

**Report from:** Planning and Building Services, Building and Development

**Report Date:** April 24, 2023

**Meeting Date:** September 11, 2023

**Report Number:** PBS-088-2023

**File:** 56.49.4

**Subject:** Building Services Annual Report on Revenues, Expenses and Stabilization Reserve Fund for 2022

**Strategic Pillar:**

This report aligns with the following St. Catharines Strategic Plan pillars: economic prosperity.



## Recommendation

That Council receives the Building Services Annual Report on Revenues, Expenses, and Stabilization Reserve Fund for 2022 for information.

## Summary

The Building Division witnessed modest construction activity with 1,160 Building Permits issued in 2022. This volume of issued Building Permits is comparable to the ten-year average of 1176 permits per year. This reduced number of permits from the previous year resulted in Building Permit fee revenues that were lower than anticipated, resulting in direct / indirect costs exceeding the Division's revenues.

Building Division revenues in 2022 totaled \$2,596,191 with expenses (direct and indirect costs) totaling \$3,371,661. \$775,470 was transferred from the Building Division Reserve Fund to compensate for the shortfall. The Reserve Fund at the end of 2022 totaled \$2,550,007 (see Appendix 1).

The Building Division continued to modernize and develop its processes and demonstrated a marked improvement in its efforts to streamline its service delivery in 2022. Fire Safety plans examination and inspection services transitioned fully from Fire Prevention to the Building Division resulting in more timely and consistent service delivery. The new electronic permitting system, (the 'BuildSTC' Building Permit

application portal), is fully developed for residential permit applications and was showcased to builders and other stakeholders in early 2023. All Building Officials in the Building Division have access to two new mobile apps, (an app that connects to AMANDA with high functionality and an app, named “TRAX” that is a searchable version of the Ontario Building Code Act (BCA) and the Ontario Building Code regulations (OBC)).

## **Relationship to Strategic Plan**

### **Economic Prosperity:**

Support the City’s commitment to building and growing a diverse and resilient economy through fiscal responsibility, urban regeneration, and collaborative partnerships.

The Building Division supports and demonstrates the City’s continued commitment to the building industry, businesses, landowners, and the citizens of the City of St. Catharines, in providing best-in-class customer service and in ensuring the public’s health and safety. As construction projects are proposed, constructed, and occupied the Building Division continues to deliver services reliably and effectively while meeting the complex demands of the construction industry.

## **Background**

Subsection 7(4) of the Building Code Act, 1992, S.O. 1992, c. 23, (BCA) requires that municipalities prepare an annual report that contains:

- The total building permit fees collected.
- The direct and indirect costs of delivering services related to the administration and enforcement of the BCA.
- The balance being transferred to, or drawn from, the Building Stabilization Reserve Fund at year end.

The BCA provides municipalities with the authority to collect fees to recover the cost of administration and enforcement of the BCA and the OBC. Certain provisions of the OBC, found in Article 1.9.1.1 of Division C of the OBC, outline the details of what can be included as part of the cost of providing services. These include direct costs, indirect costs, and provisions to create and maintain a reserve fund. The BCA also states under Subsection 7(2) that permit fees collected must not exceed the anticipated reasonable costs to administer and enforce the BCA and OBC. Therefore, any excess revenue must be transferred to the Building Stabilization Reserve Fund. The purpose of this reserve fund is to:

- Support the Building Permit program during cyclical periods of reduced building and construction activity.
- Finance new initiatives that may involve capital expenditures, technology, and staffing.
- Provide for service enhancements and training.
- Cover other unexpected expenses.

The Building Division of Planning and Building Services (PBS) has attempted to balance

the revenues received through permits fees with the anticipated costs of administering and enforcing the Act, while modernizing service delivery to match the needs of the development community.

It is necessary to establish and maintain a Building Stabilization Reserve Fund Policy to assist in mitigating risks associated with economic downturns, fluctuations in service demand, and other potential issues. Prior to 2006, building revenue surpluses could be used corporately. When Bill 124 was passed in 2006, it amended the BCA to require all municipal Building Departments in Ontario to operate on the Enterprise Model. Moving forward, any Building Department surplus would transfer to reserve funds and could not be transferred to the general coffers, thereby restricting it from being used for any other municipal services. Reserves are used for the administration and enforcement functions related to the BCA and the OBC only. A stabilization reserve fund also manages the risk associated with possible economic downturns and is available to fund one-time capital expenditures thereby eliminating unwelcomed fee fluctuations. It is a fund isolated from other municipal reserves and is specifically established for the delivery of a full cost recovery program for the Building Division. This is to ensure that the taxpayer is not left to pay for any deficits that should be borne by the building industry.

The costs associated with the operations of the Building Division are fixed costs that cannot be easily or immediately adjusted to the changes in the levels of construction activity. There is expected to be some level of fluctuation of workload from one year to another; however, Building Division staff are highly technical and must undergo extensive training to attain and maintain qualifications required by legislation. Therefore, staff retention is critical to Building Divisions during downturns in construction cycles. As mentioned above, the BCA requires that municipalities, on an annual basis, prepare a report indicating the value of the reserve funds set aside and how that fund relates to the administration and enforcement of the BCA and the OBC. Appendix 1 of this report is a summary of revenues and costs, in accordance with subsection 7(4) of the BCA, pursuant to Clause 1.9.1.1 of Division C Part 1 of the OBC. This summary contains information in respect to fees authorized under the BCA which includes both direct and indirect costs of delivering these services.

In 2022, the City retained Watson and Associates Economists to undertake a comprehensive fee review of the development services provided by PBS. The purpose of the review is to ensure that revenues collected conform with legislative requirements, reflect industry best practices, and recommends improvements for reasonable cost recovery. Council approved [Report PBS-175-2022](#), regarding the Comprehensive Fee Review Study report on November 7, 2022. The report and recommendations within provided guidance for Council on upcoming years to get PBS positioned to meet the expectations of the Province and the development community to meet housing targets.

## **Report**

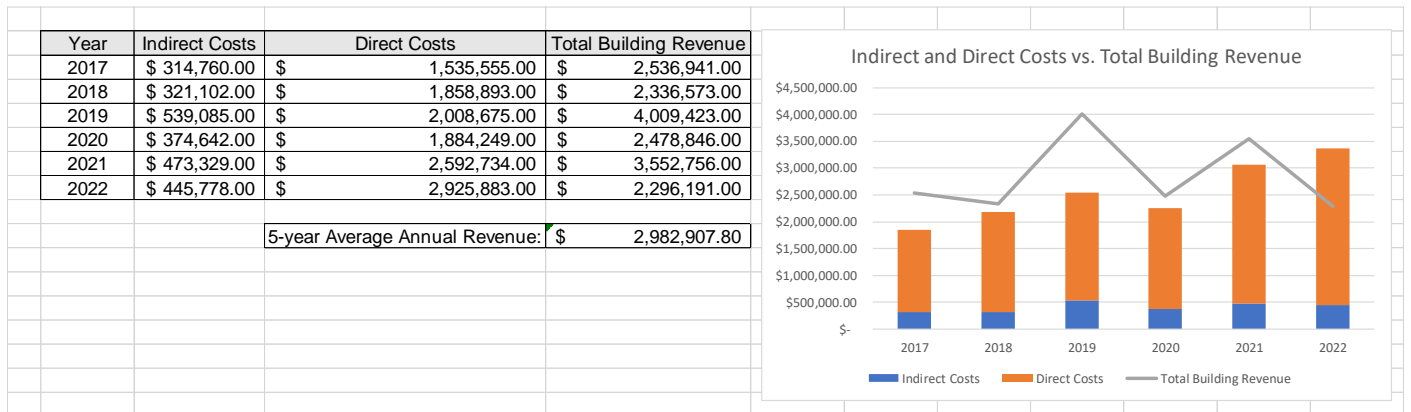
### **Financial Summary**

Revenues generated by the Building Division for the year 2022 was \$2,596,191; a 27% decrease from revenues generated in 2021, (\$3,552,756). Although 2022 revenues

trended downward, they were only slightly lower than the five-year average (\$2,982,907). The total cost of operations (direct and indirect costs) for 2022 exceeded the Building Division’s revenue by \$775,470, which was transferred from the Reserve Fund at year end. The total amount available in the Reserve fund at the end of 2022 was \$2,550,007.

The financial statement for 2022 is attached to this report (see Appendix 1) and illustrated in Graph 1 below.

**Graph 1**



**Building Reserve Fund**

The BCA makes provision for the difference between revenues and costs to be placed in a reserve fund. Many municipalities have a Policy for establishing, maintaining, and managing a Building Permit Stabilization Fund to sustain service levels and service delivery which includes a target ranging between one and a half to three times the annual operating budget. Based on the 2022 budget of total operating costs, (\$3,371,661), if the City had a similar Policy, the target reserve balance should be between \$5,057,491 and \$10,114,983.

The current ratio of reserve to operational costs is significantly below this industry standard, at only three-quarters (75%) of the annual operating budget. This value has been trending downward for several years and continues to be significantly below industry standards.

Watson & Associates Economists Ltd., were retained to undertake a [comprehensive fee review study](#) for development-related PBS Divisions (Building, Planning and Development Engineering). The report provided recommendations for improvements to the financial model of PBS via a comprehensive review of the current financial model of the Department as it relates to the operation of various development services. The study used the Activity Based Costing method to develop fees that were proportionate to the costs of delivering services, as well as contributing to the reserve fund in an amount that is in-keeping with the industry standard. The consultant’s report recommends the appropriate level of reserve funds, the ratio of operational to reserve

funds, and an appropriate contributing formula that will enable a long term financially sustainable service delivery model.

## Performance Measurements

### Timelines

#### Permit Applications

Article 1.3.1.3 of Division C the OBC mandates specific timeframes for Building Permit issuance and required inspections. Depending on their complexity, Building Permits must be issued in either 10, 15, 20, or 30 days. These timeframes commence once a permit application has been deemed 'complete'. The 'completeness' of permit applications must be determined within two days of submission. Intermittently, the Building Division continues to experience periods where permit applications are being submitted faster than they can be assessed and processed.

Building Technicians and Administrative Clerks are responsible for frontline customer service. They meet and greet permit applicants at the customer service desk, intake applications, payments, and conduct file processing and administrative duties. The staff in these positions are critical in maintaining good customer service and to assisting in ensuring legislated deadlines for permit issuance are regularly achieved. They play an integral role in providing the assistance needed to Plans Examination and Building Inspection staff who are diligently working towards a common goal of streamlining Building Permit processes to meet the Provincially mandated goal of building 'more homes faster'. The [Watson & Associates Development Application Fee Review report](#) recommended the following:

- **“P.B.S. Administration: Staffing levels would need to be increased by approximately 1.0 F.T.E.s to address current staffing shortfalls and to accommodate future volumes of development application activity.”**

This recommendation is further supported by the overtime payments paid to the Administrative Clerks which has been steadily increasing over the last five years. Specifically, in the last two years:

- Overtime paid to Administrative Clerks in 2022 was \$49,557, (exceeding the overtime budget by 420%); and
- Overtime paid to Administrative Clerks in 2021 was \$58,845, (exceeding the overtime budget by 508%).

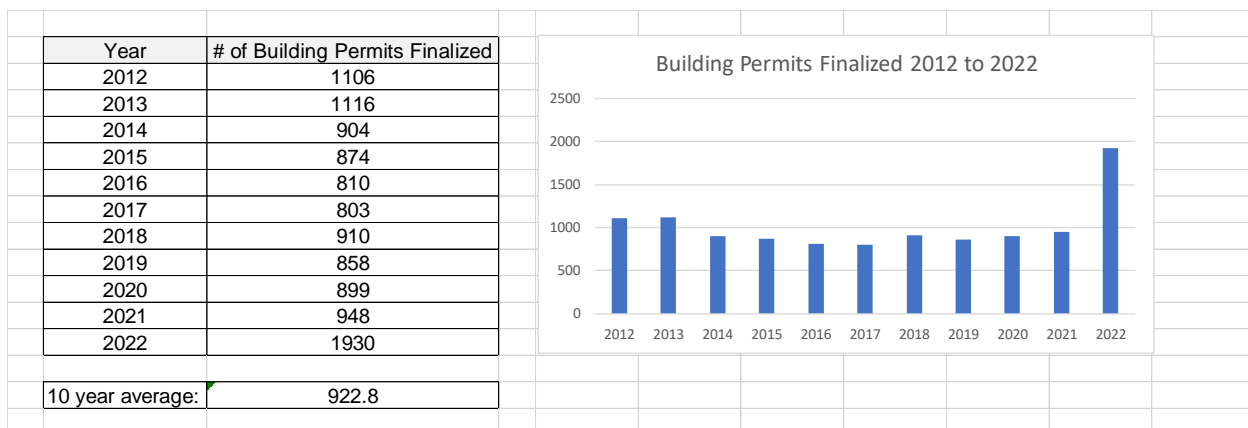
Overtime payments at these levels are not sustainable, and do not support the work-life balance the City promotes to its employees.

In light of this analysis and Watson's recommendations, the full time Senior Administration Coordinator position is required to meet these needs. Staff will explore potential funding sources and any recommendations related to FTEs, together with clear business cases and service impacts, would be brought forward to Budget Standing Committee for consideration in accordance with the August 14, 2023 direction from Council.

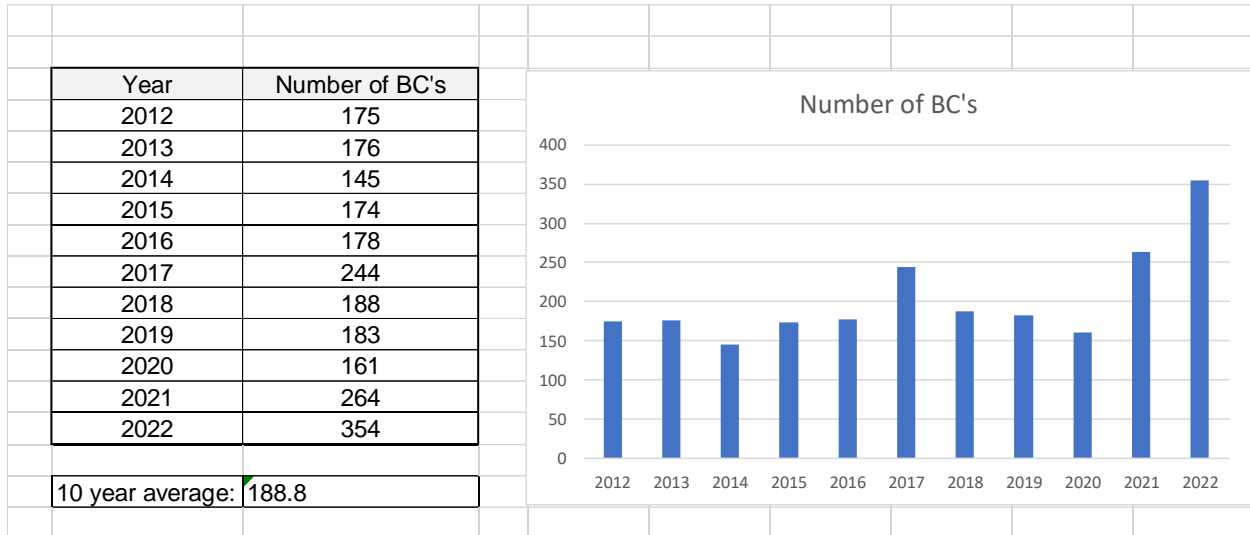
## Inspections and Building Code Complaints

Article 1.3.5.3 of Division C of the OBC requires that, upon request for an inspection, Building Inspectors shall attend to perform the inspection within 48 hours (commencing the day after the request). Building inspections are primarily conducted to determine compliance with the regulations. Building Inspectors are also tasked to take enforcement action when OBC deficiencies are discovered. In addition to inspecting new construction / demolition projects, Building Inspectors also investigate potentially unsafe buildings, provide liquor licensing inspections as well as investigate building code complaints such as illegal apartments, building without permits, and buildings damaged by fire. Generally Building Inspectors are meeting legislated requirements for regular, day-to-day inspection requests. However, due to extended absences and staff turnover, they continue to fall behind in responding to complaints lodged by citizens and elected officials, (primarily ‘building without a permit’ complaints), which has resulted in a four-year backlog of investigation files. The creation of an Enforcement Building Inspector (approved by Council in 2022) has resulted in more timely responses to citizen complaints.

In response to the recent Breen v. Lake of Bays (Township) court decision where the municipality was found to have neglected their duty of care to follow up on old / outstanding Building Permits, the City of St. Catharines Building Division has stepped up its efforts to investigate and finalize old permits. Municipalities in Ontario are expected to take all necessary steps, including unprompted inspections and permit revocation where necessary, to finalize Building Permits. Each old / outstanding Building Permit in our system is a potential liability to the Corporation, and every effort should be made to resolve them. St. Catharines Building Inspectors re-doubled their efforts in 2022 to sign-off old / outstanding Building Permits. Some of these Building Permits were issued more than two decades ago. In 2022, 1930 Building Permits were finalized, far exceeding the 10-year average of only 922 Building Permits signed-off per year. These efforts are continuing into 2023, with 941 Building Permits signed off in the first three months. The chart below highlights the progress the Building Inspectors made in 2022:

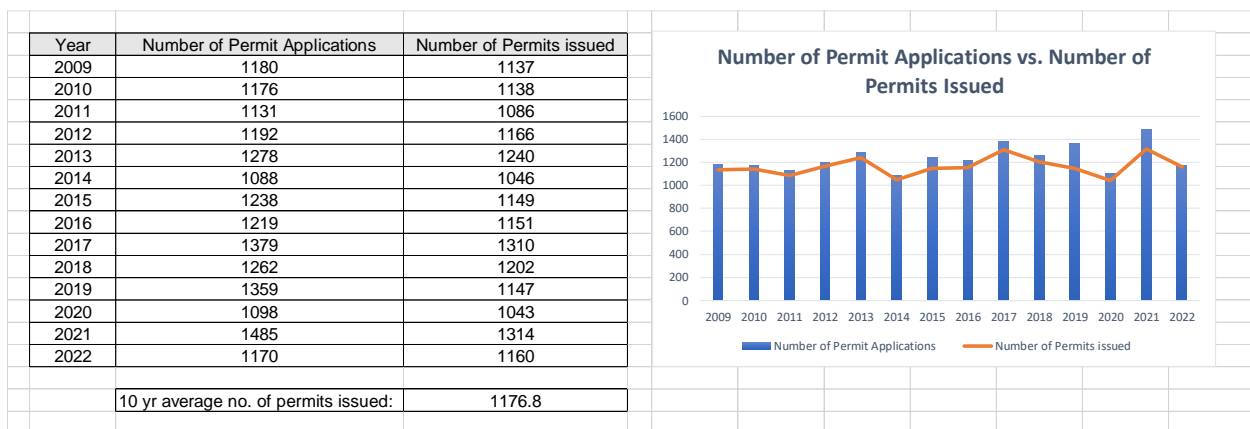


Building Complaints (BC's) were at an all-time high in 2022. As depicted in the chart and graph below, the Building Division received 354 building related complaints, substantially higher than the 10-year average number of complaints received per year (188 complaints):

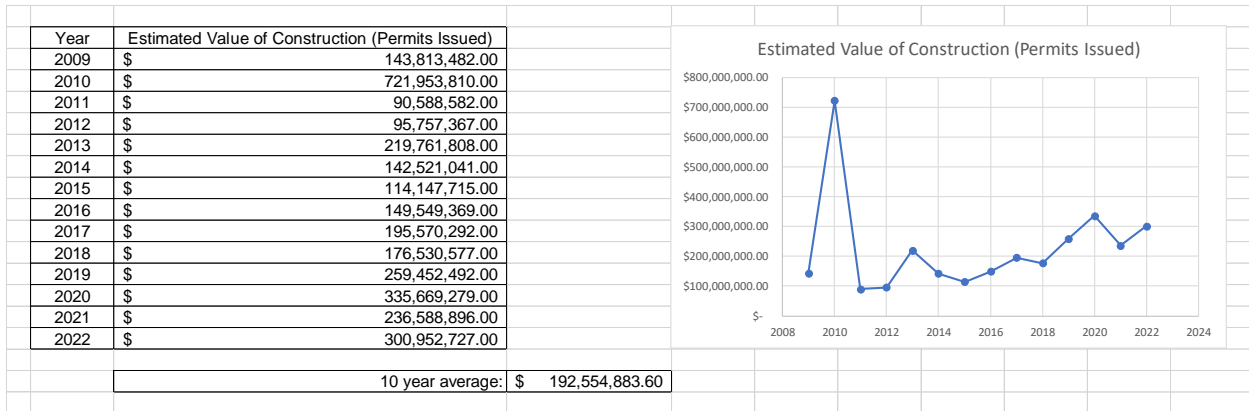


## Building Permit and Construction Activity

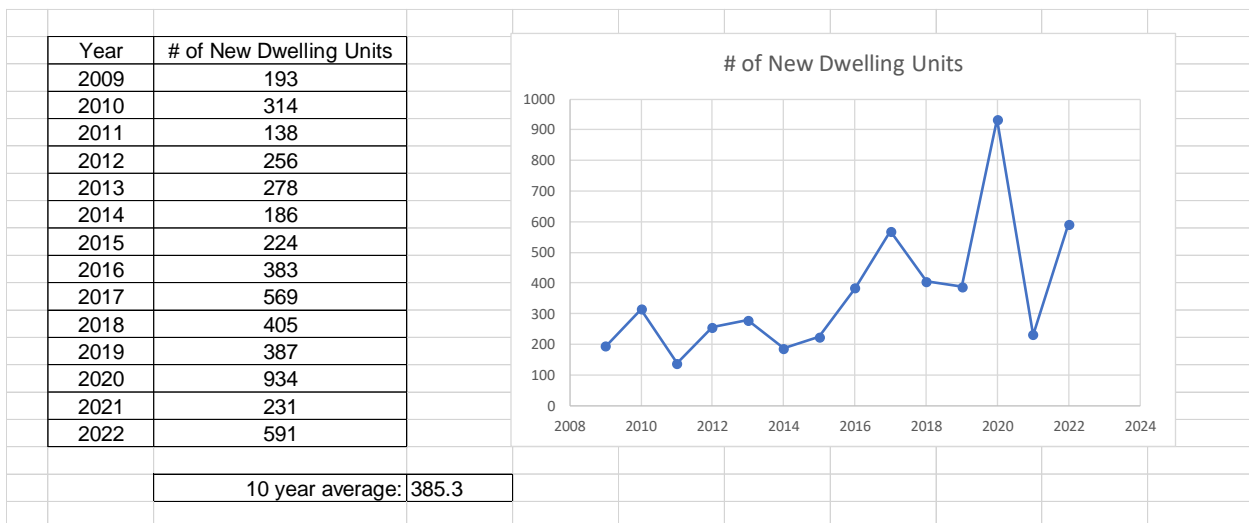
In 2022, 1,160 Building Permits were issued (of the 1,170 Building Permit applications that were submitted), as depicted in the chart and graph below:



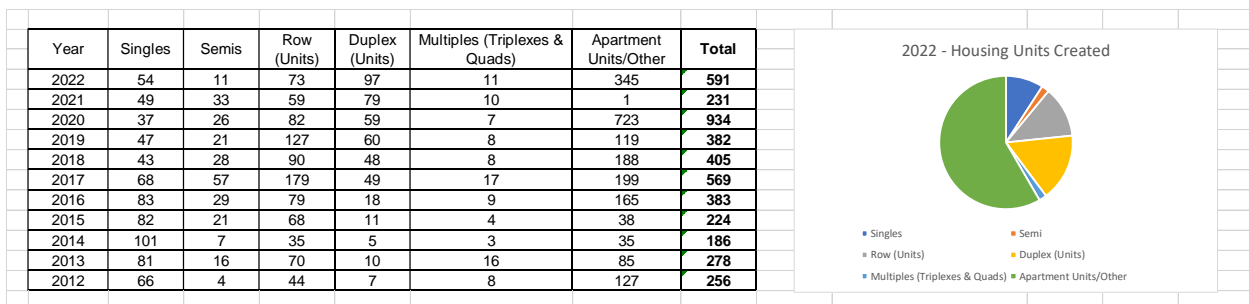
The total estimated construction value (EVC) for 2022 was \$300,952,727, up from \$236,588,896 in 2021 (see Appendix 2 for a break-down of EVC values). EVC's are generally considered to be a reasonable indicator of economic activity within a geographical area. Building Permits representing projects with estimated costs of construction exceeding one million dollars can be found in Appendix 3. It is evident that St. Catharines saw a return to more typical (yet healthy) construction related economic activity in 2022, as depicted in the chart and graph below:



The number of new dwellings created in St. Catharines in 2022 was 591, the second highest number of dwellings created in one year recorded since 2008, as depicted in the chart and graph below:

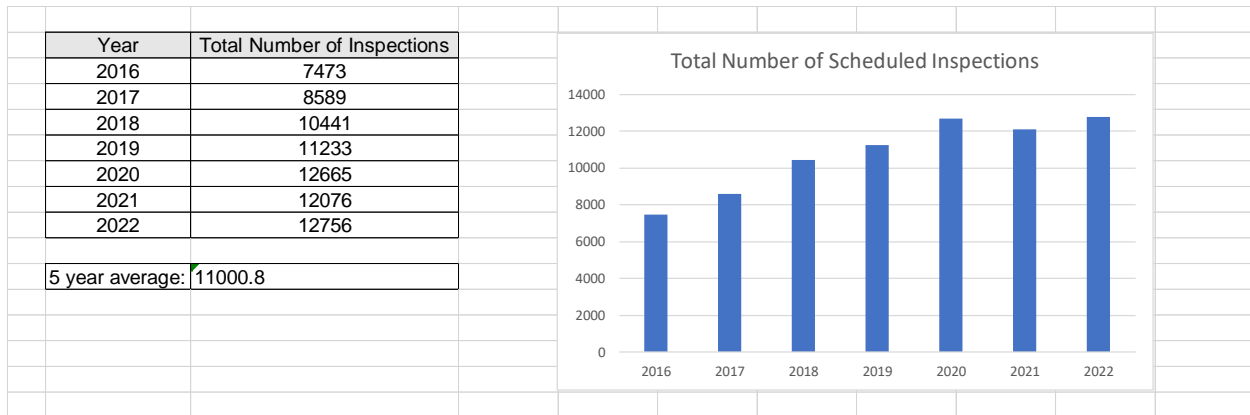


At a more granular level, apartment units were the highest category of new housing units created in 2022 in St. Catharines with 345 approved through the Building Permit process. Duplexes were the next highest with 97 units created, as depicted in the following chart and graph:



## Building Inspection Activity

The graph and chart below provide the total number of building inspections across different disciplines (architectural, plumbing and HVAC) for the last six years. In 2022, the total number of inspections carried out was a record breaking 12,756, well above the five-year average of 11,000 building inspections per year:



## Work Plan for 2023

As part of the Building Division's efforts to modernize its service delivery, the current Building By-law (2011-334) will require significant revamping or repeal / replacement. The Large Municipality Chief Building Officials (LMCBO) have provided a by-law template for large municipalities to use to modernize their Building By-laws. Significant updates include the following:

- A requirement to obtain and provide Zoning Certificates as part of 'complete permit applications'.
- To provide lot grading, drainage, and servicing plans as part of all residential permit applications, (up to and including 10 residential lots).
- To provide specific documents as part of Conditional Permit and Alternative Solution applications.
- Notice requirements for inspections.
- Improved permit fee calculations (in instances where a fee cannot be calculated in accordance with the Rates and Fees By-law).
- Improved administrative fee calculation formulas.
- Convert the By-law to Metric from Imperial measurements.

## Electronic Permitting Technology

The electronic permit application portal 'BuildSTC' has been fully developed for permit applications for houses. This portal will enhance customer service by allowing permit holders, contractors, and homeowners to submit their Building Permit applications and payments online, from their homes, offices, and / or places of business. Saving the cost, effort and time associated with having blueprints made, travel to the office for out-of-town users, parking, etc. the 'BuildSTC' portal will prove to be a significant enhancement to PBS customer satisfaction. Furthermore, this electronic permit process

will allow staff to continue to work remotely, including from home and / or job sites and will reduce the need for paper storage.

The 'BuildSTC' portal is expandable, and work is currently underway to include permit applications for smaller projects such as additions, decks, and pools. Over the next few months / years, other services will be offered in a phased approach, (such as large project applications and Site Plan submissions, etc.).

The 'BuildSTC' portal will require ongoing in-house technical support to deal with any unforeseen issues that arise and to ensure it is operating at optimal efficiency. To perform this function, an Amanda Business and Applications Analyst will be required. This position would be cost-shared with the Fire Department to assist them in their ongoing AMANDA updates and maintenance.

In light of this analysis and Watson's recommendations, one full time AMANDA Business and Applications Analyst position, shared equally with Fire Services is required to meet these needs. Staff will explore potential funding sources and any recommendations related to FTEs, together with clear business cases and service impacts, would be brought forward to Budget Standing Committee for consideration in accordance with the August 14, 2023 direction from Council.

### **Zoning Verifications and Property Reports**

Zoning Technicians play an integral role in supporting development. Currently, St. Catharines has two Zoning Technicians who contribute to the processing of the following:

- Zoning amendments
- Minor Variances
- Land Division applications
- Deeming By-laws
- Niagara Escarpment development applications
- Site Plan Control and Site Plan Agreements
- Pre-consultations
- Official Plan and Zoning Amendments
- Part Lot Control
- Subdivision Agreement and Condominium Approvals
- Development Agreements
- Heritage Permits
- Lawyers' enquiries related to real estate transactions and
- Liquor License applications

In addition to the above, and most recently, Zoning Technicians have been tasked with reviewing Zoning permissions in a supporting role to Short Term Rental application processes.

According to data collected from the AMANDA tracking system, the work volume for the two Zoning Technicians has shown a steady increase. The driving factors for the increase in the number of files handled by the Zoning Technicians are:

- A significant increase in the number of Committee of Adjustment applications for Minor Variances, (primarily the result in applications by homeowners to create Accessory Dwelling Units in their basements).
- An increase in applications for Short Term Rental Licenses, (as the result of the expanded licensing abilities of the Short-Term Rental By-law), resulting in a noticeable increase in work volume over the next six months).
- A large increase in Zoning Verification / Property Report letters indicative of the recent bullish real estate market.

As the result of these mounting and impending pressures, the Zoning Technicians will continue to fall behind in their day-to-day duties. An additional Zoning Technician (bringing the number to three) is required to meet acceptable timelines for responses for information and to continue to support economic development in an expedient way.

It is anticipated that when the new Building By-law is enacted, that requires permit applicants to obtain and provide Zoning Certificates as part of 'complete permit applications', the work volume for the Zoning Technicians will spike even higher. Based on the 10-year average of 1176 Building Permits issued per year, at the fee of \$204 per Zoning Certificate, projected revenues of approximately \$239,000 will self-fund an additional Zoning Technician, starting in 2024.

In light of this analysis and Watson's recommendations, a full time Zoning Examiner position is required to meet these needs. Staff will explore potential funding sources and any recommendations related to FTEs, together with clear business cases and service impacts, would be brought forward to Budget Standing Committee for consideration in accordance with the August 14, 2023 direction from Council.

## **Development Engineering**

Development Engineering Technologists play a critical role in the majority of new developments in the city. They provide Engineering support to consultants / applicants, review, comment on and provide conditions to related development proposals such as:

- Building
- Servicing
- Pool Permits
- Committee of Adjustment applications (Land Divisions & Minor Variances)
- Official Plan Applications and Zoning Amendment Applications
- Site Plan Applications
- Plan of Subdivision Applications

Among their varied duties, they complete detailed engineering review and approvals of development proposals which include, civil and other design drawings, civil reports (geotechnical, drainage, stormwater management, functional servicing, noise, lighting

studies, etc.) and civil cost estimates related to both on and off-site lands, during the detailed design review stage for all types of development applications. They also track and manage development-related accounts, securities, fees, and deposits.

Currently, there are two Development Engineering Technologists who are providing excellent service to the industry and the city, but who are falling more and more behind. The number of development applications has increased more than 33% since 2022. Planning Division staff predict that this marked increase in Site Plan Applications will continue into 2023 and beyond. Planners are mandated to execute Site Plan Agreements in legislated timelines and are highly dependent on the services the Development Engineering Technologists provide.

Additional support is required to perform the engineering reviews necessary to keep up with the predicted increase in development applications. Also, a lead person is needed to organize, prioritize, and monitor the work of the Development Engineering team to ensure adequate, accurate and seamless service delivery. The proposed creation of a new position, a "Senior Development Engineering Technologist" will meet these ongoing needs and help the two technologists get (and stay) caught up.

In light of this analysis and Watson's recommendations, a permanent full time Senior Development Engineering Technologist position is required to meet these needs. Staff will explore potential funding sources and any recommendations related to FTEs, together with clear business cases and service impacts, would be brought forward to Budget Standing Committee for consideration in accordance with the August 14, 2023 direction from Council.

## **Financial Implications**

There are no financial implications associated with this report.

## **Environmental Sustainability Implications**

There are no environmental implications associated with this report.

## **Operational Implications**

There are no operational implications associated with this report.

## **Conclusion**

The number of Building Permits issued by the Building Division in 2022 was in-keeping with the 10-year average. The annual financial report is required by the Building Code Act and provides information on revenues, expenditures, and the status of the Building Reserve fund.

The current Building Official staff compliment is generally able to keep up with legislated timeframes and requirements for minimum service delivery for permit issuance and inspections, however, Provincial growth expectations exceed current capabilities. Once the building industry responds to Provincial calls for expedited housing construction, the

complement may need to be adjusted. Staff will explore potential funding sources and any recommendations for future FTEs, will be accompanied by business cases and service impacts.

## **Notifications**

That a copy of this report be sent to the Niagara Home Builder's Association.

### **Prepared and Submitted by**

John W. Lane  
Chief Building Official

### **Approved by**

Tami Kitay, MPA, MCIP, RPP  
Director of Planning and Building Services

## **Appendices**

- Appendix 1: Summary of Revenues and Costs
- Appendix 2: Ten Year Estimated Construction Value
- Appendix 3: Largest projects of 2022

'Appendix 1'

City of St. Catharines - Annual Report of Fees & Costs  
Pursuant to Ontario Building Code Act Section 7 (4)

Estimated Costs of Delivering Services (Direct and Indirect)

	2022	2021	2020*	2019	2018
<b>Opening Balance of Reserve Fund</b>	<b>\$3,242,537</b>	<b>\$2,732,527</b>	<b>\$2,487,536</b>	<b>\$1,011,114</b>	<b>\$845,400</b>
<b>Direct Administration and Enforcement Costs</b>					
Staffing Costs (Direct Support Staff)	\$2,848,358	\$2,408,460	\$1,795,423	\$1,907,092	\$1,718,641
Direct Office Expenditures	\$77,525	\$184,274	\$88,826	\$101,583	\$140,252
<b>Total Direct Administration and Enforcement Costs</b>	<b>\$2,925,883</b>	<b>\$2,592,734</b>	<b>\$1,884,249</b>	<b>\$2,008,675</b>	<b>\$1,858,893</b>
<b>Indirect Administration and Enforcement Costs</b>					
Staffing Costs (Indirect Support Staff)	\$40,573	\$94,473	\$48,763	\$70,064	\$77,914
Indirect Office Support Costs	\$405,206	\$378,856	\$325,879	\$469,021	\$243,188
<b>Total Indirect Administration and Enforcement Costs</b>	<b>\$445,778</b>	<b>\$473,329</b>	<b>\$374,642</b>	<b>\$539,085</b>	<b>\$321,102</b>
<b>Total Direct and Indirect Costs</b>	<b>\$3,371,661</b>	<b>\$3,066,064</b>	<b>\$2,258,892</b>	<b>\$2,547,760</b>	<b>\$2,179,995</b>
<b>Total Building Revenue</b>	<b>\$2,596,191</b>	<b>\$3,552,756</b>	<b>\$2,478,846</b>	<b>\$4,009,423</b>	<b>\$2,336,573</b>
<b>Revenue/(Deficit) for current year of</b>	<b>-\$775,470</b>	<b>\$486,692</b>	<b>\$219,954</b>	<b>\$1,461,663</b>	<b>\$156,578</b>
<b>Interest Earned</b>	<b>\$82,941</b>	<b>\$23,318</b>	<b>\$25,037</b>	<b>\$14,759</b>	<b>\$9,136</b>
<b>Balance to be transferred to/from Reserve Fund</b>	<b>-\$775,470</b>	<b>\$486,692</b>	<b>\$219,954</b>	<b>\$1,461,663</b>	<b>\$156,578</b>
<b>Balance of Reserve Fund</b>	<b>\$2,550,007</b>	<b>\$3,242,537</b>	<b>\$2,732,527</b>	<b>\$2,487,536</b>	<b>\$1,011,114</b>

## Appendix 2

### Estimated Value of Construction for the years 2012-2022

	All Construction	Residential	Industrial, Commercial and Institutional	Other Permit Types	Three year average
2022	\$300,952,727	\$205,206,320	\$87,300,513	\$8,445,894	\$282,887,623
2021	\$236,475,993	\$75,781,996	\$150,581,222	\$10,112,775	\$276,865,921
2020	\$335,669,279	\$263,337,510	\$56,065,835	\$16,265,934	\$256,884,116
2019	\$258,452,492	\$148,257,928	\$104,506,685	\$5,687,879	\$210,184,454
2018	\$176,530,577	\$116,544,373	\$54,665,322	\$5,320,882	\$173,883,413
2017	\$195,570,292	\$127,991,061	\$60,338,081	\$7,241,150	\$153,086,792
2016	\$149,549,369	\$89,429,721	\$55,200,829	\$4,918,819	\$135,403,708
2015	\$114,140,715	\$64,969,417	\$43,887,599	\$5,283,699	\$158,819,522
2014	\$142,521,041	\$55,568,194	\$78,385,372	\$8,567,475	\$152,691,739
2013	\$219,796,809	\$66,361,449	\$146,042,840	\$7,392,520	\$157,777,088
2012	\$95,757,367	\$47,935,329	\$40,170,554	\$7,651,484	

## 'Appendix 3'

### Major Building Projects Over \$1,000,000 in 2022:

'Construct a 5 Storey 253 Unit Residential Apartment Building (Superstructure)'Montebello' <b>\$69,000,000</b> 50 Herrick Avenue	Construct a Superstructure only for Four story Apartment Building 'Arbourvale Common' <b>\$ 20,000,000</b> 61 Village Road
Addition and Alterations to Water treatment plant <b>\$ 19,000,000</b> 2700 Decew Road	Construct superstructure only for 5 story apartment building- 300 B <b>\$ 14,000,000</b> 300 B Fourth Avenue
To conduct a foundation only & load bearing Wallsfor 'Montebello' <b>\$ 11,500,000</b> 50 Herrick Avenue	Alter Interior and construct North and South Additions to 'Iggulden Gym' Ridley College <b>\$ 10,400,000</b> 2 Ridley Road
Alter Interior and construct Additions to 'Ridley College Sports Complex' <b>\$ 7,100,000</b> 2 Ridley Road	Construct (1) Storey Auto Dealership with Mezzanine <b>\$4,000,000</b> 332 Ontario Street
Construct Superstructure for 12 Unit Stacked Townhouse (Block 1) <b>\$3,192,000</b> 150 Glendale Avenue	Construct Superstructure for 12 Unit Stacked Townhouse (Block 2) <b>\$3,192,000</b> 150 Glendale Avenue
Security System Upgrade, Alterations to Storage Room <b>\$3,000,000</b> 59 Church Street	'Construct Shoring for 9-Storey Apartment Addition to Existing Building (former 'Lincoln Fabrics') 'Port Dalhousie Harbour Club' <b>\$2,500,000</b> 63 Lakeport Road
'Construct Superstructure for 7 Unit Townhouse (Block 4)' <b>\$2,062,000</b> 150 Glendale Avenue	'Construct Superstructure for 7 Unit Townhouse (Block 3)' <b>\$2,062,000</b> 150 Glendale Avenue
'Addition to Existing Steel Building Used for Commercial Vehicles' <b>\$1,800,000</b> 156 Berryman Avenue	Construct Superstructure for 6 Unit Townhouse (Block 8) <b>\$1,692,000</b> 150 Glendale Avenue
Interior Alterations to Culinary Classroom and Special Needs Classroom for 'Holy Cross Catholic Secondary School' <b>\$1,640,000</b> 460 Unwell Road	Alter Interior of offices at 'Mackenzie Chown Complex Block A' (MCA) and Construct a link 'Brock University' <b>\$ 1,500,000</b> 1812 Sir Isaac Brock Way
Proposed one storey addition <b>\$ 1,500,000</b> 2012 First Street	Construct Footings To Underground Parking Garage With Future Residential' <b>\$1,500,000</b> 63 Lakeport Road
Construct 4 Unit Townhouse (Unit #15,17,19,21) <b>\$ 1,500,000</b> 192 Rykert street	'Construct Superstructure for 5 Unit Townhouse (Block 6)' <b>\$1,340,000</b> 150 Glendale Avenue
Construct Superstructure for 5 Unit Townhouse (Block 7) <b>\$1,340,000</b> 150 Glendale Avenue	Interior renovations, Elevator & Universal Washroom(s)- Accessibilitiy <b>\$ 1,300,000</b> 130 Woodrow Street
Construct a new Building for '3P Lighting' <b>\$1,300,000</b> 18 Commerce Place	'Tenant Fit Out for New Planet Fitness Gym' <b>\$1,250,000</b> 525 Welland Avenue
Upgrade of HVAC throughout Entire School <b>\$ 1,200,000</b> 35 Ferndale Avenue	Interior Alteration to 'Manchu Wok' (Unit FC8) <b>\$ 1,000,000</b> 221 Glendale Avenue