

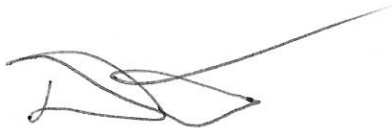
TOWN OF RICHMOND HILL
2018 Draft Budget

OFFICE OF THE CAO

2018 Draft Budget Submitted and Reviewed by:



Neil Garbe
Chief Administrative Officer



David Dexter
Director Financial Services & Treasurer

TOWN OF RICHMOND HILL

2018 Draft Operating Budget

OFFICE OF THE CAO

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TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

OVERVIEW

The Office of the Chief Administrative Officer (CAO) provides corporate leadership in the overall management of the Town's five departments. In this role, the Chief Administrative Officer reviews and approves all recommendations made to Council and Committees of Council, and leads the corporate strategic planning process. The Chief Administrative Officer acts as department head to the Legal Services, Strategic Initiatives, and Communication Services divisions.

The operational divisions are comprised of the following:

- Office of the CAO
- Legal Services Division including Risk and Insurance
- Strategic Initiatives Division
 - Economic Development
 - Small Business Enterprise Centre (SBEC)
 - Small Business Enterprise Centre - Starter Company Plus
 - Continuous Improvement
- Communication Services Division including Access Richmond Hill

In addition, the Office of the CAO is responsible for overseeing and directing the administrative and operational functions of all departments.

The 2017 ACCOMPLISHMENTS are as follows

Legal Services:

- Implementation of numerous strategic land acquisitions and exchanges including:
 - 71 Regent Street (Park expansions)
 - 17 Rockwell Road (Park expansions)
 - Lots 3 & 4 of Plan 65M-4510 which were received in exchange for surplus Town lands at Valencia Court and Bayel Crescent (Park expansion)
- Completed the acquisition of the David Dunlap Administration Building and the Observatory from Corsica Developments Inc.
- Participated in the successful negotiation of the following contracts for services: eScribe, CRM System, LED Streetlight Conversion, Waste Management
- Services and Employee & Family Assistance Program
- Successfully defended the Town's position with respect to the following OMB appeals:
 - FBNM Enterprises Ltd. – 9825 Yonge St. (PL151049) (Appeal Dismissed – Official Plan Amendment and Zoning By-Law Amendment failed to meet the intent of the land use and urban design policies of the Official Plan, as proposal did not respond appropriately to the planned context of the district)
 - J-G Cordone Investments Limited – 12030 Yonge St. (PL151114) (Appeal Dismissed – Official Plan Amendment and Zoning By-law Amendment deemed not appropriate and not representative of good planning, as degree of exceedance of the height and density requirements was not justified)
 - Interim Control By-law 100-16 (PL170110) (Interim Control By-law upheld as appropriate and enforced)

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

OVERVIEW - Continued

Legal Services

- Successfully negotiated settlements with respect to the following OMB appeals:
 - Dogliola Developments Ltd. – 10898 Yonge St (PL160680 & PL170110) – Site Plan and ICBL 100-16 Appeals (approximately 140 residential units as well as 10 to 15 storey apartment buildings)
 - 775377 Ontario Ltd. – 0 Leslie Street – PL1503324 – North Leslie Official Plan Amendment, Zoning By-law Amendment and Plan of Subdivision Appeals (approximately 350 residential units)
 - CIM Developments Inc. – 10747 Bayview Avenue – PL150284- Official Plan Amendment, Zoning By-law Amendment and Plan of Subdivision Appeals (approximately 220 residential units as well as 6 storey apartment buildings)
 - Primont Homes (Bayview Inc. – 0 19th Avenue – PL160020 – Zoning By-law Amendment, Plan of Subdivision and Site Plan Appeals (approximately 170 residential units)
 - Ideal (MM) Developments Inc. – 2219 & 27 Major Mackenzie Dr. E. – Zoning By-law Amendment and Site Plan Appeals (11 residential units)

Strategic Initiatives Division:

- Strategic Plan Annual Report
- Economic Development Strategy Update
- Corporate IT Strategy
- Key Performance Indicators Program
- Employee Strategy Survey
- Management Structure Review Implementation
- Civic Precinct Project
- Yonge Street BRT
- Service Reviews (Development Services Review (PRS), Strategic and Operational Review of Human Resources Division (CFS), Fire & Emergency Services Shared Study (CSD), AMPS Implementation (PRS), Disentanglement of By-Law Division
- Development of Lean Pilot Program
- Development of Annual grants Strategy and Implementation with \$3 million in grant funding received
- Management of Gas Tax Funding Program
- Three Year Internal Audit Plan – Year 1 Internal Audits
- Intergovernmental Affairs (Bill 68 Modernizing Ontario's Municipal Legislation, Legalization of Cannabis, support Mayor's Involvement in LUMCO, MARCO, AMO)
- Support for Richmond Hill Centre for High Tech Business Development
- MedEdge Summit and Creative Industries Symposium
- Cell Towers on Town Property Policy & Procedure (in support of EIS)

Communication Services Division

- Provided strategic advice on a variety of matters including the temporary pool closure at Oak Ridges Community Centre, tennis courts at David Hamilton Park and Beaver Woodland Restoration
- Organized Hill Talks and Hill Talks Unplugged sessions for staff
- Developed Communications Strategies for a number of activities including the Canada 150 events, Compensation Review, Employee Survey, Agenda Management, Administrative Monetary Penalty System (AMPS), Corporate Values, Staff Wellness Program, Winter Maintenance, David Dunlap Observatory Master Plan and more.
- Updated the Town's Social Media Policy and Procedures and launched an Instagram account
- Received several awards for design and communications work including the Richmondhill.ca website

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

OVERVIEW – Continued

Communication Services Division

- Supported Mayor and Council by writing key messages, the Board of Trade speech and monthly columns for local print media
- Designed and produced more than 450 communication products for all departments

Access Richmond Hill

- Procured, designed, developed, tested and implemented the new customer relationship management system – on time and on budget
- Implemented Service Excellence Training for Access Richmond Hill Advisors
- Implement a new telephony system
- Completed ARH redesign including enhancements to improve overall security

The 2018 PRIORITIES are as follows

Legal Services:

- Continue efforts in litigation and OMB
- Continue participation in various policy initiatives and bring forward new Land Acquisition Policy
- Support other departments as required
- Development of Risk Registry

Strategic Initiatives Division:

- Strategic Plan Annual Report
- Employee Strategy
- Council Orientation
- Economic Development Strategy Update Implementation
- Socio-Economic Study
- GIS Strategy
- Service Reviews: Development Services Review, Human Resources Review, Fire & Emergency Services Shared Services Study, Fire & Emergency Services Core Services Review, By-Law & Licensing Core Services Review
- Lean Program Pilot Implementation
- Grow Key Performance Indicator Program
- Three Year Internal Audit Plan – Year 2 Internal Audits
- Development of Annual Grants Strategy and Implementation
- Management of Gas Tax Funding Program
- MedEdge Summit and Creative Industries Symposium
- Monitoring and responding to Legislative and Regulatory changes
- Support Mayor's involvement in LUMCO, MARCO, AMO

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

OVERVIEW – Continued

Communication Services Division

- Develop and implement communication strategies for key projects including the 2018 Municipal Election, the Civic Precinct Project, Enterprise Resource Planning implementation and others
- Further develop the Town's Community Engagement activities including our online presence
- Business continuity plan for the division in support of Crisis and Emergency Management
- Support branding projects like the Development Application Signage project, Signage in Parks, the Downtown Core, the Community group/Board of Trade entrance sign on Yonge Street and continue to enforce trademark and guideline infringements

Access Richmond Hill

- Develop and implement a quality assurance system and reporting metrics
- Expand call types to other business lines including Water and Waste Water
- Further marketing initiatives and expand capacity of the language line

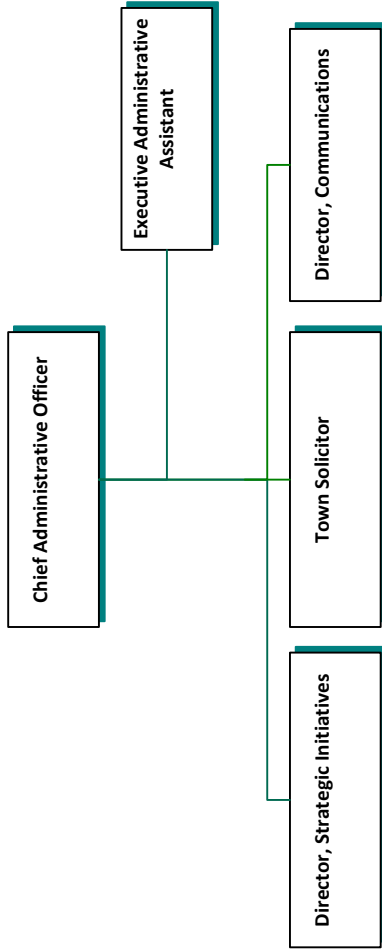
Full-Time Complement

	2017 Approved <u>Budget</u>	2018 Draft <u>Budget</u>
Office of the CAO	2	2
Legal Services Division	10	10
-Insurance & Risk	2	2
Strategic Initiatives Division	10	10
-Small Business Enterprise Centre & Starter Co Plus*	2	2
Communication Services Division	10	10
-Access Richmond Hill	15	15
Subtotal	51	51
New Staffing Requests		2
Total	51	53

* Full-Time Casual Staff



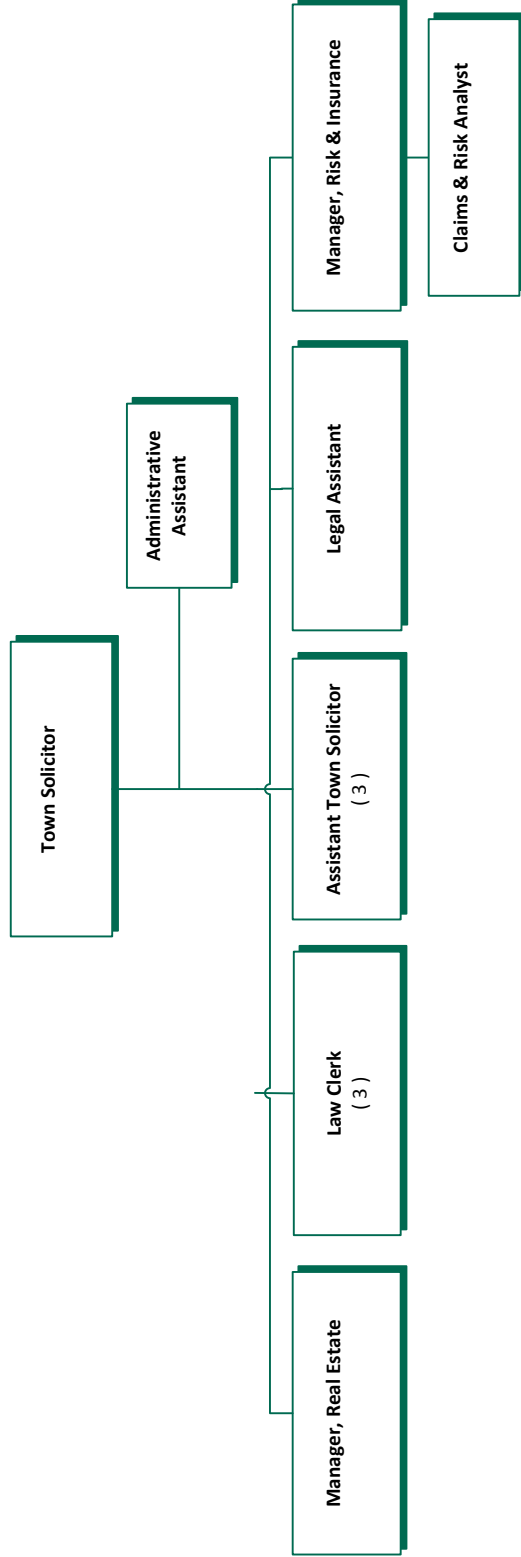
TOWN OF RICHMOND HILL
Office of the CAO
Organizational Chart



Total Approved Staff Complement
49 Full time



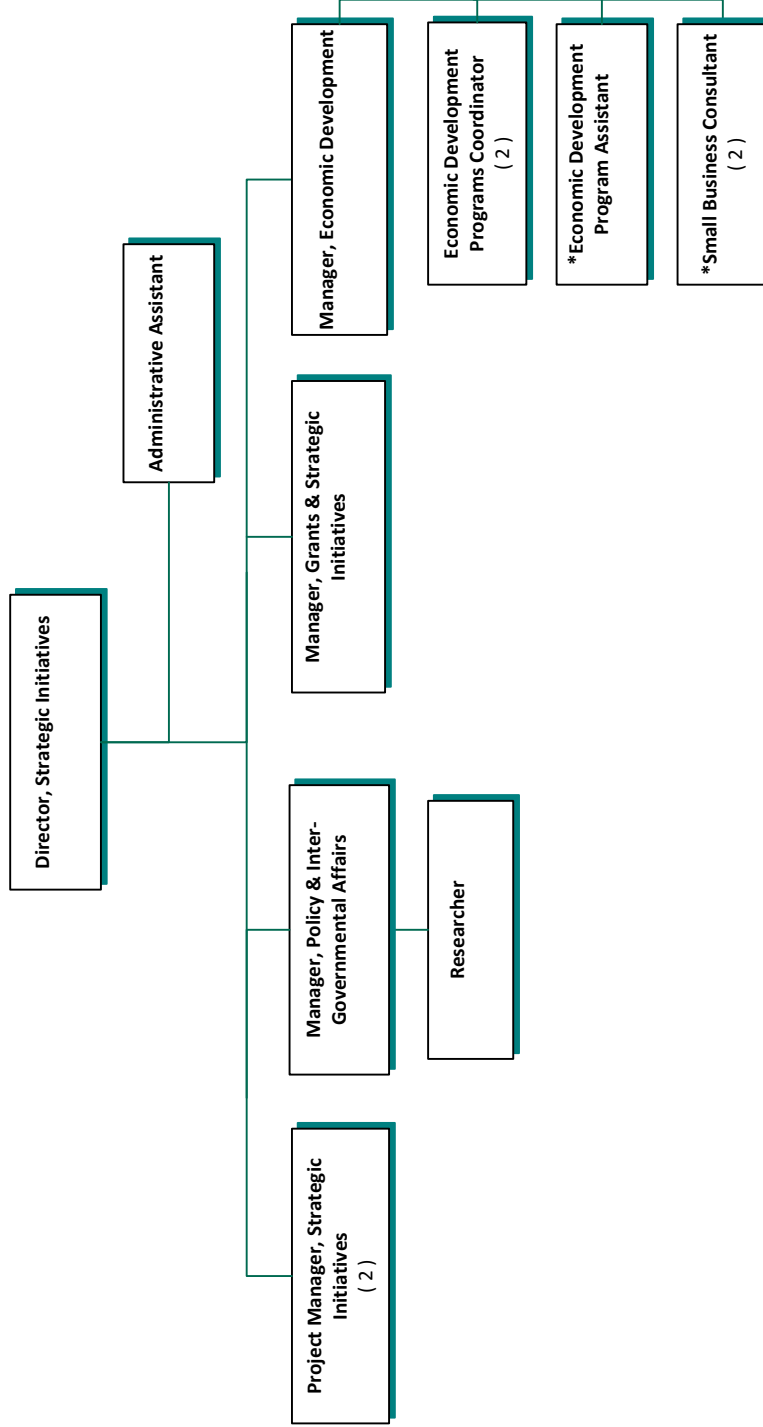
TOWN OF RICHMOND HILL
Office of the CAO – Legal Services
Organizational Chart



Total Approved Staff Complement
12 Full time



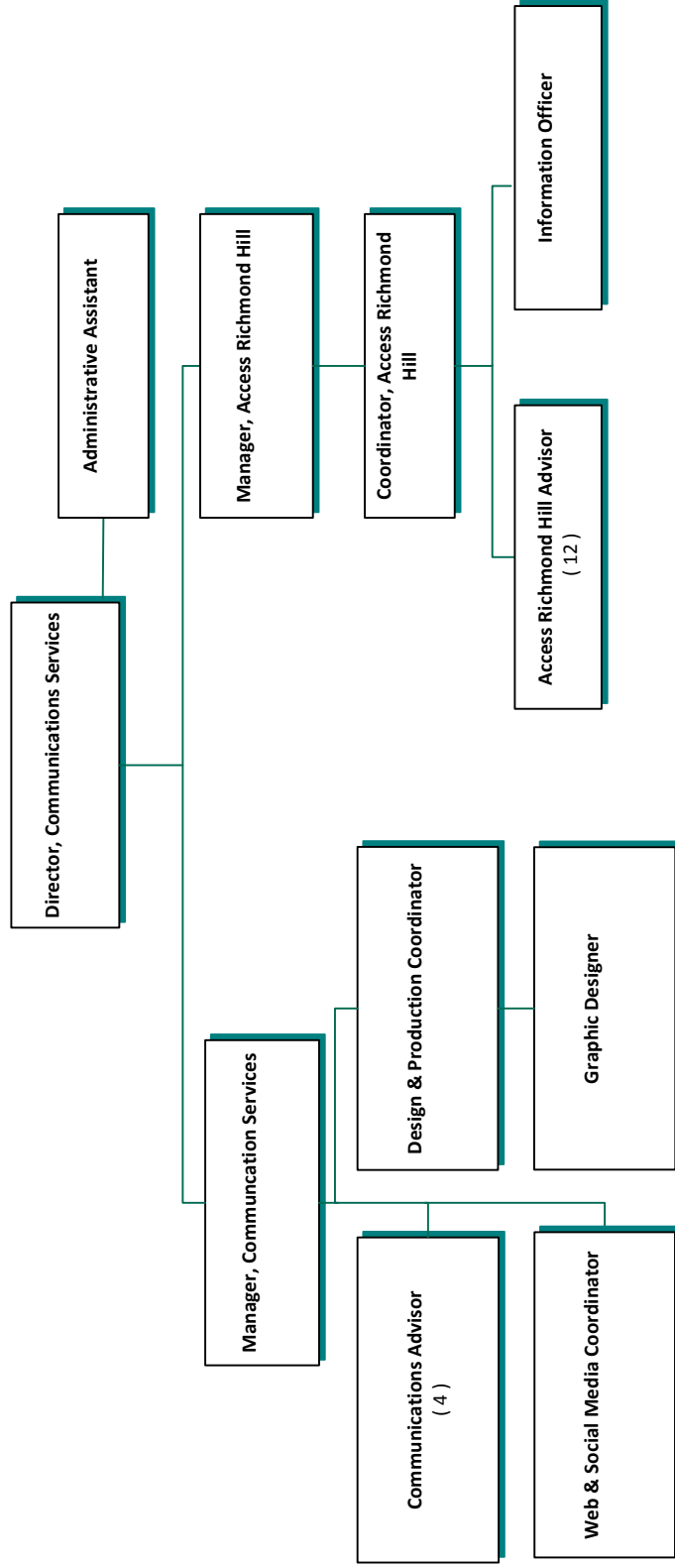
TOWN OF RICHMOND HILL
 Office of the CAO – Strategic Initiatives
 Organizational Chart



Total Approved Staff Complement
10 Full time
*3 Fulltime Contract



TOWN OF RICHMOND HILL
Office of the CAO – Communication
Organizational Chart



Total Approved Staff Complement
25 Full time

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

OVERVIEW - Continued

2018 Budget Highlights

	2016 Actuals	Preliminary Actuals 30-Nov-17	2017 Approved Budget	2018 Draft Budget	Variance (Favourable) / Unfavourable	
Expenditures						
Personnel - Full-Time	\$ 5,099,291	\$ 5,015,909	\$ 5,908,600	\$ 6,384,400	\$ 475,800	
Personnel - Casual	394,863	317,809	244,500	253,500	9,000	
Contracts / Services	629,642	1,685,105	1,874,600	1,966,700	92,100	
Materials / Supplies	224,509	215,151	250,400	262,800	12,400	
Other Expenditures	354,493	423,823	442,000	534,200	92,200	
Transfer to Other Funds	1,324,708	249,700	272,000	272,000	-	
Total Expenditures	8,027,506	7,907,496	8,992,100	9,673,600	681,500	7.6%
Revenues						
User Fees	(110,667)	(139,057)	(103,600)	(103,600)	-	
Grants / Donations	(176,186)	(215,025)	(247,900)	(305,900)	(58,000)	
Reserve and Reserve Funds	(391,025)	(337,495)	(484,500)	(654,900)	(170,400)	
Total Revenues	\$ (677,878)	\$ (691,577)	\$ (836,000)	\$ (1,064,400)	\$ (228,400)	-27.3%
Net Budget	\$ 7,349,628	\$ 7,215,919	\$ 8,156,100	\$ 8,609,200	\$ 453,100	5.6%

	2017 Approved Budget	Base	Legislated	Annualization	New/Growth Staff & Programs	2018 Draft Budget
Expenditures						
Personnel - Full-Time	\$ 5,908,600	\$ 211,100	\$ -	\$ 174,000	\$ 90,700	\$ 6,384,400
Personnel - Casual	244,500	12,800	-	-	(3,800)	253,500
Contracts / Services	1,874,600	12,200	-	-	79,900	1,966,700
Materials / Supplies	250,400	16,800	-	-	(4,400)	262,800
Other Expenditures	442,000	100,200	-	(8,000)	-	534,200
Transfer to Other Funds	272,000	-	-	-	-	272,000
Total Expenditures	\$ 8,992,100	\$ 353,100	\$ -	\$ 166,000	\$ 162,400	\$ 9,673,600
Revenues						
User Fees	(103,600)	-	-	-	-	(103,600)
Grants / Donations	(247,900)	(58,000)	-	-	-	(305,900)
Reserve and Reserve Funds	(484,500)	(16,000)	-	8,000	(162,400)	(654,900)
Total Revenues	\$ (836,000)	\$ (74,000)	\$ -	\$ 8,000	\$ (162,400)	\$ (1,064,400)
Net Budget	\$ 8,156,100	\$ 279,100	\$ -	\$ 174,000	\$ -	\$ 8,609,200

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

OVERVIEW - Continued

2018 Budget Summary – by Division

Expenditures	2016 Actuals	Preliminary Actuals 30-Nov-17	2017 Approved Budget	2018 Draft Budget	Variance (Favourable) / Unfavourable	
Office of the CAO	\$ 581,407	\$ 490,602	\$ 659,400	\$ 687,800	\$ 28,400	
Legal Services	3,430,848	3,611,116	3,802,300	4,029,500	227,200	
Strategic Initiatives	1,605,042	1,565,808	1,833,700	2,184,900	351,200	
Communication Services	2,410,210	2,239,971	2,696,700	2,771,400	74,700	
Total Expenditures	\$ 8,027,506	\$ 7,907,496	\$ 8,992,100	\$ 9,673,600	\$ 681,500	7.6%
Revenues						
Office of the CAO	\$ (150)	\$ (60)	\$ -	\$ -	\$ -	
Legal Services	(375,567)	(417,617)	(515,800)	(592,200)	(76,400)	
Strategic Initiatives	(295,386)	(268,125)	(259,400)	(411,400)	(152,000)	
Communication Services	(6,776)	(5,775)	(60,800)	(60,800)	-	
Total Revenues	\$ (677,878)	\$ (691,577)	\$ (836,000)	\$ (1,064,400)	\$ (228,400)	-27.3%
Net Budget						
Office of the CAO	\$ 581,257	\$ 490,542	\$ 659,400	\$ 687,800	28,400	
Legal Services	3,055,281	3,193,499	3,286,500	3,437,300	150,800	
Strategic Initiatives	1,309,656	1,297,682	1,574,300	1,773,500	199,200	
Communication Services	2,403,434	2,234,196	2,635,900	2,710,600	74,700	
Total Net Budget	\$ 7,349,628	\$ 7,215,919	\$ 8,156,100	\$ 8,609,200	\$ 453,100	5.6%

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

Budget Variance Explanations	2017 Budget	2018 Budget	Incremental Change	% Change Over Prior Year	Explanation
2017 Net Budget			\$ 8,156,100		
EXPENDITURES					
Full-Time Salaries & Benefits	5,774,800	5,985,900	211,100		Increase due to job evaluations and step level increase of staff.
Casual Wages & Benefits	105,700	105,700	-		
Casual Wages & Benefits - SBEC & Starter Co Plus	138,800	151,600	12,800		Increase to reflect step level of staff.
Personnel Services - Total	6,019,300	6,243,200	223,900		
Contracts / Services					
<u>Legal Services</u>					
Legal Liability Insurance	4,000	4,800	800		Increase costs to reflect past trends
Consulting Contract	48,600	55,000	6,400		Increase cost to reflect insurance broker services
<u>Strategic Initiatives</u>					
Consulting Contracts	53,500	64,500	11,000		Increase costs due to the Socio-Economic Study
<u>Communications & ARH</u>					
Consulting Contracts	52,400	46,400	(6,000)		Decrease cost to reflect past trends
Materials / Supplies					
<u>Office of the CAO</u>					
Conference	31,800	35,200	3,400		Increase costs to reflect the attendance of Risk & Insurance Management Society (RIMS) Conference in 2018
<u>Legal Services</u>					
Office Supplies	4,400	4,900	500		Increase to reflect additional staff requirements
Subscription & Books	81,400	91,000	9,600		Increase costs of inserts and updates.
Memberships	14,300	16,600	2,300		Increase based on departmental requirements.
Tuition	8,000	9,000	1,000		Increase cost of Law Clerk Certificate program for 2 admin staff.
Other Expenditures					
<u>Legal Services</u>					
Minor Capital	5,000	10,000	5,000		Increase cost due to Audit Security recommendation.
Insurance & Risk - Legal Fees	100,000	150,000	50,000		Increase costs to reflect past trends
<u>Small Business Enterprise Center</u>					
MEDT / SBEC Expenditures	15,200	24,400	9,200		Increase in programming expenses
<u>Starter Company Plus Program</u>					
Starter Company Plus Grants to Issue	41,000	77,000	36,000		Full year disbursement of grant funding to participants.
			129,200		
Total Expenditures			353,100	4.3%	
REVENUES					
Grants / Donations					
<u>SBEC & Starter Company Plus Program</u>	(66,100)	(124,100)	(58,000)		Increase Grants to reflect disbursement of funding to participants and salary and program costs.
Reserve and Reserve Funds					
<u>Legal Services</u>					
Transfer fr Tax Rate Stabilization Reserve	-	(5,000)	(5,000)		Offset minor capital spending due to Security Audit recommendation
<u>Strategic Initiatives</u>					
Transfer fr Tax Rate Stabilization Reserve	-	(11,000)	(11,000)		Offset consulting costs for Socio-Economic Study
Total Revenues			(74,000)		
Base Budget			279,100		
% Change Over 2017 Net Budget				3.4%	

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO – DEPARTMENTAL SUMMARY

Budget Variance Explanations	2017 Budget	2018 Budget	Incremental Change	% Change Over Prior Year	Explanation
Growth					
Full-Time Staffing Annualization					
<u>Strategic Initiatives</u>					
Manager, Economic Development	72,600	160,000	87,400		Annualization costs for the position approved in the 2017 Budget process.
Project Manager, Strategic Initiatives	64,600	151,200	86,600		Annualization costs for the position approved in the 2017 Budget process.
New Programs Request					
<u>Strategic Initiatives</u>					
Contracts / Services - Consulting		91,000	91,000		Lean Innovation Pilot Program
Transfer from Staff Training & Development Reserve		(91,000)	(91,000)		
Staffing Requests					
<u>Legal Services</u>					
Insurance & Claims Clerk - Contract		71,400			January Start
Transfer from Insurance Reserve		(71,400)	-		
<u>Strategic Initiatives</u>					
Conversion Program Assistant Economic Development		9,800			July Start
Savings fr Marketing & Events & Printing accts		(9,800)	-		
Conversion Small Business Consultant, SBEC		6,300			July Start
Savings fr Marketing & Events		(6,300)	-		
Total Growth			174,000		
% Change Over 2017 Net Budget				2.1%	
Incremental Change			453,100		
Net Budget			8,609,200	5.6%	

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

Program Description

The Office of the CAO provides corporate leadership in the overall management of the Town's operations. Pursuant to the Municipal Act, the Chief Administrative Officer is the Head of the Corporation's Civil Service and is responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring its efficient and effective operation. The Chief Administrative Officer is responsible for the Legal Services Division, the Strategic Initiatives Division (which includes the Small Business Enterprise Centre), and the Communication Services Division (which includes Access Richmond Hill).

The Office of the CAO is also responsible for overseeing and directing the administrative and operational functions of all departments. In this role, the Chief Administrative Officer reviews and approves all recommendations made to Council and Committees of Council and is charged with the responsibility of ensuring that the policy directions of Council are implemented. The office liaises with municipal, regional, provincial and federal government officials and organizations, as well as business and resident community groups to present municipal positions and to seek input into the formulation of policies.

2018 Budget Highlights

	2016 Actuals	Preliminary Actuals 30-Nov-17	2017 Approved Budget	2018 Draft Budget	Variance (Favourable) / Unfavourable	
Expenditures						
Personnel - Full Time	\$ 409,979	\$ 393,716	\$ 446,500	\$ 470,900	\$ 24,400	
Contracts / Services	106,487	34,128	150,000	150,000	-	
Materials / Supplies	64,692	57,654	62,100	66,100	4,000	
Other Expenditures	249	5,104	800	800	-	
Total Expenditures	\$ 581,407	\$ 490,602	\$ 659,400	\$ 687,800	\$ 28,400	4.3%
Revenues						
User Fees	(150)	(60)	-	-	-	
Total Revenues	\$ (150)	\$ (60)	\$ -	\$ -	\$ -	
Net Budget	\$ 581,257	\$ 490,542	\$ 659,400	\$ 687,800	\$ 28,400	4.3%

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO - Continued

2018 Budget Highlights

	2017 Approved Budget	Base	Legislated	Annualization	New/Growth Staff & Programs	2018 Draft Budget
Expenditures						
Personnel - Full Time	\$ 446,500	\$ 24,400	\$ -	\$ -	\$ -	\$ 470,900
Contracts / Services	150,000	-	-	-	-	150,000
Materials / Supplies	62,100	3,400	-	-	600	66,100
Other Expenditures	800	-	-	-	-	800
Total Expenditures	\$ 659,400	\$ 27,800	\$ -	\$ -	\$ 600	\$ 687,800
Revenues						
User Fees	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-
Net Budget	\$ 659,400	\$ 27,800	\$ -	\$ -	\$ 600	\$ 687,800

Base Expenditures

- Full-Time salaries & benefits have increased due to step rate and fixed benefit rate increases.
- Consulting contracts are as follows:

	<u>2017</u>	<u>2018</u>
General Corporate Priorities	\$ 50,000	\$ 50,000
Internal Audit	100,000	100,000
	<u>\$150,000</u>	<u>\$150,000</u>

Growth

- External training costs increased due to the request of the conversion to full time a Program Assistant, Economic Development & Small Business Consultant positions for 2018 which are fully funded from savings in Marketing and Events and Printing budget accounts in Strategic Initiatives Division.

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

LEGAL SERVICES DIVISION

Program Description

The Legal Services Division provides a range of legal services to Town Council, Committees, Town Departments and the Committee of Adjustment including legal opinions, representation of the Town before the Ontario Municipal Board, other tribunals and the courts. The Legal Services Division's mandate includes processing of subdivision agreements, real estate transactions and preparation of other agreements.

Also part of the Legal Services Division is the Corporate-wide Insurance Risk Management program. This program is designed to protect and conserve Town resources from unanticipated losses.

2018 Budget Highlights

	2016 Actuals	Preliminary Actuals 30-Nov-17	2017 Approved Budget	2018 Draft Budget	Variance (Favourable) / Unfavourable
Expenditures					
Personnel - Full Time	\$ 1,454,579	\$ 1,546,275	\$ 1,683,600	\$ 1,763,800	\$ 80,200
Personnel - Casual	-	12,934	-	71,400	71,400
Contracts / Services	229,058	1,391,632	1,413,500	1,420,700	7,200
Conveyancing/Title Searches	32,123	44,247	40,000	40,000	-
Outside Legal	97,292	17,356	150,000	150,000	-
Legal Liability Insurance	5,089	2,152	4,000	4,800	800
Corp. Searches & Legal Disbur.	3,462	5,130	5,500	5,500	-
Appraisal Fees	45,445	19,334	60,000	60,000	-
Leasing Costs	16,719	-	32,000	32,000	-
Sales Comm & Mkt Fees	-	2,842	32,000	32,000	-
Property Acquisitions/Disposal Cts	30,043	13,928	30,000	30,000	-
Consulting Contracts (Risk & Ins)	71,908	87,600	48,600	55,000	6,400
Building Appraisal	-	-	-	-	-
Insurance Premium	1,611,866	1,625,443	1,651,700	1,651,700	-
Insurance Recovery	(1,684,889)	(426,400)	(640,300)	(640,300)	-
Materials / Supplies	106,671	107,615	118,200	131,600	13,400
Other Expenditures	315,833	302,960	315,000	370,000	55,000
Transfers to Other Funds	1,324,708	249,700	272,000	272,000	-
Total Expenditures	\$ 3,430,848	\$ 3,611,116	\$ 3,802,300	\$ 4,029,500	\$ 227,200 6.0%
Revenues					
User Fees	(108,742)	(137,722)	(100,600)	(100,600)	-
Reserve and Reserve Funds	(266,825)	(279,895)	(415,200)	(491,600)	(76,400)
Total Revenues	\$ (375,567)	\$ (417,617)	\$ (515,800)	\$ (592,200)	\$ (76,400) -14.8%
Net Budget	\$ 3,055,281	\$ 3,193,499	\$ 3,286,500	\$ 3,437,300	\$ 150,800 4.6%

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

LEGAL SERVICE DIVISION – Continued

2018 Budget Highlights

	2017 Approved Budget	Base	Legislated	Annualization	New/Growth Staff & Programs	2018 Draft Budget
Expenditures						
Personnel - Full Time	\$ 1,683,600	\$ 80,200	\$ -	\$ -	\$ -	\$ 1,763,800
Personnel - Casual	-	-	-	-	71,400	71,400
Contracts / Services	1,413,500	7,200	-	-	-	1,420,700
Materials / Supplies	118,200	13,400	-	-	-	131,600
Other Expenditures	315,000	55,000	-	-	-	370,000
Transfers to Other Funds	272,000	-	-	-	-	272,000
Total Expenditures	\$ 3,802,300	\$ 155,800	\$ -	\$ -	\$ 71,400	\$ 4,029,500
Revenues						
User Fees	(100,600)	-	-	-	-	(100,600)
Reserve and Reserve Funds	(415,200)	(5,000)	-	-	(71,400)	(491,600)
Total Revenues	\$ (515,800)	\$ (5,000)	\$ -	\$ -	\$ (71,400)	\$ (592,200)
Net Budget	\$ 3,286,500	\$ 150,800	\$ -	\$ -	\$ -	\$ 3,437,300

Base Expenditures

- Full-Time salaries & benefits have increased due to step level of staff, job evaluation of Assistant Town Solicitor combined with fixed benefit rate increases.
- Contracts costs increased \$7,200, mainly due to Insurance broker services rates increase.
- Materials and Supplies increased due to subscription inserts, membership and tuition costs of staff enrolled in the Law Clerk certificate program.
- Other Expenditures increased \$55,000, due to Insurance Legal fees which are costs charged by external lawyers to defend the Town against insured claims within the Town's deductible and also minor capital costs of \$5,000 as a result of the Audit Security recommendation regarding office configuration.

Base Revenues

- Reserve and Reserve Funds increased to reflect the Transfer from Tax Rate Stabilization Reserve to offset the one time increase in minor capital due from the Audit Security Recommendation.

Growth – New Full Time Staffing Request

- Staffing requests for a contract Insurance Claims Clerk to start January 2018 which is fully funded by the Insurance Reserves.

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

STRATEGIC INITIATIVES DIVISION

Program Description

The Strategic Initiatives Division supports the Chief Administrative Officer in directing and championing the Town's strategic planning, corporate policy development, intergovernmental affairs, economic development strategy, corporate performance monitoring, organizational reviews, and service improvement initiatives. It also takes a lead role in special projects as directed by the CAO and Council. The Strategic Initiatives Division is also responsible for identifying opportunities and priority areas for grants.

Also part of the Strategic Initiatives Division is the Small Business Enterprise Centre, including the Starter Company program. The Small Business Enterprise Centre is a partnership between the Town and the Province of Ontario, through the Ministry of Economic Development, Trade & Employment, and the Ministry of Research & Innovation (MEDTE/MRI). The program provides guidance and support to new and growing businesses in the community. Funding is available until March 31, 2018, although it is anticipated that additional funding for two years may be forthcoming in early 2018.

2018 Budget Highlights

	2016 Actuals	Preliminary Actuals 30-Nov-17	2017 Approved Budget	2018 Draft Budget	Variance (Favourable) / Unfavourable	
Expenditures						
Personnel - Full Time	\$ 1,008,287	\$ 1,061,333	\$ 1,250,600	\$ 1,541,100	\$ 290,500	
Personnel - Casual	327,925	166,648	214,000	151,600	(62,400)	
Contracts / Services	226,934	208,155	219,500	310,400	90,900	
Consulting Contracts	94,776	91,733	53,500	155,500	102,000	
Marketing & Events	132,159	116,422	166,000	154,900	(11,100)	
Materials / Supplies	14,975	15,121	31,400	26,400	(5,000)	
Other Expenditures	26,920	114,550	118,200	155,400	37,200	
Total Expenditures	\$ 1,605,042	\$ 1,565,808	\$ 1,833,700	\$ 2,184,900	\$ 351,200	19.2%
Revenues						
Grants / Donations	(176,186)	(215,025)	(247,900)	(305,900)	(58,000)	
Reserve and Reserve Funds	(119,200)	(53,100)	(11,500)	(105,500)	(94,000)	
Total Revenues	\$ (295,386)	\$ (268,125)	\$ (259,400)	\$ (411,400)	\$ (152,000)	-58.6%
Net Budget	\$ 1,309,656	\$ 1,297,682	\$ 1,574,300	\$ 1,773,500	\$ 199,200	12.7%

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

STRATEGIC INITIATIVES DIVISION - Continued

2018 Budget Highlights

	2017 Approved Budget	Base	Legislated	Annualization	New/Growth Staff & Programs	2018 Draft Budget
Expenditures						
Personnel - Full-Time	\$ 1,250,600	\$ 25,800	\$ -	\$ 174,000	\$ 90,700	\$ 1,541,100
Personnel - Casual	214,000	12,800	-	-	(75,200)	151,600
Contracts / Services	219,500	11,000	-	-	79,900	310,400
Materials / Supplies	31,400	-	-	-	(5,000)	26,400
Other Expenditures	118,200	45,200	-	(8,000)	-	155,400
Total Expenditures	\$ 1,833,700	\$ 94,800	\$ -	\$ 166,000	\$ 90,400	\$ 2,184,900
Revenues						
Grants / Donations	(247,900)	(58,000)	-	-	-	(305,900)
Reserve and Reserve Funds	(11,500)	(11,000)	-	8,000	(91,000)	(105,500)
Total Revenues	\$ (259,400)	\$ (69,000)	\$ -	\$ 8,000	\$ (91,000)	\$ (411,400)
Net Budget	\$ 1,574,300	25,800	\$ -	\$ 174,000	\$ (600)	\$ 1,773,500

Base Expenditures

- Full-Time salaries & benefits increased due to step level of staff combined with fixed rate benefit increases.
- Casual wages and benefits increased to reflect step level increase of staff.
- Under the Contract/Services category - Consulting Contracts budget includes a \$64,500 provision for general corporate priorities including the Socio-Economic Study for \$11,000 and \$3,500 for a Communications Consultant related to and funded by the Federal Gas Tax Grant.
- As well under the Contracts/Services category - Marketing & Events is included at \$166,000, the same level as in 2017. Examples of expenditures include two annual events - MedEdge and the Creative Industries Symposium - and funds all economic development marketing activities.

The following is requested for the 2018 Budget:

	<u>2017</u>	<u>2018</u>
Partnership / Sponsorship Activities	\$39,200	\$39,200
Marketing Promotion	43,600	43,600
Local Event Programs	44,200	44,200
International Investment Program	25,000	25,000
Advertisements	12,000	12,000
Tourism & Conference Promotion	2,000	2,000
	\$166,000	\$166,000

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

STRATEGIC INITIATIVES DIVISION – Continued

- Other expenditures increased due to program expenses increases in both Small Business Enterprise Centre and Starter Company Plus.

Base Revenues

- Grants and Donations increased \$58,000 to reflect full year disbursement of grant funding to Starter Company Plus participants and also the increases in personnel costs and programming expenses for the Small Business Enterprise Centre and Starter Company Plus.
- Reserves and Reserve Fund increased to reflect the cost of the Socio-Economic Study which is fully funded from the Tax Rate Stabilization Reserve.

Growth – Full Time Staffing Annualization

- Approved service level increased by \$171,900 to reflect the annualization of a Manager of Economic Development and Project Manager of Strategic Initiatives as approved in the 2017 budget process.

Growth – New Programs Request

- The Contract/Services account increased \$91,000 to reflect the consulting cost for the Lean Innovation Pilot Program which is fully funded from the Staff Training & Development Reserves.

Growth – New Full Time Staffing Request

- Staffing requests for the conversion to full time a Program Assistant, Economic Development & Small Business Development Consultant of Small Business Enterprise Centre to start July 2018 which are funded from savings in the Marketing & Events budget and also the Printing budget.

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

COMMUNICATION SERVICES DIVISION

Program Description

Communication Services provides communications leadership for the Town of Richmond Hill in the form of strategic communication planning and advice for all Departments and Mayor & Council, crisis communications, media relations, social medial management, reputation management, issues management identification and advice, brand management, internal communications and facilitates Communications related training for staff.

Communication Services is also responsible for the provision of services on behalf of municipal departments through the Access Richmond Hill (ARH) contact centre.

ARH responds to general inquiries and concerns regarding programs and services and accepts in person payments for property tax, water bills, parking tickets and permits. ARH also addresses customer service requests for various town functions including parks, forestry and winter maintenance.

Services are provided by telephone, email and in person.

2018 Budget Highlights

	2016 Actuals	Preliminary Actuals 30-Nov-17	2017 Approved Budget	2018 Draft Budget	Variance (Favourable) / Unfavourable	
Expenditures						
Personnel - Full Time	\$ 2,226,446	\$ 2,014,585	\$ 2,527,900	\$ 2,608,600	\$ 80,700	
Personnel - Casual	66,938	138,226	30,500	30,500	-	
Contracts / Services	67,163	51,190	91,600	85,600	(6,000)	
Consulting Contracts	35,234	23,014	52,400	46,400	(6,000)	
Advertising	10,516	10,139	10,200	10,200	-	
Promotion	21,413	18,037	29,000	29,000	-	
Materials / Supplies	38,171	34,760	38,700	38,700	-	
Other Expenditures	11,491	1,209	8,000	8,000	-	
Total Expenditures	\$ 2,410,210	\$ 2,239,971	\$ 2,696,700	\$ 2,771,400	\$ 74,700	2.8%
Revenues						
User Fees	(1,776)	(1,275)	(3,000)	(3,000)	-	
Reserve and Reserve Funds	(5,000)	(4,500)	(57,800)	(57,800)	-	
Total Revenues	\$ (6,776)	\$ (5,775)	\$ (60,800)	\$ (60,800)	\$ -	0.0%
Net Budget	\$ 2,403,434	\$ 2,234,196	\$ 2,635,900	\$ 2,710,600	\$ 74,700	2.8%

TOWN OF RICHMOND HILL

2018 Draft Budget

OFFICE OF THE CAO

COMMUNICATION SERVICES DIVISION – Continued

2018 Budget Highlights

	2017				2018	
	Approved				New/Growth	Draft
	Budget	Base	Legislated	Annualization	Staff & Programs	Budget
Expenditures						
Personnel - Full-Time	\$ 2,527,900	\$ 80,700	\$ -	\$ -	\$ -	\$ 2,608,600
Personnel - Casual	30,500	-	-	-	-	30,500
Contracts / Services	91,600	(6,000)	-	-	-	85,600
Materials / Supplies	38,700	-	-	-	-	38,700
Other Expenditures	8,000	-	-	-	-	8,000
Total Expenditures	\$ 2,696,700	\$ 74,700	\$ -	\$ -	\$ -	\$ 2,771,400
Revenues						
User Fees	(3,000)	-	-	-	-	(3,000)
Reserve and Reserve Funds	(57,800)	-	-	-	-	(57,800)
Total Revenues	\$ (60,800)	\$ -	\$ -	\$ -	\$ -	\$ (60,800)
Net Budget	\$ 2,635,900	\$ 74,700	\$ -	\$ -	\$ -	\$ 2,710,600

Base Expenditures

- Full-Time salaries & benefits have increased due to step level of staff, job evaluation of the Design & Production Coordinator and fixed rate benefit increases.
- Under the Contract/Services category includes consulting contracts, advertising, promotion and marketing events
- Consulting contracts are included at \$46,400 for 2018, the following provides the details for this account:

	<u>2017</u>	<u>2018</u>
Media Monitoring	\$17,000	\$17,000
Photography	10,000	10,000
Graphic Design Work of Town Initiatives	10,000	6,000
Translation of Town Printed Materials	5,000	5,000
Language Line	10,400	8,400
	\$52,400	\$46,400

- Advertising is included at \$10,200, the same level as in 2017. This amount covers the costs associated with purchasing ads in community and ethno-cultural publications.
- Promotion and marketing campaign are included at \$29,000 the same level as 2017 for the purchase of corporate and promotional merchandise.

Insurance and Claims Clerk – Contract Staff Request

Overview

The Risk Section currently consists of a Manager of Risk & Insurance and a Claims and Risk Analyst. In recent years there has been a movement to centralizing the management of insurance and WSIB certificates in the Risk Division. Whereas project managers in the various departments had responsibility for ensuring that the contractors they supervised obtained and maintained proper WSIB and insurance, that tracking function moved to the Risk Division.

In order to provide the insurance and WSIB services in addition to its traditional role of claims management, the Risk Division required significant administrative support. As it was initially not viewed to require full-time staff, that support was provided part-time by the Administrative Assistant of the Commissioner of Corporate Services. The Administrative Assistant is now required to provide full time support to the new Commissioner.

Program Description

The Manager of Risk now requires one year contract support to undertake the functions currently being handled by the Administrative Assistant, as well as to allow the manager to further centralize risk and claims management and to improve risk management services to the corporation overall.

Strategic Alignment

The contents of business case relate to the Strategic Plan Goal of “wise management of resources in Richmond Hill” and the objective of being responsible by serving as a role model for municipal management.

Comparative Analysis

As set out above, this job was informally being done by another the Administrative Assistant to the Commissioner during a prolonged absence. Every Risk department that I have contacted has a clerk to complete the requisite administrative activities associated with having a Risk and Insurance section.

Analysis of Alternative Approaches

Using existing staff support resources has been considered. However, existing Legal Division staff have more than a full workload supporting the four lawyers, three law clerks and Manager of Real Estate and could not accommodate the additional Risk Section workload.

Cost and Benefit Analysis

The proposed position would be at an Administrative – Level 2-5 and be fully funded by the Insurance Reserves.

	Current Year (2018) Impact
Start Date	01-Jan-18
End Date or Contract Terms	
Full Time or Contract	Contract
CUPE/Admin/SEA/FIRE	Admin
Grade	2
Step	5
Annual Salary	\$64,300
Annual Benefit	7,100

Operating Costs

Salaries (Prorated Salary Based on Start Month)	64,300
Benefits	7,100
Corporate allocation for training	0
Corporate allocation for conference	0
Equipment & Vehicle Rental	
Specialized or mandatory training	
Membership	
Uniforms	
Minor Capital (cell phone and samrt phone charges)	

Total Operating Costs	\$71,400
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Funding Source

Reduction in casual wages & benefits	
Program efficiencies (contracts, consulting, etc)	
Reserve Fund - Insurance Reserves 053-404020	71,400
Grants	
Tax Rate	0
Total Funding Sources	\$71,400
Difference	0
Total Operating and Capital Costs	\$71,400

Conclusions and Recommendations

To ensure existing services levels are maintained, the Town Solicitor recommends that a new contract Insurance and Risk Claims Clerk be approved for 2018 and be funded by the Insurance Reserves.

New Initiative

Creating an Innovation Program Based on Lean

Gwen Manderson, Director Strategic Initiatives, Office of the Chief Administrative Officer

Overview/Background

Lean is a **methodology** that focuses on the customer to eliminate waste or non-value added activities. Lean is rooted in the Toyota Production System, and since the 1990s has been applied around the world to manufacturing and service industries. In the last ten years, Lean has increasingly been applied in public service organizations, including health care and municipal governments (see Comparative Analysis section).

Lean is also a **philosophy** that believes in respecting the collective wisdom of staff who are doing the work at the place the work happens and providing them with tools to make “change for the good”. Establishing a Lean program is ultimately a cultural change that will change the way people think and manage their day to day work. Implementing Lean requires all employees to be empowered to initiate and make changes to their work.

The positive impacts of Lean can be measured by improvements to resource use and costs, the quality or level of service, and staff pride of ownership and collaboration¹.

The Town of Richmond Hill has a robust service improvement framework led by Strategic Initiatives. The framework also includes an Internal Audit program to identify and address risks in municipal operations. In June 2017, the Town of Richmond Hill’s employee survey found that there is an opportunity to be more innovative and look at approaches to unleash ideas in the organization.

An innovation program based on Lean would complement the mature service improvement program that provides an in-depth review of opportunities to enhance service delivery. It would also help to create an employee-driven culture of innovation at the Town.

Project Description

This 2018 project will build awareness of and desire for an innovation program based on Lean at the Town of Richmond Hill, and will pilot the program in two to four service areas.

Following completion and evaluation of this pilot phase in 2018 ongoing program implementation will be considered including training, support and mentorship in Lean tools and thinking; execution of process improvement projects; and program evaluation and reporting.

Major Program Deliverables	Timing
Research and orientation workshops on developing an innovation program based on Lean.	2017
Pilot program implementation.	January – December 2018
Ongoing program implementation: training, support and mentorship, process improvement projects, evaluation and reporting.	2019 and beyond

¹ Cote, Larry D. and Jag Sharma. *Leveraging the Power of LEAN in Local Government*. Municipal World, July 2016.

Stakeholders & Impacts

Stakeholder	Qualitative Impact
All staff	The goal of the Lean program is to enable staff to make changes to increase value to the community. Employees delivering the services are the main stakeholder for the program and will be participating in training and Lean projects.
The Community	The goal of a Lean program is to increase value to the community who will benefit from service improvements implemented as a result of Lean projects.
Senior staff	Sustained commitment from senior leadership is required to implement this program ² . ELT, Directors and Managers will be the champions of the program and Lean projects, and will be responsible for supporting, facilitating, communicating and celebrating innovations. Senior staff will receive “champion training” on how to support Lean innovation projects in their work areas.
Union Executives	The goal of Lean is to enable staff to make changes to increase value to the community which can be measured by improvements to resource use and costs, the quality or level of service, and staff pride of ownership and collaboration. Union executives will be consulted to develop a shared understanding of Lean and its benefits.

Staffing Requirements/Project Costs

Staffing requirements to support this initiative can be accommodated within Strategic Initiatives existing staff complement. The project will be coordinated by a Project Manager in Strategic Initiatives.

The estimated costs for implementing a Lean program in 2018 is \$91,000 for training and consulting to carry out the pilot program, which will be funded from the Training and Development Reserve.

Strategic Alignment

This initiative supports Goal 4 of the Town of Richmond Hill’s Strategic Plan: Wise Management of Resources, Outcome 2: Being Responsible - Serve as a role model for municipal management.

Initiating a Lean program also supports the Town’s commitment to service excellence by considering new and innovative approaches to service improvement. It supports the goal to ensure that staff are supported and have the tools they need to successfully provide services to our residents.

Comparative Analysis

As part of this initiative, staff are carrying out best practice research with The City of Mississauga, The City of Oshawa, Mackenzie Health and Staples Canada Inc. The Town is aware of other Canadian municipal Lean programs, such as the City of Fredericton (New Brunswick) and the City of Kawartha Lakes (Ontario).

Mississauga (2016 Census population 721,599): The City of Mississauga piloted its Lean program in 2014 and embedded Lean as a continuous improvement methodology across the City starting in 2016. This program has grown to represent one of the most comprehensive investments in Lean as a methodology in Canadian Municipal Government for its size. Since 2014, Mississauga trained over 1,840 staff in various levels of Lean

² [Lean Six Sigma and the Public Sector. Public Sector Digest, June 2012.](#)

certification (green belt, yellow belt and white belt). The City completed 22 process improvement projects, 3 rapid improvement projects and over 390 “just-do-it” small improvements. 50 more projects are underway. The annual budget (including staff resources, training and consulting) is \$281,000³.

Oshawa (2016 Census population 159,458): The City of Oshawa began its Lean program in 2014 as part of its continuous improvement framework. Since then, 31 staff completed their Lean green belt training. 32 projects are completed, with another 23 underway or planned. The reported improvements resulting from these projects include reducing wait times, increased staff capacity, reducing processing time, improvements to data integrity and improved customer service⁴.

Analysis of Alternative Approaches

Do not create an innovation program based on Lean (Status quo)

Innovation was identified as a key area of focus in the Employee Engagement Survey (June 2017), and the Executive Leadership Team has committed to create an Employee Strategy in response to the feedback. Not creating an innovation program based on Lean would be a missed opportunity to respond to feedback on innovation from the employee survey and make service improvements.

Slower pace or department-specific program development

The program approach recommends two phases:

Phase 1, in 2018, aims to build awareness of and desire for an innovation program based on Lean at the Town of Richmond Hill, and design and pilot the program, including training of approximately 100 staff in Lean.

Phase 2, starting in 2019, is ongoing program design and implementation.

To reduce annual operating costs, the pace of initiation could be slowed or could focus on a specific service area or department. Establishing an innovation program based on Lean is ultimately a cultural change that will require belief in the program from all levels in the organization. The recommended program approach allows for quick wins, momentum building, and a critical mass of staff across the organization experiencing the benefits of Lean.

Cost and Benefit Analysis

The first year of an innovation program based on Lean at the Town of Richmond Hill is estimated at \$91,000 for training and consulting. Staffing requirements to support this initiative can be accommodated within Strategic Initiatives' existing staff complement.

The goal of Lean is to enable staff to make changes to increase value to the community, which can be measured by improvements to resource use and costs, the quality or level of service, and staff pride of ownership and collaboration.

The tangible benefits include:

- 1) **Strong, committed engaged workforce with the skills, tools and supports needed to do their jobs** by responding to staff feedback from the employee engagement survey regarding innovation.
- 2) **Improvements to service delivery:** A primary focus of Lean is increasing customer value by eliminating waste.

³ Lean Program Update: June 14, 2017 https://www7.mississauga.ca/documents/committees/budget/2017/2017_06_28_Budget_Committee_Agenda_online.pdf

⁴ Core Service Review and The City of Oshawa's Continuous Improvement Framework, Presentation to Council, July 18, 2018: http://app.oshawa.ca/agendas/city_council/2017/07-18-2017/Core_Service_Presentation_WebVersion.pdf

- 3) **Improvements to service efficiency and cost effectiveness:** Although not the primary focus of the program, increasing customer value by eliminating waste can result in cost savings or avoidance.

Risks

The risks associated with the development of the program are:

- Perception that the program is a cost or staff cutting exercise (high impact, medium likelihood)
- Failure to make changes to increase value to the community (high impact, low likelihood)

These risks are mitigated by:

- Carrying out a pilot phase in 2018 to raise awareness of Lean and its benefits, and to design a “made in Richmond Hill” approach
- Learning and applying best practices from other municipal and public sector organizations
- Using Lean tools to identify process improvements; Lean is an established and proven continuous improvement methodology
- Developing and evaluating key performance indicators to measure improvements to resource use and costs, the quality or level of service, and staff pride of ownership and collaboration

Conclusions and Recommendations

The goal of Lean is to enable staff to make changes to increase value to the community. This innovation program based on Lean would complement the mature service improvement framework at the Town and respond to employee feedback to create an employee-driven culture of innovation at the Town.

This 2018 project will build awareness of and desire for an innovation program based on Lean at the Town of Richmond Hill, and will design and pilot the program in two to four service areas.

Following completion and evaluation of this pilot phase, through the 2019 budget process, ongoing program implementation will be considered including training, support and mentorship in Lean tools and thinking; execution of process improvement projects; and program evaluation and reporting.

It is recommended that Council approve this business case for \$91,000 (2018 operating funding) for the Lean pilot program, funded from the Training and Development Reserve.

Program Assistant, Economic Development Conversion of Contract Position to Full-time Permanent

Prepared by Gwen Manderson, Director, Strategic Initiatives

Overview

In 2011, Council approved an Economic Development Marketing Strategy for the Town. This Strategy was completed as part of the implementation of the 2010 Economic Development Strategy to guide staff in the planning and implementation of programs to promote Richmond Hill. Since then, it has assisted with the effective positioning of the Town's brand, reaching targeted audiences and increased awareness of what Richmond Hill has to offer as a business investment destination. With the 2017 Economic Development Strategy Update completed, marketing continues to be an important activity supporting business attraction efforts.

Funding for a Program Assistant, Economic Development position to support the Town's marketing efforts was approved by Council, initially as a part-time position in 2011 and then as a full-time contract position in 2014, and is included in the Strategic Initiatives, Office of the Chief Administrative Officer's operating budget. The need for the position and the benefits it provides are well established as it has been in place for several years. To provide resource stability, staff is requesting that this position be converted from a full-time contract to full-time permanent position in 2018.

Program Description

This position will continue to assist with the implementation of the Economic Development Marketing Strategy and will provide ongoing support for new programs and initiatives. The Program Assistant, Economic Development will report to the Manager, Economic Development within the Strategic Initiatives Division, Office of the CAO and will continue to be responsible for:

- Assisting with the preparation of general and sector specific marketing materials
- Research new promotional tools and events for networking and promoting the Town
- Assisting with marketing and promotion of the Town to local, regional, national and international audiences
- Investigating and recommending advertising opportunities
- Developing and distributing a quarterly economic development e-newsletter and other information of interest to the business community and other interested stakeholders
- Creating and updating all statistical promotional materials
- Updating and maintaining Economic Development content on the website and events calendar
- Creating, maintaining, monitoring and analyzing all social media originating from Economic Development staff to the business community
- Assisting with the organization and implementation of major economic development Town events such as the MedEdge Summit and Creative Industries Symposium
- Preparing award submissions, presentations, social media reports
- Responding to general inquiries for information about the Town
- Preparing and sending information packages to prospective businesses and site locators
- Maintaining databases

Strategic Alignment

Converting this position to permanent full-time supports the achievement of three of the four Strategic Plan Goals. Goal One, Stronger Connections includes the outcome of planning for a connected community by engaging with businesses for an ongoing discussion of issues. Goal Two, Better Choice includes providing better options for working and doing business. Goal Three, More Vibrant includes the outcome of looking to the

future by initiating change through leadership, collaboration, innovation and the exchange of ideas. Having a permanent resource focused on marketing and supporting key economic development initiatives helps to achieve these goals and outcomes. It also supports the implementation of the Economic Development Strategy and Economic Development Strategy Update.

Comparative Analysis

Several other municipalities across the Greater Toronto Area and in York Region have resources focused on economic development marketing. The City of Burlington has a Marketing and Communications Coordinator, the City of Mississauga a Consultant, Digital Marketing, the City of Vaughan a Project/Marketing Coordinator and York Region a Web and Social Media Communications Specialist as well as a Marketing Assistant.

Analysis of Alternative Approaches

An alternative approach to converting this position to full-time permanent is to continue with it as an annual contract. Maintaining the status quo means that a staff resource is in place to support the Town's marketing efforts however the disadvantage is that it doesn't address staff turnover challenges. Converting this position to full-time permanent would provide eliminate this challenge and ensure an ongoing staff resource is available to support the Town's marketing efforts.

Cost and Benefit Analysis

The net cost of converting the Program Assistant, Economic Development position from contract to permanent position is limited to benefits and allocation for training and conference as the existing contract position is already funded in the Strategic Initiatives operating budget as casual wages. The additional costs are \$9,800 in 2018 which is fully funded from savings from Marketing and Events and Printing accounts and \$19,000 in 2019.

The benefit of this position is that it will strengthen the marketing activities of the Town supporting implementation of the Economic Development Strategy by providing resource certainty to support strategic marketing and promotion of Richmond Hill, increasing the Town's profile and attracting new business.

	Current Year (2018) Impact	Full Year (2019) Impact
Start Date	01-Jul-18	
End Date or Contract Terms	31-Dec-18	
Full Time or Contract	Full Time	Full Time
CUPE/Admin/SEA/FIRE	Admin	Admin
Grade	3	3
Step	4	5
Annual Salary	\$67,000	\$70,800
Annual Benefit	17,700	18,700
Operating Costs		
Salaries (Prorated Salary Based on Start Month)	33,500	70,800
Benefits	8,800	18,700
Corporate allocation for training	300	300
Corporate allocation for conference	0	0
Equipment & Vehicle Rental		
Specialized or mandatory training		
Membership		
Uniforms		
Minor Capital (cell phone and samrt phone charges)		
Total Operating Costs	\$42,600	\$89,800
Funding Source		
Reduction in casual wages & benefits	\$32,800	\$70,800
Program efficiencies (Marketing & Events)	4,800	6,000
Program efficiencies (Printing)	5,000	
Grants		
Tax Rate	0	13,000
Total Funding Sources	\$42,600	\$89,800
Difference	0	0
Capital Costs		
Furniture & desktop with standard software (Desktop or Laptop Computer, Standard Corporate Software, Land Line Telephone and Associated Service costs, Office built for Managers and above		
Computer hardware/software beyond standard issue		
Vehicle		
Total Capital Costs	\$0	\$0
Funding Source		
Reserve Fund - Specify		
Grants		
Cash to Capital Reserve	0	0
Total Funding Sources	\$0	\$0
Difference	0	0
Total Operating and Capital Costs	\$42,600	\$89,800

Conclusions and Recommendations

The Program Assistant, Economic Development is an existing contract position that has demonstrated there is a need for economic development marketing support. The position has provided much-needed support to Economic Development staff over the past few years and has been effective in expanding the Town's marketing efforts. Converting this position from contract to permanent full-time status will provide resource certainty for support of the Town's economic development marketing efforts and at minimal additional cost. Staff are recommending approval of this contract conversion to permanent full-time status in 2018.

Small Business Consultant – Conversion of Contract Position to Full-Time Permanent

Prepared by Gwen Manderson

Overview

The Small Business Enterprise Centre (SBEC) plays a key role in Richmond Hill's overall economic development activities. The centre offers a range of services and programs to individuals who are interested in starting or growing a business. The operation of the SBEC is primarily funded through a partnership with the Ontario Ministry of Economic Development and Growth, and the Ontario Ministry of Research, Innovation and Science with Richmond Hill contributing office space and other in-kind support.

Richmond Hill's Economic Development Strategy (2010) and Economic Development Strategy Update (2017) both emphasized the importance of small business to the economy of Richmond Hill. Richmond Hill is home to 4,032 small businesses, representing 85% of the total number of businesses in the Town.

The Small Business Enterprise Centre has been in place for over ten years. Initially, the centre was staffed by one contract Small Business Consultant who was responsible for the full range of services and programs. In 2014 a second Small Business Consultant was added to administer the youth programs and provide more coverage for the centre. These positions have remained contract and as a result have experienced increased staff turnover. Other municipal small business centres throughout York Region have converted their Small Business Consultant positions to full-time permanent making it difficult for Richmond Hill to attract and retain qualified staff.

Program Description

The Small Business Consultant will continue to be responsible for the core services and programs at the Small Business Enterprise Centre, reporting to the Manager, Economic Development within the Strategic Initiatives Division, Office of the CAO. Responsibilities include:

- Consulting for small business entrepreneurs in the planning and establishment of a business
- Conducting business plan reviews
- Coordinating and planning small business related seminars.
- Performing outreach activities with community organizations and associations.
- Developing of information and resources for entrepreneurs
- Marketing the programs and services of the Enterprise Centre including preparation of marketing materials
- Developing and distributing e-newsletters and other materials to the Town's small businesses
- Supporting the Town's economic development events including MedEdge and the Creative Industries Symposium
- Maintaining and updating the Small Business Enterprise Centre website and events calendar
- Managing the Small Business Enterprise Centre social media accounts
- Assisting in the preparation of the Enterprise Centre annual business and strategic plans and reports

A permanent Small Business Consultant will allow for more continuity in the Small Business Enterprise Centre and in the programs and services that are offered to the Town's small business community.

Strategic Alignment

Consistent resourcing of the Small Business Enterprise Centre supports the Town's Strategic Plan by advancing three of its four goals: Stronger Connections by responding to the changing needs of the small business community and adapting programs and services; Better Choice by providing better options for working and doing business; and More Vibrant by initiating change through leadership, collaboration, innovation and the exchange of ideas. It also supports the implementation of the Economic Development Strategy and Economic Development Strategy Update.

Comparative Analysis

Small Business Consultants are full-time permanent positions in each of the other three Small Business Centres in York Region, including the Markham Small Business Centre, Vaughan Business Enterprise Centre, and the York Small Business Enterprise Centre which serves the northern six municipalities in York Region.

Analysis of Alternative Approaches

The alternative to converting the current contract Small Business Consultant position to a permanent position is maintaining the status quo. This will not address the issues that Richmond Hill is experiencing in attracting and retaining qualified staff.

Cost and Benefit Analysis

The net cost of converting a Small Business Consultant from contract to permanent position is limited to benefits and allocation for training and conference as the existing contract position is fully funded by the Ministry. The additional costs are \$6,300 in 2018 which is fully funded thru savings from the Marketing & Events and \$15,000 in 2019. The benefit of this position is that it will strengthen the programs offered out of the Small Business Enterprise Centre and facilitate small business growth in our community.

	Current Year (2018) Impact	Full Year (2019) Impact
Start Date	01-Jul-18	
End Date or Contract Terms	31-Dec-18	
Full Time or Contract	Full Time	Full Time
CUPE/Admin/SEA/FIRE	Admin	Admin
Grade	4	4
Step	2	3
Annual Salary	\$67,800	\$70,900
Annual Benefit	17,900	18,700
Operating Costs		
Salaries (Prorated Salary Based on Start Month)	33,900	70,900
Benefits	8,900	18,700
Corporate allocation for training	300	300
Corporate allocation for conference	0	0
Equipment & Vehicle Rental		
Specialized or mandatory training		
Membership		
Uniforms		
Minor Capital (cell phone and samrt phone charges)		
Total Operating Costs	\$43,100	\$89,900
Funding Source		
Reduction in casual wages & benefits		
Program efficiencies (Marketing & Events)	6,300	8,000
Reserve Fund - Specify		
Grants	36,800	74,900
Tax Rate	0	7,000
Total Funding Sources	\$43,100	\$89,900
Difference	0	0
Capital Costs		
Furniture & desktop with standard software (Desktop or Laptop Computer, Standard Corporate Software, Land Line Telephone and Associated Service costs, Office built for Managers and above		
Computer hardware/software beyond standard issue		
Vehicle		
Total Capital Costs	\$0	\$0
Funding Source		
Reserve Fund - Specify		
Grants		
Cash to Capital Reserve	0	0
Total Funding Sources	\$0	\$0
Difference	0	0
Total Operating and Capital Costs	\$43,100	\$89,900

Admin

Conclusions and Recommendations

The Small Business Enterprise Centre (SBEC) plays a key role in Richmond Hill's overall economic development activities. The SBEC, funded through a partnership with Ontario Ministry of Economic Development and Growth, and the Ontario Ministry of Research, Innovation and Science, has been in place for over ten years. The Small Business Consultants for the centre are contract positions and as a result have experienced increased staff turnover. Other municipal small business centres throughout York Region have converted their Small Business Consultant positions to full-time permanent positions making it difficult for Richmond Hill to attract and retain qualified staff. Staff are recommending that the contract full-time Small Business Consultant responsible for the core services and programs at the Small Business Enterprise Centre be converted to a permanent position.