Town staff resources in these Divisions be supplemented for the duration of the Yonge Subway Extension Preliminary Design and Engineering phase (estimated to be about one year) by retaining the services of a multi-disciplinary consulting firm at an estimated cost of \$225,000.