



Richmond Hill



Richmond Hill

# **CORPORATE AND FINANCIAL SERVICES 2023 DRAFT OPERATING BUDGET**

Published January 23, 2023

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# CORPORATE AND FINANCIAL SERVICES

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## WHO?

The Corporate and Financial Services (CFS) Department has a full time staff complement of 175 employees. The following services are provided through this Department: Commissioner's office, Information Technology, Human Resources, Financials Services, Strategic Communications, Office of the Clerk, Access Richmond Hill, Elections, Corporate Supplies and Mayor and Council offices.

## WHAT?

The areas provide expert financial, administrative and technical services to ensure optimal services for both internal and external clients and customers.

## HOW?

The City's Corporate and 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.



# ACCOMPLISHMENTS

## OFFICE OF THE CLERK



Successfully administered the 2022 Mayoral By-election, including post by-election tasks, Ward 4 Vacancy, and the 2022 Municipal Elections



Completed City website Accessible document compliance project to ensure documents available to the public are accessible for persons with disabilities

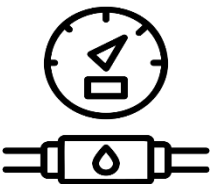


Access Richmond Hill continued to deliver services to residents during ongoing COVID-19 closures, as well as reopened in-person services to the public for all payments and general inquiries

## FINANCIAL SERVICES



Council adoption of Community Benefits Charge Strategy and By-law



Phase 1 AMI data collectors installed enabling remote reading functionality and development of Remote Water Meter Reading process



Application of new Storm Water Management Rate Structure; continue refinement in 2023

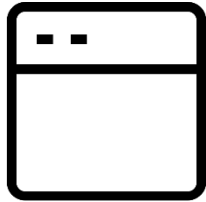


Implemented online application for the Seniors Property Tax Assistance Grant



# ACCOMPLISHMENTS

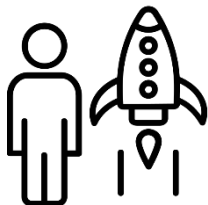
## HUMAN RESOURCES



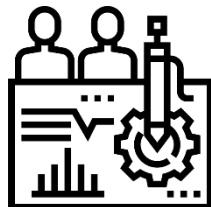
Launched a new performance management process and tool (CPM) more in line with leading HR practices



Developed and implemented HR metrics focused on organizational health



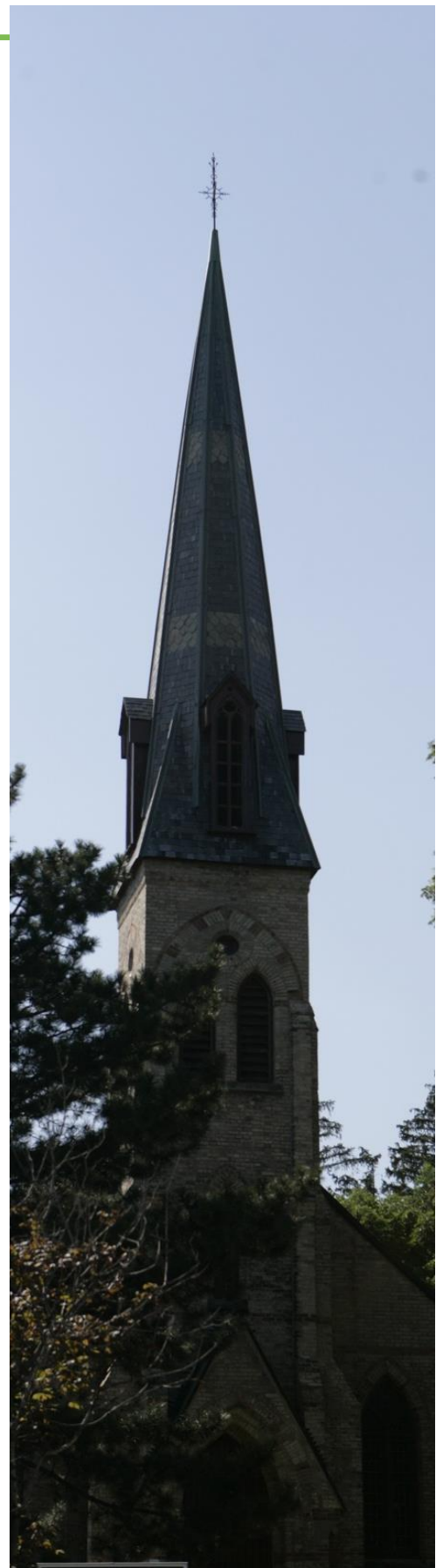
Successful implementation of a new Emerging Leader Program



Freely negotiated CUPE collective agreement with Richmond Hill Public library

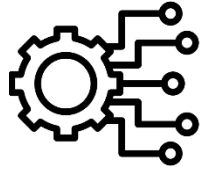


Training and guides for Managers specific to people matters

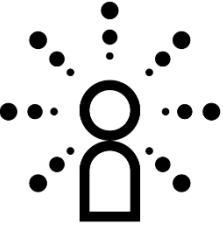


# ACCOMPLISHMENTS

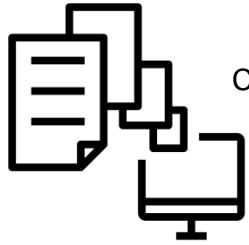
## INFORMATION TECHNOLOGY



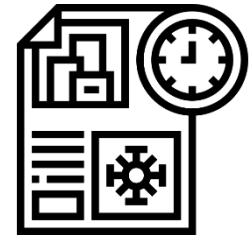
Completed Enterprise Resource Planning (ERP) System Implementation



Completed Annual IT Security Program Awareness Training – 100% of staff trained



Completed 24 Digitization Program Requests to further enable online payment, digitization of forms and requests across a variety of service areas

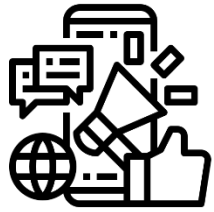


Completed Phase I of Permitting and Regulatory Management (PRM) Project – Building, Planning and Engineering Service



# ACCOMPLISHMENTS

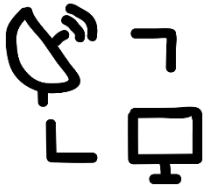
## STRATEGIC COMMUNICATIONS



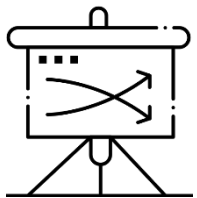
Continued focus on earned media coverage to proactively share City and Council news and accomplishments, as well as placemaking/community stories, distributing 69 media products (as of September 30) – a 176% increase over the same time period in 2019 (pre-pandemic baseline comparator)



Won three international marketing awards for the Yonge Street placemaking banners, Find Yourself Here campaign “Play” video, and a video to promote and educate residents on the Mayoral By-election



Led communications to support high profile community projects such as the By-election for Mayor, fall municipal elections, the Official Plan Update and COVID-19 pandemic response and recovery



Introduced a more strategic and financially prudent approach to paid advertising to get the best results for minimal spends, while expanding reach to target audiences through new and diversified channels, increasing multilingual outreach, and driving more traffic to information on the City’s website



# PRIORITIES

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## OFFICE OF THE CLERK

- Administer the 2022 Municipal Elections post-election tasks
- Continue Phase 3 of the Information Governance Program - Electronic Document and Records Management System Implementation
- Complete and approve 2023-2026 Multi-year Accessibility Plan
- Collaborate with Information Technology to upgrade Council Chamber and Committee Room technology
- Enhance delivery of customer service to the public in Access Richmond Hill

## FINANCIAL SERVICES

- Update City-wide Development Charges By-law to reflect legislative changes, as well as the updated Growth forecasts, Transportation Master Plan, UMESP, Parks Plan, Recreation and Culture Plan
- Roll-out of full Remote Water Meter Reading process and Customer Portal (in collaboration with IT)
- Update Financial Sustainability Strategy, Stormwater Management Funding and Rate Structure Review
- Implement upcoming changes in accounting standards including Section PS 3450 Financial instruments, Section PS 2601 Foreign currency translation, Section PS 1201 Financial statement presentation, and PS 3041 Portfolio investments, PS 3280 Asset Retirement Obligations, and PS 3400 Revenue

## HUMAN RESOURCES

- Renewal negotiations with Fire Fighters Association and potential renewal discussions with Salaried Employees Association
- Launch of new employee recognition program “Employee’s Choice Awards”
- Establish Psychological Health & Safety Program
- Development of Talent Management strategy to facilitate improved attraction of staff in key areas

## INFORMATION TECHNOLOGY

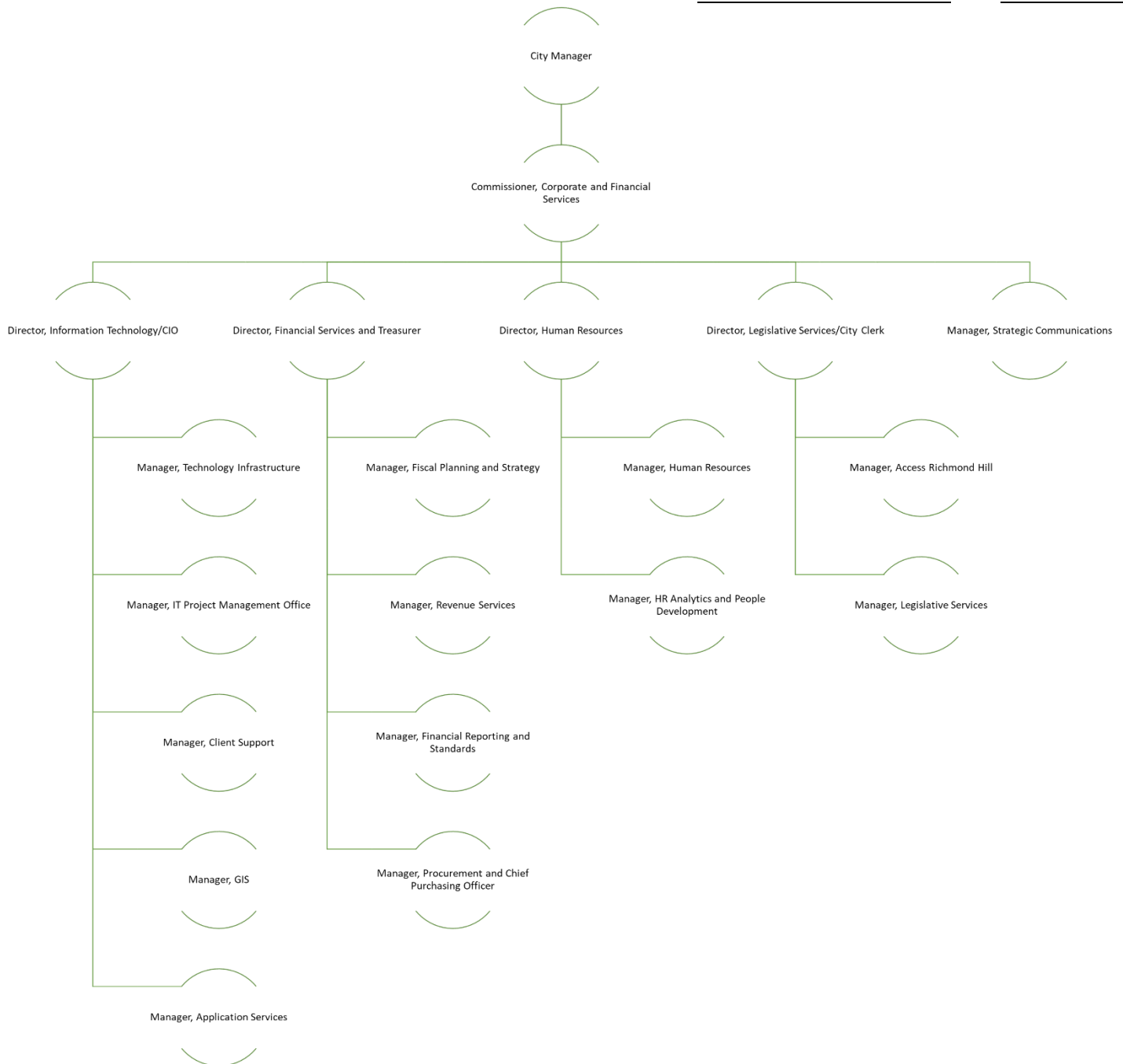
- Complete Phase II of Permitting and Regulatory Management (PRM) Project - e-Permitting Portal and historical data migration
- Complete Water Self-Service Portal
- Complete Enterprise Asset Management (Phase III) – Non Core Assets
- Complete Electronic Document and Records Management System Implementation
- Continue Data Strategy and Organizational Management Framework (Transformation)

## STRATEGIC COMMUNICATIONS

- Support the organization by providing strategic communications advice and services, including supporting significant projects such as the investment attraction strategy and the RH150 celebration
- Develop a Corporate Communications Strategy to support the next term of Council, to continue to expand reach to communicate the City’s services and initiatives and Council’s strategic priorities and decisions
- Refresh the corporate brand to support stronger marketing efforts

# HEADCOUNT

Division	2022 Approved Budget	2023 Draft Budget
Commissioner's Office	2	2
Office of the Clerk	15	15
Access Richmond Hill	15	15
Mayor & Council Offices	20	20
Information Technology	54	55
Financial Services	44	47
Human Resources	15	16
Strategic Communications	10	11
<b>Subtotal</b>	<b>175</b>	<b>181</b>



# FINANCIALS

## 2023 Corporate and Financial Services Department Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$20,347,943	\$17,078,374	\$22,337,400	\$23,634,500	\$1,297,100	
Personnel - Casual	1,149,249	1,536,605	282,400	283,200	800	
Contracts / Services	1,844,545	1,828,284	2,252,200	2,164,500	(87,700)	
Materials / Supplies	1,079,669	839,493	1,359,800	1,389,200	29,400	
Other Expenditures	3,747,581	3,689,812	3,575,800	3,835,700	259,900	
Transfers to Other Funds	200,000	166,000	200,000	200,000	0	
<b>Total Expenditures</b>	<b>\$28,368,987</b>	<b>\$25,138,568</b>	<b>\$30,007,600</b>	<b>\$31,507,100</b>	<b>\$1,499,500</b>	<b>5.0%</b>
User Fees	(1,648,431)	(1,626,901)	(1,627,000)	(1,698,300)	(71,300)	
Reserves and Reserve Funds	(461,281)	(918,732)	(670,800)	(698,800)	(28,000)	
Transfer from Capital Fund	0	0	0	(66,900)	(66,900)	
Transfer from WWW Fund	(1,680,100)	(1,467,000)	(1,759,400)	(1,817,400)	(58,000)	
<b>Total Revenues</b>	<b>(\$3,789,812)</b>	<b>(\$4,012,633)</b>	<b>(\$4,057,200)</b>	<b>(\$4,281,400)</b>	<b>(\$224,200)</b>	<b>5.5%</b>
<b>Net Budget</b>	<b>\$24,579,175</b>	<b>\$21,125,936</b>	<b>\$25,950,400</b>	<b>\$27,225,700</b>	<b>\$1,275,300</b>	<b>4.9%</b>

## 2023 Corporate and Financial Services Department Budget Highlights By Budget Category

Budget Category	2022 Approved Budget	Base	Legislated	Annualization	New / Growth Staff and Programs	2023 Draft Budget
Personnel - Full-Time	\$22,337,400	\$937,500	\$0	\$0	\$359,600	\$23,634,500
Personnel - Casual	282,400	800	0	0	0	283,200
Contracts / Services	2,252,200	(125,700)	0	0	38,000	2,164,500
Materials / Supplies	1,359,800	29,400	0	0	0	1,389,200
Other Expenditures	3,575,800	94,100	0	0	165,800	3,835,700
Transfers to Other Funds	200,000	0	0	0	0	200,000
<b>Total Expenditures</b>	<b>\$30,007,600</b>	<b>\$936,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$563,400</b>	<b>\$31,507,100</b>
User Fees	(1,627,000)	(71,300)	0	0	0	(1,698,300)
Reserves and Reserve Funds	(670,800)	57,700	0	0	(85,700)	(698,800)
Transfer from Capital Fund	0	0	0	0	(66,900)	(66,900)
Transfer from WWW Fund	(1,759,400)	(58,000)	0	0	0	(1,817,400)
<b>Total Revenues</b>	<b>(\$4,057,200)</b>	<b>(\$71,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$152,600)</b>	<b>(\$4,281,400)</b>
<b>Net Budget</b>	<b>\$25,950,400</b>	<b>\$864,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$410,800</b>	<b>\$27,225,700</b>

# FINANCIALS

## 2023 Corporate and Financial Services Department Budget Summary By Division

Division	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Commissioner's Office	\$478,225	\$419,429	\$541,000	\$564,000	\$23,000	
Clerk's Office	1,800,842	1,600,264	2,015,900	1,977,700	(38,200)	
Mayor & Council Offices	2,758,069	2,258,468	3,151,400	3,182,900	31,500	
Corporate Supplies	505,208	415,694	490,200	545,500	55,300	
Elections	248,909	729,470	200,000	200,000	0	
Access Richmond Hill	1,495,088	1,297,732	1,554,000	1,597,300	43,300	
Information Technology	11,555,422	10,202,345	11,849,500	12,477,900	628,400	
Human Resources	2,579,042	2,270,973	2,903,900	3,057,900	154,000	
Financial Services	5,687,808	4,792,148	5,835,900	6,288,500	452,600	
Strategic Communications	1,260,375	1,152,047	1,465,800	1,615,400	149,600	
<b>Total Expenditures</b>	<b>\$28,368,987</b>	<b>\$25,138,568</b>	<b>\$30,007,600</b>	<b>\$31,507,100</b>	<b>\$1,499,500</b>	<b>5.0%</b>
Commissioner's Office	0	0	0	0	0	
Clerk's Office	(491,024)	(577,955)	(558,500)	(448,700)	109,800	
Mayor & Council Offices	(247,798)	(168,398)	(243,900)	(221,400)	22,500	
Corporate Supplies	0	0	0	0	0	
Elections	(48,909)	(563,470)	0	0	0	
Access Richmond Hill	(5,000)	(4,200)	(5,000)	(5,000)	0	
Information Technology	(429,800)	(373,000)	(446,800)	(465,500)	(18,700)	
Human Resources	(221,472)	(172,111)	(259,000)	(263,800)	(4,800)	
Financial Services	(2,345,809)	(2,151,749)	(2,541,000)	(2,869,200)	(328,200)	
Strategic Communications	0	(1,750)	(3,000)	(7,800)	(4,800)	
<b>Total Revenues</b>	<b>(\$3,789,812)</b>	<b>(\$4,012,633)</b>	<b>(\$4,057,200)</b>	<b>(\$4,281,400)</b>	<b>(\$224,200)</b>	<b>5.5%</b>
Commissioner's Office	478,225	419,429	541,000	564,000	23,000	
Clerk's Office	1,309,818	1,022,309	1,457,400	1,529,000	71,600	
Mayor & Council Offices	2,510,271	2,090,070	2,907,500	2,961,500	54,000	
Corporate Supplies	505,208	415,694	490,200	545,500	55,300	
Elections	200,000	166,000	200,000	200,000	0	
Access Richmond Hill	1,490,088	1,293,532	1,549,000	1,592,300	43,300	
Information Technology	11,125,622	9,829,345	11,402,700	12,012,400	609,700	
Human Resources	2,357,570	2,098,861	2,644,900	2,794,100	149,200	
Financial Services	3,341,999	2,640,399	3,294,900	3,419,300	124,400	
Strategic Communications	1,260,375	1,150,297	1,462,800	1,607,600	144,800	
<b>Net Budget</b>	<b>\$24,579,175</b>	<b>\$21,125,936</b>	<b>\$25,950,400</b>	<b>\$27,225,700</b>	<b>\$1,275,300</b>	<b>4.9%</b>

# 2023 BUDGET HIGHLIGHTS

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The Corporate and Financial Services Department is mainly a support services cost centre, delivering expert technical, financial and administrative support to the City's other departments.

- The department budget is mainly comprised of personnel expenses, which have increased due to general cost of living, grade/step and benefit rate increases. In addition, CFS is requesting 6 new staffing positions.
- As the organization continues to grow and technology demands evolve, IT software requirements continue to represent a sizeable budget line item. For 2023, software expenses for ERP functionality, Microsoft Enterprise agreement migration, ePermitting software and other contract restructuring have contributed to increased budget demands.
- Revenue Services projections forecast an increase in revenues based on historical trend via ownership change fees, tax certificates revenues, overdue property tax notices and water collection charge revenues.



## COMMISSIONER'S OFFICE



# COMMISSIONER'S OFFICE

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The Commissioner's Office section is responsible for providing corporate direction, policy advice and leadership to the Financial Services, Information Technology, and Office of the Clerk, Human Resources and Strategic 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.



# FINANCIALS

## 2023 Commissioner's Office Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$448,175	\$389,359	\$427,000	\$445,900	\$18,900	
Personnel - Casual	0	0	10,400	10,400	0	
Contracts / Services	11,854	0	20,000	20,000	0	
Materials / Supplies	17,771	30,070	81,600	85,700	4,100	
Other Expenditures	425	0	2,000	2,000	0	
<b>Net Budget</b>	<b>\$478,225</b>	<b>\$419,429</b>	<b>\$541,000</b>	<b>\$564,000</b>	<b>\$23,000</b>	<b>4.3%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$18,900	4.4%	Full-time salaries and benefits increased mainly due to benefit rates and general cost of living increases
Materials / Supplies	\$4,100	5.0%	Budget increase mainly related to the additional conference and training expenses for new staff requests



**OFFICE OF THE CLERK**

# OFFICE OF THE CLERK

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## WHO?

The Office of Clerk supports the City Clerk in fulfilling his statutory obligations by supporting the governance of the City and all Council Decision making, conducting municipal elections, overseeing a robust Information Governance Program including Access and Privacy Program, and the implementation of the Accessibility for Ontarians with Disability Act, 2005. Additionally, the Office of the Clerk provides leadership to Access Richmond Hill and Corporate Supplies, and provides general administrative oversight to Mayor and Council Support Services.

## WHAT?

The Office of Clerk's primary role is to fulfil the various legislated duties of the City Clerk in the Municipal Act, 2001, Municipal Elections Act, 1996, Municipal Freedom of Information and Protection of Privacy Act, Planning Act, and other provincial legislation and regulations.

## HOW?

The Council & Committee Support section are 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, and providing general governance advice to Council, other City Departments and the public. The Legislative Services section is responsible for issuing statutory notices under the Planning Act, Development Charges Act, and Ontario Heritage Act, as well as, issuing charitable lottery licenses and acting as officiators of civil wedding ceremonies. The Information Governance section manages routine disclosures, freedom of information requests in accordance with the Municipal Freedom of Information and Protection of Privacy Act, and providing advice on the protection of personal information held by the City. This section is also responsible for implementing the City's Information Governance Program, including managing all records and information in the custody and control of the City.



# FINANCIALS

## 2023 Office of the Clerk's Budget Highlights

Budget Category	20201 Actuals	Preliminary Actuals at Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$1,632,777	\$1,441,799	\$1,740,400	\$1,848,600	\$108,200	
Personnel - Casual	7,382	21,980	19,500	19,500	0	
Contracts / Services	81,166	85,038	179,900	34,000	(145,900)	
Materials / Supplies	56,261	43,438	59,900	61,700	1,800	
Other Expenditures	23,256	8,009	16,200	13,900	(2,300)	
<b>Total Expenditures</b>	<b>\$1,800,842</b>	<b>\$1,600,264</b>	<b>\$2,015,900</b>	<b>\$1,977,700</b>	<b>(\$38,200)</b>	<b>(1.9%)</b>
User Fees	(481,224)	(566,755)	(438,000)	(438,900)	(900)	
Reserves and Reserve Funds	(9,800)	(11,200)	(120,500)	(9,800)	110,700	
<b>Total Revenues</b>	<b>(\$491,024)</b>	<b>(\$577,955)</b>	<b>(\$558,500)</b>	<b>(\$448,700)</b>	<b>\$109,800</b>	<b>19.7%</b>
<b>Net Budget</b>	<b>\$1,309,818</b>	<b>\$1,022,309</b>	<b>\$1,457,400</b>	<b>\$1,529,000</b>	<b>\$71,600</b>	<b>4.9%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$108,200	6.2%	Full-time salaries and benefits increased mainly due to grade/step, benefit rates and general cost of living increases
Contracts / Services	(\$145,900)	-81.1%	Removal of prior year budget item of \$105,900 for AODA remediation costs for Council Staff reports, which was fully funded from the Tax Rate Stabilization Reserve. In addition, general contracts budget for \$40,000 was reallocated to Corporate Supplies section to right size corporate supplies costs (eg. shredding, storage, digitization)
Materials / Supplies	\$1,800	3.0%	Budget increase to FOI related expenditures
Other Expenditures	(\$2,300)	-14.2%	Budget decrease is mainly due to reduction for minor capital requirements from prior year new staffing request, which was funded from the Tax Rate Stabilization Reserve
Total Expenditures	(\$38,200)	-1.9%	-
User Fees	(\$900)	0.2%	Increase to FOI revenues budget based on Tariff of Fees update
Reserves and Reserve Funds	\$110,700	-91.9%	Removal of prior year items for AODA remediation costs and minor capital requirements for new staffing request
Total Revenues	\$109,800	-19.7%	-



MAYOR AND MEMBERS OF  
COUNCIL OFFICES  
COUNCIL CHAMBERS  
COMMITTEE ROOMS  
STAIRWELL TO 1<sup>ST</sup> FLOOR



*Richmond Hill*

 **Access!**  
RICHMOND HILL

 BUILDING AND DEVELOPMENT

 WELCOME DESK / SECURITY

 ELEVATORS

 WASHROOMS



  STAIRWELL TO 1<sup>ST</sup> FLOOR 

**ACCESS RICHMOND HILL**

RichmondHill.ca

# ACCESS RICHMOND HILL

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## WHO?

As part of the Office of Clerk, Access Richmond Hill provides one window service delivery to residents on behalf of other City business units.

## WHAT?

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.

## HOW?

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 City functions including parks, forestry and winter maintenance.



# FINANCIALS

## 2023 Access Richmond Hill Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full Time	\$1,433,205	\$1,224,277	\$1,522,900	\$1,562,200	\$39,300	
Personnel - Casual	0	45,044	600	600	0	
Contracts / Services	6,059	5,809	7,500	10,500	3,000	
Materials / Supplies	5,575	7,118	18,000	18,000	0	
Other Expenditures	50,250	15,484	5,000	6,000	1,000	
<b>Total Expenditures</b>	<b>\$1,495,088</b>	<b>\$1,297,732</b>	<b>\$1,554,000</b>	<b>\$1,597,300</b>	<b>\$43,300</b>	<b>2.8%</b>
Reserve and Reserve Funds	(5,000)	(4,200)	(5,000)	(5,000)	0	
<b>Total Revenues</b>	<b>(\$5,000)</b>	<b>(\$4,200)</b>	<b>(\$5,000)</b>	<b>(\$5,000)</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>\$1,490,088</b>	<b>\$1,293,532</b>	<b>\$1,549,000</b>	<b>\$1,592,300</b>	<b>\$43,300</b>	<b>2.8%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full Time	\$39,300	2.6%	Full-time salaries and benefits increased mainly due to step, benefit rates and general cost of living increases
Contracts / Services	\$3,000	40.0%	Budget increase related to volume and inflation of Language Line live interpreting solution expenses
Other Expenditures	\$1,000	20.0%	Budget increase reflects additional IT resource requirements
Total Expenditures	\$43,300	2.8%	-



ELECTIONS



# ELECTIONS

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## WHO?

The City Clerk administers all municipal and School Board elections and By-elections in accordance with the Municipal Elections Act, 1996.

## WHAT?

Annually the City provides for the municipal election through contributions to the Election reserve.

## HOW?

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.



# FINANCIALS

## 2023 Elections Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Contracts / Services	\$48,909	\$563,470	\$0	\$0	\$0	
Transfers to Other Funds	200,000	166,000	200,000	200,000	0	
<b>Total Expenditures</b>	<b>\$248,909</b>	<b>\$729,470</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>0.0%</b>
User Fees and Fines	0	(6,163)	0	0	0	
Reserve and Reserve Funds	(48,909)	(557,307)	0	0	0	
<b>Total Revenues</b>	<b>(\$48,909)</b>	<b>(\$563,470)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Budget</b>	<b>\$200,000</b>	<b>\$166,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>0.0%</b>



Welcome  
Back

We are happy to see you!



CORPORATE SUPPLIES

WELCOME DESK

# CORPORATE SUPPLIES

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## WHO?

This Office of the Clerk also oversees the Corporate Supplies section which is responsible for corporate wide printing services, and corporate wide postage and courier services.

## WHAT?

The corporate costs of city-wide office supplies and postage expenses are captured under the Corporate Supplies section.

## HOW?

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.



# FINANCIALS

## 2023 Corporate Supplies Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals at Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Contracts / Services	\$58,043	\$63,278	\$45,000	\$85,000	\$40,000	
Materials / Supplies	447,164	352,416	445,200	460,500	15,300	
Net Budget	<b>\$505,208</b>	<b>\$415,694</b>	<b>\$490,200</b>	<b>\$545,500</b>	<b>\$55,300</b>	<b>11.3%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Contracts / Services	\$40,000	88.9%	Budget increase of \$40,000 reflects reallocation from Office of the Clerk section to right size corporate supplies costs
Materials / Supplies	\$15,300	3.4%	Postage budget increased by 4% in order to account for per unit and volume increases. In addition, office supplies budget was increased to factor in the rising costs of paper

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## **MAYOR AND COUNCIL OFFICES**

# MAYOR AND COUNCIL OFFICES

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## WHO?

Richmond Hill City Council consists of the Mayor and eight Members of Council who are elected by residents every four years.

## WHAT?

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. As Council, the Mayor and Members of Council make decisions on the policies of the City, and ensure that the City is fiscally responsible and has in place proper administrative practices and procedures.

## HOW?

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. 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



# FINANCIALS

## 2023 Mayor and Council Offices Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals at Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$2,357,436	\$1,779,247	\$2,573,300	\$2,627,300	\$54,000	
Personnel - Casual	108,035	311,145	150,000	150,000	0	
Contracts / Services	79,572	20,542	80,100	80,100	0	
Materials / Supplies	132,475	85,085	213,900	213,900	0	
Other Expenditures	80,550	62,448	134,100	111,600	(22,500)	
<b>Total Expenditures</b>	<b>\$2,758,069</b>	<b>\$2,258,468</b>	<b>\$3,151,400</b>	<b>\$3,182,900</b>	<b>\$31,500</b>	<b>1.0%</b>
User Fees	(247,798)	(168,398)	(221,400)	(221,400)	0	
Reserve and Reserve Funds	0	0	(22,500)	0	22,500	
<b>Total Revenues</b>	<b>(\$247,798)</b>	<b>(\$168,398)</b>	<b>(\$243,900)</b>	<b>(\$221,400)</b>	<b>\$22,500</b>	<b>9.2%</b>
<b>Net Budget</b>	<b>\$2,510,271</b>	<b>\$2,090,070</b>	<b>\$2,907,500</b>	<b>\$2,961,500</b>	<b>\$54,000</b>	<b>1.9%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$54,000	2.1%	Full-time salaries and benefits increased mainly due to benefit rates and general cost of living increases
Other Expenditures	(\$22,500)	-20.2%	Removal of prior item for minor capital requirements of potential new Council, which was fully funded from the Tax Rate Stabilization Reserve
Total Expenditures	\$31,500	1.0%	-
Reserve and Reserve Funds	\$22,500	0.0%	Removal of prior year Tax Rate Stabilization Reserve funding for minor capital requirements of potential new Council
Total Revenues	\$22,500	-10.2%	-



## FINANCIAL SERVICES

# FINANCIAL SERVICES

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## WHO?

The Financial Services Division provides financial management and stewardship for the City of Richmond Hill through four operating sections, as well as the Office of the Director of Financial Services/Treasurer. These sections include Fiscal Planning and Strategy, Financial Reporting and Accounting, Revenue Services and Procurement.

## WHAT?

The Division supports the planning, management, and reporting of all City expenses, revenue and investments, providing service and information to internal clients, to Council, via the City Manager, and to external clients.

## HOW?

The Office of the Director of Financial Services is responsible for the administration of the Financial Services Division. 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 and Strategy section manages the current and multi-year capital and operating budget of the City, including cash flow management, capital project and variance reporting. 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 and long range fiscal planning.

The Financial Reporting and Accounting section provides accounting services and control of City funds through the development and implementation of appropriate policies, procedures and controls, and the financial management information systems. The section also performs disbursement and payroll functions as well as the preparation of financial statements and reporting required by Council or legislation.

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, in addition to water meter management and the monitoring and maintenance of the City's assessment base.

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 and proposals.

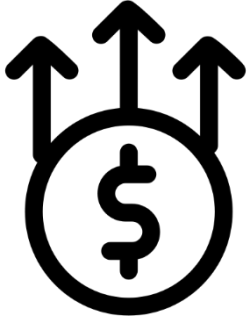


## METRICS

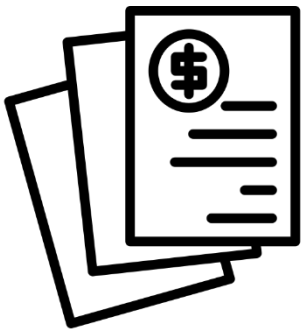
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Processed over 36,000 payroll deposits as of pay period 24, 2022



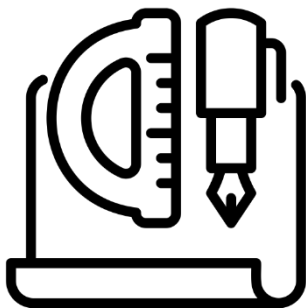
Processed 10,486 EFT payments and 982 Cheques



Issued 138,017 Tax bills and 215,842 Water and Stormwater bills



Approximately 150 security deposit reductions per annum



371 Acquisition projects (85% competitive, 10% non-competitive, 5% exempt)

# FINANCIALS

## 2023 Financial Services Budget Highlights

Budget Category	2021 Actual	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full-Time	\$5,177,993	\$4,209,929	\$5,528,700	\$5,859,900	\$331,200	
Personnel - Casual	333,028	467,204	17,300	17,300	0	
Contracts / Services	72,108	44,593	180,000	280,000	100,000	
Materials / Supplies	71,978	59,362	78,400	85,400	7,000	
Other Expenditures	32,701	11,059	31,500	45,900	14,400	
<b>Total Expenditures</b>	<b>\$5,687,808</b>	<b>\$4,792,148</b>	<b>\$5,835,900</b>	<b>\$6,288,500</b>	<b>\$452,600</b>	<b>7.8%</b>
User Fees	(919,409)	(883,835)	(964,600)	(1,035,000)	(70,400)	
Reserves and Reserve Funds	(151,100)	(152,914)	(238,800)	(385,600)	(146,800)	
Transfer from Capital Fund	0	0	0	(66,900)	(66,900)	
Transfer from WWW Fund	(1,275,300)	(1,115,000)	(1,337,600)	(1,381,700)	(44,100)	
<b>Total Revenues</b>	<b>(\$2,345,809)</b>	<b>(\$2,151,749)</b>	<b>(\$2,541,000)</b>	<b>(\$2,869,200)</b>	<b>(\$328,200)</b>	<b>12.9%</b>
<b>Net Budget</b>	<b>\$3,341,999</b>	<b>\$2,640,399</b>	<b>\$3,294,900</b>	<b>\$3,419,300</b>	<b>\$124,400</b>	<b>3.8%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full-Time	\$331,200	6.0%	Full-time salaries and benefits increased by \$155,700 mainly due to grade/step level, benefit rates and general cost of living increases for staff. In addition, there were 3 new staffing requests with July 2023 start dates. Payroll Specialist (\$51,700), Procurement Management Advisor (\$66,900), fully funded from the Capital Fund, and a Senior Analyst (\$56,900), fully funded from the Water Quality Protection Reserve Fund
Contracts / Services	\$100,000	55.6%	Stormwater Management Funding and Rate Structure Review, included in the budget for \$100,000 and is fully funded from the Water Quality Protection Reserve Fund
Materials / Supplies	\$7,000	8.9%	Budget increase reflects additional resources for printing and membership costs
Other Expenditures	\$14,400	45.7%	Other expenditures budget increase reflects the minor capital requirements of the 3 new staffing requests and is fully funded from the Tax Rate Stabilization Reserve
Total Expenditures	\$452,600	7.8%	-
User Fees	(\$70,400)	7.3%	Increase of \$70,400 in user fees are related to revenues from tax certificates, ownership change fees, new account fees, property tax overdue notices and water collection charges
Reserves and Reserve Funds	(\$146,800)	61.5%	Increase draw from reserve funds represents funding for Senior Analyst staff request and Stormwater Management Funding and Rate Structure Review, all fully funded from Water Quality Protection Reserve Fund
Transfer from Capital Fund	(\$66,900)	0.0%	Budget reflects capital funding for the Procurement Management Advisor staffing request
Transfer from WWW Fund	(\$44,100)	3.3%	Budget increase reflects funding for staff efforts towards Water and Wastewater operations
Total Revenues	(\$328,200)	12.9%	-



## HUMAN RESOURCES

# HUMAN RESOURCES

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## WHO?

The Human Resources Division provides support to all City staff through three main sections; Employee Relations, Health & Safety and Workforce Planning.

## WHAT?

The Human Resources Division provides strategic support to the City in all areas of people management including topics such as Employee Relations, Health & Safety and Workforce Planning and Learning and Development.

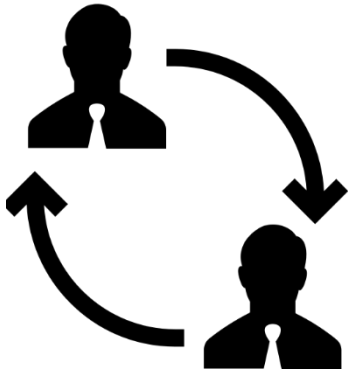
## HOW?

In order to support staff in the delivery of all City services, this division ensures 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.



## METRICS

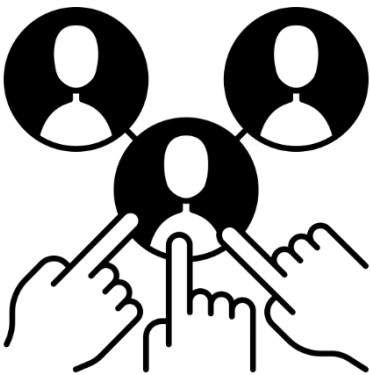
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The City has experienced low turnover, with an employee turnover rate of 2.3%, as of Sept 30, 2022



As of Sept 30, 2022, the City's vacancy rate was 6.1%



43% of vacancies were filled via external recruits

# FINANCIALS

## 2023 Human Resources Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
<b>Personnel - Full Time</b>	<b>\$1,728,603</b>	<b>\$1,528,192</b>	<b>\$2,031,300</b>	<b>\$2,205,600</b>	<b>\$174,300</b>	
<b>Personnel - Casual</b>	<b>185,192</b>	<b>170,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Contracts/Services</b>	<b>406,408</b>	<b>366,443</b>	<b>552,000</b>	<b>532,400</b>	<b>(19,600)</b>	
HR Consulting Contracts	123,668	104,695	162,800	161,800	(1,000)	
Employee Recognition	31,620	14,440	45,600	27,000	(18,600)	
Legal Fees	124,424	99,075	160,000	160,000	0	
OHS & Ben Cons. Contracts	126,696	148,233	183,600	183,600	0	
<b>Materials/Supplies</b>	<b>254,354</b>	<b>201,805</b>	<b>315,600</b>	<b>310,100</b>	<b>(5,500)</b>	
<b>Other Expenditures</b>	<b>4,486</b>	<b>3,683</b>	<b>5,000</b>	<b>9,800</b>	<b>4,800</b>	
<b>Total Expenditures</b>	<b>\$2,579,042</b>	<b>\$2,270,973</b>	<b>\$2,903,900</b>	<b>\$3,057,900</b>	<b>\$154,000</b>	<b>5.3%</b>
Reserve and Reserve Funds	(221,472)	(172,111)	(259,000)	(263,800)	(4,800)	
<b>Total Revenues</b>	<b>(221,472)</b>	<b>(172,111)</b>	<b>(259,000)</b>	<b>(263,800)</b>	<b>(4,800)</b>	<b>(1.9%)</b>
<b>Net Budget</b>	<b>\$2,357,570</b>	<b>\$2,098,861</b>	<b>\$2,644,900</b>	<b>\$2,794,100</b>	<b>\$149,200</b>	<b>5.6%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full Time	\$174,300	8.6%	Full-time salaries and benefits increased by \$126,400 mainly due to grade/step level, benefit rates and general cost of living increases for staff. In addition, the budget increase also includes a new staff request (HR Associate), starting in July 2023, for \$48,000
Contracts/Services	(\$19,600)	-3.6%	Reduction in consulting contracts reflective of employee recognition costs being paid by individual divisions, rather than through Human Resources division
Materials/Supplies	(\$5,500)	-1.7%	Budget savings realized in office supplies, subscriptions and printing costs
Other Expenditures	\$4,800	96.0%	Other expenditures budget increase reflects the minor capital requirements new staffing request and is fully funded from the Tax Rate Stabilization Reserve
Total Expenditures	\$154,000	5.3%	-
Reserve and Reserve Funds	(\$4,800)	1.9%	Other expenditures budget increase reflects the minor capital requirements new staffing request and is fully funded from the Tax Rate Stabilization Reserve
Total Revenues	(\$4,800)	1.9%	-



**INFORMATION TECHNOLOGY**

# INFORMATION TECHNOLOGY

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## WHO?

The Information Technology (IT) Division provides support to all City departments through five main sections; Application Services, Client Services, Technology Infrastructure, Project Management Office and Geographical Information Systems (GIS).

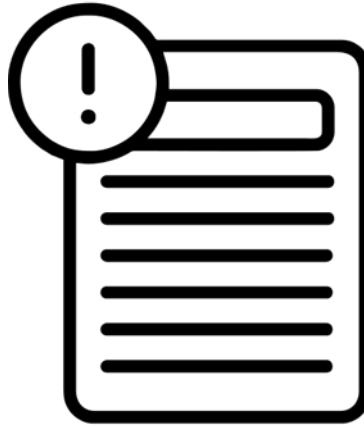
## WHAT?

The 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.

## HOW?

The Application Services 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. 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 Technology Infrastructure Section is responsible for the planning, deployment, and operation of the City's information technology infrastructure. The PMO offices works effectively with Divisions and Departments to ensure projects are appropriate, timely, within scope and financially responsible. 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 and spatial information.





IT successfully resolved 12,159 Service Desk (7,413 Service Requests, 4,746 Incidents) tickets for City Staff, ensuring access to required hardware, software and resolving issues in connectivity, access, and hardware



IT delivered 313 unique changes resulting in improvement to City technology hardware, software systems and services

# FINANCIALS

## 2023 Information Technology Budget Highlights

Budget Category	Actual 2021	Preliminary Actuals at Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
<b>Personnel - Full Time</b>	<b>\$6,571,566</b>	<b>\$5,561,130</b>	<b>\$7,217,300</b>	<b>\$7,646,000</b>	<b>\$428,700</b>	
<b>Personnel - Casual</b>	<b>356,424</b>	<b>379,777</b>	<b>34,500</b>	<b>34,500</b>	<b>0</b>	
<b>Contracts/Services</b>	<b>1,007,829</b>	<b>628,049</b>	<b>1,095,000</b>	<b>1,036,000</b>	<b>(59,000)</b>	
Consulting Contracts	78,147	3,755	60,000	35,000	(25,000)	
Telephone	185,903	145,557	267,000	265,000	(2,000)	
Cellular Phone	178,045	182,844	223,000	261,000	38,000	
Data - Communications	504,001	231,919	435,000	390,000	(45,000)	
Photocopier - Maintenance	61,734	63,974	110,000	85,000	(25,000)	
<b>Materials/Supplies</b>	<b>66,159</b>	<b>47,262</b>	<b>123,200</b>	<b>122,200</b>	<b>(1,000)</b>	
<b>Other Expenditures</b>	<b>3,553,444</b>	<b>3,586,127</b>	<b>3,379,500</b>	<b>3,639,200</b>	<b>259,700</b>	
<b>Total Expenditures</b>	<b>\$11,555,422</b>	<b>\$10,202,345</b>	<b>\$11,849,500</b>	<b>\$12,477,900</b>	<b>\$628,400</b>	<b>5.3%</b>
Reserve and Reserve Funds	(25,000)	(21,000)	(25,000)	(29,800)	(4,800)	
Transfers from WWW Fund	(404,800)	(352,000)	(421,800)	(435,700)	(13,900)	
<b>Total Revenues</b>	<b>(\$429,800)</b>	<b>(\$373,000)</b>	<b>(\$446,800)</b>	<b>(\$465,500)</b>	<b>(\$18,700)</b>	<b>(4.2%)</b>
<b>Net Budget</b>	<b>\$11,125,622</b>	<b>\$9,829,345</b>	<b>\$11,402,700</b>	<b>\$12,012,400</b>	<b>\$609,700</b>	<b>5.3%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full Time	\$428,700	5.9%	Full-time salaries and benefits increased by \$369,000 mainly due to grade/step level, benefit rates and general cost of living increases for staff. In addition, the budget increase also includes a new staff request (IT Business Analyst), starting in July 2023, for \$59,700
Contracts/Services	(\$59,000)	-5.4%	Budget decrease due to savings from multi-year renewals of internet services and cost savings from migrating to Microsoft 365 services, savings in consulting contracts and photocopier maintenance based on current usage and work from home arrangements. The decreases are partially offset by the additional cost of increased number of cellular devices for staff
Materials/Supplies	(\$1,000)	-0.8%	-
Other Expenditures	\$259,700	7.7%	Other Expenditures include the cost of computer hardware and software maintenance costs, which increased by \$254,500 mainly related to migrating to new Microsoft enterprise agreement, ERP functionality, ePermitting software, other software contract restructuring expenses and offset by hardware savings from transitioning to cloud based virtual backups
Total Expenditures	\$628,400	5.3%	-
Reserve and Reserve Funds	(\$4,800)	19.2%	Other expenditures budget increase also reflects the minor capital requirements new staffing request and is fully funded from the Tax Rate Stabilization Reserve
Transfers from WWW Fund	(\$13,900)	3.3%	Budget increase reflects funding for staff efforts towards Water and Wastewater operations
Total Revenues	(\$18,700)	4.2%	-



# STRATEGIC COMMUNICATIONS

# STRATEGIC COMMUNICATIONS

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## WHO?

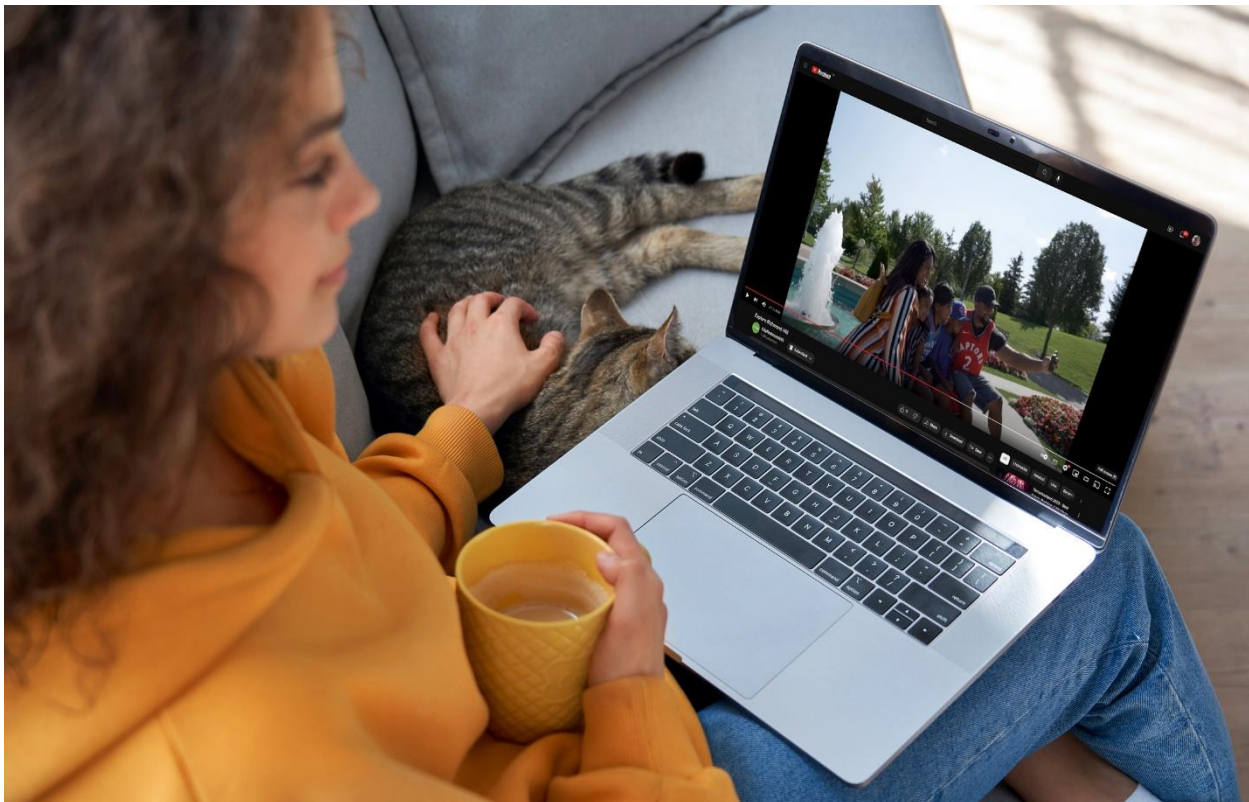
Strategic Communications helps the organization achieve its business goals by ensuring residents, businesses and employees get the information they need through a variety of communication channels.

## WHAT?

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 other media relations.

## HOW?

The Division provides communications leadership for the City of Richmond Hill in the form of strategic communication planning and advice for all departments and Mayor and Council, crisis communications, media relations, corporate social media and website management, issues management identification and advice, reputation and brand management, corporate campaigns and promotional products, marketing and advertising, graphic design, and internal communications.



# METRICS

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Grew total net audience across corporate social media channels by more than 8% and subscribers to the corporate e-newsletter by more than 31% (as of September 30)



Drove close to 1 million users to the corporate website – a 45% increase compared to same time period in pre-pandemic 2019 – and garnered more than 7 million page views (as of September 30)

# FINANCIALS

## 2023 Strategic Communications Budget Highlights

Budget Category	2021 Actuals	Preliminary Actuals Oct 31, 2022	2022 Approved Budget	2023 Draft Budget	Variance (Favourable) / Unfavourable	% Change
Personnel - Full Time	\$998,189	\$944,442	\$1,296,500	\$1,439,000	\$142,500	
Personnel - Casual	159,188	140,605	50,100	50,900	800	
Contracts / Services	72,596	51,062	92,700	86,500	(6,200)	
Materials / Supplies	27,932	12,936	24,000	31,700	7,700	
Other Expenditures	2,469	3,002	2,500	7,300	4,800	
<b>Total Expenditures</b>	<b>\$1,260,375</b>	<b>\$1,152,047</b>	<b>\$1,465,800</b>	<b>\$1,615,400</b>	<b>\$149,600</b>	<b>10.2%</b>
Transfer fr Other Internal Sources	0	(1,750)	(3,000)	(3,000)	0	
Reserve and Reserve Funds	0	0	0	(4,800)	(4,800)	
<b>Total Revenues</b>	<b>0</b>	<b>(1,750)</b>	<b>(3,000)</b>	<b>(7,800)</b>	<b>(4,800)</b>	<b>160.0%</b>
<b>Net Budget</b>	<b>1,260,375</b>	<b>1,150,297</b>	<b>1,462,800</b>	<b>1,607,600</b>	<b>144,800</b>	<b>9.9%</b>

# VARIANCE DRIVERS

Accounts	Variance (\$)	Variance (%)	Drivers (Explanation)
Personnel - Full Time	\$142,500	11.0%	Full-time salaries and benefits increased by \$142,500 mainly due to step level, benefit rates and general cost of living increases for staff. In addition, the budget increase also includes a new staff request (Supervisor, Corporate Communications), starting in July 2023, for \$59,700
Personnel - Casual	\$800	1.6%	-
Contracts / Services	(\$6,200)	-6.7%	Budget savings from right sizing promotion/advertising and consult contracts budgets
Materials / Supplies	\$7,700	32.1%	Budget increases related to Council motion for the inclusion of French in translation policy
Other Expenditures	\$4,800	192.0%	-
Total Expenditures	\$149,600	10.2%	-
Reserve and Reserve Funds	(\$4,800)	0.0%	-
Total Revenues	(\$4,800)	160.0%	-



## **BUSINESS CASES**

# Senior Analyst – Stormwater Revenue Business Support

## Overview

The Revenue Services section responsible for billing and collection of Water Wastewater, Tax and Stormwater is proposing a **Senior Analyst – Stormwater Revenue Business Support** position to provide stormwater analytical business support to the team.

The Water Revenue section currently comprises of a four full-time complements: Supervisor, two Billing Analyst and Meter Analyst, responsible for managing over 54,000 water accounts and producing over 250,000 bills and collecting approximately \$85 million of water revenue annually. Due to the operational nature of the billing and collection environment of water and the specialized need required to support stormwater billing and collection, the position was identified as a gap. The existing team does not have sufficient stormwater expertise and capacity necessary to appropriately support the evolving stormwater rate structure.

The proposed position is expected to perform stormwater billing related analysis including annual reconciliations, budgeting, revenue forecasting, client inquiries, maintaining stormwater related performance metrics, process reviews as well as leading the integration of customer portal / billing system functionalities with the stormwater lens. Additional duties include public education, customer service, marketing, and implementation of new (rate, credit or subsidy) programs. The position is also expected to continue to monitor and research stormwater rate structure and billing practices throughout the industry and work with City contractor on Stormwater Rate review.

## Program Description

This position will play a critical role in evaluating business process and taking on the continuous improvement role to optimize efficiency related to stormwater. The position will analyze large amounts of data from various databases and interpret computerized aerial map information and translate them into meaningful information to support business decisions. The proposed position will need to perform periodic stormwater related statistical and financial reporting and play a critical role in process reviews, perform various financial and benchmarking initiatives to better support business decisions.

As the Stormwater rate structure continues to evolve and be refined, the position will internalize the knowledge and become the expert on stormwater billing related matters. Annual reconciliation of property information will be required to ensure the most current information is used to bill customers. Account maintenance and year round analytical support will be required, including cross referencing data in various sources to confirm property area and classification. The position will need to work closely with the assessment team, continuously improve the reconciliation process efficiently to ensure stormwater revenues are billed in a timely and accurate manner. The position will also work closely with Infrastructure Planning and Development Engineering to develop a more in depth understanding of stormwater management background information to assist the team handling various inquiries/cases.

Customer Portal is another initiative anticipated to begin in Q2 2023. Customers will have access to a self-service portal to retrieve consumption, billings and payment information. Expanding the user base to the public will bring on new challenges for Revenue Services from communication, user experience, training and workflow. The proposed position will be a subject matter expert and the user representative in deploying new functionality with the stormwater charge customer's lens. The position will also develop and maintain performance metrics to measure project success, documenting user experiences, taking feedback and continually improve the portal to expedite City wide portal adoption.

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

**Fiscal Responsibility** - The new position request intends to improve efficiency and leverage available tools, maximizing capital investments to modernize the City's Revenue Services section. This aligns with the City's strategic priority of Fiscal Responsibility by maintaining the City's strong financial position.

# Senior Analyst – Stormwater Revenue Business Support

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## Climate Change Considerations:

The migration of the City's billing processes and promoting the customer portal through the requested position will contribute to climate change mitigation by reducing the number of paper bills and protect existing forest and water resources.

## Comparative Analysis

The City is one of the few municipalities in the GTA that continue to bill drinking and stormwater water through their Financial Services Division. Therefore it is difficult to assess FTE comparators. Comparable municipalities or utilities with dedicated stormwater administrative staff include Brampton and Mississauga.

## Analysis of Alternative Approaches

The new staff request is for a position to fill a missing skillset and expertise in the team, the alternative is to have these tasks fall on the Supervisors and Manager to perform the task. The specialized nature of stormwater and the expected changes in the near future requires the team to have a dedicated resource and the ability to learn and internalize the knowledge of new tools and datasets to ensure continuity of knowledge and the ability to leverage City investments to its fullest. Outsourcing via consultancy arrangements was considered, however given the desire to continue to optimize and improve functionality, it is best suited to internalize the knowledge and mitigate the risk of knowledge drain post delivery, which will be more costly in the long run.

# Senior Analyst – Stormwater Revenue Business Support

## Cost and Benefit Analysis

The position is to support the Water Wastewater and Stormwater programs and will be funded by those sources with no tax impact.

	Current Year (2023) Impact	Full Year (2024) Impact	
Start Date	01-Jul-23		
End Date or Contract Terms	31-Dec-23		
Full Time or Contract	Full Time	Full Time	
CUPE/Admin/SEA/FIRE	SEA - 35 hr	SEA - 35 hr	
Grade	6	6	
Step	5	5	
Annual Salary	\$ 90,000	\$91,500	
Annual Benefit	25,200	25,600	
<b>Operating Costs</b>			
Salaries ( <b>Prorated Salary Based on Start Month</b> )	45,000	91,500	
Benefits	11,900	24,200	
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 smart phone charges)			
<b>Total Operating Costs</b>	<b>\$57,200</b>	<b>\$116,000</b>	
<b>Funding Source</b>			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Specify SWM 100%	57,200	116,000	
Grants			
Tax Rate			
<b>Total Funding Sources</b>	<b>\$57,200</b>	<b>\$116,000</b>	
Difference	0	0	
<b>Capital Costs</b>			
Office Furniture ( <i>If Required</i> ) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs ( <i>If Required</i> ) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800		
Vehicle			
<b>Total Capital Costs</b>	<b>\$4,800</b>	<b>\$0</b>	
<b>Funding Source</b>			
Reserve Fund - Specify SWM 100%	\$4,800		
Grants			
Cash to Capital Reserve	0	0	
<b>Total Funding Sources</b>	<b>\$4,800</b>	<b>\$0</b>	
Difference	0	0	
<b>Total Operating and Capital Costs</b>	<b>\$62,000</b>	<b>\$116,000</b>	

# Payroll Specialist

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## Overview

The City's Payroll team is responsible to ensure staff receive their salaries on time with correct withholding or tax deductions. The team processes 26 to 27 pay periods annually for 5 payroll areas on a bi-weekly basis, impacting both City and Library staff.

From 2014-2020, the City used ADP as a payroll service provider to process payroll calculations, to remit the resulting statutory amounts, produce year-end employee tax forms and file them with the Canada Revenue Agency (CRA), as well as to produce Records of Employment (ROE), and more.

In August 2020, the City discontinued the payroll service with ADP, as we transitioned to use the Enterprise Resource Planning (SAP) application as the payroll processing system. At the same time, the Library's payroll service has also been added to the Payroll team's portfolio.

The City's Payroll function has upgraded and expanded to a full-service payroll provider, which goes beyond the basics of payroll calculations. Since the migration to SAP, additional tasks have been added to the responsibility of the payroll team:

- Library payroll responsibilities
- Year end T4 run and file submission to CRA
- Remit CPP, EI, and Income tax to CRA; remit EHT to Ministry of Finance
- Remit union dues, garnishment, Group RRSP
- Create ROE and submit to Service Canada
- Year-end HR pack with legislative update testing in SAP system
- Payroll System testing for every function or data change
- Identify and resolve the replication issue between EC and Payroll
- Working schedule setup
- Assist terminated staff to access T4 and pay stub

Prior to SAP, Library has 0.5 FTE staff look after payroll function, and the position was eliminated after City payroll team took over library's payroll function. City payroll also took over the remittance function and system test tasks which was done by ADP service team prior to SAP. All these additional tasks place significant pressures on existing resources. Therefore, this position is required to ensure we continue to deliver on our commitments and provide effective and efficient services to our clients.

## Program Description

The Payroll team currently has 3 FTEs, one Payroll Supervisor, and two Payroll Specialists. Since the SAP Payroll system go-live, Payroll has utilized temporary help to ensure the smooth transition of the payroll system with minimum disruption to the service. We are looking to provide stability to this area to ensure we are able to support the growing needs of the organization by the end of Q2 2023.

The new Payroll Specialist position will be sharing the responsibilities with the two existing payroll specialists. Collectively, the payroll team will deliver the following services:

- Process full payroll cycle for salary and hourly employees for City and Library.
- Ensure compliance with legislation, collective agreements and City/Library's policies and operating procedures.
- Provide customer service and communications to staff for payroll related inquiries
- Conduct training as needed
- Perform monthly reconciliation of payroll accounts, taxable benefits and remit all third party remittance by defined due dates
- Perform year end reconciliation and adjustments for tax forms, EHT, OMERS, Union Dues, taxable benefits, etc.
- Provide assistance with payroll system related request, including testing the system change, assist and address staff question on the payroll system, analyze and troubleshoot technical issues and propose resolutions
- Develop and review payroll procedures and policies

# Payroll Specialist

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- Maintain accurate employee payroll records, retain confidential documents according to regulations

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

The hiring of a Payroll Specialist is in support of Council's Strategic Priority of Fiscal Responsibility. Ensuring that City staff are receiving their pay on time and accurate, and compliance with all regulatory requirement.

## Climate Change Considerations:

Climate change considerations are not applicable to this business case.

## Comparative Analysis

It is difficult to provide comparative analysis for this position, as our neighboring municipalities are either using different payroll system or 3<sup>rd</sup> party payroll agent.

## Analysis of Alternative Approaches

The alternative is to have the two existing Payroll Specialists to perform the additional tasks. Given the existing workload, this is not a viable approach as Payroll Specialists are already working at and over their full capacity. If we request existing Payroll Specialist to perform the additional tasks, they will have to drop many review and check tasks that they currently perform. This will place a significant risk on not meeting expectations from staff with accurate and timely payment. The regulatory compliance needs are also in jeopardy.

We may consider hiring a contract position to help with the additional workload. This is not the recommended approach as Payroll Specialists have access to staff's confidential information, therefore, building long term sustainable in house payroll expertise are essential. In addition, the attraction of a qualified resource would be easier with a full time role as opposed to a contract position.

## Cost and Benefit Analysis

The addition of this position in the 2023 budget, assuming an July 1<sup>st</sup> start date, would amount to \$56,800, annualized \$105,300.

# Payroll Specialist

	Current Year (2023) Impact	Full Year (2024) Impact	
Start Date	01-Jul-23		
End Date or Contract Terms	31-Dec-23		
Full Time or Contract	Full Time	Full Time	
CUPE/Admin/SEA/FIRE	Admin	Admin	
Grade	4	4	
Step	5	5	
Annual Salary	\$ 81,700	\$83,100	
Annual Benefit	22,900	23,300	
<b>Operating Costs</b>			
Salaries ( <b>Prorated Salary Based on Start Month</b> )	40,900	83,100	
Benefits	10,800	21,900	
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 smart phone charges)			
<b>Total Operating Costs</b>	<b>\$52,000</b>	<b>\$105,300</b>	
<b>Funding Source</b>			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Specify			
Grants			
Tax Rate	52,000	105,300	
<b>Total Funding Sources</b>	<b>\$52,000</b>	<b>\$105,300</b>	
Difference	0	0	
<b>Capital Costs</b>			
Office Furniture ( <i>If Required</i> ) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs ( <i>If Required</i> ) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800		
Office built for Managers and above ( <i>If Required</i> ) (\$35K)			
Computer hardware/software beyond standard issue			
Vehicle			
<b>Total Capital Costs</b>	<b>\$4,800</b>	<b>\$0</b>	
<b>Funding Source</b>			
Reserve Fund - Specify			
Grants			
Cash to Capital Reserve	4,800	0	
<b>Total Funding Sources</b>	<b>\$4,800</b>	<b>\$0</b>	
Difference	0	0	
<b>Total Operating and Capital Costs</b>	<b>\$56,800</b>	<b>\$105,300</b>	

# Procurement Management Advisor

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## Overview

The City of Richmond Hill's centralized Procurement Section supports internal Divisions, external suppliers and ultimately the residents of Richmond Hill through the acquisition and delivery of goods and services in accordance with the City's Policies that adheres to both domestic and international Trade Agreements. This business case provides a number of contributing factors that supports the request for a Procurement Management Advisor (PMA).

In 2022, the approved Capital budget was \$73M, twice the approved budget for 2021 and 2020 at \$36M and \$35M respectively. In addition to the growth of the City's Capital program, the portfolio expanded to include the Richmond Hill Public Library (RHPL) and its Capital and Operating programs. Furthermore, the most recent forecast indicates that the City's Capital program will exceed \$180M by 2028, more than five times the Capital program approved in 2021. Budget size is a strong predictor of resourcing requirements – as budgets go up, so do resource requirements needed to support acquisitions approved under the Capital and Operating programs. Funding approval for larger and more complex projects also indicates requirements for diverse knowledge and expertise. The Procurement section is committed in its support of the City's and the Richmond Hill Public Library's programs in a manner that is efficient, effective and reflective of the City priorities. This year, resource capacity and constraints severely challenged the Procurement section's ability to support the Capital and Operation programs, which was, double that of the previous year. Looking ahead to 2023 and beyond, with the anticipated expansion of these programs, Procurement section would require at least one Procurement Management Advisor to adequately support the current program and future growth.

Further, Trade Agreements that govern City's procurement processes have also introduced additional requirements and due diligence that need to be adhered to. Five years after the enactment of both domestic (CFTA) in and international (CETA) trade agreements in 2017, the City continues its efforts towards full policy and process compliance. In the meantime, one of the direct impacts was that the City lost the advantage of leveraging other agency contracts and agreements. For example, complex IT contracts established at the regional and the province levels were no longer available to the City for piggybacking. The result of which increased the City's obligation to secure its own contacts for many IT, other goods and services. This has also uncovered gaps in staff knowledge, experience, and resources to support increased workload, due diligence, and compliance involved.

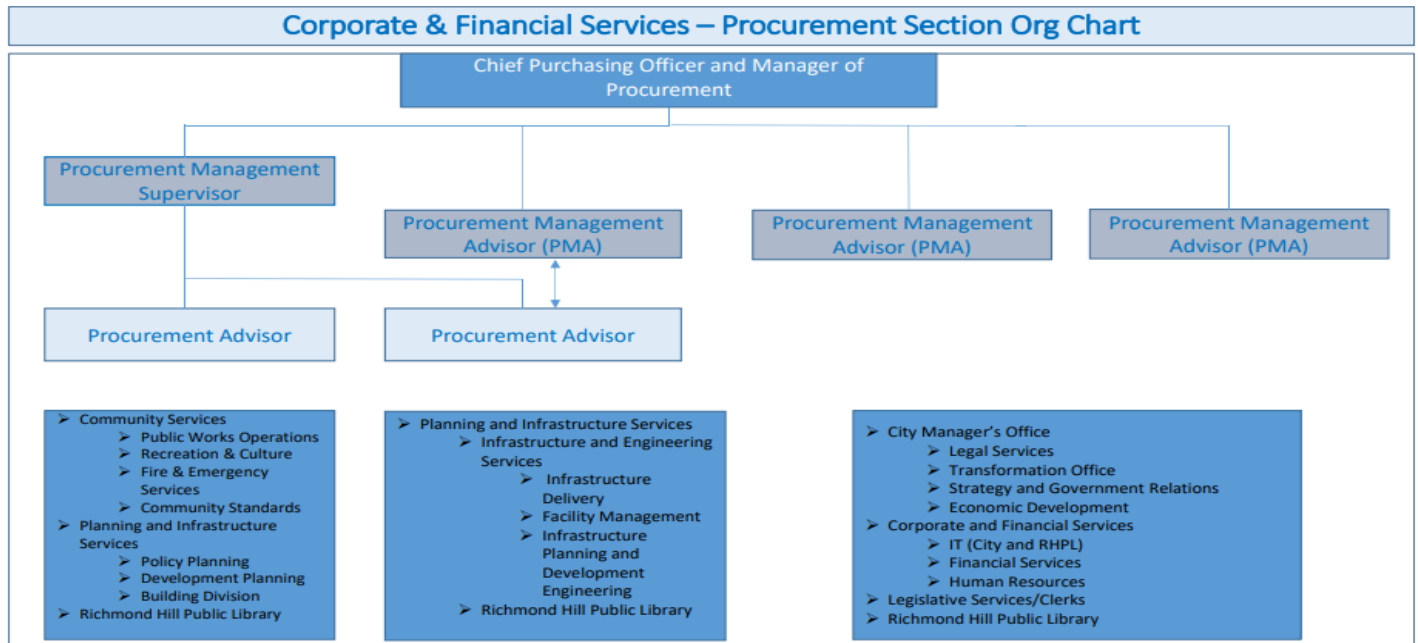
While the City's Procurement section delivers on its commitment to support our internal and external stakeholders, we actively pursue continuous improvement priorities that supports the City Strategic Plan. The Procurement section is proactively reviewing the City's acquisition framework through the lens of a Lean Black Belt project with a goal of implementing improvements to the end-to-end process. A number of the prioritized improvements that supports and enhances the City's Procurement process strongly correlates workload and procurement service delivery. Additional project workload continue to pose challenges in the team's ability to initiate, fully participate or lead on the over 40+ recommendations that have been identified. Further, the review has also identified a number of RH-Hub functional requirements that continues to require Procurement staff hours to trouble shoot and provide client support. Improvements to Rh-Hub continue to be identified to be addressed when resource capacity is made available.

In summary, with the Capital and Operating programs anticipated to grow in excess of \$180+million by 2028, the City would strongly benefit from resourcing the Procurement Team with a Procurement Management Advisor. The additional resource will support the expanding Capital and Operating programs for the City as well as the Richmond Hill Public Library portfolio, and the Black Belt service review along with the implementation of the resulting recommendations. The senior roles will support larger and more complex projects while ensuring adherence to City's policies in support of the City's strategic plan. The Procurement section is committed to delivering on the key prioritizes that supports City functions including Rh-hub, while investing in continuous improvement initiatives that supports enhanced service delivery. Lastly, current market trends already strongly indicates labour shortage in Supply Chain expertise. City must proactively consider the 2023 staffing request in order to ensure approved programs are not limited by lack of qualified Procurement resources now and in the future.

# Procurement Management Advisor

## Program Description

The City of Richmond Hill's centralized Procurement Section supports acquisition of all goods and services in accordance with the City's Policies that promotes and adheres to fair, open and transparent procurement processes. In 2022, over 350+ projects will be awarded with the support of the Procurement section. Procurement services are provided to each Division by dedicated Procurement Management Advisors (PMA) with the support of Procurement Advisors (PA). The sectional organization chart is provided below:



With the team already supporting heavy project loads from the City's Capital and Operating programs, the Richmond Hill Public Library receives shared services from the Supervisor, Procurement Management Advisors and/or Procurement Advisor depending on the complexity and subject matter expertise required for any given project. To ensure more consistent and more effective service delivery, RHPL would benefit from a more dedicated support services model similar to other Divisions in the City.

With the expanded 2022 Capital and Operating programs, the City's Procurement section is beyond its capacity to delivery on the current portfolio. The expected growth in these programs and increased service expectations already voiced by various Divisions, the Procurement section is no longer in a position to continue the current service level. Having already tried temporary resourcing to fill the gap – Procurement section would like to request one additional Procurement Management Advisor (PMA). The mandate for the PMA will be to support the Manager of Procurement in the timely delivery of projects, ensure full compliance with Trade Agreements, increase process efficiencies, and elevate standards in both service delivery and ongoing training. This position will have special focus on complex, high risk and/or high value procurements projects where a higher level of expertise is essential. Resource allocation for the acquisitions of goods and services involves determining appropriate and timely service delivery, workload that supports productivity ratios and benchmarking data and analysis.

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

The request of Procurement Management Advisor position represents an opportunity for the City to achieve all four of the Council's strategic priorities. Primary function goal of the Procurement Section is to ensure management of public funds through fiscal responsibility. The City's Procurement section enables the fair, open and transparent acquisition of good and services that supports Council's strategic priorities of creating a strong sense of belonging, benchmarking grown and green and getting around. The Procurement Section will optimize the use of the team's specialized skill set, enhance Divisional customer service standards and excel in its ability to assist Financial Services Division in meeting its goals and priorities, as we collectively strive to implement the Strategic Plan.

# Procurement Management Advisor

## Climate Change Considerations:

Climate change considerations are not applicable to this staff report.

## Comparative Analysis

To obtain and include information on best practice and comparable statistics, a survey of local Municipalities was completed in 2021 and the results are noted in the chart below. Richmond Hill has a smaller complement of staff in comparison to other municipalities who have similar procurement transactions – for example, City of Markham had 166 transactions supported by 9 Procurement staff, Town of Barrie had 216 transactions supported by 14 Procurement staff, while Oshawa had 145 transactions supported by 8 members of the Procurement team. Procurement transactions are a good indicator in establishing appropriate service level and workload that supports productivity ratios. It should also be noted that procurement transactions are managed differently in the various municipalities including work that is outsourced to procurement legal firms and contract staff, both of which are not included in the staff count below.

### Comparable municipal statistics with similar procurement transactions.

Municipality	Procurement Acquisition Transactions (2021)	Approved Budget	Number of Procurement Staff
Richmond Hill	213	\$266 Million	6
Barrie	216	\$738 Million	14
Whitby	192	\$225 Million	6
Oshawa	145	\$238 Million	8
Oakville	Not available	\$274 Million	8
Markham	166	\$363Million	9
Vaughan	616	\$785 Million	14
Newmarket	Not available	\$174 Million	6

## Analysis of Alternative Approaches

One of the alternatives to a new staff position is to hire an outside consultant to assist with procurement transactions. In an effort to respond to vacancies, high volume of procurement calls and a requirement for higher degree of expertise (for select projects) this approach was utilized in the past. Although it did create temporary capacity in the Procurement section, it was costly and did not increase the quality or response rate for procurements. Based on this, it is staff's opinion that hiring an external consultant is not the most desirable approach for two reasons: firstly, procurement expertise costs a premium and secondly, consultants do not have the Town's vested interest at heart. A more effective, long term approach to address the need for service improvement, higher degree expertise and meet the ever increasing demand for Procurement services, is a permanent staff compliment in a senior capacity.

## Cost and Benefit Analysis

Identify all operating costs, capital costs and savings as a result of this resource requirement. A discussion about the benefits of this project should also be included. Fill in the table below, adding or deleting rows as necessary. Include a sentence that introduces the table appropriately for users who may be visually impaired and listening using a screen reader.

# Procurement Management Advisor

	Current Year (2023) Impact	Full Year (2024) Impact	
Start Date	01-Jul-23		
End Date or Contract Terms	31-Dec-23		
Full Time or Contract	Full Time	Full Time	
CUPE/Admin/SEA/FIRE	Admin	Admin	
Grade	6	6	
Step	3	3	
Annual Salary	\$ 105,800	\$107,600	
Annual Benefit	29,600	30,100	
<b>Operating Costs</b>			
Salaries ( <b>Prorated Salary Based on Start Month</b> )	52,900	107,600	
Benefits	14,000	28,400	
Corporate allocation for training	300	300	
Corporate allocation for conference	900	900	
Equipment & Vehicle Rental			
Specialized or mandatory training			
Membership			
Uniforms			
Minor Capital (cell phone and smart phone charges)			
<b>Total Operating Costs</b>	<b>\$68,100</b>	<b>\$137,200</b>	
<b>Funding Source</b>			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Specify			
Grants			
Tax Rate	68,100	137,200	
<b>Total Funding Sources</b>	<b>\$68,100</b>	<b>\$137,200</b>	
Difference	0	0	
<b>Capital Costs</b>			
Office Furniture ( <i>If Required</i> ) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs ( <i>If Required</i> ) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800		
Office built for Managers and above ( <i>if Required</i> ) (\$35K)			
Computer hardware/software beyond standard issue			
Vehicle			
<b>Total Capital Costs</b>	<b>\$4,800</b>	<b>\$0</b>	
<b>Funding Source</b>			
Reserve Fund - Specify			
Grants			
Cash to Capital Reserve	4,800	0	
<b>Total Funding Sources</b>	<b>\$4,800</b>	<b>\$0</b>	
Difference	0	0	
<b>Total Operating and Capital Costs</b>	<b>\$72,900</b>	<b>\$137,200</b>	

# Human Resources Associate

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## Overview

This new role is intended to alleviate the transactional pieces of the Health and Safety Advisor role which will allow for greater focus to be placed on the psychological wellbeing of our employees. The position will also provide administrative support to the Director of Human Resources as currently an Administrative Assistant does not exist.

Having good psychological health is crucial to achieving overall health and wellbeing. It is widely accepted that negative psychological health and wellbeing directly impacts performance at both an individual and organizational level. Prioritizing psychological health and wellbeing for employees can boost employee retention, satisfaction, engagement and productivity; it can also reduce health costs, turnover and reduce absenteeism rates.

Below are some quick facts about psychological health and the workplace provided by the Mental Health Commission of Canada, as well as the Canadian Centre for Occupational Health and Safety:

- *1 in 5 Canadians experience a psychological health problem or illness in any given year.*
- *Psychological health problems and illnesses are the number one cause of disability in Canada.*
- *Psychological health problems cost the Canadian economy ~\$51 billion per year, \$20 billion of which results from work-related causes.*
- *47% of working Canadians consider their work to be the most stressful part of daily life.*
- *Psychological health problems affect mid-career workers the most, lowering the productivity of the Canadian workforce.*
- *In the workforce, a lack of belonging interferes with a person's ability to complete a physical task 42% of the time. It also reduces cognitive performance by 68%*

## Program Description

This position will be responsible for providing administrative, clerical and research support to the Health and Safety Advisors and the Director of HR while ensuring confidentiality and security of all sensitive information. Responsibilities will include ensuring compliance with the City's first aid order and restock program quarterly, facility notice board updates as required, WHMIS SDS compliance City wide, responding to general Health and Safety inquiries, data entry related to training completion, providing staff with Health and Safety resources, handling Health and Safety as it appears on RhLink, supporting the wellness ambassador team, conducting benchmarking and best practices research, analysis and report writing, filing, document management and general administrative assistance.

Given current world events including the pandemic many employees are in a state of burnout. The increase in workload has led to increased mental stress on the current employees. Employees who do not feel their employer supports their psychosocial wellbeing can lead to mental and cardiovascular illness as well as decreased retention, engagement and productivity. The Canada Occupational Health and Safety Regulations (COHSR) requires employers to identify specific hazards present in their workplaces including all 5 types of hazards (chemical, physical, biological, ergonomic and psychosocial).

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

In order to meet the desire for everyone to feel welcome in Richmond Hill, it is imperative that employees too feel a strong sense of belonging. Mental health concerns and workforce exhaustion are directly related to lack of belonging in the workplace. This is an emotional, psychological and cognitive human need.

In order to continue to build and improve the employee wellness initiative, the City must dedicate focused attention on the mental and psychological health of our employees. A strong sense of belonging is the critical piece that supports the Diversity, Equity and Inclusion initiative, along with talent, strategy and leadership.

# Human Resources Associate

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In order to avoid unnecessary expenditures as we emerge from COVID-19, the City has the opportunity to leverage internal resources and increase capacity in existing positions by deferring transactional items to an Associate position. When employees are feeling their best, they operate at their best. As stated in the Harvard Business Review, this can allow an opportunity to **increase productivity by 31%**. This has the potential to increase community programming, increase employee engagement and decrease overtime costs the City does incur when employees feel overworked and under supported.

## Climate Change Considerations:

Climate change considerations are not applicable to this staff report.

## Comparative Analysis

A recent survey of Richmond Hill staff, on “Employee Wellbeing in Times of COVID-19” conducted by Linda Duxbury further illustrates the need to focus resources on employee psychological health and wellbeing:

- *6% of Richmond Hill Full Time workforce participated in the survey which is a clear indicator of lack of employee engagement.*
- *54% of Richmond Hill Respondents reported high levels of stress*
- *29% of Richmond Hill Respondents reported high burnout (work) and another 1 in 4 can be considered to be at high risk of burnout.*
- **Absenteeism:** *Respondents of the Southern 3 (Markham, Vaughan and Richmond Hill) indicated that time off from work in the last 6 months was due to:*
  - *76% due to Health Issues*
  - *69% due to Family Related Issues*
  - *66% due to Mental or emotional fatigue*
  - *53% due to physical fatigue*
- **Presentism:** *Respondents of the Southern 3 indicated the following:*
  - *74% came to work physically unwell (17.8 days in total)*
  - *83% came to work mentally unwell (25.5 days in total)*
- **Use of Prescription Medication (in the last year):**
  - *19% for anxiety*
  - *15% for depression*
  - *14% sleep aide*
  - *14% for chronic pain*
  - *12% to reduce blood pressure*
- **Supports for work and family:**
  - *55% of respondents from Richmond Hill indicated that they believed their organization offers the right benefits to address mental health needs during COVID 19*

The state of employee mental health has a direct impact to the City's' desired outcomes. One in five staff are taking prescription medication for stress related issues. Absenteeism rates due to mental health and well-being are high, and the data indicates that presentism is an even bigger problem with staff attending work when they are mentally unwell. (Linda Duxbury Survey 2022)

# Human Resources Associate

## Analysis of Alternative Approaches

The existing Health and Safety team does not have the capacity to focus attention on psychosocial necessities with an inability to provide support to staff as an information resource and coaching in the delivery and messaging of meaningful employee recognition. The Mental Health Commission of Canada has set the National Standard to guide organizations in promoting mental health and preventing psychological harm in the workplace and currently the City does not have the capacity to meet this National Standard.

Based on the most recent data from Lifeworks, emerging issues demonstrate an increase in mental health at 6% from 26% to 32% from the previous reporting year. Work related issues have increased 4% from 6.8% to 10.5%

### Comparative Overview of Emerging Issues

	Addiction Related	Family, General	Life Planning / Management	Mental Health	Parenting	Personal Relationships	Personal Stress	Physical Health	Work Related
Current YTD	4.2%	0.0%	7.4%	31.6%	10.5%	19.0%	14.7%	2.1%	10.5%
Previous Year	0.0%	4.1%	14.9%	25.7%	10.8%	25.7%	9.5%	2.7%	6.8%
Industry Average	1.4%	3.3%	7.6%	18.9%	7.7%	22.1%	13.9%	7.8%	17.2%
National Norm	1.5%	2.9%	8.0%	20.6%	7.2%	21.2%	14.4%	7.5%	16.7%

Our largest need for counselling is categorized under Personal/Emotional demonstrating the City reports in 10% over the industry average; an increase of 5% from the previous year.

### Comparative Overview of Counselling Services

	Addiction Related	Couple / Relationship	Family	Personal / Emotional	Work Related
Current YTD	4.8%	16.9%	8.4%	57.8%	12.1%
Previous Year	0.0%	23.5%	13.7%	52.9%	9.8%
Industry Average	1.7%	18.6%	10.8%	47.8%	21.1%
National Norm	1.9%	17.1%	9.6%	50.9%	20.5%

Hiring an intern was considered, however, a seasonal position would be inadequate to meet quarterly and annual Health and Safety legislative requirements for the City or provide much needed administrative support to health and safety section and the Director of HR.

## Cost and Benefit Analysis

The table shown below identifies all operating and capital costs associated with this resource requirement. In the current year of 2023 budget approval, with an effective start date of July 1, 2023, the impact on the City’s budget will be \$53,000. The full year impact on the City’s budget in 2024 will be \$97,600.

# Human Resources Associate

	Current Year (2023) Impact	Full Year (2024) Impact	
Start Date	01-Jul-23		
End Date or Contract Terms	31-Dec-23		
Full Time or Contract	Full Time	Full Time	
CUPE/Admin/SEA/FIRE	Admin	Admin	
Grade	3	3	
Step	5	5	
Annual Salary	\$ 75,700	\$77,000	
Annual Benefit	21,200	21,600	
<b>Operating Costs</b>			
Salaries ( <b>Prorated Salary Based on Start Month</b> )	37,900	77,000	
Benefits	10,000	20,300	
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 smart phone charges)			
<b>Total Operating Costs</b>	<b>\$48,200</b>	<b>\$97,600</b>	
<b>Funding Source</b>			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Specify			
Grants			
Tax Rate	48,200	97,600	
<b>Total Funding Sources</b>	<b>\$48,200</b>	<b>\$97,600</b>	
Difference	0	0	
<b>Capital Costs</b>			
Office Furniture ( <i>If Required</i> ) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs ( <i>If Required</i> ) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800		
Office built for Managers and above ( <i>If Required</i> ) (\$35K)			
Computer hardware/software beyond standard issue			
Vehicle			
<b>Total Capital Costs</b>	<b>\$4,800</b>	<b>\$0</b>	
<b>Funding Source</b>			
Reserve Fund - Specify			
Grants			
Cash to Capital Reserve	4,800	0	
<b>Total Funding Sources</b>	<b>\$4,800</b>	<b>\$0</b>	
Difference	0	0	
<b>Total Operating and Capital Costs</b>	<b>\$53,000</b>	<b>\$97,600</b>	

# IT Business Analyst

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## Overview

Project success is only as good as the business requirements, goals and deliverables identified. The Information Technology Department uses IT Business Analysts (BAs) to gather requirements, map current and future state processes, conduct gap analysis activities and other important documentation. IT Business Analysts bridge the gap between the business subject matter experts and technology team members, serving as a critical piece in translating requirements to technology outcomes.

The IT Project Management Office (PMO) relies on external consultants and contractors to fill the Business Analyst role within projects, which command greater rates than full time staff equivalent. Annually, the City averages more than 20 technology related projects requiring IT Business Analyst support. IT utilizes 2-5 Business Analysts annually based on the demand of projects and operational initiatives.

Information Technology is requesting a full-time Business Analyst in 2023 to retain valuable business knowledge gleaned through projects, reduce annual costs and offering a continuity of service and support to City departments through continuous improvement initiatives.

## Program Description

IT Business Analyst typical activities include:

- Developing business requirements
- Evaluating existing business processes to formulate new business programs and initiatives
- Leading process review and improvement initiatives to ensure smooth transitions
- Coordinating with other team members in the organization to create or improve workflows
- Educating other departments on new processes, sharing ideas, and taking feedback
- Bridging the gap between IT and the business using data analytics to assess processes, determine requirements and deliver data-driven recommendations and reports to executives and stakeholders
- Determining operational objectives by studying business functions; gathering information; evaluating output requirements and formats
- Constructing workflow charts and diagrams; studying system capabilities; writing specifications
- Improving systems by studying current practices; designing modifications
- Recommending controls by identifying problems; writing improved procedures
- Defining project requirements by identifying project milestones, phases and elements; forming project team; establishing project budget
- Monitoring project progress by tracking activity; resolving problems; publishing progress reports; recommending actions

IT Business Analyst BA benefits the City through:

- Developing in-house and access to knowledge, help tackle knowledge sharing within the organization, especially in terms of tacit and implicit knowledge that is more difficult to document and share than explicit knowledge. Having in-house professionals to serve as SMEs explicitly establishes their expertise inside the organization, and not only can it provide transfer of knowledge within the training, but it may also potentially foster knowledge sharing outside formal training if managed properly
- Making sure requirements are correct from the start, Clearly defining the scope of your project, identifying and building rapport with the key stakeholders, assessing the standard ways of doing things, creating easily digestible diagrams and process flows, dealing with change and delivering results
- Acting as an agent of change. Dealing with and understanding the impact of change is a key part of the Business Analyst's role. With a wealth of knowledge and experience, gained from a broad range of projects, the right Business Analyst will guide the City through unknown territory and help us to positively embrace changes in the market as and when they occur
- Understanding business requirements, laying out plans for an organization, and developing actionable insights They have combined skills of process analytics, understanding of lean, understanding of agile methods, have considerable technology acumen and business process knowledge. Business analysts look into client and business requirements and communicate with clients to understand their business perspectives
- Providing the business with an opportunity to get a fresh take on the way business processes are running

# IT Business Analyst

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- Knowing how to clearly communicate knowledge to members of the organization, in order to improve overall job performance

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

### Fiscal Responsibility

This position supports Council's Strategic Priority of Fiscal Responsibility. Full Time Business Analysts will reduce project costs and develop Subject Matter Experts (SMEs) for the City instead of hiring contractors for every project at a premium cost. The City can save approximately \$55,000-\$70,000 annually compared to typical consultant rates, while improving internal City knowledge of technology related business services.

## Comparative Analysis

IT Business Analysts are an essential and critical role in many organizations. Many municipalities have IT Business Analysts working centrally in IT, or decentralized throughout the organization. A long-standing problem in an organization is how to get the best return from IT investments, which are generally very expensive and often of strategic importance. IT departments, aware of the problem, often create a Business Analyst role to better understand, and define the requirements for their IT systems. Having a BA assigned to a project means that effort estimates will be much more accurate.

## Analysis of Alternative Approaches

A few alternatives considered include:

- **Status Quo.** IT would continue hiring external consultants at a premium rate to fill the gap and the immediate needs for project delivery.
- **Leveraging internal staff subject matter experts.** Staff are not sufficiently trained nor have adequate capacity to fill the role, resulting in longer delivery times, poor quality of deliverables and significant rework for IT to translate documentation into a usable state. Corporate training is available, but given the low frequency of IT related projects relative to their business, training knowledge is often lost over time.
- **Business Analysts within each department.** The City is slowly adding roles with some of the responsibilities of a Business Analyst within larger divisions. Departments often prioritize operational and service related positions over analyst type roles to meet budgetary and service related obligations. An IT business analyst can be diverse enough to work with multiple divisions and establish a solid connection between business services and technology products. This is increasingly important with enterprise and corporate wide systems, where multiple departments each have a significant interest in the product.

## Cost and Benefit Analysis

Information Technology currently relies on capially funded projects to leverage IT Business Analysts. Hiring a FTE equivalent would save \$55,000-\$70,000 from annual capital budget requests requiring business analysts as part of any new technology business application.

# IT Business Analyst

	Current Year (2023) Impact	Full Year (2024) Impact	
Start Date	01-Jul-23		
End Date or Contract Terms	31-Dec-23		
Full Time or Contract	Full Time	Full Time	
CUPE/Admin/SEA/FIRE	Admin	Admin	
Grade	5	5	
Step	5	5	
Annual Salary	\$ 94,400	\$96,000	
Annual Benefit	26,400	26,900	
<b>Operating Costs</b>			
Salaries ( <b>Prorated Salary Based on Start Month</b> )	47,200	96,000	
Benefits	12,500	25,300	
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 smart phone charges)			
<b>Total Operating Costs</b>	<b>\$60,000</b>	<b>\$121,600</b>	
<b>Funding Source</b>			
Reduction in casual wages & benefits			
Program efficiencies (contracts, consulting, etc)			
Reserve Fund - Specify			
Grants			
Tax Rate	60,000	121,600	
<b>Total Funding Sources</b>	<b>\$60,000</b>	<b>\$121,600</b>	
Difference	0	0	
<b>Capital Costs</b>			
Office Furniture ( <i>If Required</i> ) (\$7.5K) & desktop with standard software (\$4,800) (Desktop or Laptop Computer, Standard Corporate Software, Soft/Land Line Telephone and Associated Service costs, Data/Telco cable runs ( <i>If Required</i> ) etc). Rugged Toughbook (\$7,600) with vehicle mount and other accessories (\$1,800). Smartphone & first year licensing/operating costs (\$1,100)	\$4,800		
Office built for Managers and above ( <i>if Required</i> ) (\$35K)			
Computer hardware/software beyond standard issue			
Vehicle			
<b>Total Capital Costs</b>	<b>\$4,800</b>	<b>\$0</b>	
<b>Funding Source</b>			
Reserve Fund - Specify			
Grants			
Cash to Capital Reserve	4,800	0	
<b>Total Funding Sources</b>	<b>\$4,800</b>	<b>\$0</b>	
Difference	0	0	
<b>Total Operating and Capital Costs</b>	<b>\$64,800</b>	<b>\$121,600</b>	

# Communications Supervisor

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## Overview

Communications is a key function in the organization as the City aims to ensure residents, businesses, staff and other stakeholders have timely access to the information they need for their everyday lives. The department supports all areas of the organization, focusing on increasing awareness and engagement with residents, maintaining trust and confidence, showcasing work and accomplishments, and managing the City's brand and reputation as a great place to live, work and invest. The importance of this function has been identified by Council on numerous occasions. Currently, there is no Director role for Communications – instead one manager oversees all strategic and operational activities and reports directly to the Commissioner.

Demand for communications advice and support has grown over the past few years and the division has developed to provide a greater level of sophistication in its activities to provide the best strategic value and results for the available resources. For example, in 2021, media inquiries were double what they were in 2018 and the team issued 2.5 times the amount of proactive media products as compared with 2019. The division supports more than 300 client projects across the organization each year, leads the development and implementation of the ongoing My City at Work campaign, and recently added two new corporate-wide communications products for residents: a monthly e-newsletter (with a subscriber growth of more than 30% year over year) and an award-winning twice annual print newsletter delivered to all households in Richmond Hill.

In addition, it is expected that a senior level communications resource is always available, including outside of business hours, on weekends, and holidays, to help respond to occurrences such as winter snowfall, major storms, issues management and community emergencies, in addition to full service client support during the work week. This level of service is not sustainable given the current structure of the division and poses challenges for wellness and balance. As well, the lack of succession planning possible in this model can create challenges with the retention of quality employees who may not see opportunity for professional growth. Several initiatives, such as plans to revamp the intranet and employee newsletter, and video features, have been put on hold due to lack of capacity. In addition, the span of control under one manager does not provide for future growth potential in the division in order to accommodate future needs in areas such as digital and multimedia communication and marketing.

## Program Description

This request is for a full-time permanent Supervisor of Corporate Communications, beginning July 1, 2023. The role would oversee the day-to-day operations of 4 direct reports (Communications Advisors) who provide the primary client support function in communications, including planning, project management, writing/editing and media relations.

Adding this position will provide additional issues management and emergency backup capacity, as well as the potential for a greater focus on internal and executive communication. Removing three direct reports from the current manager would also provide a more reasonably average span of control, and a slightly increased capacity to focus on broader corporate communications strategies, including growing digital and branding strategies and supporting significant unforeseen organizational issues.

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

Communications activities support all four Council Strategic Priorities, by raising awareness of and engaging the community in key projects, services and directions for the City. However, communications very directly supports the priority of "Strong Sense of Belonging" in its role as providing information and connection for residents through various communications channels and activities, and inviting residents to feel part of the community.

## Climate Change Considerations:

Climate change considerations are not applicable to this staff report.

# Communications Supervisor

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## Comparative Analysis

Analysis of the structures of local and similar-sized municipalities, including Oakville, Brampton, Markham and Vaughan, reveals a great deal of variation, based on the scope of activities and staff complement. However, the majority have multiple supervisors or managers, some in addition to Directors or above, overseeing their Communications departments.

## Analysis of Alternative Approaches

As the current structure has Communications staff reporting to a single manager, adding additional staff level capacity would continue to stretch the single manager making operational and HR oversight difficult and providing little time for corporate strategic activities and providing overarching direction. Adding another staff level resource also does not provide for succession planning or an alternative management level staff to be available to handle situations in the manager's absence.

## Cost and Benefit Analysis

As outlined above, the demonstrated success of recent communications efforts has resulted in growing demand. While new channels and initiatives have been added, and audiences grown, capacity has been reached and further growth cannot occur without establishing a more sustainable structure.

# Communications Supervisor

[illegible]

Richmond **Hill**