



## **Staff Report for Budget Committee of the Whole Meeting**

**Date of Meeting:** October 19, 2021

**Report Number:** SRCFS.21.051

**Department:** Corporate and Financial Services

**Division:** Financial Services

**Subject:** 2022 Draft Capital Budget and Forecast

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### **Purpose:**

To provide Council with a 2022 Draft Capital Budget and Forecast for the City's Capital program reflective of Council's Strategic Priorities 2020-2022.

### **Recommendation(s):**

- a) That the 2022 Draft Capital Budget in the amount of \$77,423,800 as identified in Appendix "A" of SRCFS.21.051 be approved;
- b) That the 2022 Draft Capital Budget recommended funding sources identified in Appendix "D" of SRCFS.21.051 be approved;
- c) That the projects identified in the Projects Contingent on Grant Funding List in Appendix "B" of SRCFS.21.051 be approved and funding allocated if grant funding becomes available;
- d) That the Capital Forecast in the amount of \$516,488,500 as attached to Appendix "F" and "G" of SRCFS.21.051 be received for information; and
- e) That the draft By-Law 137-21, as attached as Appendix "H" to SRCFS.21.051, be referred to the October 27, 2021 Council meeting for adoption.

### **Contact Person:**

Gigi Li, Manager Fiscal Planning and Strategy, Ext. 6435

Michael Lam, Financial Management Advisor, Ext. 6493

### **Report Approval:**

**Submitted by:** Sherry Adams, Commissioner of Corporate and Financial Services

**Approved by:** Mary-Anne Dempster, City Manager

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

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### Background:

The City's Capital Budget and Forecast contains the investment priorities, choices, and decision points that ultimately represent the tangible implementation of the City's Official Plan, Council's Strategic Priorities 2020-2022 and the City's 2021 Asset Management Plan (State of Good Repair).

The City of Richmond Hill is one of over 5,600 municipalities in Canada and one of over 440 municipalities in Ontario, who owns, manages, and maintains its diverse asset portfolio. These assets are managed on behalf of the City's Council and residents, and include:

- Award-winning community centres, pools, arena, parks, playgrounds and trails;
- Highly valued libraries;
- A state-of-the-art theatre;
- Critical community connectivity infrastructure such as roads, sidewalks, sanitary and storm sewers and watermains and;
- Assets to support service-delivery capacity such as, fleet, emergency vehicles, safety and security facilities (fire station), office and operational spaces, furniture, fixtures, equipment and information technology systems.

The future direction for Richmond Hill is manifested in the Official Plan and Council's Strategic Priorities 2020-2022, the primary documents that set the foundation to shape and guide the future growth, development and aspirations of the City.

The Strategic Vision of "**Richmond Hill – where people come together to build our community**" is action orientated and sets out specific tactics and activities to be undertaken to achieve that vision. This is further supported by Council's Strategic Priorities for 2020-2022, which include Fiscal Responsibility, as well as Balancing Green and Growth, A Strong Sense of Belonging and Getting Around the City.

The City's Official Plan provides "direction for growth, balancing change in the City with protection of what is valued from the past, truly blending the old and the new" while we seek to "Build a new kind of urban" supported by community asset investments, partnerships, policies and supporting implementation vehicles. These key directions are supported by and aligns with Council-approved plans and strategies (for example, transportation, pedestrian and cycling infrastructure, parks and recreation, culture, information technology, etc.) as well as departmental plans.

The various plans and strategies are in place to support the City's vision and to ensure that our residents are provided with the infrastructure necessary to support their choice to live, work and play in our community.

The development of capital projects is further informed by the City's 2021 Asset Management (AM) plan's prioritization of ongoing state of good repair investments such as the asphalt overlay program and life-cycle management for fixed assets. Capital projects were also informed by professional studies, approved programs, development charge commitments, programs of other levels of government (including the Region), and emerging Council priorities.

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This background provides context to the development of the Capital Budget and Forecast, which serves to turn vision into reality through action. The overall capital plan was developed to align with the documents that support the City's vision. It prioritizes new capital to support growth due to development and state of good repair of existing assets to ensure reliability, performance, and system safety (through alignment with the City's asset management work).

### Capital Budget Strategy

The annual capital investment we make in the City is important and necessary to continue to provide the services and programs that a growing community needs, now and in the future. Doing so is part of the City's commitment to providing exceptional public service to the community.

On April 27, 2021 through SRCFS.21.012 – 2022 Capital and Operating Budget Strategy, Budget Committee of the Whole directed staff to present a 2022 Budget and Forecast that:

- I. Continues to manage the City's capital program reflective of corporate priorities;
- II. Maximizes all funding from external sources, development charges and reserve funding;
- III. Incorporates Capital Sustainability Committee Outcomes;
- IV. That the Tax Supported Capital Program be capped at \$16 million dollars;
- V. Leverages the Enterprise Asset Management/Asset Management Plan to prioritize asset needs

This Capital Budget and Forecast have been developed with these recommendations in mind. It builds on the comprehensive review of the City's various Master Plans through the Capital Sustainability Steering Committee in 2019 and 2020, as well as based on the City's 2021 Asset Management Plan and the advancement of the prioritization of the City's capital projects using an evidence-based risk prioritization process.

### Capital Budget and Forecast Process Review and Improvements

In 2021, the capital budget process went through a Lean review with the goal of seamlessly integrating asset management practices, the AM Plan recommendations and strategies and to leverage the City's internally developed Enterprise Asset Management (EAM) system. The EAM system works by gathering various asset data points including asset level of service, lifecycle activities, and the automation of risk score calculation for City's Core assets to assist staff in developing project decisions. The EAM system is built on the foundation of the City's AM technical strategies and use the risk framework to forecast investment needs and the investment impacts on the state of the City's Core assets. The resulting outputs support the development of asset management and financial strategies for Core assets and ensures the most efficient use of available funding.

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The Lean review also recognized and recommended the need to bring in additional stakeholders from all areas of the organization and recommended establishing a Capital Budget Committee and Capital Budget Working Group to ensure all project requests are reviewed through shared corporate lens. Cross-functional information sharing and utilizing expertise within the organization ensures projects are examined for appropriateness of project timing and maximizing the limited funding resources. Other improvements included the updating the Project Needs Forms (PNF) to capture additional information and the development of a Capital Budget Process Guide.

Implementing lean improvements builds a stronger alignment of the City's capital investments strategies with the Capital Budget and the City's AM Plan.

### **Capital Sustainability Steering Committee**

As noted in the capital budget strategy, this budget aims to continue to address the significant recommendations from the Capital Sustainability Steering Committee (CSSC) including:

- Target of \$3 million annual tax supported capital funding for the revitalization and repair/replacement of parks assets;
- Staff to explore and report back on opportunities to optimize the use of Cash-in-lieu of parkland funds for both park acquisition and the revitalization and repair/replacement of parks.
- Rural to urban conversion program be paused
- Extend the timeframe for the implementation of the Richmond Hill David Dunlop Observatory early priorities;
- Civic Precinct to be used as passive parkland until such time as the Official Plan Review is conducted.

The Committee's goal was to evaluate the financial sustainability of the City's long-term capital investments needs for various City plans/programs and their alignment with the Community's expectations. This Capital Budget incorporates these outcomes along with the state of good repair investment needs from the EAM and 2021 AM Plan for Core assets, leveraging an evidence-based risk approach to prioritizing projects.

The tax supported cap of \$16 million in 2022, required prioritization of projects to determine the most pressing priorities. Parks repair and revitalization projects through the risk prioritization model fared less favorably when compared to the other asset treatment requirements of the City. This results in satisfying the CSSC recommendation of targeting \$3 million in funding to Parks assets and a smaller 2022 parks program, well below the \$3 million funding target.

As directed by the CSSC, staff investigated opportunities to optimize the use of Cash in Lieu for parks revitalization projects as well as certain repair and replacements of some deteriorating parks assets. Through the review, a relatively higher Cash in Lieu of Parkland funding was allocated in 2022 to substitute the tax supported funding requirement. This resulted in a balance of continuing with a modest parks program, while not having a large tax burden on this service.

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Road reconstructions in this budget are prioritized based on condition assessment and outputs from the EAM. As such, roads assets and ancillary assets in the area that require a treatment due to being in “Poor/Very Poor” condition were prioritized and addressed first. Projects are expected to be updated annually and re-prioritized in future capital budget processes, which is consistent with the CSSC recommendation.

Richmond Hill David Dunlap Observatory (RHDDO) early priorities have been extended by the RHDDO committee and is reflected in this forecast. Lastly, the Civic Precinct is not currently presented in this forecast until the Official Plan update is complete consistent with the CSSC recommendations.

### **Financial Sustainability and Reserve Funds**

This 2022 Capital Budget recognizes various City Master Plans are contingent on the completion of the City’s Official Plan, including the Transportation Master Plan, Urban Master Environmental Servicing Plan and Parks/Recreation Plan, which will cascade and build on the OP’s growth projections. This work along with the ongoing asset management work will further inform the longer-term capital investment needs. The prudent approach in this budget is to develop an abbreviated 5-year forecast (current + 4 years) to capture near-term critical projects to apprise Council of the required investments.

The forecast provided is dynamic and intended to align and adapt to changing priorities as new information is known. As projects are developed and implemented and new ones added, a complete 10-year forecast will be required once all the Plans are in place. The City’s AM Plan is ahead of schedule and will continue to evolve. Next steps include incorporating the City’s non-core assets such as fleet and natural assets into EAM. As such, an update to the Financial Sustainability Strategy will be deferred until all Plans are finalized and a complete picture of all City owned assets, including core and non-core, can be obtained.

### **Grant Funded Capital Approach**

Numerous financial grants and funding sources are made available to municipalities, creating the opportunity for Richmond Hill to invest in our community while lessening the load on property tax. Given the COVID-19 pressures on municipal finances, there is a likelihood of senior levels of government continuing exposing and introducing infrastructure investment opportunities.

Based on previous funding commitments by both the Federal and Provincial governments and an environmental scan of the field, grant funding opportunities are expected to be in a few main program areas, with a focus on climate change adaptation and mitigation, energy efficiency and greenhouse gas reduction, tourism and active recreation, which bodes well for assets in the following categories:

- Stormwater management facilities
- Building facilities
- Parks and trails
- Active transportation

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The City is well prepared for opportunities as they arise, as Staff actively monitoring grant intakes for projects within the current Council-approved budget and forecast to decrease direct costs to the City. To respond quickly to, and enable flexibility for grant application intakes, staff also maintain an ongoing list of projects that are ‘shovel’ ready, but are not allocated funds through the current Capital Budget. This list of ‘grant contingent’ projects (Appendix “B”) are those that are ready for construction and can be advanced should grant funding be received that would cover a substantial amount of the project cost. The list is evaluated annually as part of the process to ensure that projects most likely to attract grant funding are identified.

In 2021, the City was successful in receiving grants to advance both Humber Flats Mallard Marsh Playground replacement and Phillips Park revitalizations through “Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream”. This is an indication of the City’s success with this strategy, in getting projects shovel ready and being able to quickly respond when grant intakes are announced by funders.

In this Capital Budget, in order to meet the Capital Budget Strategy direction to cap the tax supported program at \$16 million, a number of “shovel” ready projects were deferred. These deferred projects and 2022 design phase projects have been added to the Project Contingent on Grant Funding list in Appendix “B”. If grant funding is secured for any of these projects in 2022, they will be approved and appropriate City funding allocated. If grants do not become available, they will be delivered in their proposed year of construction.

### **Financial/Staffing/Other Implications:**

This staff report summarizes the detailed information provided in the 2022 Draft Capital Budget and Forecast, distributed electronically on the City’s website on October 5, 2021.

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### 2022 Capital Budget

The 2022 Capital Budget request for the City is a total of \$77,423,800 (\$72,719,400 capital projects and \$4,704,400 of project management and overhead costs related to capital project delivery and is outline in the table below. Projects Contingent on Grant Funding are outlined in Appendix “B”, and 2022 significant projects are outlined in Appendix “C”, and the recommended funding sources are in Appendix “D”.

<b>Department</b>	<b>2022 Capital Budget Request</b>
Planning and Infrastructure Department	\$59,045,100
Community Services	\$6,178,500
Corporate and Financial Services	\$5,269,200
Richmond Hill Public Library Board	\$1,716,700
Office of The City Manager	\$509,900
<b>Subtotal</b>	<b><u>\$72,719,400</u></b>
Project Management and Overhead Costs	\$4,704,400
<b>Total</b>	<b><u>\$77,423,800</u></b>

The 2022 Capital Budget consists of projects that the departments plan to study, design, build, contribute to or tender within the next 12 months or a longer construction period depending on the complexity of the project. The completion of the 2022 capital program will result in net additions to the City’s capital infrastructure, below are some highlights of asset additions:

- Roads (3,500 metres)
- Watermain (2,060 metres)
- Pond Rehabilitation (1)
- Parks (3.59 ha) including Playgrounds, Tennis Courts and Water Play
- Woodlot Restoration (2)
- Facilities Roof Projects (2) and HVAC / Mechanical Replacement Projects (5)
- Fire Aerial Truck
- Fleet Equipment including mowers and plows

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### Operating Budget Impact

New assets from this budget anticipates future operating budget impacts to maintain these additions. Below are estimated operating costs associated with the 2022 capital investment.

Year	2023	2024	2025
Estimate Operating Costs	\$37,000	\$182,200	\$183,800

Operating Costs associated with this capital budget are primarily a result of licenses, subscriptions post implementation of IT digitization projects across the organization as well as personnel, materials, and supplies to service new growth parks assets once fully constructed.

### Funding Sources

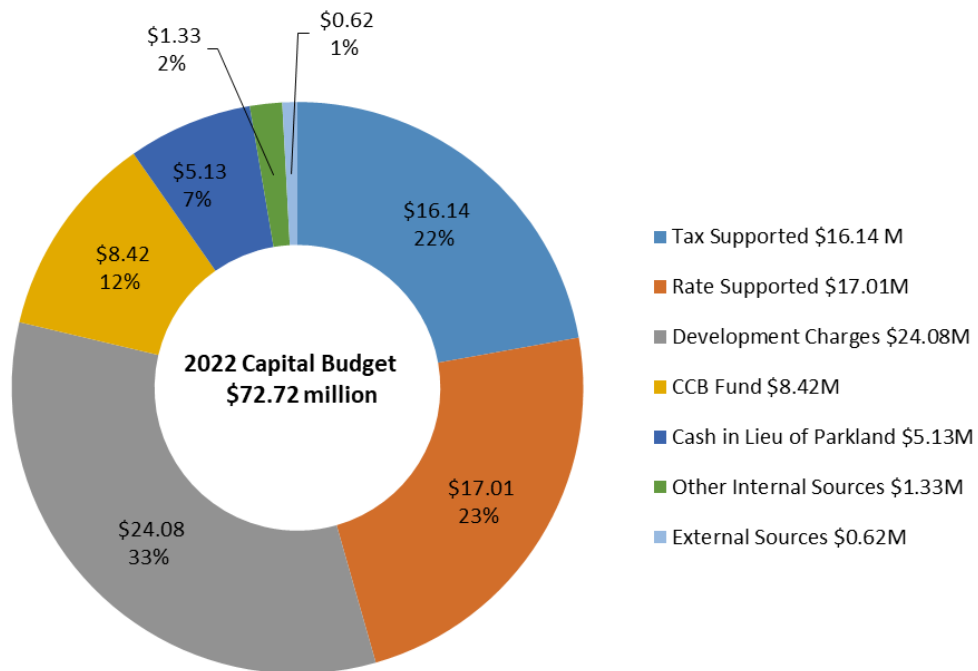
Reserves and Reserve Funds play a very important role in the City's finances and provide a strong indicator of the City's overall financial health. They are established and approved through by-laws or Provincial legislation to provide funding flexibility, mitigate risk, operations uncertainty, and to ensure long-term financial stability of the City.

The general funding sources for the City's Capital Budget are: tax supported reserve funds, rate supported reserve funds, development charges, cash in lieu of parkland, Canada Community-Building Fund (formerly federal gas tax), other internal funding sources and external funding sources. Through taxation, the primary tax supported funding sources are Repair and Replacement Reserve Funds and the Cash to Capital Reserve Fund. Rate supported reserve funds provide funding for water, wastewater and stormwater related infrastructure. From the development process, both City-wide and Area Specific Development Charges are collected during the agreement and building permit issuance stages. Cash-in-Lieu of Parkland funds are collected specifically for parkland and recreation related capital. Canada Community-Building Fund (formerly federal gas tax) is an annual allocation available to municipalities including Richmond Hill based on a per capita formula. Other internal funding sources include reserves and Hydro reserve funds. While the external funding sources include third party recoveries and local improvements.



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Funding sources for the 2022 Capital Budget Request are shown in the graph below. Impact to the capital reserve funds are highlighted in the following section.



### Capital Forecast (2023-2026) and Impact on Reserve Funds

The proposed Capital Forecast is a robust projection of the City’s upcoming infrastructure needs, incorporating and aligning the EAM generated state of good repair asset management requirements for Core assets as well as investments identified in the Plans and programs that are under way, including for growth. These competing priorities will continue to pose financial pressures on the City’s capital related reserve funds. Below is the projected needs over the next 4 years of the forecast categorized by state of good repair and growth/new assets.

Expenditures	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2023-2026 Total Forecast
State of Good Repair	93.7	30.5	24.6	47.1	139.2
Growth and New Assets	37.8	84.5	78.2	87.8	344.3
PM and OH	9.4	8.1	6.7	8.7	33.0
<b>Total (\$ million)</b>	<b>\$ 140.3</b>	<b>\$ 123.1</b>	<b>\$ 109.5</b>	<b>\$ 143.6</b>	<b>\$ 516.5</b>

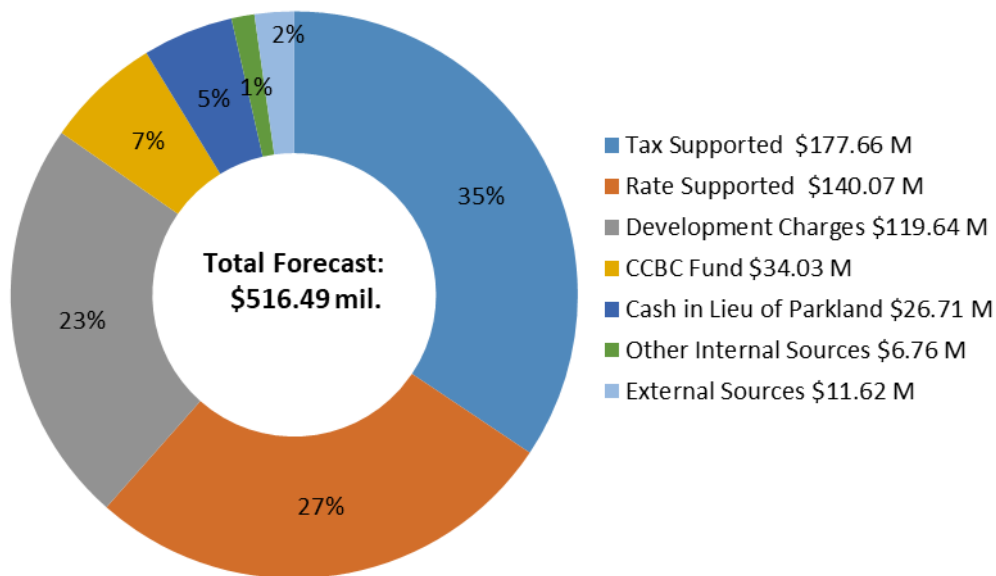
Further details can be found in Appendix “F” (State of Good Repair), and Appendix “G” (Growth). The detailed forecast is outlined in the 2022 Draft Capital Budget and

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Forecast Documents. The following table highlights the proposed 2023 to 2026 Capital Forecast totaling \$516.5 million by major funding categories:

Funding Sources	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2023-2026 Total Forecast
<b>Tax Supported</b>	45.4	42.4	43.1	46.7	177.7
<b>Rate Supported</b>	36.2	37.8	28.2	37.8	140.1
<b>Development Charges</b>	33.8	25.6	19.2	41.0	119.6
<b>Canada Community Building Fund</b>	10.2	7.1	8.0	8.7	34.0
<b>Cash in Lieu of Parkland</b>	10.7	5.3	6.4	4.4	26.7
<b>Other Internal</b>	1.3	1.9	1.7	1.9	6.8
<b>External Sources</b>	2.6	3.0	2.9	3.0	11.6
<b>Total (\$ million)</b>	<b>\$ 140.3</b>	<b>\$ 123.1</b>	<b>\$ 109.5</b>	<b>\$ 143.6</b>	<b>\$ 516.5</b>

Funding sources for the 2023 to 2026 Capital Forecast are illustrated in the graph below.



The 2022 Capital Budget and Forecast represents a five-year outlook of various capital works and asset investments that consider corporate priorities, the resulting impact of the Capital Forecast to the City's reserves funds are shown in the table below. The projected year-end balances highlight that balances of these reserve funds are declining

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significantly over time. This demonstrates that there are significant capital needs in the upcoming horizon and that they will need to be addressed through alternative funding frameworks to maintain long-term financial sustainability. The Capital Forecast will be updated annually to reflect revised or actual growth assumptions and the evolving state of good repair asset management needs depending on the desired level of service.

<b>Projected Year End Balance By Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Tax Supported R&amp;R</b>	59.9	60.5	36.0	15.1	(5.7)	(28.6)
<b>Rate Supported R&amp;R</b>	56.0	50.6	27.3	2.8	(11.3)	(34.2)
<b>Development Charges</b>	59.6	63.5	59.6	64.8	77.6	69.6
<b>DC Area Specific</b>	17.4	16.6	16.8	16.9	17.0	17.2
<b>Federal Gas Tax</b>	13.1	11.1	7.5	7.0	5.5	3.4
<b>Cash in Lieu of Parkland</b>	42.3	43.1	38.8	39.8	39.7	41.7
<b>Other Reserve and Reserve Funds</b>	8.0	7.3	6.8	6.1	5.0	3.5
<b>Total (\$ million)</b>	<b>256.3</b>	<b>253.3</b>	<b>193.2</b>	<b>153.0</b>	<b>128.5</b>	<b>73.0</b>

### Tax Supported Reserve Funds

Tax Supported Reserve Funds fund the repair, maintenance and replacement of City owned infrastructure and is the main source of funding for SOGR projects. For 2022, capital projects include City facilities, roads, parks assets and replacement of fleet vehicles and equipment. The total amount in the 2022 Draft Capital Budget funded by Tax Supported Reserve is \$16,135,300 and the forecast for 2023 to 2026 is \$177.66 million.

Capital Budget 2022 is the third year of capping Tax supported reserves in order to maintain a base balance in these reserves. This strategy was successful in maintaining the base balance above \$40 million and the Council approved “Pay as You Go” strategy. However, with updates to the City’s various master plans, programs and the evolving information from EAM outputs, funding requirements are greater than previously anticipated. This results in added pressures to the Tax Supported Reserve Funds over the next few years and are estimated to be depleted by the year 2025. An update to the Financial Sustainability Strategy will be required once all plans are finalized and a complete picture of all investment requirements are obtained. Capital forecast and subsequent pressure on tax supported reserve funds will be updated annually to reflect evolving state of good repair asset management needs depending on the desired level of service.

### Rate Supported Reserve Funds

The rate supported reserve funds consists of: the Water Quality Protection Reserve Fund, and Watermain, Watermeter and Sanitary Sewer repair and replacement reserve funds. Rate Supported Reserve Funds fund the repair, maintenance and replacement of water, wastewater and stormwater infrastructure. The rate supported reserve funds are

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the second largest funding source for the City's 2022 Capital Budget with \$17,008,800 or 27% and \$140.07 million in the forecast for 2023 to 2026. For 2022, capital projects include the state of good repair of watermains and stormwater related activities.

Most notably, \$4.2 million is being invested in replacing 2,000 metres of watermain along Bathurst Street between Major Mackenzie Drive and Elgin Mills Road. As well as, a significant City contribution to York Region's King Road Reconstruction project, which replaces City watermains along King Road between Yonge Street and Bond Crescent including Kingshill Road.

The Watermain and Wastewater reserve traditionally is healthy, however with new information outputted from EAM additional aging water related infrastructure are being identified needing replacements, as such applying the new capital forecast to our watermain reserves results in declining balances and it is estimated to be depleted by 2026. It is important to note that legislation requires Water and Wastewater reserves to be self-sufficient, therefore an earlier update to the Water and Wastewater Financial plan will be required to update these capital needs and update rates accordingly.

The Water Quality Protection Reserve Fund is primarily used for the funding of stormwater management initiatives (i.e. sediment removal, stormwater management facilities rehabilitations as well as valleyland restoration) to protect City infrastructure. In 2022, Twickenham Pond rehabilitation is one of the major investments of \$1.7 million.

As previously identified, the Water Quality Protection Reserve Fund required a thorough review. As such in 2020, a collaborative review of the stormwater management fee structure and a more sustainable approach to fund the expenditures related to stormwater activities were approved by Council. A new Stormwater Management Rate structure is currently being developed and will be implemented in 2022 to address the funding gap recognized by Council and provides a more equitable opportunity to move towards long-term financial sustainability for the stormwater infrastructure.

### **Development Charges Reserve Funds**

Development Charges fund eligible growth related new infrastructure. For 2022, capital projects include new parks, funding of the City's contribution of the UMESP and continued development of the City's road networks for the future growth of the City.

The total amount in the 2022 Draft Capital Budget funded by Development Charges Reserve Funds is \$24,080,900 and total \$119 million over the 2023 to 2026 forecast.

The 2022 Capital Budget draw is significant, due to a \$14.8 million investment to fund the City's portion of the Highway 404 Overpass North of 16th Avenue, \$2.3 million to fund the City's portion of the UMESP sanitary improvements and revitalization of Dove Park (\$1.53 million). This is an unique year with a large draw, however allocation of DCs to projects are based on timing of growth development requirements and can fluctuate between years.

Development Charge Reserve Funds in aggregate are healthy as shown in the ending balance forecast, however specific DC reserve funds may be in temporary deficit due to timing of expenditures and collection of development charges.

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### **Cash in Lieu of Parkland**

Cash in Lieu of Parkland funds the purchase and development of new parkland, park amenities, and a portion of the revitalization of existing parks. For 2022, the funding includes the construction of the next assignment phase of Richmond Hill David Dunlap Observatory Park, revitalization of existing parks and park amenities (such as playgrounds and tennis courts). The total amount in the 2022 Draft Capital Budget funded by the Cash in Lieu of Parkland Reserve Fund is \$5,128,500.

As directed by CSSC, staff explored approaches to optimize the use of Cash in Lieu of Parkland for parks revitalization projects as well as certain repair and replacements of some deteriorating parks assets. This resulted in a relatively higher Cash in lieu of Parkland funding allocation for 2022, while lessened the tax supported funding requirement.

The Cash in Lieu of Parkland reserve fund balance is relatively healthy however with the revised collection method supported by Council in 2019 and update to Parks and Recreation Plan, sustainability of the reserves need to be monitored more diligently.

### **Canada Community-Building (CCB) Fund**

Canada Community-Building Fund (formerly Federal Gas Tax) is a federal revenue-sharing program, intended to support municipalities' investment in capital infrastructure projects. For 2022, capital projects include the renewal of mechanical systems assets within the City's recreation facilities and advancing priority road and sidewalk projects. Details of the investments can be found in Appendix E and total \$8.42 million.

CCBF provides funding for infrastructure that achieves positive environmental results. Previously, eligible projects were for infrastructure that contributed to clean water, cleaner air, and reduced gas emission. Recent changes have expanded eligible projects to all municipal infrastructure, an opportunity for greater funding of the City's strategic capital projects and is currently being utilized to alleviate the financial pressures on the Tax Supported Reserve Funds. The 2022 Capital Budget funding will be used mainly to finance lifecycle renewal of City facilities and roads reconstruction projects including: Mechanical and HVAC systems at several of the City's community centres and arenas.

### **Relationship to Council's Strategic Priorities 2020-2022:**

The 2022 Capital Budget and Forecast is the City's implementation of the City's Official plan, strategies, and programs, which represents the tangible implementation of investments through the action of "Balancing Growth and Green" and "Fiscal Responsibility". This budget and forecast represents "Fiscal Responsibility", through direct integration of the Asset Management Plan strategies and evidence-based decision-making.

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### **Conclusion:**

The City of Richmond Hill's Capital Program provides for new infrastructure that is reflective of a growing population and balancing the state of good repair of existing assets. In recognizing these challenges and being responsive, a 2022 Draft Capital Budget and Forecast is presented for review and approval.

The City's infrastructure assets are in good condition relative to many other Ontario and Canadian municipalities. The condition of our assets and the ability to provide core services is a result of responsible capital asset management programs that are supported by Council and the community.

### **Attachments:**

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

- Appendix A: 2022 Draft Capital Budget
- Appendix B: Projects Contingent on Grant Funding
- Appendix C: 2022 Significant Projects
- Appendix D: 2022 Draft Capital Budget Funding Sources
- Appendix E: 2022 Canada Community-Building Fund Capital Projects
- Appendix F: Capital Forecast 2023 - 2026 – State of Good Repair
- Appendix G: Capital Forecast 2023 - 2026 – Growth and New Assets
- Appendix H: By-Law 137-2021 to Adopt the 2022 Capital Budget

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### Report Approval Details

Document Title:	SRCFS.21.051 2022 Draft Capital Budget and Forecast.docx
Attachments:	<ul style="list-style-type: none"><li>- SRCFS.21.051 Appendix A - 2022 Draft Capital Budget Request.pdf</li><li>- SRCFS.21.051 Appendix B - Projects Contingent on Grant Funding.pdf</li><li>- SRCFS.21.051 Appendix C - 2022 Significant Projects.pdf</li><li>- SRCFS.21.051 Appendix D - 2022 Draft Capital Budget Funding Sources.pdf</li><li>- SRCFS.21.051 Appendix E - 2022 Canada Community-Building Fund Capital Projects.pdf</li><li>- SRCFS.21.051 Appendix F - Capital Forecsat 2023-2026 State of Good Repair.pdf</li><li>- SRCFS.21.051 Appendix G - Capital Forecast 2023-2026 – Growth and New Assets.pdf</li><li>- SRCFS.21.051 Appendix H - Draft By-law 137-21 2022 Capital Budget.docx</li></ul>
Final Approval Date:	Oct 8, 2021

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

**David Dexter - Oct 7, 2021 - 4:08 PM**

**Sherry Adams - Oct 7, 2021 - 4:33 PM**

**MaryAnne Dempster - Oct 8, 2021 - 7:27 AM**