



# Office of the City Manager

## 2021 Draft Operating Budget

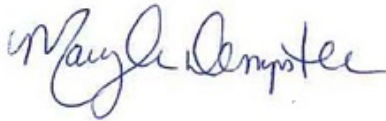
Budget Committee of the Whole



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

**OFFICE OF THE CITY MANAGER**

2021 Draft Budget Submitted and Reviewed by:



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City Manager



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Director, Financial Services & Treasurer



# Office of the City Manager 2021 Draft Budget

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# Office of the City Manager

## Overview

The Office of the City Manager (OCM) provides corporate leadership in the overall management of the City's three departments. In this role, the City Manager reviews and approves all recommendations made to Council and Committees of Council, and leads the corporate strategic planning process. The City Manager acts as department head to the Legal Services Division and the Economic Development & Richmond Hill Centre Division and is responsible for Strategy and Government Relations, Transformation and Brand partnerships. The operational divisions are comprised of the following:

- Office of the City Manager
  - Strategy & Government Relations
  - Transformation
  - Brand Partnerships
- Legal Services Division
  - Risk and Insurance
- Economic Development & Richmond Hill Centre Division
  - Small Business Enterprise Centre (SBEC)

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

## 2020 Accomplishments

### Strategy & Government Relations

- Achieved World Council on City Data (WCCD) ISO 37120 Platinum Certification
- Secured funding from the Federation of Canadian Municipalities (FCM) Green Municipal Fund Feasibility Studies and Pilot Projects stream
- Submitted grant funding applications and established an approach for proactively advocating for Grants through Federal/Provincial Members of Parliament.
- Created and maintained Corporate priorities management tracking
- Developed a Council Briefing Note policy and template for communicating key issues to Council.
- Facilitated the development of Council's 2020-2022 Strategic Priorities

### Transformation

- Led the reorganization of the City's organizational structure
- Developed a framework for organizational change and improvement
- Developed the Service Catalogue for all city services with 774 services fully documented
- Initiated the Digitization Program for City Services in collaboration with other divisions, launching public facing digital services
- Commenced the Accommodation Review of East Beaver Creek and the Operations Centre using a new model that enables a remote work culture and provides surplus office space at the East Beaver Creek Municipal Building for revenue generating lease opportunities

- In collaboration with City Departments developed a modern Citizen Centric ground floor service area in the East Beaver Creek Municipal Building eliminating public traffic throughout the building

## **Brand Partnership**

- Established a memorandum of Understanding with the Richmond Hill Public Library to lead this initiative on behalf of both entities
- Constructed a Steering Committee of City and Library Staff to provide advice and guidance on the Strategy, approach and framework

## **Economic Development & Richmond Hill Centre**

- Led corporate city-building program and provided technical input into the Yonge North Subway Extension
- Represented Richmond Hill's interests with Metrolinx and York One Window to prepare for significant population and employment growth at Richmond Hill Centre
- Advocated for a subway alignment and station configuration to support the City's strategic priorities
- Conducted over 600 business consultations since the start of COVID 19 pandemic
- Established the Recover Richmond Hill Task Force including 4 levels of government and local business leaders
- Developed and implemented the Council approved Recover Richmond Hill Action Plan
- Signed a Letter of Intent with a post-secondary partner to create a new facility in Richmond Hill
- Supported the development of a strategic partnership with Richmond Hill based Visual Defense to test their new AI technology (Rover) in Richmond Hill
- Promoted Richmond Hill at the Collision at Home Conference
- The first municipality in Canada to partner with FreshWorks to provide local startups with free software and support
- Delivered Summer Company program to assist 7 young entrepreneurs with access to funding and support to start a new business

## **Legal Services**

- Advised the Emergency Operations Committee and provided various services to all Departments in implementing services during the Covid-19 pandemic under government constraints (development applications; electronic meetings; construction projects; camps, pools, arenas, etc.) including development of the new Covid-19 Waiver and Release to be signed by all participants
- Participated in successful negotiations of contracts (i.e. Tennis Facility, Lake Wilcox Paid Parking)
- Supported and participated in the Procurement Lean Initiative
- April 1, 2020 - Rolled out the new Facility User Group Insurance Program
- May 1, 2020 - Insurance Renewal completed
- Participated on the E-Permit Process creation

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## **2021 Priorities**

### **Strategy & Government Relations**

- Further implement Grant Strategy and identify and prepare grant applications for 2021 sources of funds
- Implement the Council Strategic Priorities framework including documenting and measuring progress and the development of the annual report
- Equip senior leadership and Council with information and analysis related to federal, provincial, regional and municipal association relations

### **Transformation**

- Develop Organizational Management Framework
- Launch Continuous Improvement Program with Lean Framework
- Continue Digital Transformation of Public Services and Internal Processes
- Develop a Data Strategy & Business Continuity Strategy
- Complete Accommodation Review

### **Brand Partnership**

- Develop the strategy and framework to attract investment and revenue opportunities
- Commence marketing partnership opportunities with existing contributors and new prospects

### **Economic Development & Richmond Hill Centre**

- Finalize the Richmond Hill Centre Secondary Plan and position the City to facilitate investment in Richmond Hill Centre
- Continue to represent Richmond Hill's interests with Metrolinx and York One Window through ongoing efforts to construct the Yonge North Subway Extension
- Implement the Innovation Centre through a post-secondary partnership
- Establish an Investment Attraction Strategy and begin to market Richmond Hill Centre as a premier investment opportunity
- Further implement the Recover Richmond Hill Action Plan
- Establish the A+ Service to streamline the non-residential development application process.
- Continue to provide small business support through the Small Business Enterprise Centre.
- Work with internal and external stakeholders to review strategic land holdings and recommend opportunities for asset maximization.

### **Legal Services**

- Leasing of surplus space at 225 East Beaver Creek
- Complete acquisition of TRCA lands at Lake Wilcox
- Continue with Insurance Pooling Task force
- Assist Procurement with City Wide Training
- Mitigate difficult insurance market for 2021 renewal due in part to COVID-19 fallout
- Continue efforts in litigation and LPAT



# Office of the City Manager 2021 Draft Budget

## Full-Time Complement

	2020 Approved Budget	2021 Draft Budget
Office of the City Manager	2	2
- Strategy & Governance	3	3
- Transformation	2	2
- Brand Partnerships	1	1
Economic Development & RH Centre	7	7
- Small Business Enterprise Centre*	1	1
Legal Services Division	10	10
- Insurance & Risk	3	3
<b>Total</b>	<b>29</b>	<b>29</b>

\* Full-Time Casual Staff



# Office of the City Manager 2021 Draft Budget

## 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	\$ 3,938,162	\$ 3,562,115	\$ 4,540,100	\$ 4,572,300	\$ 32,200	
Personnel - Casual	80,394	79,996	83,200	88,400	5,200	
Contracts / Services	1,622,013	1,046,876	1,902,600	2,169,200	266,600	
Materials / Supplies	197,525	157,575	234,500	242,600	8,100	
Other Expenditures	437,027	277,875	503,900	614,800	110,900	
Transfer to Other Funds	272,000	249,300	272,000	272,000	-	
<b>Total Expenditures</b>	<b>6,547,121</b>	<b>5,373,737</b>	<b>7,536,300</b>	<b>7,959,300</b>	<b>423,000</b>	<b>5.6%</b>
<b>Revenues</b>						
User Fees	(90,576)	(64,552)	(105,700)	(339,400)	(233,700)	
Grants / Donations	(238,893)	(257,743)	(263,500)	(365,800)	(102,300)	
Reserve and Reserve Funds	(305,179)	(376,035)	(733,700)	(814,300)	(80,600)	
<b>Total Revenues</b>	<b>\$ (634,648)</b>	<b>\$ (698,330)</b>	<b>\$ (1,102,900)</b>	<b>\$ (1,519,500)</b>	<b>\$ (416,600)</b>	<b>(37.8%)</b>
<b>Net Budget</b>	<b>\$ 5,912,472</b>	<b>\$ 4,675,407</b>	<b>\$ 6,433,400</b>	<b>\$ 6,439,800</b>	<b>\$ 6,400</b>	<b>0.1%</b>

	2020 Approved Budget	Base	Legislated	Growth / Service Enhancements	2021 Draft Budget
<b>Expenditures</b>					
Personnel - Full-Time	\$ 4,540,100	\$ 32,200	\$ -	\$ -	\$ 4,572,300
Personnel - Casual	83,200	5,200	-	-	88,400
Contracts / Services	1,892,600	141,600	-	125,000	2,159,200
Materials / Supplies	234,500	8,100	-	-	242,600
Other Expenditures	513,900	110,900	-	-	624,800
Transfer to Other Funds	272,000	-	-	-	272,000
<b>Total Expenditures</b>	<b>\$ 7,536,300</b>	<b>\$ 298,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ 7,959,300</b>
<b>Revenues</b>					
User Fees	(105,700)	(233,700)	-	-	(339,400)
Grants / Donations	(263,500)	(102,300)	-	-	(365,800)
Reserve and Reserve Funds	(733,700)	44,400	-	(125,000)	(814,300)
<b>Total Revenues</b>	<b>\$ (1,102,900)</b>	<b>\$ (291,600)</b>	<b>\$ -</b>	<b>\$ (125,000)</b>	<b>\$ (1,519,500)</b>
<b>Net Budget</b>	<b>\$ 6,433,400</b>	<b>\$ 6,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,439,800</b>





# Office of the City Manager 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>						
Office of the City Manager	\$ 1,572,292	\$ 1,372,216	\$ 1,981,000	\$ 2,018,500	\$ 37,500	
Economic Development & RH Centre	1,059,660	862,326	1,259,000	1,527,900	268,900	
Legal Services	3,915,168	3,139,195	4,296,300	4,412,900	116,600	
<b>Total Expenditures</b>	<b>\$ 6,547,121</b>	<b>\$ 5,373,737</b>	<b>\$ 7,536,300</b>	<b>\$ 7,959,300</b>	<b>\$ 423,000</b>	<b>5.6%</b>
<b>Revenues</b>						
Office of the City Manager	\$ (73,278)	\$ (3,200)	\$ (58,500)	\$ (288,700)	\$ (230,200)	
Economic Development & RH Centre	(238,893)	(257,743)	(263,500)	(490,800)	(227,300)	
Legal Services	(322,477)	(437,387)	(780,900)	(740,000)	40,900	
<b>Total Revenues</b>	<b>\$ (634,648)</b>	<b>\$ (698,330)</b>	<b>\$ (1,102,900)</b>	<b>\$ (1,519,500)</b>	<b>\$ (416,600)</b>	<b>(37.8%)</b>
<b>Net Budget</b>						
Office of the City Manager	\$ 1,499,014	\$ 1,369,016	\$ 1,922,500	\$ 1,729,800	\$ (192,700)	
Economic Development & RH Centre	820,767	604,583	995,500	1,037,100	41,600	
Legal Services	3,592,691	2,701,808	3,515,400	3,672,900	157,500	
<b>Total Net Budget</b>	<b>\$ 5,912,472</b>	<b>\$ 4,675,407</b>	<b>\$ 6,433,400</b>	<b>\$ 6,439,800</b>	<b>\$ 6,400</b>	<b>0.1%</b>

## Office of the City Manager

The Office of the City Manager provides corporate leadership in the overall management of the City's operations. Pursuant to the Municipal Act, the City Manager 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 City Manager is responsible for the Legal Services Division (which includes Real Estate and Risk & Insurance) and the Economic Development & Richmond Hill Centre Division. The previous Strategy, Innovation & Engagement Division budget was divided into a separate Economic Development & RH Centre Division, as well as subdivisions (Strategy & Government Relations, Transformation & Brand Partnerships) all under the City Manager's Office.

The Office of the City Manager is also responsible for overseeing and directing the administrative and operational functions of all departments. In this role, the City Manager 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.

	<b>Actuals as of 2019</b>	<b>Preliminary Actuals Nov 30, 2020</b>	<b>2020 Approved Budget</b>	<b>2021 Draft Budget</b>	<b>Variance (Favourable) / Unfavourable</b>	
<b>Expenditures</b>						
Personnel - Full Time	\$ 1,311,808	\$ 1,191,667	\$ 1,658,700	\$ 1,631,400	\$ (27,300)	
Consulting Contracts	192,284	154,622	250,700	275,500	24,800	
Materials/Supplies	63,501	24,542	69,700	78,800	9,100	
Other Expenditures	4,699	1,385	1,900	32,800	30,900	
<b>Total Expenditures</b>	<b>\$ 1,572,292</b>	<b>\$ 1,372,216</b>	<b>\$ 1,981,000</b>	<b>\$ 2,018,500</b>	<b>\$ 37,500</b>	<b>1.9%</b>
<b>Revenues</b>						
User Fees and Fines	(5,845)	-	-	(233,700)	(233,700)	
Reserve and Reserve Funds	(67,433)	(3,200)	(58,500)	(55,000)	3,500	
<b>Total Revenues</b>	<b>\$ (73,278)</b>	<b>\$ (3,200)</b>	<b>\$ (58,500)</b>	<b>\$ (288,700)</b>	<b>\$ (230,200)</b>	<b>(393.5%)</b>
<b>Net Levy Requirement</b>	<b>\$ 1,499,014</b>	<b>\$ 1,369,016</b>	<b>\$ 1,922,500</b>	<b>\$ 1,729,800</b>	<b>\$ (192,700)</b>	<b>(10.0%)</b>

- Full-time salaries & benefits decreased by (\$27,300) mainly due to the conversion of a Director and Administrative Assistant position into a Project Manager & Coordinator position.
- Increases in consulting contracts and other expenditures are mostly related to additional resources for the Brand Partnership section, which are partially offset by savings in marketing & event costs.
- The Brand Partnership section budgets for (\$233,700) in revenues to fully offset total program costs.

## Economic Development & Richmond Hill Centre

The Economic Development and Richmond Hill Centre Division is responsible for coordinating the corporate response to the Yonge Subway Extension Project and leading subway area planning and associated engagement and communication efforts. The Division also leads business attraction, investment and retention approaches in partnership with other government and community partners. This includes services offered by the Small Business Enterprise Centre (SBEC), which is funded through a partnership between the City and the Province of Ontario. The program provides guidance and support to new and growing businesses in the community. The Division also works with internal and external partners to lead and support asset maximization and revenue generation activities.

	<u>Actuals as of 2019</u>	<u>Preliminary Actuals Nov 30, 2020</u>	<u>2020 Approved Budget</u>	<u>2021 Draft Budget</u>	<u>Variance (Favourable) / Unfavourable</u>	
<b>Expenditures</b>						
Personnel - Full Time	\$ 789,752	\$ 724,903	\$ 923,900	\$ 972,600	\$ 48,700	
Personnel - Casual	79,950	79,996	83,200	88,400	5,200	
Contracts/Services	100,609	15,461	145,000	270,000	125,000	
Materials/Supplies	4,406	4,104	14,900	14,900	-	
Other Expenditures	84,943	37,862	92,000	182,000	90,000	
<b>Total Expenditures</b>	<b>\$ 1,059,660</b>	<b>\$ 862,326</b>	<b>\$ 1,259,000</b>	<b>\$ 1,527,900</b>	<b>\$ 268,900</b>	<b>21.4%</b>
<b>Revenues</b>						
User Fees	-	-	-	-	-	
Grants/Donations	(238,893)	(257,743)	(263,500)	(365,800)	(102,300)	
Reserve and Reserve Funds	-	-	-	(125,000)	(125,000)	
<b>Total Revenues</b>	<b>\$ (238,893)</b>	<b>\$ (257,743)</b>	<b>\$ (263,500)</b>	<b>\$ (490,800)</b>	<b>\$ (227,300)</b>	<b>(86.3%)</b>
<b>Net Levy Requirement</b>	<b>\$ 820,767</b>	<b>\$ 604,583</b>	<b>\$ 995,500</b>	<b>\$ 1,037,100</b>	<b>\$ 41,600</b>	<b>4.2%</b>

- Full-time salaries & benefits increased by \$48,700 mainly due to a converted Project Manager (Development Partnerships) position in addition to grade / step level and general cost of living increases for staff.
- Contracts / Services includes \$125,000 for preliminary analysis and market studies related to strategic land holdings, which is fully funded from the Property Divestiture & Acquisition Reserve.
- The SBEC program received additional funding of \$110,000 from York Region, which is to be mainly used for grants under the small business recovery program



# Office of the City Manager 2021 Draft Budget

## Legal Services

The Legal Services Division provides a range of legal services to City Council, Committees, City Departments and the Committee of Adjustment including legal opinions, representation of the City before the Land Planning Appeal Tribunal, 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 City resources from unanticipated losses.

	2019 Actuals	Preliminary Actuals Nov 30, 2020	2020 Approved Budget	2021 Draft Budget	Variance (Favourable) / Unfavourable	
<b>Expenditures</b>						
<b>Personnel - Full Time</b>	\$ 1,836,602	\$ 1,645,545	\$ 1,957,500	\$ 1,968,300	\$ 10,800	
<b>Personnel - Casual</b>	444	-	-	-	-	
<b>Contracts / Services</b>	1,329,120	876,793	1,506,900	1,623,700	116,800	
Conveyancing/Title Searches	19,239	6,850	40,000	40,000	-	
Outside Legal	209,802	113,807	150,000	150,000	-	
Legal Liability Insurance	4,042	360	2,800	5,600	2,800	
Corp. Searches & Legal Disbur.	5,844	3,631	8,100	6,100	(2,000)	
Building Appraisal	-	-	10,000	10,000	-	
Appraisal Fees	14,442	15,518	60,000	50,000	(10,000)	
Sales Comm & Mkt Fees	-	-	32,000	-	(32,000)	
Property Acquisitions/Disposal Cts	-	-	62,000	62,000	-	
Consulting Contracts (Risk & Ins)	107,523	-	80,000	80,000	-	
Insurance Premium	1,640,529	1,296,927	1,734,300	1,994,500	260,200	
Insurance Recovery	(672,300)	(560,300)	(672,300)	(774,500)	(102,200)	
<b>Materials / Supplies</b>	129,618	128,929	149,900	148,900	(1,000)	
<b>Other Expenditures</b>	347,384	238,628	410,000	400,000	(10,000)	
<b>Transfers to Other Funds</b>	272,000	249,300	272,000	272,000	-	
<b>Total Expenditures</b>	\$ 3,915,168	\$ 3,139,195	\$ 4,296,300	\$ 4,412,900	\$ 116,600	2.7%
<b>Revenues</b>						
User Fees	(84,732)	(64,552)	(105,700)	(105,700)	-	
Reserve and Reserve Funds	(237,746)	(372,835)	(675,200)	(634,300)	40,900	
<b>Total Revenues</b>	\$ (322,477)	\$ (437,387)	\$ (780,900)	\$ (740,000)	\$ 40,900	5.2%
<b>Net Budget</b>	\$ 3,592,691	\$ 2,701,808	\$ 3,515,400	\$ 3,672,900	\$ 157,500	4.5%

- Full-time salaries & benefits increased by \$10,800 mainly due to grade / step level and general cost of living increases.
- Reduction of (\$42K) for sales commissions/marketing and appraisal fees expenses, based on historical spend. These costs are funded through the Property Acquisition/Divestiture Reserves and the CIL Parkland Reserve.
- Net increase of \$158,000 in insurance premiums is due to anticipated negotiated rate increases.