



# Corporate & Financial Services

## 2021 Draft Operating Budget

Budget Committee of the Whole



**CITY OF RICHMOND HILL**  
**2021 Draft Operating Budget**

**CORPORATE & FINANCIAL SERVICES DEPARTMENT**

2021 Draft Budget Submitted and Reviewed by:

*Sherry Adams*

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Sherry Adams  
Commissioner, Corporate & Financial Services

*David Dexter*

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David Dexter  
Director, Financial Services & Treasurer



# Corporate & Financial Services 2021 Draft Budget

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## Corporate & Financial Services

### Overview

The City's Corporate & Financial Services Department is responsible for providing direction, policy advice and leadership to and through the Financial Services, Office of the Clerk, Human Resources, Information Technology and Strategic Communications divisions. The areas provide expert financial, administrative and technical services to ensure optimal services for both internal and external clients and customers.

The Corporate and Financial Services Department has a full time staff complement of 172 employees. The following services are provided through this Department:

- Commissioner's Office
- Information Technology
- Human Resources
- Financial Services
- Strategic Communications
- Office of the Clerk
- Access Richmond Hill
- Mayor & Council Offices
- Corporate Supplies
- Elections

### 2020 Accomplishments

#### Office of the Clerk

- Completed Phase 2 of the Information Governance project & Commenced Phase 3 of the Information Governance Program - Electronic Document and Records Management System Implementation
- Began Digitization and Scanning of routinely accessed physical records for the City
- Facilitated 2020 Public School Board By-election
- Implemented electronic Council and Committee meetings to ensure effective governance during COVID-19 pandemic
- Developed a Council approved City Payment Acceptance Policy
- Access Richmond Hill moved to a fully virtual environment for phone and email service, and extended service to 7 days per week in the initial months of the pandemic to address significant increases in public inquires about service impacts related to COVID-19

#### Information Technology

- Completed Enterprise Resource Planning System Implementation (Phase I)- Payroll, (Phase II) – Budgeting and Planning, (Phase II)– Human Resources
- Completed Planning and Regulatory Management System Implementation (Phase I) – Complaints, Licensing, Planning, Site Alteration
- Completed Merge of Library Network and Systems with Richmond Hill
- Completed Parking Ticket Manager System Go-Live (Phase III), IT Security Program – Governance, Education and Awareness Activities, Enterprise Asset Management (Phase I)
- Completed Remote Working Arrangements for City Staff
- Completed 8 Digitization Program Projects: Water Bill Payment, Building Permits, Tree Permits, Waste and Recycle Bins, Requesting Infrastructure Drawings, Tow Truck License Renewals

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## Financial Services

- RHhub Payroll, Budget and Planning, and Financial Statement reporting implemented and live
- Updated Council Expense Policy
- Amalgamated Library Financial and Procurement functions with City's; Procurement Process Review completed as part of LEAN initiatives and changes implemented
- Financial Sustainability Strategy adopted
- Implemented Financial Assistance options for Residents with Financial difficulties due to COVID-19 situation (tax and water) and helped implement Deficit mitigation measures due to COVID-19 impact
- Tax and Water Bill credit card payment ability implemented (Paymentus) and completed radio-frequency Water Meter implementation

## Human Resources

- Provided full HR support for all COVID-19 related activities including: negotiated LOUs with Union and Association to enable City operations to continue; temporarily laid off part time staff; redeployed full time staff to support the areas with greatest need; support to employees through layoff and recall processes; development and implementation of all health and safety protocols; increased virtual mental and physical Wellness initiative; provided specific training and guides on working virtually
- Implementation of Phase 2 RHhub ERP system including Payroll, Learning Management System (LMS); Performance Management; Succession Planning; and Labour Relations modules
- Continued implementation of the Human Resources Service Delivery model to meet the needs of the organization most notably by creating teams of HR Business Partners and HR Assistants and realigning client groups as appropriate
- Freely negotiated Salaried Employees' Association working agreement; completed Part-Time Job Evaluation process
- Continued development of partnership with the Richmond Hill Public Library including assigned HR Business Partner; launch of RH University programming to Library staff; review of Library Policies
- Implementation of actions in Employee Strategy including launch of RH University 2020 curriculum with transition to virtual training due to COVID-19 and launch of new Performance Management Program

## Strategic Communications

- Led communications response to the COVID-19 pandemic to support the community and City staff, including executing the #doingourpart and community thank you campaigns, promoting Recover Richmond Hill efforts and facilitating new digital and virtual offerings (eg. Canada Day celebration)
- Expanded communication channels by launching a new monthly community e-newsletter with the ability to translate into multiple languages and a bi-annual direct mail newsletter delivered to all households
- Grew the total net audience across corporate social media channels by over 5%
- Nearly doubled proactive media outreach, including media events for the expansion of Ed Sackfield Arena and David Hamilton Park and ROVER artificial intelligence innovation award
- Supported the digitization of new forms and services, such as online building and tree permits and introduced online public notices on the website to save annual advertising costs
- Led communications to support the York Region District School Board Trustee by-election
- Won 3 digital communication awards from international organizations

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## 2021 Priorities

### Office of the Clerk

- Implementation of Phase 3 of the Information Governance Program - Electronic Document and Records Management System Implementation
- Continue Digitization and Scanning of routinely accessed physical records for the City
- Facilitate continued implementation of the 2018-2022 Accessibility Plan
- Implementation of Hybrid (in-person/remote) Council meetings
- Begin planning for 2022 Municipal Elections
- Explore opportunities to expand service support to more business lines through Access Richmond Hill; collaborate and implement changes to in-person service delivery on Ground Floor of municipal offices.

### Information Technology

- Initiate Planning and Regulatory Management System Implementation (Phase II) – Building, Self Service Portal
- Initiate Enterprise Asset Management (Phase II)
- Initiate Electronic Document and Records Management System Implementation
- Continue Digitization Program, IT Security Program Training, Education and Awareness
- Initiate Data Strategy, Next Gen 911 & Office365 Program

### Financial Services

- Update City Development Charge Bylaws and charges to reflect changes from Bill 197
- Work towards update of City Development Charges and Community Benefits Charge to reflect updated Growth forecasts, Transportation Master Plan, UMESP, and Parks/Recreation Plan
- Completion of more equitable Storm Water Management Rate structure (to be applied in 2022)
- Implement a Remote Water Meter reading process (in collaboration with IT)
- Work with IT on eService functionality for Water
- MPAC Reassessment rollout and education

### Human Resources

- Continued HR support to organization for COVID-19 related activities
- Development and implementation of Manager focused “just in time” training and HR guides on practical Richmond Hill specific matters
- Continued implementation of the actions in the Employee Strategy including launch of Richmond Hill University 2021 curriculum, development and implementation of diversity and inclusion activities and roll out of Succession Planning through RHhub
- Branding of HR Services to support the attraction and retention of employees

### Strategic Communications

- Supporting the organization by providing strategic communications advice and services
- Communicating Council's strategic priorities and decisions
- Expanding reach to communicate the City's services and initiatives



## Corporate and Financial Services 2021 Draft Budget

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### Full-Time Complement

	2020 Approved <u>Budget</u>	2021 Draft <u>Budget</u>
Commissioner's Office	2	2
Office of the Clerk	14	14
Access Richmond Hill	15	15
Mayor & Council Offices	20	21
Information Technology	52	52
Financial Services	47	44
Human Resources	16	15
Strategic Communications	9	9
<b>Total</b>	<b><u>175</u></b>	<b><u>172</u></b>



# Corporate and Financial Services 2021 Draft Budget

## Departmental Summary

### 2021 Budget Highlights

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full-Time	\$ 18,527,494	\$ 17,846,132	\$ 21,436,600	\$ 21,572,600	\$ 136,000	
Personnel - Casual	1,106,044	764,746	266,100	266,100	-	
Contracts / Services	2,687,866	1,766,353	2,236,600	2,094,300	(142,300)	
Materials / Supplies	1,391,847	770,664	1,448,500	1,368,500	(80,000)	
Other Expenditures	2,569,148	3,458,793	3,077,400	3,360,000	282,600	
Transfers to Other Funds	200,000	183,300	200,000	200,000	-	
<b>Total Expenditures</b>	<b>\$ 26,482,398</b>	<b>\$ 24,789,988</b>	<b>\$ 28,665,200</b>	<b>\$ 28,861,500</b>	<b>\$ 196,300</b>	<b>0.7%</b>
<b>Revenues</b>						
User Fees	(1,481,884)	(972,754)	(1,633,500)	(1,614,400)	19,100	
Grants / Donations	(188,256)	-	-	-	-	
Reserves and Reserve Funds	(819,501)	(394,234)	(751,100)	(517,200)	233,900	
Other Internal Sources	(1,660,982)	(1,542,662)	(1,680,100)	(1,680,100)	-	
<b>Total Revenues</b>	<b>\$ (4,150,623)</b>	<b>\$ (2,909,650)</b>	<b>\$ (4,064,700)</b>	<b>\$ (3,811,700)</b>	<b>\$ 253,000</b>	<b>(6.2%)</b>
<b>Net Budget</b>	<b>\$ 22,331,775</b>	<b>\$ 21,880,338</b>	<b>\$ 24,600,500</b>	<b>\$ 25,049,800</b>	<b>\$ 449,300</b>	<b>1.8%</b>

	2020 Approved Budget	Base	Legislated	Growth / Service Enhancements	2021 Draft Budget
<b>Expenditures</b>					
Personnel - Full-Time	\$ 21,436,600	\$ (2,400)	\$ -	\$ 138,400	\$ 21,572,600
Personnel - Casual	266,100	-	-	-	266,100
Contracts / Services	2,236,600	(142,300)	-	-	2,094,300
Materials / Supplies	1,448,500	(24,000)	-	(56,000)	1,368,500
Other Expenditures	3,077,400	132,600	-	150,000	3,360,000
Transfers to Other Funds	200,000	-	-	-	200,000
<b>Total Expenditures</b>	<b>\$ 28,665,200</b>	<b>\$ (36,100)</b>	<b>\$ -</b>	<b>\$ 232,400</b>	<b>\$ 28,861,500</b>
<b>Revenues</b>					
User Fees	(1,633,500)	19,100	-	-	(1,614,400)
Reserves and Reserve Funds	(751,100)	233,900	-	-	(517,200)
Other Internal Sources	(1,680,100)	-	-	-	(1,680,100)
<b>Total Revenues</b>	<b>\$ (4,064,700)</b>	<b>\$ 253,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (3,811,700)</b>
<b>Net Budget</b>	<b>\$ 24,600,500</b>	<b>\$ 216,900</b>	<b>\$ -</b>	<b>\$ 232,400</b>	<b>\$ 25,049,800</b>





# Corporate and Financial Services 2021 Draft Budget

## 2021 Budget Summary – By Division

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Commissioner's Office	\$ 493,906	\$ 364,676	\$ 529,600	\$ 506,300	\$ (23,300)	
Clerk's Office	2,208,719	1,591,185	1,837,700	1,796,800	(40,900)	
Mayor & Council Offices	3,007,247	2,423,714	3,035,200	3,141,100	105,900	
Corporate Supplies	497,279	359,882	507,700	490,200	(17,500)	
Elections	255,295	226,454	200,000	200,000	-	
Access Richmond Hill	1,312,371	1,224,784	1,505,900	1,541,600	35,700	
Information Technology	8,494,117	10,172,825	10,874,000	11,318,500	444,500	
Human Resources	2,768,520	2,477,538	3,008,700	2,925,600	(83,100)	
Financial Services	6,196,580	4,964,932	5,907,400	5,573,000	(334,400)	
Strategic Communications	1,248,365	983,998	1,259,000	1,368,400	109,400	
<b>Total Expenditures</b>	<b>\$ 26,482,398</b>	<b>\$ 24,789,988</b>	<b>\$ 28,665,200</b>	<b>\$ 28,861,500</b>	<b>\$ 196,300</b>	<b>0.7%</b>
<b>Revenues</b>						
Commissioner's Office	\$ -	\$ -	\$ -	\$ -	\$ -	
Clerk's Office	(695,919)	(319,436)	(480,300)	(447,800)	32,500	
Mayor & Council Offices	(201,465)	(152,413)	(218,900)	(221,400)	(2,500)	
Corporate Supplies	-	-	-	-	-	
Elections	(55,295)	(26,454)	-	-	-	
Access Richmond Hill	(32,800)	-	(57,800)	(57,800)	-	
Information Technology	(449,900)	(393,900)	(429,800)	(429,800)	-	
Human Resources	(288,782)	(192,932)	(285,400)	(259,000)	26,400	
Financial Services	(2,411,751)	(1,824,515)	(2,512,500)	(2,392,900)	119,600	
Strategic Communications	(14,712)	-	(80,000)	(3,000)	77,000	
<b>Total Revenues</b>	<b>\$ (4,150,623)</b>	<b>\$ (2,909,650)</b>	<b>\$ (4,064,700)</b>	<b>\$ (3,811,700)</b>	<b>\$ 253,000</b>	<b>(6.2%)</b>
<b>Net</b>						
Commissioner's Office	\$ 493,906	\$ 364,676	\$ 529,600	\$ 506,300	\$ (23,300)	
Clerk's Office	1,512,800	1,271,749	1,357,400	1,349,000	(8,400)	
Mayor & Council Offices	2,805,782	2,271,301	2,816,300	2,919,700	103,400	
Corporate Supplies	497,279	359,882	507,700	490,200	(17,500)	
Elections	200,000	200,000	200,000	200,000	-	
Access Richmond Hill	1,279,571	1,224,784	1,448,100	1,483,800	35,700	
Information Technology	8,044,217	9,778,925	10,444,200	10,888,700	444,500	
Human Resources	2,479,738	2,284,606	2,723,300	2,666,600	(56,700)	
Financial Services	3,784,829	3,140,417	3,394,900	3,180,100	(214,800)	
Strategic Communications	1,233,653	983,998	1,179,000	1,365,400	186,400	
<b>Net Budget</b>	<b>\$ 22,331,775</b>	<b>\$ 21,880,338</b>	<b>\$ 24,600,500</b>	<b>\$ 25,049,800</b>	<b>\$ 449,300</b>	<b>1.8%</b>



# Corporate and Financial Services 2021 Draft Budget

## Commissioner's Office

The Commissioner's Office of the Corporate & Financial Services Department is responsible for providing corporate direction, policy advice and leadership to the Financial Services, Information Technology, Office of the Clerk, Human Resources & Communications Divisions. This office also provides professional advice and assistance to the City Manager, all other municipal departments, as well as to the Mayor and Members of Council.

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full-Time	\$ 384,786	\$ 336,427	\$ 401,500	\$ 382,600	\$ (18,900)	
Personnel - Casual	3,736	2,400	10,400	10,400	-	
Contracts / Services	26,066	1,796	25,000	25,000	-	
Materials / Supplies	79,075	18,700	90,700	86,300	(4,400)	
Other Expenditures	243	5,353	2,000	2,000	-	
<b>Net Budget</b>	<b>\$ 493,906</b>	<b>\$ 364,676</b>	<b>\$ 529,600</b>	<b>\$ 506,300</b>	<b>\$ (23,300)</b>	<b>(4.4%)</b>

- Full-time salaries & benefits decreased by (\$18,900) mainly due to step level changes and reductions in health benefit coverage rates
- Decrease in Training & Conference expenses (\$3,900) based on (4) headcount reduction

## Office of the Clerk

The primary role of the Clerk's Office relates to duties set out in provincial legislation, including the Municipal Act, the Municipal Elections Act and the Municipal Freedom of Information and Protection of Privacy Act. The Clerk's Office supports Council in managing and recording decisions, and conducting the municipal elections. Four sections of the Clerk's Office include the following:

The Legislative Services section is responsible for the committee secretariat function that supports the legislative and decision-making process of Council and its Committees. Staff is responsible for the preparation and distribution of agendas, minutes and by-laws, advising Council and its Committees on meeting procedures and managing public participation in meetings. This section is also responsible for ensuring statutory obligations under the Planning Act, Ontario Heritage Act and other legislation is met, as well as leaving the City's responsibilities under the Accessibility for Ontarians with Disabilities Act (AODA). Legislative Services is responsible for issuing lottery licenses as well as acting as officiators of civil wedding ceremonies.

The Information Governance section manages freedom of information requests and privacy protection for the City in accordance with the Municipal Freedom of Information and Protection of Privacy Act. It is responsible for managing all records and information in the custody and control of the City.

The Office Services section is responsible for City-wide mail services including internal and external mail distribution as well as for large volume printing services. Office Services is also responsible for the registration of deaths in conjunction with Legislative Services.

	2019 Actuals	Preliminary Actuals at Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full-Time	\$ 1,606,211	\$ 1,431,575	\$ 1,613,100	\$ 1,632,000	\$ 18,900	
Personnel - Casual	141,276	52,247	19,500	19,500	-	
Contracts / Services	282,421	9,038	74,000	74,000	-	
Materials / Supplies	53,185	21,924	64,700	59,900	(4,800)	
Other Expenditures	125,627	76,401	66,400	11,400	(55,000)	
<b>Total Expenditures</b>	<b>\$ 2,208,719</b>	<b>\$ 1,591,185</b>	<b>\$ 1,837,700</b>	<b>\$ 1,796,800</b>	<b>\$ (40,900)</b>	<b>(2.2%)</b>
<b>Revenues</b>						
User Fees	(522,167)	(314,536)	\$ (470,500)	\$ (438,000)	32,500	
Reserves and Reserve Funds	(173,752)	(4,900)	(9,800)	(9,800)	-	
<b>Total Revenues</b>	<b>\$ (695,919)</b>	<b>\$ (319,436)</b>	<b>\$ (480,300)</b>	<b>\$ (447,800)</b>	<b>\$ 32,500</b>	<b>(6.8%)</b>
<b>Net Budget</b>	<b>\$ 1,512,800</b>	<b>\$ 1,271,749</b>	<b>\$ 1,357,400</b>	<b>\$ 1,349,000</b>	<b>\$ (8,400)</b>	<b>(0.6%)</b>

- Full-time salaries & benefits increased by \$18,900 mainly due to grade & step level changes, as well as general cost of living increases.
- Decrease of (\$55K) in Other Expenditures is related to advertising costs, as the City is in year 2 of implementing changes to its advertising practices in The Liberal. There is an offsetting decrease in advertising revenues



# Corporate and Financial Services 2021 Draft Budget

## Access Richmond Hill

Access Richmond Hill supports Richmond Hill residents, businesses and visitors as the single point of contact (by phone, email and in-person) regarding City services and programs and provide a centralized payment acceptance counter.

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full Time	\$ 1,176,001	\$ 1,175,343	\$ 1,468,400	\$ 1,510,500	\$ 42,100	
Personnel - Casual	104,056	38,595	600	600	-	
Contracts / Services	7,013	2,412	11,900	7,500	(4,400)	
Materials / Supplies	20,231	3,432	20,000	18,000	(2,000)	
Other Expenditures	5,069	5,002	5,000	5,000	-	
<b>Total Expenditures</b>	<b>\$ 1,312,371</b>	<b>\$ 1,224,784</b>	<b>\$ 1,505,900</b>	<b>\$ 1,541,600</b>	<b>\$ 35,700</b>	<b>2.4%</b>
<b>Revenues</b>						
Reserve and Reserve Funds	(32,800)	-	(57,800)	(57,800)	-	
<b>Total Revenues</b>	<b>\$ (32,800)</b>	<b>\$ -</b>	<b>\$ (57,800)</b>	<b>\$ (57,800)</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>\$ 1,279,571</b>	<b>\$ 1,224,784</b>	<b>\$ 1,448,100</b>	<b>\$ 1,483,800</b>	<b>\$ 35,700</b>	<b>2.5%</b>

- Full-time salaries & benefits increased by \$42,100 mainly due to grade & step level changes, as well as general cost of living increases.
- Other savings of (\$6,400) were due to reductions in mileage, office supplies, subscriptions & marketing expenses based on historical spend and in support of the City's overall budget direction.

## Mayor & Council Offices

As Head of Council, the Mayor exercises both statutory duties and executive authorities. Such duties include recommending courses of action to Council which help build a connected and vibrant community, while also ensuring the wise management of municipal resources. As well, it is the Mayor's duty to preside at meetings of Council, to preserve order and to summon Special Council meetings as necessary. By virtue of the office, the Mayor is also a member of Regional Council and a number of local boards such as the Richmond Hill Public Library Board. With Council's concurrence, the Mayor plays a lead role in implementing policies, plans and practices to attain Council's objectives.

Richmond Hill City Council consists of the Mayor and eight (8) Members of Council who are elected by residents every four years. The Mayor and Members of Council are the residents' voice on Council and represent their interests in the governing of the municipality and the Region of York. Ultimately as a group, they decide on all policy matters and oversee all administrative and fiscal responsibilities of the City of Richmond Hill.

The Mayor and Members of Council are available to address constituents' day-to-day concerns, and attend official functions, address administrative matters and communicate with the public directly and through information prepared by City staff. Members of Council also liaise with Provincial and Federal members of government, and the Boards of Education, and many other agencies on behalf of the residents of Richmond Hill.

	2019 Actuals	Preliminary Actuals at Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full-Time	\$ 2,493,558	\$ 2,109,036	\$ 2,423,600	\$ 2,585,500	\$ 161,900	
Personnel - Casual	109,189	116,883	150,000	150,000	-	
Contracts / Services	78,991	24,817	80,100	80,100	-	
Materials / Supplies	198,876	99,160	269,900	213,900	(56,000)	
Other Expenditures	126,633	73,818	111,600	111,600	-	
<b>Total Expenditures</b>	<b>\$ 3,007,247</b>	<b>\$ 2,423,714</b>	<b>\$ 3,035,200</b>	<b>\$ 3,141,100</b>	<b>\$ 105,900</b>	<b>3.5%</b>
<b>Revenues</b>						
User Fees	(201,465)	(152,413)	(218,900)	(221,400)	(2,500)	
<b>Total Revenues</b>	<b>\$ (201,465)</b>	<b>\$ (152,413)</b>	<b>\$ (218,900)</b>	<b>\$ (221,400)</b>	<b>\$ (2,500)</b>	<b>1.1%</b>
<b>Net Budget</b>	<b>\$ 2,805,782</b>	<b>\$ 2,271,301</b>	<b>\$ 2,816,300</b>	<b>\$ 2,919,700</b>	<b>\$ 103,400</b>	<b>3.7%</b>

- Full-time salaries & benefits increased by \$161,900 mainly due to general cost of living increases, as well as from the addition of a Special Assistant to the Mayor position, which is partially funded from a (\$56,000) reduction in the communications expenses budget.



## Corporate and Financial Services 2021 Draft Budget

### Corporate Supplies

The Corporate Supplies section is responsible for corporate wide printing services, paper supplies including letterhead, envelopes, bankers' boxes, fax paper / miscellaneous forms and corporate wide postage and courier services.

	2019 Actuals	Preliminary Actuals at Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable
<b>Expenditures</b>					
Contracts / Services	\$ 19,827	\$ 69,191	\$ 52,500	\$ 45,000	\$ (7,500)
Materials / Supplies	477,452	290,691	455,200	445,200	(10,000)
<b>Net Budget</b>	<b>\$ 497,279</b>	<b>\$ 359,882</b>	<b>\$ 507,700</b>	<b>\$ 490,200</b>	<b>\$ (17,500) (3.4%)</b>

- Office Supplies budget reduction of (\$7,500) is due to continued work from home arrangements for staff
- Postage budget reduction of (\$10K) as a result of increase in remote office work and greater reliance on digital channels.



## Corporate and Financial Services 2021 Draft Budget

### Elections

The next Municipal Election will take place in October 2022. As Returning Officer, the Clerk administers all elections in accordance with the Municipal Elections Act. Annually the City provides for the municipal election through contributions to the Election reserve. In the election year the balance in the reserve as well as the costs associated with any enhanced programs is transferred to the operating fund to cover the costs of the election.

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Contracts / Services	\$ 55,295	\$ 43,154	\$ -	\$ -	\$ -	
Transfers to Other Funds	\$ 200,000	\$ 183,300	\$ 200,000	\$ 200,000	-	
<b>Total Expenditures</b>	<b>\$ 255,295</b>	<b>\$ 226,454</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Revenues</b>						
User Fees and Fines	5,800	\$ (1,700)	-	-	-	
Reserve and Reserve Funds	(61,095)	\$ (24,754)	-	\$ -	-	
<b>Total Revenues</b>	<b>\$ (55,295)</b>	<b>\$ (26,454)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Net Budget</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>0.0%</b>

- In 2021, the transfer to the Elections Reserve is \$200,000, consistent with prior year levels.
- Over a four-year period, the City employs a strategy to build an Election Reserve to fund the full election year costs. The current annual contributions of \$200,000 will build a reserve of \$800,000 for the 2022 election year.

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## Financial Services

Financial Services Division facilitates major corporate finance processes through four operating sections, as well as the Office of the Director of Financial Services.

- The Office of the Director of Financial Services is responsible for the administration of the Financial Services Divisions. The Director serves as Treasurer of the Corporation. In addition, the Director's Office is responsible for the City's Investment portfolio, protecting capital and maximizing return within established legislative requirements.
- The Fiscal Planning & Strategy section manages the current, comprehensive and multi-year capital and operating budgetary and financial planning systems of the City, including the supervision of cash flow management and variance reporting. Including analysis and reporting on the impact of active, past, present and future financial initiatives. This section is also responsible for the administration of the City's Development Charges (DC) and related processes, managing the City's investment portfolio, maintaining the City's reserves and reserve funds, and developing funding strategies for the City's capital plans, long range fiscal planning and asset replacement.
- This Financial Reporting section provides accounting services and control of City funds through the development and implementation of appropriate policies, procedures and controls, and the design, implementation and maintenance of financial management information systems. The Financial Reporting section also provides daily accounting, disbursement and payroll functions as well as the preparation of financial statements and all associated financial reports required by Council or legislation. Monitors, reviews and reports on all approved capital projects, as well as all Council expenditures in accordance with the Members of Council Expenditures Policy.
- The Revenue Services group oversees all administrative matters relating to tax and water billing, in addition to water meter management and the monitoring and maintenance of the City's assessment base. The Revenue Services section establishes the City's taxation, water and wastewater rates, revenue policies, and administers legislative and Council policy guidelines with respect to billing and collecting and managing all tax and water revenues. Costs of production and processing all tax and water bills are included. Staffing and other costs related to water and wastewater billing and administration is expensed here, and then shown as a recovery.
- The Procurement section acts as the agent of the City in the timely, effective and economical acquisition of duly authorized goods and services required by the City's client departments. It acts as facilitator for the City's client departments in the preparation and issuance of tenders, quotations & proposals. This section is also responsible for the disposal of obsolete goods as designated by client department personnel.





## Corporate and Financial Services 2021 Draft Budget

	2019 Actual	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable
<b>Expenditures</b>					
Personnel - Full-Time	\$ 5,398,967	\$ 4,607,944	\$ 5,696,400	\$ 5,368,800	\$ (327,600)
Personnel - Casual	344,451	162,162	2,300	2,300	-
Contracts / Services	337,770	104,134	105,000	95,000	(10,000)
Materials / Supplies	85,330	58,137	71,200	74,400	3,200
Other Expenditures	30,062	32,555	32,500	32,500	-
<b>Total Expenditures</b>	<b>\$ 6,196,580</b>	<b>\$ 4,964,932</b>	<b>\$ 5,907,400</b>	<b>\$ 5,573,000</b>	<b>\$ (334,400) (5.7%)</b>
<b>Revenues</b>					
User Fees	(761,841)	(504,105)	(941,100)	(952,000)	(10,900)
Grants / Donations	(188,256)	-	-	-	-
Reserves and Reserve Funds	(208,754)	(151,410)	(296,100)	(165,600)	130,500
Other Internal Sources	(1,252,900)	(1,169,000)	(1,275,300)	(1,275,300)	-
<b>Total Revenues</b>	<b>\$ (2,411,751)</b>	<b>\$ (1,824,515)</b>	<b>\$ (2,512,500)</b>	<b>\$ (2,392,900)</b>	<b>\$ 119,600 (4.8%)</b>
<b>Net Budget</b>	<b>\$ 3,784,829</b>	<b>\$ 3,140,417</b>	<b>\$ 3,394,900</b>	<b>\$ 3,180,100</b>	<b>\$ (214,800) (6.3%)</b>

- Full-time salaries & benefits decreased by (\$327,600) mainly due to savings from 3 eliminated positions and conversion of another management position. Total savings are partially offset by grade & step level increases, as well as general cost of living increases.
- Reduction of general contracts budget by \$10,000 in support of the City's overall budget direction.
- Increase in user fees is reflective of the 2021 Tariff of Fees update, which is based on a 1.1% overall increase from CPI.
- Reduction of \$125,300 in reserve funding reflects appropriate funding of staff efforts

## Human Resources

The Human Resources Division is responsible for planning and directing all aspects of the daily operation of Human Resource activities to support staff in the delivery of all City services. This includes compliance with all employment related legislation, recruitment, compensation, employee/labour relations, training and development, employee benefits, occupational health/safety and wellness as well as performance management, succession planning and various other programs.

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable)/ Unfavourable	
<b>Expenditures</b>						
<b>Personnel - Full Time</b>	\$ 1,897,011	\$ 1,797,120	\$ 2,193,200	\$ 2,053,000	\$ (140,200)	
<b>Personnel - Casual</b>	143,755	69,684	-	-	-	
<b>Contracts/Services</b>	394,073	380,745	493,400	552,000	58,600	
HR Consulting Contracts	139,573	44,765	147,800	162,800	15,000	
Employee Recognition	76,730	26,050	72,000	45,600	(26,400)	
Legal Fees	34,652	145,408	90,000	160,000	70,000	
OHS & Ben Cons. Contracts	143,118	164,522	183,600	183,600	-	
<b>Materials/Supplies</b>	325,632	223,884	317,100	315,600	(1,500)	
<b>Other Expenditures</b>	8,050	6,105	5,000	5,000	-	
<b>Total Expenditures</b>	<b>\$ 2,768,520</b>	<b>\$ 2,477,538</b>	<b>\$ 3,008,700</b>	<b>\$ 2,925,600</b>	<b>\$ (83,100)</b>	<b>(2.8%)</b>
<b>Revenues</b>						
Reserve and Reserve Funds	(277,600)	(190,270)	(285,400)	(259,000)	26,400	
Transfer fr Oth Internal Sources	(11,182)	(2,662)	-	-	-	
<b>Total Revenues</b>	<b>\$ (288,782)</b>	<b>\$ (192,932)</b>	<b>\$ (285,400)</b>	<b>\$ (259,000)</b>	<b>\$ 26,400</b>	<b>9.3%</b>
<b>Net Budget</b>	<b>\$ 2,479,738</b>	<b>\$ 2,284,606</b>	<b>\$ 2,723,300</b>	<b>\$ 2,666,600</b>	<b>\$ (56,700)</b>	<b>(2.1%)</b>

- Full-time salaries & benefits decreased by (\$140,200) mainly due to savings from the elimination of a Manager, Health & Safety position which is partially offset by grade & step level increases, as well as general cost of living increases.
- Legal Fees expense budget increased by \$70,000 due to additional legal costs related to contract negotiations and labour relations.
- Employee recognition budget decrease of (\$26,400) relates to funds that were provided to supplement the 2020 budget amount, which was funded from the Tax Rate Stabilization Reserve.

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## Information Technology

The Information Technology (IT) Division is responsible for the strategic direction of IT; working collaboratively with the City's business departments to plan and implement information technology; ensuring technology investments are made in a fiscally sound manner and maintaining and operating existing technology to provide effective levels of service.

- The Application Services Section is responsible for managing and supporting application solutions that enable and enhance the delivery of City Services. This section manages the portfolio of applications and provides guidance and direction to the different business groups within the City in the assessment, selection, procurement, and implementation of application solutions. The Application Services Section implements solutions to enhance the functionality of services to the City and provides testing of all solutions to ensure the quality of the services. The Application Services Section is responsible for providing Tier 2 support for applications in the current portfolio.
- The Client Services section of the IT Division plays a fundamental role in providing technical support to City Staff. Through a single point of contact, the IT Service Desk, the Client Services Section records and manages incidents, problems, and inquiries from our end-users. The Client Services Staff deliver these support services by phone, desk-side visits, remotely, and through user self-help. Other responsibilities of the Client Services Section also include Telco Services related support, application licensing and maintenance.
- The Technology Infrastructure Section is responsible for the planning, deployment, and operation of the City's information technology infrastructure. This section ensures that the City's applications and systems are monitored, managed and maintained within the appropriate service levels. This team manages the physical environment (the data center, server environment, storage, telephone system, network), the operational activities required such as managing databases, performing backups, managing security, etc. and the completion of routine maintenance and upgrades to the components and equipment in the environment.
- The IT Project Management Office (PMO) Section is responsible for providing governance and oversight for IT project portfolio management. The PMO offices works effectively with Divisions and Departments to ensure projects are appropriate, timely, within scope and financially responsible. This section manages the IT project management methodology framework and ensures that IT project management standards and best practices are published and maintained. The PMO provides project tools and process to support all phases of the project life cycle. The PMO is also responsible for working with the Communications department to improve communication between internal and external stakeholders and coordinate all communication of IT projects and initiatives across the City of Richmond Hill.
- The Geographical Information Systems (GIS) Services Section is responsible for managing and supporting the City's Geospatial technology and data. This section provides GIS expertise and a best practice approach to the different business groups within the City, with respect to data maintenance, product creation (maps and applications), GIS solution delivery, and integration between applications & spatial information. This section also provides the governance and framework that enables users in all business groups to benefit from participation in GIS technology. Externally, the GIS Services Section works collaboratively with the upper tier expertise at York Region to leverage data, training, and technology opportunities to enhance Richmond Hill's GIS platform.



## Corporate and Financial Services 2021 Draft Budget

	Actual 2019	Preliminary Actuals at Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full Time	\$ 4,498,342	\$ 5,559,802	\$ 6,517,400	\$ 6,839,800	\$ 322,400	
Personnel - Casual	161,539	225,221	34,500	34,500	-	
<b>Contracts/Services</b>	<b>1,425,696</b>	<b>1,094,377</b>	<b>1,326,000</b>	<b>1,123,000</b>	<b>(203,000)</b>	
Consulting Contracts	93,764	87,478	60,000	60,000	-	
Telephone	246,872	190,007	340,000	256,000	(84,000)	
Cellular Phone	288,199	217,477	255,000	220,000	(35,000)	
Data - Communications	602,424	546,846	476,000	462,000	(14,000)	
Photocopier - Maintenance	194,436	52,569	195,000	125,000	(70,000)	
<b>Materials/Supplies</b>	<b>136,978</b>	<b>36,073</b>	<b>143,700</b>	<b>131,200</b>	<b>(12,500)</b>	
<b>Other Expenditures</b>	<b>2,271,562</b>	<b>3,257,352</b>	<b>2,852,400</b>	<b>3,190,000</b>	<b>337,600</b>	
<b>Total Expenditures</b>	<b>\$ 8,494,117</b>	<b>\$ 10,172,825</b>	<b>\$ 10,874,000</b>	<b>\$ 11,318,500</b>	<b>\$ 444,500</b>	<b>4.1%</b>
<b>Revenues</b>						
Reserve and Reserve Funds	(53,000)	(22,900)	(25,000)	(25,000)	-	
Transfers fr Other Internal Sources	(396,900)	(371,000)	(404,800)	(404,800)	-	
<b>Total Revenues</b>	<b>\$ (449,900)</b>	<b>\$ (393,900)</b>	<b>\$ (429,800)</b>	<b>\$ (429,800)</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>\$ 8,044,217</b>	<b>\$ 9,778,925</b>	<b>\$ 10,444,200</b>	<b>\$ 10,888,700</b>	<b>\$ 444,500</b>	<b>4.3%</b>

- Full-time salaries & benefits increased by \$322,400 mainly due to grade / step level and general cost of living increases, as well as alignment of Library IT staff to City salary rates.
- Telephone, Cellular & Data Communications expense budgets were reduced by a total of (\$133,000) through savings from contract renewals and conversion to YTN data services
- Photocopier Maintenance budget reduced by \$70,000 as a result increased remote work and shift in home office accommodation planning
- Other Expenditures includes the cost of hardware and software maintenance, which increased by a total of \$340,000 mainly due to the upkeep required for EnerGov, Microsoft Enterprise Agreement, Cayenta AR and RHhub appliances.

## Strategic Communications

Strategic Communications helps the organization achieve its business goals by ensuring residents, businesses and employees get the information they need through a variety of communication channels. The division manages the City's corporate website and social media channels, print and e-newsletters, advertising and promotional campaigns, graphic design and branding, employee communication, public service announcements and media relations.

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
Personnel - Full Time	\$ 1,072,618	\$ 828,885	\$ 1,123,000	\$ 1,200,400	\$ 77,400	
Personnel - Casual	98,042	97,554	48,800	48,800	-	
Contracts / Services	60,714	36,689	68,700	92,700	24,000	
Materials / Supplies	15,087	18,663	16,000	24,000	8,000	
Other Expenditures	1,903	2,207	2,500	2,500	-	
<b>Total Expenditures</b>	<b>\$ 1,248,365</b>	<b>\$ 983,998</b>	<b>\$ 1,259,000</b>	<b>\$ 1,368,400</b>	<b>\$ 109,400</b>	<b>8.7%</b>
<b>Revenues</b>						
User Fees	(2,212)	-	(3,000)	(3,000)	-	
Reserve and Reserve Funds	(12,500)	-	(77,000)	-	77,000	
<b>Total Revenues</b>	<b>\$ (14,712)</b>	<b>\$ -</b>	<b>\$ (80,000)</b>	<b>\$ (3,000)</b>	<b>\$ 77,000</b>	<b>(96.3%)</b>
<b>Net Budget</b>	<b>\$ 1,233,653</b>	<b>\$ 983,998</b>	<b>\$ 1,179,000</b>	<b>\$ 1,365,400</b>	<b>\$ 186,400</b>	<b>15.8%</b>

- Full-time salaries & benefits increased by \$77,400 mainly due to the conversion of an Access Richmond Hill Advisor to a Marketing Advisor, as well as from general cost of living increases.
- Increased promotion expenses of \$24,000 based on new promotional channels (annual householder direct mail publication and a monthly e-newsletter).
- Transfer from Reserves reduction of \$77,000 is due to the conversion of the Access Richmond Hill Advisor and reflects appropriate funding of staff efforts.