

City of Windsor  
**2025  
BUDGET**



Approved Operating Budget

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## 2025 Approved Operating Budget

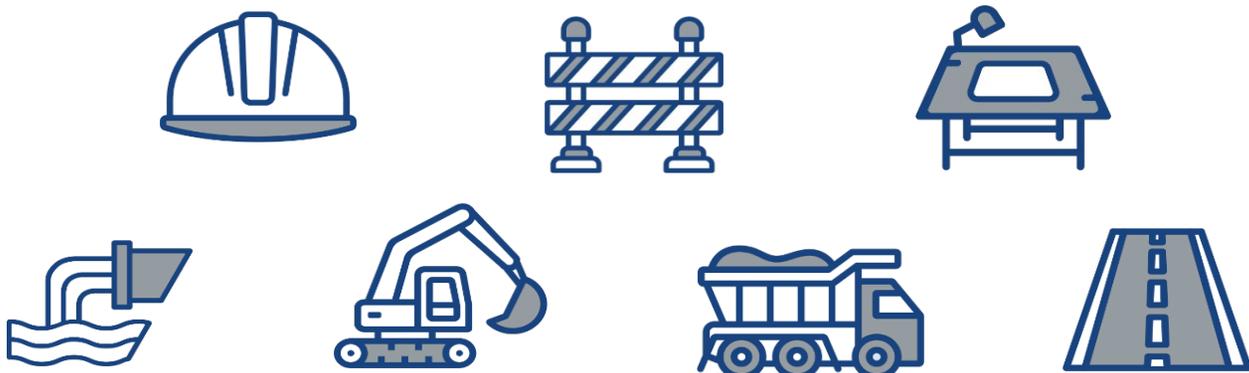
**Net**  
**\$504,956,895**

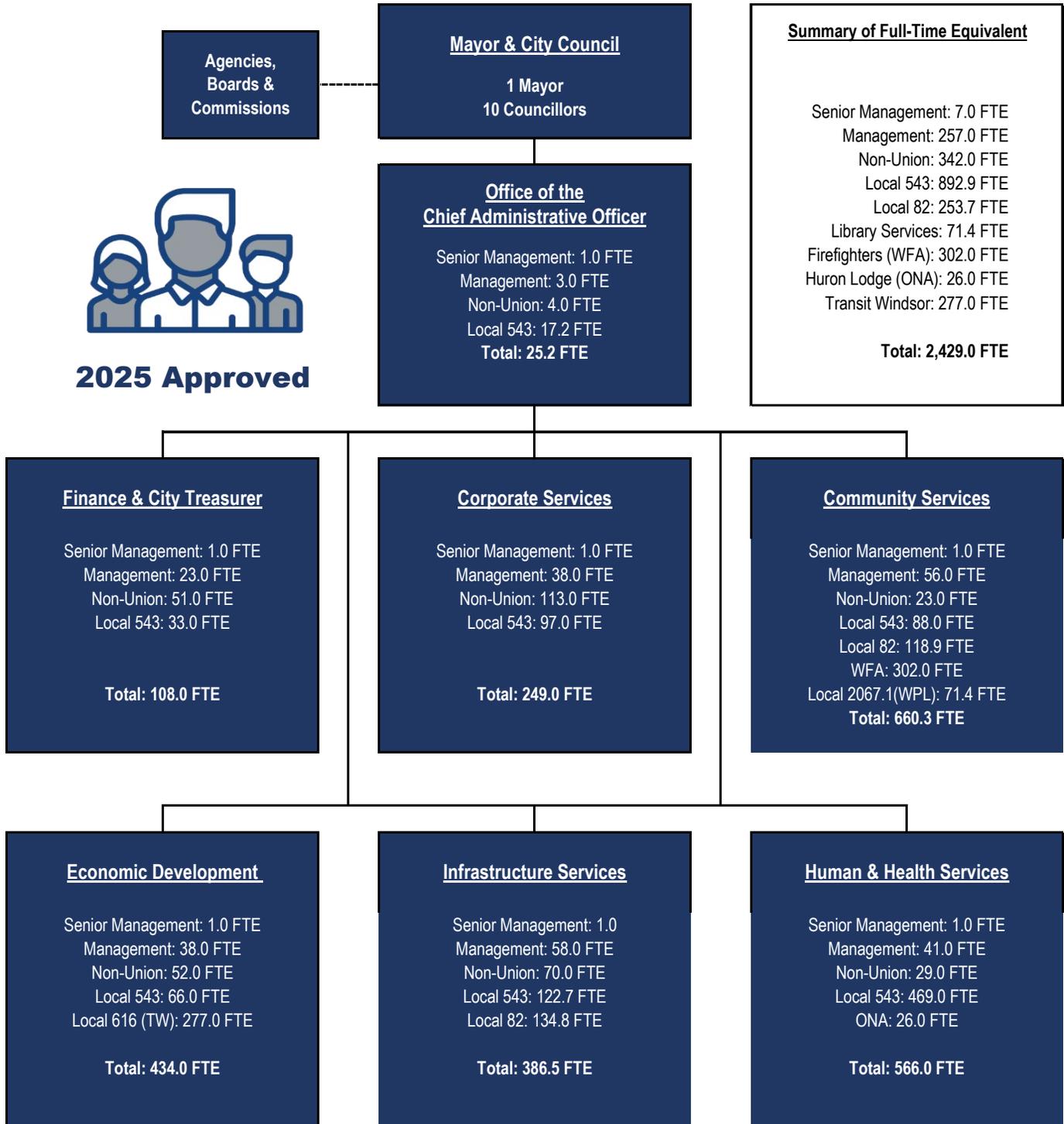
**Gross**  
**\$1,192,669,081**



## 2025 Approved Capital Budget

**\$312,748,483**





**Notes**

- 1) FTE Excludes: Temporary Full Time, Temporary Part Time, Seasonal Employees, Contract Employees and Agencies Boards & Committees.
- 2) Local 82 (Hourly) FTE calculation is based on the hourly budget and not the number of employees.

|  | 2024<br>Budget<br>(Approved) | 2025<br>Budget<br>(Approved) | \$ Budget<br>Change | % Budget<br>Change |
|--|------------------------------|------------------------------|---------------------|--------------------|
| <b>Administration &amp; Representation</b>   |                              |                              |                     |                    |
| Mayor's Office                               | \$504,893                    | \$500,846                    | (\$4,047)           | (0.80%)            |
| City Council                                 | \$992,976                    | \$956,328                    | (\$36,648)          | (3.69%)            |
| CAO's Office                                 | \$1,200,218                  | \$1,185,623                  | (\$14,595)          | (1.22%)            |
| Corporate Security                           | \$1,404,244                  | \$1,806,110                  | \$401,866           | 28.62%             |
| <b>Finance &amp; City Treasurer</b>          |                              |                              |                     |                    |
| Asset Planning                               | \$739,513                    | \$722,488                    | (\$17,025)          | (2.30%)            |
| Financial Accounting                         | \$2,731,303                  | \$2,581,680                  | (\$149,623)         | (5.48%)            |
| Financial Planning                           | \$3,379,996                  | \$3,171,326                  | (\$208,670)         | (6.17%)            |
| Taxation & Financial Projects                | \$649,312                    | \$811,608                    | \$162,296           | 25.00%             |
| <b>Corporate Services</b>                    |                              |                              |                     |                    |
| Communications                               | \$3,693,768                  | \$3,131,006                  | (\$562,762)         | (15.24%)           |
| Council Services                             | \$4,013,349                  | \$3,757,742                  | (\$255,607)         | (6.37%)            |
| Human Resources                              | \$7,120,371                  | \$7,374,350                  | \$253,979           | 3.57%              |
| Information Technology                       | \$8,920,319                  | \$9,834,901                  | \$914,582           | 10.25%             |
| Legal  | \$6,765,382                  | \$4,820,042                  | (\$1,945,340)       | (28.75%)           |
| <b>Community Services</b>                    |                              |                              |                     |                    |
| Culture & Events                             | \$2,183,729                  | \$1,819,406                  | (\$364,323)         | (16.68%)           |
| Fire & Rescue                                | \$55,504,013                 | \$55,900,464                 | \$396,451           | 0.71%              |
| Library Services                             | \$8,196,393                  | \$8,561,036                  | \$364,643           | 4.45%              |
| Parks, Recreation & Facilities               | \$44,022,186                 | \$43,740,331                 | (\$281,855)         | (0.64%)            |
| <b>Economic Development &amp; Innovation</b> |                              |                              |                     |                    |
| Building Services                            | \$1,449,696                  | \$1,292,904                  | (\$156,792)         | (10.82%)           |
| Economic Development                         | \$2,194,123                  | \$2,330,830                  | \$136,707           | 6.23%              |
| Planning & Development                       | \$3,560,106                  | \$3,165,146                  | (\$394,960)         | (11.09%)           |
| Transit Windsor                              | \$17,618,928                 | \$14,122,873                 | (\$3,496,055)       | (19.84%)           |
| <b>Infrastructure Services</b>               |                              |                              |                     |                    |
| Engineering                                  | \$2,923,403                  | \$2,776,782                  | (\$146,621)         | (5.02%)            |
| Pollution Control                            | \$0                          | \$0                          | \$0                 | n/a                |
| Public Works                                 | \$24,834,037                 | \$28,948,238                 | \$4,114,201         | 16.57%             |
| <b>Human &amp; Health Services</b>           |                              |                              |                     |                    |
| Employment & Social Services                 | \$8,395,577                  | \$8,535,363                  | \$139,786           | 1.66%              |
| Housing & Children's Services                | \$16,256,853                 | \$18,271,832                 | \$2,014,979         | 12.39%             |
| Huron Lodge                                  | \$10,152,534                 | \$10,132,831                 | (\$19,703)          | (0.19%)            |

|  | 2024<br>Budget<br>(Approved) | 2025<br>Budget<br>(Approved) | \$ Budget<br>Change | % Budget<br>Change |
|--|------------------------------|------------------------------|---------------------|--------------------|
| <b>Corporate</b>   |                              |                              |                     |                    |
| Corporate Accounts   | \$39,747,035                 | \$41,367,619                 | \$1,620,584         | 4.08%              |
| <b>Agencies, Boards &amp; Committees</b>   |                              |                              |                     |                    |
| Agencies   | \$24,421,887                 | \$24,252,308                 | (\$169,579)         | (0.69%)            |
| EWSWA  | \$8,648,230                  | \$11,606,028                 | \$2,957,798         | 34.20%             |
| Windsor Essex Community Housing Corp.  | \$16,831,885                 | \$18,207,291                 | \$1,375,406         | 8.17%              |
| Windsor Police Services  | \$103,576,858                | \$111,034,717                | \$7,457,859         | 7.20%              |
| <b>Municipal Property Tax Levy Requirement<br/>(Prior to Property Tax Assessment Growth)</b> | <b>\$432,633,117</b>         | <b>\$446,720,049</b>         | <b>\$14,086,932</b> | <b>3.26%</b>       |
| <b>Education Tax Levy Requirement</b>  | <b>\$52,481,209</b>          | <b>\$52,869,008</b>          | <b>\$387,799</b>    | <b>0.74%</b>       |
| <b>Sub-Total: Property Tax Levy Requirement<br/>(Including Education)</b>                    | <b>\$485,114,326</b>         | <b>\$499,589,057</b>         | <b>\$14,474,731</b> | <b>2.98%</b>       |
| <b>Assessment Growth</b>   | <b>\$0</b>                   | <b>\$5,367,838</b>           | <b>\$5,367,838</b>  | <b>1.11%</b>       |
| <b>Total Property Tax Requirement</b>  | <b>\$485,114,326</b>         | <b>\$504,956,895</b>         | <b>\$19,842,569</b> | <b>4.09%</b>       |

**2025 Approved Net Operating Budget**

|   |                      |               |  |   |
|---|----------------------|---------------|--|---|
| <b>Public Safety</b>                          | <b>\$184,733,613</b> | <b>36.6%</b>  |  |   |
| Police Services                               | \$112,246,314        | 22.2%         |    |  <b>36.6%</b>  |
| Fire & Rescue                                 | \$56,602,689         | 11.2%         |  |   |
| Emergency Medical Services (EMS)              | \$15,884,610         | 3.1%          |  |   |
| <b>Capital Project Funding</b>                | <b>\$88,567,097</b>  | <b>17.5%</b>  |  |   |
| Transfer From Operating                       | \$53,967,455         | 10.7%         |     |  <b>17.5%</b>  |
| Asset Management Plan                         | \$34,599,643         | 6.9%          |  |   |
| <b>Public Health &amp; Social Services</b>    | <b>\$63,843,279</b>  | <b>12.6%</b>  |  |   |
| Housing & Homelessness Support                | \$34,062,532         | 6.7%          |    |  <b>12.6%</b>  |
| Senior & Family Support Programs              | \$13,232,365         | 2.6%          |  |   |
| Food & Social Assistance                      | \$8,628,500          | 1.7%          |  |   |
| Local Health Clinics & Disease Control        | \$7,919,882          | 1.6%          |  |   |
| <b>Education &amp; Libraries</b>              | <b>\$62,622,694</b>  | <b>12.4%</b>  |  |   |
| Funding for School Boards                     | \$53,968,241         | 10.7%         |    |  <b>12.4%</b>  |
| Public Libraries                              | \$8,654,453          | 1.7%          |  |   |
| <b>Parks &amp; Recreation</b>                 | <b>\$39,365,033</b>  | <b>7.8%</b>   |  |   |
| Parks, Playgrounds & Green Spaces             | \$26,285,046         | 5.2%          |  |  <b>7.8%</b> |
| Sports Facilities                             | \$7,927,444          | 1.6%          |  |   |
| Community Centers & Recreation Programs       | \$3,131,320          | 0.6%          |  |   |
| Cultural Events                               | \$2,021,223          | 0.4%          |  |   |
| <b>Public Works &amp; Infrastructure</b>      | <b>\$33,756,717</b>  | <b>6.7%</b>   |  |   |
| Waste Management & Recycling                  | \$23,375,947         | 4.6%          |  |  <b>6.7%</b> |
| Road Maintenance & Repair                     | \$10,380,770         | 2.1%          |  |   |
| <b>Public Transportation</b>                  | <b>\$24,031,165</b>  | <b>4.8%</b>   |  |   |
| Local Bus & Transit Systems                   | \$15,629,348         | 3.1%          |  |  <b>4.8%</b> |
| Transportation Planning & Parking Enforcement | \$4,680,669          | 0.9%          |  |   |
| Street Lighting & Traffic Control             | \$3,721,148          | 0.7%          |  |   |
| <b>Urban Planning &amp; Zoning</b>            | <b>\$8,037,297</b>   | <b>1.6%</b>   |  |   |
| Economic Development Initiatives              | \$3,530,602          | 0.7%          |  |  <b>1.6%</b> |
| Land-Use Planning & Zoning Regulations        | \$3,199,684          | 0.6%          |  |   |
| Building Permits & Inspections                | \$1,307,012          | 0.3%          |  |   |
| <b>Total</b>                                  | <b>\$504,956,895</b> | <b>100.0%</b> |  |   |

**NOTE: Storm Water & Wastewater Treatment is funded through separate user fees.**

**City Departments**

**Expenditure Increases & Revenue Reductions**

|  |                     |
|--|---------------------|
| Fringe Benefit Increases   | \$7,267,500         |
| Pre-Approved Salary & Wage Costs   | \$4,754,798         |
| City Waste Collection Contract Cost Adjustments                          | \$3,950,404         |
| OW Bus Pass Revenue Loss - Change in Funding Policy                      | \$1,023,500         |
| Homelessness & Housing Hub (H4) Expansion of Hours                       | \$895,886           |
| Increase in Community Improvement Plan Tax Rebate                        | \$850,000           |
| Net Staffing Adjustments to Address Service Demands                      | \$662,967           |
| Increase Annual Equipment Reserve Contributions - Corporate, Parks, Fire | \$623,000           |
| Annualization of Corporate Technology Strategic Plan Positions           | \$521,235           |
| Federal Block Revenue Decrease   | \$515,000           |
| Various Legislated, Contractual & Inflationary Obligations               | \$495,599           |
| Utility Related Increases  | \$491,449           |
| Increase in Demand for P2P's Affordable Pass Program-Transit Windsor     | \$400,000           |
| Budget Increase for New Security Guard Contract                          | \$357,120           |
| Elimination of County Recycling Budgets for Fleet and Environmental      | \$348,640           |
| Establish Budget for WFRS Staff on Permanent WSIB                        | \$343,980           |
| Annualization of Retention and Employee Experience Report                | \$309,470           |
| Meadowbrook Rent Supplement  | \$180,000           |
| Various Miscellaneous Expenditure Increases / Revenue Reductions         | \$201,499           |
| <b>Total Expenditure Increases</b>                                       | <b>\$24,192,047</b> |

**Expenditure Reductions & Revenue Increases**

|  |                       |
|--|-----------------------|
| Property Taxes Resulting From New Assessment Growth            | (\$4,851,143)         |
| Ontario Municipal Partnership Fund (OMPF) Increase             | (\$3,020,400)         |
| Increase in Capital Interest Income                            | (\$2,000,000)         |
| Various User Fee Increases                                     | (\$1,764,294)         |
| Capital Reserve Enhancements                                   | (\$1,670,000)         |
| U-Pass Revenue Increase  | (\$1,600,000)         |
| Elimination of Transit Windsor Tunnel Bus Service              | (\$1,435,180)         |
| Transfers to Reserve for Tax Appeals & Main CIP Grant Reserves | (\$1,169,927)         |
| Various Salary Recovery Adjustments                            | (\$957,332)           |
| Reduction to Transit Windsor Fuel Budget                       | (\$865,000)           |
| Corporate Savings From Permanent Salary & Wage Gapping         | (\$850,000)           |
| Increase to the Pathway to Potential Revenue Budget            | (\$800,000)           |
| Reduction in Net Tax Write-Offs                                | (\$736,000)           |
| Red Light Camera Enforcement Program                           | (\$695,236)           |
| Contracting Out 311 Call Answering Service                     | (\$536,946)           |
| Various Miscellaneous Expenditure Reductions                   | (\$500,129)           |
| Reduction in Legal Claims Budget                               | (\$480,000)           |
| Disposition of Parkland  | (\$465,500)           |
| St. Clair College SaintsPass Revenue                           | (\$440,200)           |
| Various Miscellaneous County Related Revenue                   | (\$437,549)           |
| Decrease Insurance Premium Budget                              | (\$416,441)           |
| Elimination of Hanging Baskets & Ground Planters               | (\$819,000)           |
| Reduction in TWEPI Budget                                      | (\$300,300)           |
| Annual Transit Windsor Fare Increase                           | (\$300,000)           |
| Sewer Surcharge - Administrative Expenditures                  | (\$296,477)           |
| Establish Budget for Airport Lease Revenue                     | (\$180,407)           |
| Service Level Reduction for Property Related Claims            | (\$137,500)           |
| <b>Total Revenue Increases</b>                                 | <b>(\$27,724,961)</b> |
| <b>Sub-Total: City Departments</b>                             | <b>(\$3,532,915)</b>  |
| <b>% Impact on the Tax Levy</b>                                | <b>(0.73%)</b>        |

**Agencies, Boards & Committees**

|   |                     |
|---|---------------------|
| Windsor Police Services                             | \$7,347,216         |
| Essex Windsor Solid Waste Authority                 | \$2,621,282         |
| Windsor Essex Community Housing Corporation         | \$1,368,614         |
| Windsor Essex County Health Unit                    | \$39,202            |
| Essex Region Conservation Authority (ERCA)          | \$26,768            |
| Essex-Windsor Emergency Medical Services (EMS)      | (\$30,550)          |
| Invest Windsor Essex                                | (\$204,999)         |
| <b>Sub-Total: Agencies, Boards &amp; Committees</b> | <b>\$11,167,533</b> |
| <b>% Impact on the Tax Levy</b>                     | <b>2.30%</b>        |

*Note: This represents a 2.9% increase over their prior year's budget.*

**Asset Management Plan (AMP)**

|   |                    |
|---|--------------------|
| Asset Management Plan (AMP)                   | \$5,627,326        |
| Local Residential Roads (LRR)                 | \$1,212,786        |
| <b>Sub-Total: Asset Management Plan (AMP)</b> | <b>\$6,840,112</b> |
| <b>% Impact on the Tax Levy</b>               | <b>1.41%</b>       |

| <b>2025 Municipal Budget Impact<br/>On the Overall Net Municipal Tax Levy</b> |                      |                |
|---|----------------------|----------------|
| <i>(Prior to Assessment Growth)</i>   |                      |                |
| <b>City Departments</b>   | <b>(\$3,532,915)</b> | <b>(0.73%)</b> |
| <b>Agencies, Boards &amp; Committees</b>                                      | <b>\$11,167,533</b>  | <b>2.30%</b>   |
| <b>Asset Management Plan (AMP)</b>  | <b>\$6,840,112</b>   | <b>1.41%</b>   |
| <b>Impact on the Overall Tax Levy</b>   | <b>\$14,474,731</b>  | <b>2.98%</b>   |
| <i>(Including Assessment Growth)</i>  |                      |                |
| <b>Assessment Growth</b>  | <b>\$5,367,838</b>   | <b>1.11%</b>   |
| <b>Total Property Tax Levy Requirement</b>                                    | <b>\$19,842,569</b>  | <b>4.09%</b>   |

| GL Category                              | 2024<br>Budget<br>(Approved) | 2025<br>Budget<br>(Approved) | \$ Budget<br>Change<br>Over PY | % Budget<br>Change<br>Over PY |
|--|------------------------------|------------------------------|--------------------------------|-------------------------------|
| <b>Revenues</b>                          |                              |                              |                                |                               |
| Taxes - Municipal (Incl. Grants in Lieu) | (\$439,743,318)              | (\$459,149,192)              | (\$19,405,874)                 | 4.4%                          |
| Grants & Subsidies                       | (\$320,272,633)              | (\$396,345,241)              | (\$76,072,608)                 | 23.8%                         |
| User Fees, Permits & Charges             | (\$140,144,790)              | (\$151,437,379)              | (\$11,292,589)                 | 8.1%                          |
| Taxes - Education                        | (\$52,869,008)               | (\$53,385,703)               | (\$516,695)                    | 1.0%                          |
| Recovery of Expenditures                 | (\$51,887,062)               | (\$56,581,666)               | (\$4,694,604)                  | 9.0%                          |
| Investment Income & Dividends            | (\$44,554,400)               | (\$46,554,400)               | (\$2,000,000)                  | 4.5%                          |
| Transfers From Other Funds               | (\$18,838,847)               | (\$19,219,859)               | (\$381,012)                    | 2.0%                          |
| Other Miscellaneous Revenue              | (\$9,355,793)                | (\$9,995,641)                | (\$639,848)                    | 6.8%                          |
| <b>Total Revenue</b>                     | <b>(\$1,077,665,851)</b>     | <b>(\$1,192,669,081)</b>     | <b>(\$115,003,230)</b>         | <b>10.7%</b>                  |
| <b>Expenses</b>                          |                              |                              |                                |                               |
| Salaries, Benefits & Related Costs       | \$398,270,047                | \$421,971,131                | \$23,701,084                   | 6.0%                          |
| Transfers for Social Services            | \$288,941,274                | \$365,442,185                | \$76,500,911                   | 26.5%                         |
| Transfers to Reserves & Capital Funds    | \$120,760,622                | \$125,516,515                | \$4,755,893                    | 3.9%                          |
| Purchased Services                       | \$92,889,132                 | \$102,067,672                | \$9,178,540                    | 9.9%                          |
| Transfers to Education Entities          | \$52,869,008                 | \$53,385,703                 | \$516,695                      | 1.0%                          |
| Utilities, Insurance & Taxes             | \$32,227,735                 | \$33,137,760                 | \$910,025                      | 2.8%                          |
| Transfers to External Agencies           | \$27,804,575                 | \$28,467,394                 | \$662,819                      | 2.4%                          |
| Operating & Maintenance Supplies         | \$25,301,950                 | \$24,349,062                 | (\$952,888)                    | (3.8%)                        |
| Financial Expenses                       | \$22,276,214                 | \$21,452,634                 | (\$823,580)                    | (3.7%)                        |
| Minor Capital                            | \$12,664,090                 | \$13,472,532                 | \$808,442                      | 6.4%                          |
| Other Miscellaneous Expenditures         | \$3,661,204                  | \$3,406,493                  | (\$254,711)                    | (7.0%)                        |
| <b>Total Expenses</b>                    | <b>\$1,077,665,851</b>       | <b>\$1,192,669,081</b>       | <b>\$115,003,230</b>           | <b>10.7%</b>                  |
| <b>Total Net</b>                         | <b>\$0</b>                   | <b>\$0</b>                   | <b>\$0</b>                     |                               |

**2025 Approved Gross Operating Budget**

|   |                        |               |   |   |              |
|---|------------------------|---------------|---|---|--------------|
| <b>Public Health &amp; Social Services</b>    | <b>\$529,318,854</b>   | <b>44.4%</b>  |    |    | <b>44.4%</b> |
| Senior & Family Support Programs              | \$223,397,862          | 18.7%         |   |   |              |
| Food & Social Assistance                      | \$193,419,094          | 16.2%         |   |   |              |
| Housing & Homelessness Support                | \$103,442,885          | 8.7%          |   |   |              |
| Local Health Clinics & Disease Control        | \$9,059,014            | 0.8%          |   |   |              |
| <b>Public Safety</b>                          | <b>\$238,850,474</b>   | <b>20.0%</b>  |    |    | <b>20.0%</b> |
| Police Services                               | \$153,911,265          | 12.9%         |   |   |              |
| Fire & Rescue                                 | \$66,769,885           | 5.6%          |   |   |              |
| Emergency Medical Services (EMS)              | \$18,169,324           | 1.5%          |   |   |              |
| <b>Capital Project Funding</b>                | <b>\$101,305,874</b>   | <b>8.5%</b>   |    |    | <b>8.5%</b>  |
| Transfer From Operating to Capital            | \$61,729,698           | 5.2%          |   |   |              |
| Asset Management Plan                         | \$39,576,176           | 3.3%          |   |   |              |
| <b>Public Works &amp; Infrastructure</b>      | <b>\$91,236,298</b>    | <b>7.6%</b>   |   |    | <b>7.6%</b>  |
| Waste Management & Recycling                  | \$33,949,394           | 2.8%          |   |   |              |
| Storm Water & Wastewater Treatment            | \$31,734,936           | 2.7%          |   |   |              |
| Road Maintenance & Repair                     | \$25,551,968           | 2.1%          |   |   |              |
| <b>Public Transportation</b>                  | <b>\$75,210,327</b>    | <b>6.3%</b>   |  |  | <b>6.3%</b>  |
| Local Bus & Transit Systems                   | \$52,743,470           | 4.4%          |   |   |              |
| Street Lighting & Traffic Control             | \$16,000,345           | 1.3%          |   |   |              |
| Transportation Planning & Parking Enforcement | \$6,466,512            | 0.5%          |   |   |              |
| <b>Education &amp; Libraries</b>              | <b>\$72,633,429</b>    | <b>6.1%</b>   |  |  | <b>6.1%</b>  |
| Funding for School Boards                     | \$61,730,597           | 5.2%          |   |   |              |
| Public Libraries                              | \$10,902,832           | 0.9%          |   |   |              |
| <b>Parks &amp; Recreation</b>                 | <b>\$62,610,492</b>    | <b>5.2%</b>   |  |  | <b>5.2%</b>  |
| Parks, Playgrounds & Green Spaces             | \$34,633,760           | 2.9%          |   |   |              |
| Sports Facilities                             | \$18,549,556           | 1.6%          |   |   |              |
| Community Centers & Recreation Programs       | \$6,719,765            | 0.6%          |   |   |              |
| Cultural Events                               | \$2,707,410            | 0.2%          |   |   |              |
| <b>Urban Planning &amp; Zoning</b>            | <b>\$21,503,334</b>    | <b>1.8%</b>   |  |  | <b>1.8%</b>  |
| Building Permits & Inspections                | \$10,780,192           | 0.9%          |   |   |              |
| Land-Use Planning & Zoning Regulations        | \$6,483,528            | 0.5%          |   |   |              |
| Economic Development Initiatives              | \$4,239,613            | 0.4%          |   |   |              |
| <b>Total</b>                                  | <b>\$1,192,669,081</b> | <b>100.0%</b> |   |   |              |

| GL Category                              | 2025<br>Budget<br>(Approved) | 2026<br>Projected<br>Change | 2026<br>Projected<br>Budget | 2027<br>Projected<br>Change | 2027<br>Projected<br>Budget | 2028<br>Projected<br>Change | 2028<br>Projected<br>Budget |
|--|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Revenues</b>                          |                              |                             |                             |                             |                             |                             |                             |
| Taxes - Municipal (Incl. Grants in Lieu) | (\$459,149,192)              | (\$21,407,526)              | (\$480,556,718)             | (\$22,734,660)              | (\$503,291,378)             | (\$24,136,602)              | (\$527,427,980)             |
| Grants & Subsidies                       | (\$396,345,241)              | \$0                         | (\$396,345,241)             | \$0                         | (\$396,345,241)             | \$0                         | (\$396,345,241)             |
| User Fees, Permits & Charges             | (\$151,437,379)              | (\$12,202,523)              | (\$163,639,902)             | \$13,185,779                | (\$176,825,681)             | \$14,248,262                | (\$191,073,943)             |
| Taxes - Education                        | (\$53,385,703)               | \$0                         | (\$53,385,703)              | \$0                         | (\$53,385,703)              | \$0                         | (\$53,385,703)              |
| Recovery of Expenditures                 | (\$56,581,666)               | (\$5,119,359)               | (\$61,701,025)              | \$5,582,545                 | (\$67,283,571)              | \$6,087,639                 | (\$73,371,210)              |
| Investment Income & Dividends            | (\$46,554,400)               | \$1,396,632                 | (\$47,951,032)              | \$1,438,531                 | (\$49,389,563)              | \$1,481,687                 | (\$50,871,250)              |
| Transfers From Other Funds               | (\$19,219,859)               | \$0                         | (\$19,219,859)              | \$0                         | (\$19,219,859)              | \$0                         | (\$19,219,859)              |
| Other Miscellaneous Revenue              | (\$9,995,641)                | (\$683,608)                 | (\$10,679,249)              | \$730,360                   | (\$11,409,608)              | \$780,310                   | (\$12,189,918)              |
| <b>Total Revenue</b>                     | <b>(\$1,192,669,081)</b>     | <b>(\$40,809,648)</b>       | <b>(\$1,233,478,729)</b>    | <b>(\$43,671,875)</b>       | <b>(\$1,277,150,604)</b>    | <b>(\$46,734,500)</b>       | <b>(\$1,323,885,104)</b>    |
| <b>Expenses</b>                          |                              |                             |                             |                             |                             |                             |                             |
| Salaries, Benefits & Related Costs       | \$421,971,131                | \$25,111,538                | \$447,082,669               | \$26,605,927                | \$473,688,596               | \$28,189,248                | \$501,877,844               |
| Transfers for Social Services            | \$365,442,185                | \$0                         | \$365,442,185               | \$0                         | \$365,442,185               | \$0                         | \$365,442,185               |
| Transfers to Reserves & Capital Funds    | \$125,516,515                | \$5,945,405                 | \$131,461,920               | \$6,193,732                 | \$137,655,652               | \$6,457,454                 | \$144,113,106               |
| Purchased Services                       | \$102,067,672                | \$10,085,488                | \$112,153,160               | \$11,082,053                | \$123,235,213               | \$12,177,090                | \$135,412,303               |
| Transfers to Education Entities          | \$53,385,703                 | \$0                         | \$53,385,703                | \$0                         | \$53,385,703                | \$0                         | \$53,385,703                |
| Utilities, Insurance & Taxes             | \$33,137,760                 | \$935,722                   | \$34,073,482                | \$962,144                   | \$35,035,626                | \$989,312                   | \$36,024,938                |
| Transfers to External Agencies           | \$28,467,394                 | \$678,620                   | \$29,146,014                | \$694,797                   | \$29,840,810                | \$711,360                   | \$30,552,170                |
| Operating & Maintenance Supplies         | \$24,349,062                 | (\$917,002)                 | \$23,432,060                | \$882,467                   | \$22,549,594                | \$849,232                   | \$21,700,361                |
| Minor Capital                            | \$21,452,634                 | (\$793,131)                 | \$20,659,503                | \$763,808                   | \$19,895,695                | \$735,569                   | \$19,160,126                |
| Financial Expenses                       | \$13,472,532                 | \$0                         | \$13,472,532                | \$0                         | \$13,472,532                | \$0                         | \$13,472,532                |
| Other Miscellaneous Expenditures         | \$3,406,493                  | (\$236,991)                 | \$3,169,502                 | \$220,503                   | \$2,948,999                 | \$205,163                   | \$2,743,836                 |
| <b>Total Expenses</b>                    | <b>\$1,192,669,081</b>       | <b>\$40,809,648</b>         | <b>\$1,233,478,729</b>      | <b>\$43,671,875</b>         | <b>\$1,277,150,604</b>      | <b>\$46,734,500</b>         | <b>\$1,323,885,104</b>      |
| <b>Total Net</b>                         | <b>\$0</b>                   | <b>\$0</b>                  | <b>\$0</b>                  | <b>\$0</b>                  | <b>\$0</b>                  | <b>(\$0)</b>                | <b>\$0</b>                  |

**Total Municipal Tax Levy Requirement**  
(2026-2028 Estimated)

**2026**  
4.2%

**2027**  
4.3%

**2028**  
4.3%

**Note: Projections are prior to Mitigations and Assume Status Quo Service Levels & Operations.**

| <u>Year</u> | <u>(in \$ millions)</u> | <u>Notes</u>  |
|-------------|-------------------------|---|
| 1993        | \$89.0                  |   |
| 1994        | \$82.2                  |   |
| 1995        | \$106.4                 |   |
| 1996        | \$106.8                 | Windsor Tunnel Commission Debt Issued                                 |
| 1997        | \$105.2                 |   |
| 1998        | \$103.5                 |   |
| 1999        | \$130.2                 |   |
| 2000        | \$141.2                 |   |
| 2001        | \$163.9                 | Hydro Debt Issued   |
| 2002        | \$229.4                 | Joint Justice Facility Debt Issued                                    |
| 2003        | \$205.3                 | Richmond Landing & NP Housing Debt Included                           |
| 2004        | \$185.3                 | No Debt Issued  |
| 2005        | \$171.4                 | No Debt Issued  |
| 2006        | \$160.2                 | No Debt Issued  |
| 2007        | \$158.2                 | No Debt Issued  |
| 2008        | \$190.4                 | No Debt Issued  |
| 2009        | \$182.4                 | Phase 1 - Upgrade & Expansion of the LRWRP                            |
| 2010        | \$180.5                 | No Debt Issued  |
| 2011        | \$160.6                 | FCM Debt Issued & Balance of LRWRP                                    |
| 2012        | \$114.8                 | No Debt Issued  |
| 2013        | \$109.7                 | No Debt Issued  |
| 2014        | \$104.1                 | No Debt Issued  |
| 2015        | \$98.2                  | No Debt Issued  |
| 2016        | \$91.9                  | No Debt Issued  |
| 2017        | \$85.2                  | No Debt Issued  |
| 2018        | \$78.2                  | No Debt Issued  |
| 2019        | \$70.6                  | No Debt Issued  |
| 2020        | \$62.7                  | No Debt Issued  |
| 2021        | \$54.2                  | No Debt Issued  |
| 2022        | \$54.8                  | WECHC - Meadowbrook Issued  |
| 2023        | \$107.3                 | WECHC - Initial Repair & Renewal Program Debt Issued, EV              |
| 2024        | \$116.1                 | WECHC - Repair & Renewal Program Debt Issued (Subject to Final Audit) |

**Gross Debt Projections:**

| <u>Year</u> | <u>(in \$ millions)</u> |
|-------------|-------------------------|
| 2025        | \$119.5                 |
| 2026        | \$126.9                 |
| 2027        | \$132.2                 |
| 2028        | \$125.7                 |
| 2029        | \$121.3                 |
| 2030        | \$116.5                 |

*Of the gross debt outstanding at the end of 2024, \$54.6 million is the portion issued directly for the City of Windsor purposes (Upgrade and Expansion of the Lou Romano Water Reclamation Plant (LRWRP) and the EV Battery Plant). A balance of \$43.4 million relates to debt which is recoverable from Transit Windsor, Essex Windsor Solid Waste Authority and the Windsor Essex County Housing Corporation (WECHC). In 2023, new debt was issued for the EV battery plant with \$43.9 million outstanding at the end of 2024. The projected debt increases through 2027 includes mortgage debt of WECHC for the Repair and Renewal Program.*

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## DESCRIPTION

The Mayor is the Head of City Council the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council. The Mayor ensures that the laws governing the Municipality are properly executed and enforced. The Mayor has primary responsibility for seeing that the policies of the Municipality are implemented, and he works closely with Council to ensure that this occurs. As CEO, the Mayor has responsibility for all actions taken on behalf of the municipal corporation. Based on the approval of Council, the Mayor has responsibility for directing municipal spending priorities in accordance with local needs and preferences, and oversees the Municipality's administration to ensure that all actions taken by administration are consistent with Council policies.

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**2025 APPROVED STAFF ESTABLISHMENT**

*Not Applicable*

|  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
|--|----------------|----------------|---------------------|--------------------|

**DIVISION**

|                                 |                  |                  |                  |               |
|---------------------------------|------------------|------------------|------------------|---------------|
| Administration - Mayor's Office | \$504,893        | \$500,846        | (\$4,047)        | (0.8%)        |
| <b>Total Net</b>                | <b>\$504,893</b> | <b>\$500,846</b> | <b>(\$4,047)</b> | <b>(0.8%)</b> |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**EXPENSES**

**Minor Capital**

|                                      |         |         |     |      |
|--------------------------------------|---------|---------|-----|------|
| 2220 - Maintenance Parts & Materials | \$1,000 | \$1,000 | \$0 | 0.0% |
| 5125 - Computers - PCs               | \$1,000 | \$1,000 | \$0 | 0.0% |
| 5130 - Furniture & Furnishings       | \$2,000 | \$2,000 | \$0 | 0.0% |

**Operating & Maintenance Supplies**

|                                     |          |          |     |      |
|-------------------------------------|----------|----------|-----|------|
| 2010 - Office Supplies              | \$11,000 | \$11,000 | \$0 | 0.0% |
| 2160 - Kitchen Supplies             | \$1,500  | \$1,500  | \$0 | 0.0% |
| 2170 - Operating and Other Supplies | \$2,500  | \$2,500  | \$0 | 0.0% |

**Other Miscellaneous Expenditures**

|                                |          |          |           |         |
|--------------------------------|----------|----------|-----------|---------|
| 4020 - Membership Fees & Dues  | \$12,500 | \$12,500 | \$0       | 0.0%    |
| 4155 - Conference Registration | \$8,000  | \$8,000  | \$0       | 0.0%    |
| 4295 - Public Relations        | \$44,500 | \$38,500 | (\$6,000) | (13.5%) |

**Purchased Services**

|                                     |          |          |     |      |
|-------------------------------------|----------|----------|-----|------|
| 2020 - Postage and Courier          | \$1,600  | \$1,600  | \$0 | 0.0% |
| 2070 - Imaging & Printing External  | \$2,000  | \$2,000  | \$0 | 0.0% |
| 2085 - Publications and Manuals     | \$2,000  | \$2,000  | \$0 | 0.0% |
| 2609 - Mileage and car allowance    | \$10,000 | \$10,000 | \$0 | 0.0% |
| 2610 - Travel Expense               | \$37,300 | \$37,300 | \$0 | 0.0% |
| 2710 - Telephone Expenses           | \$1,500  | \$1,500  | \$0 | 0.0% |
| 2711 - Cell Phones                  | \$4,000  | \$4,000  | \$0 | 0.0% |
| 2950 - Other Prof Services-External | \$23,520 | \$23,520 | \$0 | 0.0% |
| 2990 - Business Meeting Expense     | \$6,000  | \$6,000  | \$0 | 0.0% |
| 3120 - Rental Expense EXTERNAL      | \$2,000  | \$2,000  | \$0 | 0.0% |
| 3150 - Vehicle Rental - External    | \$100    | \$100    | \$0 | 0.0% |
| 3181-PC & Maint. Allocation         | \$8,000  | \$8,000  | \$0 | 0.0% |

**Salaries & Benefits**

|                         |           |           |         |      |
|-------------------------|-----------|-----------|---------|------|
| 8150 - Salary-Temporary | \$275,043 | \$281,043 | \$6,000 | 2.2% |
|-------------------------|-----------|-----------|---------|------|

|   | 2024<br>Budget   | 2025<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|---|------------------|------------------|---------------------|--------------------|
| 8399 - Fringe Benefits (Dept.)          | \$44,007         | \$39,346         | (\$4,661)           | (10.6%)            |
| <b>Utilities, Insurance &amp; Taxes</b> |                  |                  |                     |                    |
| 3210 - Building Insurance               | \$3,371          | \$4,053          | \$682               | 20.2%              |
| 3230 - Liability Insurance              | \$452            | \$384            | (\$68)              | (15.0%)            |
| <b>Total Expense</b>                    | <b>\$504,893</b> | <b>\$500,846</b> | <b>(\$4,047)</b>    | <b>(0.8%)</b>      |
| <b>Total Net</b>                        | <b>\$504,893</b> | <b>\$500,846</b> | <b>(\$4,047)</b>    | <b>(0.8%)</b>      |

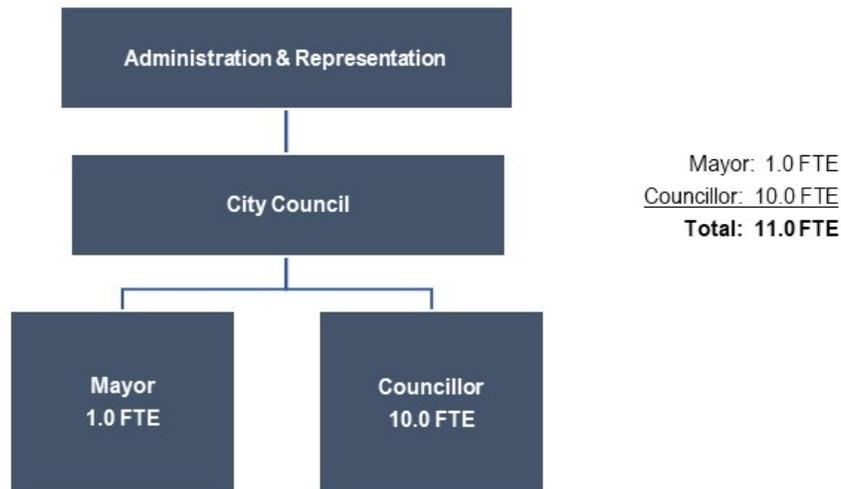
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue # | Issue Description               | \$ Budget Impact | FTE Impact |
|----------------------------|---------|---------------------------------|------------------|------------|
| MD 08-2025                 | n/a     | Interdepartmental Reallocations | (\$4,047)        |            |
| <b>Total Budget Impact</b> |         |                                 | <b>(\$4,047)</b> | <b>0.0</b> |

## DESCRIPTION

Ontario Municipalities are governed by municipal councils. The role of municipal councils is to provide direction on matters governing municipal services, and the various regulatory frameworks. These functions are performed based on the delegated authority contained within the Municipal Act and other legislation and regulations. In Windsor, City Council is composed of the Mayor (Head of Council) and 10 Councillors (1 for each of the 10 Wards).

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                             | Status | Profile    | FTE         |
|--------------------------------------|--------|------------|-------------|
| <b>Administration - City Council</b> |        |            |             |
| Mayor                                | n/a    | Mayor      | 1.0         |
| Councillor                           | n/a    | Councillor | 10.0        |
|                                      |        |            | <b>11.0</b> |
|                                      |        |            | <b>11.0</b> |

|                               | 2024<br>Budget   | 2025<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|------------------|------------------|---------------------|--------------------|
| <b>DIVISION</b>               |                  |                  |                     |                    |
| Administration - City Council | \$952,356        | \$915,708        | (\$36,648)          | (3.8%)             |
| Council Committees            | \$40,620         | \$40,620         | \$0                 | 0.0%               |
| <b>Total Net</b>              | <b>\$992,976</b> | <b>\$956,328</b> | <b>(\$36,648)</b>   | <b>(3.7%)</b>      |

| Account                            | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>REVENUE</b>                     |                    |                    |                     |                    |
| <b>Other Miscellaneous Revenue</b> |                    |                    |                     |                    |
| 6990 - Other General Revenue       | (\$156,991)        | (\$181,991)        | (\$25,000)          | 15.9%              |
| <b>Total Revenue</b>               | <b>(\$156,991)</b> | <b>(\$181,991)</b> | <b>(\$25,000)</b>   | <b>15.9%</b>       |

**EXPENSES**

**Minor Capital**

|                                |       |       |     |      |
|--------------------------------|-------|-------|-----|------|
| 5130 - Furniture & Furnishings | \$200 | \$200 | \$0 | 0.0% |
|--------------------------------|-------|-------|-----|------|

**Operating & Maintenance Supplies**

|                                     |         |         |           |         |
|-------------------------------------|---------|---------|-----------|---------|
| 2010 - Office Supplies              | \$2,200 | \$1,200 | (\$1,000) | (45.5%) |
| 2060 - Computer Supplies            | \$100   | \$100   | \$0       | 0.0%    |
| 2170 - Operating and Other Supplies | \$3,000 | \$3,000 | \$0       | 0.0%    |
| 2310 - Food and confections         | \$500   | \$500   | \$0       | 0.0%    |

**Other Miscellaneous Expenditures**

|                                |          |          |         |       |
|--------------------------------|----------|----------|---------|-------|
| 4155 - Conference Registration | \$8,000  | \$10,000 | \$2,000 | 25.0% |
| 4295 - Public Relations        | \$52,420 | \$54,420 | \$2,000 | 3.8%  |

**Purchased Services**

|                                     |          |          |           |         |
|-------------------------------------|----------|----------|-----------|---------|
| 2020 - Postage and Courier          | \$150    | \$150    | \$0       | 0.0%    |
| 2085 - Publications and Manuals     | \$600    | \$600    | \$0       | 0.0%    |
| 2609 - Mileage and car allowance    | \$500    | \$500    | \$0       | 0.0%    |
| 2610 - Travel Expense               | \$41,465 | \$41,465 | \$0       | 0.0%    |
| 2710 - Telephone Expenses           | \$2,000  | \$2,000  | \$0       | 0.0%    |
| 2711 - Cell Phones                  | \$8,500  | \$7,500  | (\$1,000) | (11.8%) |
| 2950 - Other Prof Services-External | \$100    | \$100    | \$0       | 0.0%    |
| 2990 - Business Meeting Expense     | \$3,500  | \$1,500  | (\$2,000) | (57.1%) |
| 3181-PC & Maint. Allocation         | \$11,000 | \$11,000 | \$0       | 0.0%    |

|   | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| <b>Salaries &amp; Benefits</b>          |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$738,730          | \$744,231          | \$5,501             | 0.7%               |
| 8130 - Overtime - Salary                | \$10,000           | \$10,001           | \$1                 | 0.0%               |
| 8210 - Meal Allowance                   | \$3,500            | \$3,500            | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)          | \$243,783          | \$245,597          | \$1,814             | 0.7%               |
| <b>Utilities, Insurance &amp; Taxes</b> |                    |                    |                     |                    |
| 3230 - Liability Insurance              | \$19,719           | \$755              | (\$18,964)          | (96.2%)            |
| <b>Total Expense</b>                    | <b>\$1,149,967</b> | <b>\$1,138,319</b> | <b>(\$11,648)</b>   | <b>(1.0%)</b>      |
| <b>Total Net</b>                        | <b>\$992,976</b>   | <b>\$956,328</b>   | <b>(\$36,648)</b>   | <b>(3.7%)</b>      |

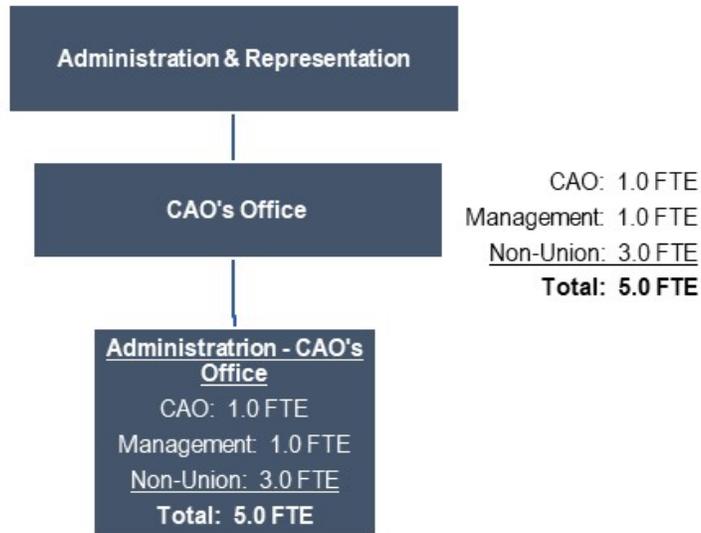
**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>                             | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|--|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments | \$7,315                 |                   |
| MD 08-2025                 | 2025-0368      | Council Compensation Review                          | \$1                     |                   |
| MD 08-2025                 | 2025-0060      | City Council Board Recovery Increase                 | (\$25,000)              |                   |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations                      | (\$18,964)              |                   |
| <b>Total Budget Impact</b> |                |  | <b>(\$36,648)</b>       | <b>0.0</b>        |

**DESCRIPTION**

The Chief Administrative Officer (CAO) works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                | Status | Profile        | FTE        |
|---|--------|----------------|------------|
| <b>Administration - CAO's Office</b>    |        |                |            |
| Chief Administrative Officer            | RFT    | Sr. Management | 1.0        |
| Senior Manager Admin/Exec. Asst. to CAO | RFT    | Management     | 1.0        |
| Executive Initiatives Coordinator       | RFT    | Non-Union      | 1.0        |
| Executive Administrative Assist         | RFT    | Non-Union      | 2.0        |
|   |        |                | <b>5.0</b> |
|   |        |                | <b>5.0</b> |

|  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
|--|----------------|----------------|---------------------|--------------------|

**DIVISION**

|                               |                    |                    |                   |               |
|-------------------------------|--------------------|--------------------|-------------------|---------------|
| Administration - CAO's Office | \$1,200,218        | \$1,185,623        | (\$14,595)        | (1.2%)        |
| <b>Total Net</b>              | <b>\$1,200,218</b> | <b>\$1,185,623</b> | <b>(\$14,595)</b> | <b>(1.2%)</b> |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**EXPENSES**

**Minor Capital**

|                                |       |       |     |      |
|--------------------------------|-------|-------|-----|------|
| 5126 - Computer Software       | \$600 | \$600 | \$0 | 0.0% |
| 5130 - Furniture & Furnishings | \$500 | \$500 | \$0 | 0.0% |

**Operating Maintenance & Supplies**

|                                     |          |          |           |         |
|-------------------------------------|----------|----------|-----------|---------|
| 2010 - Office Supplies              | \$3,013  | \$1,963  | (\$1,050) | (34.8%) |
| 2170 - Operating and Other Supplies | \$50,000 | \$50,000 | \$0       | 0.0%    |

**Other Miscellaneous Expenditures**

|                                |          |           |           |         |
|--------------------------------|----------|-----------|-----------|---------|
| 4020 - Membership Fees & Dues  | \$99,117 | \$108,117 | \$9,000   | 9.1%    |
| 4050 - Training Courses        | \$500    | \$500     | \$0       | 0.0%    |
| 4155 - Conference Registration | \$3,500  | \$2,500   | (\$1,000) | (28.6%) |

**Purchased Services**

|                                       |          |          |            |         |
|---------------------------------------|----------|----------|------------|---------|
| 2020 - Postage and Courier            | \$250    | \$250    | \$0        | 0.0%    |
| 2070 - Imaging & Printing External    | \$500    | \$500    | \$0        | 0.0%    |
| 2085 - Publications and Manuals       | \$500    | \$500    | \$0        | 0.0%    |
| 2609 - Mileage and car allowance      | \$200    | \$200    | \$0        | 0.0%    |
| 2610 - Travel Expense                 | \$8,000  | \$6,500  | (\$1,500)  | (18.8%) |
| 2620 - Car Allowance                  | \$12,000 | \$12,000 | \$0        | 0.0%    |
| 2711 - Cell Phones                    | \$2,230  | \$2,230  | \$0        | 0.0%    |
| 2915 - Consulting Services - External | \$85,390 | \$51,000 | (\$34,390) | (40.3%) |
| 2940 - Advertising                    | \$500    | \$500    | \$0        | 0.0%    |
| 2990 - Business Meeting Expense       | \$15,764 | \$19,764 | \$4,000    | 25.4%   |
| 3120 - Rental Expense EXTERNAL        | \$1,435  | \$935    | (\$500)    | (34.8%) |
| 3181-PC & Maint. Allocation           | \$5,000  | \$5,000  | \$0        | 0.0%    |

**Salaries & Benefits**

|                             |           |           |         |      |
|-----------------------------|-----------|-----------|---------|------|
| 8110 - Salary-Reg.Full Time | \$676,067 | \$683,926 | \$7,859 | 1.2% |
|-----------------------------|-----------|-----------|---------|------|

|   | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| 8130 - Overtime - Salary                | \$1,750            | \$1,750            | \$0                 | 0.0%               |
| 8150 - Salary-Temporary                 | \$2,278            | \$2,278            | \$0                 | 0.0%               |
| 8170 - Service Pay                      | \$325              | \$325              | \$0                 | 0.0%               |
| 8190 - Other Pay                        | \$980              | \$980              | \$0                 | 0.0%               |
| 8210 - Meal Allowance                   | \$200              | \$200              | \$0                 | 0.0%               |
| 8280 - Employee Suggestion              | \$1,500            | \$1,500            | \$0                 | 0.0%               |
| 8282 - Employee Appreciation            | \$0                | \$50               | \$50                | n/a                |
| 8399 - Fringe Benefits (Dept.)          | \$223,471          | \$226,019          | \$2,548             | 1.1%               |
| <b>Utilities, Insurance &amp; Taxes</b> |                    |                    |                     |                    |
| 3210 - Building Insurance               | \$3,329            | \$4,123            | \$794               | 23.9%              |
| 3230 - Liability Insurance              | \$1,319            | \$913              | (\$406)             | (30.8%)            |
| <b>Total Expense</b>                    | <b>\$1,200,218</b> | <b>\$1,185,623</b> | <b>(\$14,595)</b>   | <b>(1.2%)</b>      |
| <b>Total Net</b>                        | <b>\$1,200,218</b> | <b>\$1,185,623</b> | <b>(\$14,595)</b>   | <b>(1.2%)</b>      |

**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description                                    | \$ Budget Impact  | FTE Impact |
|----------------------------|-----------|--|-------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments | \$10,407          |            |
| MD 08-2025                 | 2025-0033 | Reduction of Corporate Consulting Budget             | (\$25,390)        |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations                      | \$388             |            |
| <b>Total Budget Impact</b> |           |  | <b>(\$14,595)</b> | <b>0.0</b> |

### DESCRIPTION

The Chief Administrative Officer (CAO) works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.

### 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Security &amp; Special Activities</b>                    |        |            |             |
| Director of City Hall Campus, Security & Special Activities | RFT    | Management | 1.0         |
| Supervisor of Security                                      | RFT    | Management | 1.0         |
| SAC Site Coordinator  | RFT    | Non-Union  | 1.0         |
| Operating Engineer 4th Class                                | RFT    | Local 543  | 2.0         |
| Facility Person   | RFT    | Local 543  | 1.0         |
| Facility Person   | RPT    | Local 543  | 1.5         |
| Caretaker   | RFT    | Local 543  | 8.0         |
| Caretaker   | RPT    | Local 543  | 4.7         |
|   |        |            | <b>20.2</b> |

|                               | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>               |                    |                    |                     |                    |
| Security & Special Activities | \$1,404,244        | \$1,806,110        | \$401,866           | 28.6%              |
| <b>Total Net</b>              | <b>\$1,404,244</b> | <b>\$1,806,110</b> | <b>\$401,866</b>    | <b>28.6%</b>       |

| Account                                 | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                      |                      |                     |                    |
| <b>Transfers From Other Funds</b>       |                      |                      |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$43,900)           | \$0                  | \$43,900            | (100.0%)           |
| <b>User Fees, Permits &amp; Charges</b> |                      |                      |                     |                    |
| 6417 - Lease & Rental Revenue           | (\$2,322,500)        | (\$2,300,600)        | \$21,900            | (0.9%)             |
| 6450 - Parking Revenue - Monthly        | (\$52,800)           | (\$52,800)           | \$0                 | 0.0%               |
| 6651 - Fees and Recoveries INTERNAL     | (\$168,200)          | (\$168,200)          | \$0                 | 0.0%               |
| 6725 - Fees&Service Charges EXTERNAL    | (\$6,750)            | (\$6,751)            | (\$1)               | 0.0%               |
| <b>Total Revenue</b>                    | <b>(\$2,594,150)</b> | <b>(\$2,528,351)</b> | <b>\$65,799</b>     | <b>(2.5%)</b>      |

**EXPENSES**

**Minor Capital**

|                                      |          |          |     |      |
|--------------------------------------|----------|----------|-----|------|
| 2150 - Minor Apparatus & Tools       | \$19,000 | \$19,000 | \$0 | 0.0% |
| 2220 - Maintenance Parts & Materials | \$27,000 | \$27,000 | \$0 | 0.0% |
| 5130 - Furniture & Furnishings       | \$3,000  | \$3,000  | \$0 | 0.0% |

**Operating & Maintenance Supplies**

|                                      |           |           |           |        |
|--------------------------------------|-----------|-----------|-----------|--------|
| 2010 - Office Supplies               | \$12,000  | \$12,000  | \$0       | 0.0%   |
| 2060 - Computer Supplies             | \$1,000   | \$1,000   | \$0       | 0.0%   |
| 2145 - Housekeeping Supplies         | \$83,600  | \$80,000  | (\$3,600) | (4.3%) |
| 3176 - Facility Opns-Labour INTERNAL | \$104,200 | \$104,200 | \$0       | 0.0%   |

**Other Miscellaneous Expenditures**

|                               |         |         |     |      |
|-------------------------------|---------|---------|-----|------|
| 4020 - Membership Fees & Dues | \$1,450 | \$1,450 | \$0 | 0.0% |
|-------------------------------|---------|---------|-----|------|

**Purchased Services**

|                                 |         |         |       |       |
|---------------------------------|---------|---------|-------|-------|
| 2085 - Publications and Manuals | \$362   | \$362   | \$0   | 0.0%  |
| 2710 - Telephone Expenses       | \$600   | \$600   | \$0   | 0.0%  |
| 2711 - Cell Phones              | \$2,049 | \$2,649 | \$600 | 29.3% |

|  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|--------------------|---------------------|--------------------|
| 2915 - Consulting Services - External            | \$4,600            | \$4,600            | \$0                 | 0.0%               |
| 2916 - INTERNAL Services- non-salary             | \$19,205           | \$19,449           | \$244               | 1.3%               |
| 2980 - Contracted Services                       | \$890,408          | \$1,050,128        | \$159,720           | 17.9%              |
| 3181 - PC & Maint. Allocation                    | \$19,200           | \$20,200           | \$1,000             | 5.2%               |
| 3250 - Licenses                                  | \$27,469           | \$27,469           | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>                   |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time                      | \$856,702          | \$980,006          | \$123,304           | 14.4%              |
| 8115 - Salary-Reg.Part Time                      | \$339,887          | \$339,619          | (\$268)             | (0.1%)             |
| 8170 - Service Pay                               | \$975              | \$650              | (\$325)             | (33.3%)            |
| 8190 - Other Pay                                 | \$10,000           | \$10,000           | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                | \$200              | \$200               | n/a                |
| 8290 - Clothing - Uniforms                       | \$4,000            | \$4,000            | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$343,890          | \$384,531          | \$40,641            | 11.8%              |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                    |                    |                     |                    |
| 4250 - TRANSFER to Reserve Fund                  | \$274,000          | \$274,000          | \$0                 | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                    |                    |                     |                    |
| 3010 - Utilities                                 | \$868,542          | \$907,342          | \$38,800            | 4.5%               |
| 3210 - Building Insurance                        | \$55,169           | \$55,938           | \$769               | 1.4%               |
| 3230 - Liability Insurance                       | \$1,086            | \$1,068            | (\$18)              | (1.7%)             |
| 4015 - Taxes                                     | \$29,000           | \$4,000            | (\$25,000)          | (86.2%)            |
| <b>Total Expense</b>                             | <b>\$3,998,394</b> | <b>\$4,334,461</b> | <b>\$336,067</b>    | <b>8.4%</b>        |
| <b>Total Net</b>                                 | <b>\$1,404,244</b> | <b>\$1,806,110</b> | <b>\$401,866</b>    | <b>28.6%</b>       |

**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>  | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments                    | \$29,324                |                   |
| MD 08-2025                 | 2025-0245      | Budget Increase for New Security Guard Contract                         | \$509,751               |                   |
| MD 08-2025                 | 2025-0341      | Corporate Security User Fee Updates                                     | (\$1)                   |                   |
| MD 08-2025                 | 2025-0222      | Budget Funding for One RFT Supervisor, Security                         | \$136,953               | 1.0               |
| MD 08-2025                 | 2025-0374      | Reduction of Security Guard Service Hours at 350 & 400 City Hall Square | (\$152,631)             |                   |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations   | (\$121,530)             |                   |
| <b>Total Budget Impact</b> |                |   | <b>\$401,866</b>        | <b>1.0</b>        |

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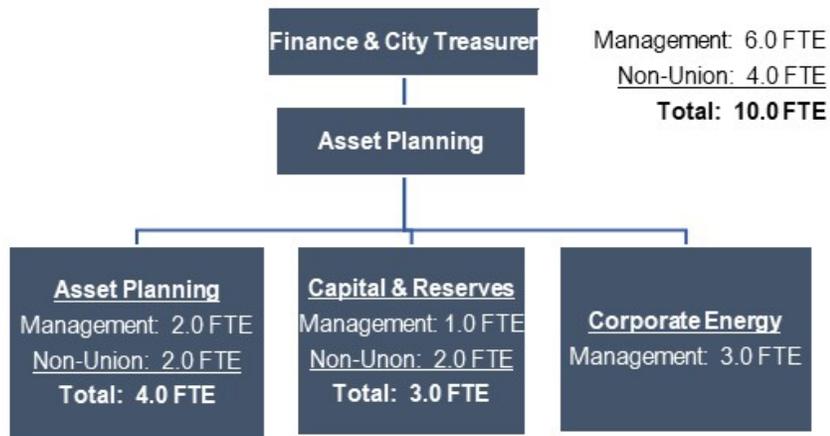
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**DESCRIPTION**

The Asset Planning department plays a crucial role in managing the organization's physical and financial assets by ensuring strategic planning and effective budgeting. It is responsible for guiding long-term asset management strategies that support the sustainability and efficiency of the organization's infrastructure and capital investments. The department provides a range of key services, including asset planning, capital budget development and monitoring, corporate energy management, and the administration of capital grant funding programs. These functions help ensure that assets are maintained and renewed in a cost-effective manner, energy efficiency is prioritized, and external funding opportunities are maximized.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Asset Planning</b>                                   |        |            |             |
| Sen Mgr of Asset Planning                               | RFT    | Management | 1.0         |
| Manager, Asset Planning                                 | RFT    | Management | 1.0         |
| Asset Coordinator                                       | RFT    | Non-Union  | 2.0         |
|   |        |            | <b>4.0</b>  |
| <b>Capital &amp; Reserves</b>                           |        |            |             |
| Manager, Strategic Capital Budget Development & Control | RFT    | Management | 1.0         |
| Senior Capital Analyst                                  | RFT    | Non-Union  | 2.0         |
|   |        |            | <b>3.0</b>  |
| <b>Corporate Energy</b>                                 |        |            |             |
| Manager of Energy Initiatives                           | RFT    | Management | 1.0         |
| Supervisor of Energy Contracts                          | RFT    | Management | 2.0         |
|   |        |            | <b>3.0</b>  |
|   |        |            | <b>10.0</b> |

|                    | 2024<br>Budget   | 2025<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|--------------------|------------------|------------------|---------------------|--------------------|
| <b>DIVISION</b>    |                  |                  |                     |                    |
| Asset Planning     | \$416,441        | \$385,505        | (\$30,936)          | (7.4%)             |
| Capital & Reserves | \$131,991        | \$134,061        | \$2,070             | 1.6%               |
| Corporate Energy   | \$191,081        | \$202,922        | \$11,841            | 6.2%               |
| <b>Total Net</b>   | <b>\$739,513</b> | <b>\$722,488</b> | <b>(\$17,025)</b>   | <b>(2.3%)</b>      |

| Account                                 | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                    |                    |                     |                    |
| <b>Recovery of Expenditures</b>         |                    |                    |                     |                    |
| 6740 - Recovery of Salaries-INTERNAL    | (\$644,211)        | (\$671,392)        | (\$27,181)          | 4.2%               |
| 6742 - Recovery of Fringes INTERNAL     | (\$212,589)        | (\$221,560)        | (\$8,971)           | 4.2%               |
| <b>Transfers From Other Funds</b>       |                    |                    |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | \$0                | (\$70,057)         | (\$70,057)          | n/a                |
| <b>User Fees, Permits &amp; Charges</b> |                    |                    |                     |                    |
| 6651 - Fees and Recoveries INTERNAL     | (\$2,000)          | (\$2,000)          | \$0                 | 0.0%               |
| <b>Total Revenue</b>                    | <b>(\$858,800)</b> | <b>(\$965,009)</b> | <b>(\$106,209)</b>  | <b>12.4%</b>       |

**EXPENSES**

**Minor Capital**

|                          |       |         |       |        |
|--------------------------|-------|---------|-------|--------|
| 5125 - Computers - PCs   | \$500 | \$1,000 | \$500 | 100.0% |
| 5126 - Computer Software | \$0   | \$330   | \$330 | n/a    |

**Operating & Maintenance Supplies**

|                                     |         |         |           |         |
|-------------------------------------|---------|---------|-----------|---------|
| 2010 - Office Supplies              | \$600   | \$400   | (\$200)   | (33.3%) |
| 2060 - Computer Supplies            | \$100   | \$100   | \$0       | 0.0%    |
| 2170 - Operating and Other Supplies | \$7,600 | \$5,680 | (\$1,920) | (25.3%) |

**Other Miscellaneous Expenditures**

|                                |         |         |       |      |
|--------------------------------|---------|---------|-------|------|
| 4020 - Membership Fees & Dues  | \$5,370 | \$5,370 | \$0   | 0.0% |
| 4050 - Training Courses        | \$6,371 | \$6,371 | \$0   | 0.0% |
| 4155 - Conference Registration | \$5,012 | \$5,112 | \$100 | 2.0% |

|                                       | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Purchased Services</b>             |                    |                    |                     |                    |
| 2020 - Postage and Courier            | \$200              | \$100              | (\$100)             | (50.0%)            |
| 2070 - Imaging & Printing External    | \$200              | \$100              | (\$100)             | (50.0%)            |
| 2085 - Publications and Manuals       | \$300              | \$190              | (\$110)             | (36.7%)            |
| 2610 - Travel Expense                 | \$2,724            | \$2,934            | \$210               | 7.7%               |
| 2620 - Car Allowance                  | \$210              | \$0                | (\$210)             | (100.0%)           |
| 2711 - Cell Phones                    | \$4,300            | \$4,300            | \$0                 | 0.0%               |
| 2915 - Consulting Services - External | \$14,000           | \$14,000           | \$0                 | 0.0%               |
| 2927 - Computer & SW Maint-External   | \$102,240          | \$74,440           | (\$27,800)          | (27.2%)            |
| 2990 - Business Meeting Expense       | \$1,100            | \$1,400            | \$300               | 27.3%              |
| 3181 - PC & Maint. Allocation         | \$10,000           | \$10,000           | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>        |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time           | \$1,078,634        | \$1,114,823        | \$36,189            | 3.4%               |
| 8130 - Overtime - Salary              | \$2,500            | \$2,400            | (\$100)             | (4.0%)             |
| 8190 - Other Pay                      | \$0                | \$70,057           | \$70,057            | n/a                |
| 8282 - Employee Appreciation          | \$0                | \$100              | \$100               | n/a                |
| 8381 - Workers Comp. - Medical        | \$400              | \$400              | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)        | \$355,952          | \$367,890          | \$11,938            | 3.4%               |
| <b>Total Expense</b>                  | <b>\$1,598,313</b> | <b>\$1,687,497</b> | <b>\$89,184</b>     | <b>5.6%</b>        |
| <b>Total Net</b>                      | <b>\$739,513</b>   | <b>\$722,488</b>   | <b>(\$17,025)</b>   | <b>(2.3%)</b>      |

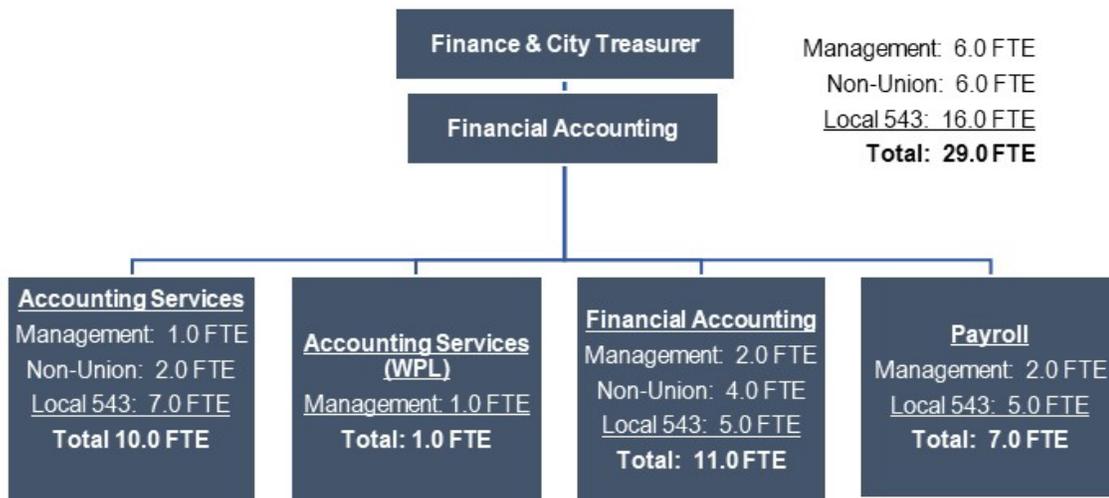
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact  | FTE Impact |
|----------------------------|-----------|---|-------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                        | \$48,127          |            |
| MD 08-2025                 | 2025-0309 | Redistribution of Software Costs to Capital                                 | (\$29,000)        |            |
| MD 08-2025                 | 2025-0197 | Increase Salary Recoveries in Asset Planning Department                     | (\$36,152)        |            |
| MD 08-2025                 | 2025-0148 | One Time Funding for Extension of Temp Sr. Capital Analyst (Energy Initiati | \$0               |            |
| <b>Total Budget Impact</b> |           |   | <b>(\$17,025)</b> | <b>0.0</b> |

## DESCRIPTION

The Financial Accounting department is responsible for managing the organization's financial transactions with accuracy and integrity, ensuring compliance with all relevant financial regulations, policies, and reporting standards. This department plays a key role in maintaining accurate financial records and supporting transparency and accountability across the organization. It provides a wide range of essential services, including accounts payable and receivable, general accounting, and payroll administration. The department supports informed decision-making and contributes to the organization's overall financial stability and accountability.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Accounting Services</b>                                 |        |            |             |
| Mgr. Accounting Services                                   | RFT    | Management | 1.0         |
| Financial Analyst  | RFT    | Non-Union  | 2.0         |
| Corporate Collections Analyst                              | RFT    | Local 543  | 1.0         |
| Accounts Receivable Clerk                                  | RFT    | Local 543  | 1.0         |
| Accounts Payable Vendor Control Specialist                 | RFT    | Local 543  | 1.0         |
| General Accounts Payable Clerk                             | RFT    | Local 543  | 2.0         |
| Accounts Payable Control Clerk                             | RFT    | Local 543  | 1.0         |
| Tax & Accounts Receivable Collector                        | RFT    | Local 543  | 1.0         |
|  |        |            | <b>10.0</b> |
| <b>Accounting Services (WPL)</b>                           |        |            |             |
| Manager Financial Accounting - WPL                         | RFT    | Management | 1.0         |
|  |        |            | <b>1.0</b>  |
| <b>Financial Accounting</b>                                |        |            |             |
| Deputy Treasurer-Financial Accounting & Corporate Controls | RFT    | Management | 1.0         |
| Mgr, of Financial Accounting                               | RFT    | Management | 1.0         |
| Financial Admin-Capital Assets                             | RFT    | Non-Union  | 1.0         |
| Corporate Controls Coordinator                             | RFT    | Non-Union  | 2.0         |
| Financial Analyst  | RFT    | Non-Union  | 1.0         |
| Financial Analysis Acctg Clerk                             | RFT    | Local 543  | 1.0         |
| Financial Reconciliation Clerk                             | RFT    | Local 543  | 2.0         |
| Financial Reconciliation Clerk - Social Services           | RFT    | Local 543  | 1.0         |
| Accounting Clerk   | RFT    | Local 543  | 1.0         |
|  |        |            | <b>11.0</b> |
| <b>Payroll</b>   |        |            |             |
| Manager of Corporate Payroll Administration & Compliance   | RFT    | Management | 1.0         |
| Payroll Supervisor   | RFT    | Management | 1.0         |
| Payroll Control & Reporting Specialist                     | RFT    | Local 543  | 5.0         |
|  |        |            | <b>7.0</b>  |
|  |        |            | <b>29.0</b> |

|                           | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>           |                    |                    |                     |                    |
| Financial Accounting      | \$1,109,760        | \$937,394          | (\$172,366)         | (15.5%)            |
| Accounting Services       | \$934,849          | \$941,136          | \$6,287             | 0.7%               |
| Accounting Services (WPL) | \$0                | \$0                | \$0                 | n/a                |
| Payroll                   | \$686,694          | \$703,150          | \$16,456            | 2.4%               |
| <b>Total Net</b>          | <b>\$2,731,303</b> | <b>\$2,581,680</b> | <b>(\$149,623)</b>  | <b>(5.5%)</b>      |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**REVENUE**

**Recovery of Expenditures**

|                                      |             |             |            |       |
|--------------------------------------|-------------|-------------|------------|-------|
| 6735 - Recovery Of Expenses EXTERNAL | (\$185,820) | (\$210,821) | (\$25,001) | 13.5% |
| 6740 - Recovery of Salaries-INTERNAL | (\$186,135) | (\$193,577) | (\$7,442)  | 4.0%  |
| 6742 - Recovery of Fringes INTERNAL  | (\$61,095)  | (\$63,218)  | (\$2,123)  | 3.5%  |

**Recovery of Expenditures**

|                                  |     |             |             |     |
|----------------------------------|-----|-------------|-------------|-----|
| 7054-Transfer from Reserve Funds | \$0 | (\$143,041) | (\$143,041) | n/a |
|----------------------------------|-----|-------------|-------------|-----|

**User Fees, Permits & Charges**

|                                     |             |             |       |      |
|-------------------------------------|-------------|-------------|-------|------|
| 6651 - Fees and Recoveries INTERNAL | (\$238,600) | (\$238,600) | \$0   | 0.0% |
| 6654 - Return Cheque Service Fee    | (\$1,900)   | (\$1,901)   | (\$1) | 0.1% |

|                      |                    |                    |                    |              |
|----------------------|--------------------|--------------------|--------------------|--------------|
| <b>Total Revenue</b> | <b>(\$673,550)</b> | <b>(\$851,158)</b> | <b>(\$177,608)</b> | <b>26.4%</b> |
|----------------------|--------------------|--------------------|--------------------|--------------|

**EXPENSES**

**Minor Capital**

|                          |         |         |       |      |
|--------------------------|---------|---------|-------|------|
| 5125 - Computers - PC    | \$0     | \$350   | \$350 | n/a  |
| 5126 - Computer Software | \$2,919 | \$3,131 | \$212 | 7.3% |

**Operating & Maintenance Supplies**

|                          |       |         |         |        |
|--------------------------|-------|---------|---------|--------|
| 2010 - Office Supplies   | \$250 | \$1,650 | \$1,400 | 560.0% |
| 2060 - Computer Supplies | \$0   | \$25    | \$25    | n/a    |

**Other Miscellaneous Expenditures**

|                                |         |         |           |         |
|--------------------------------|---------|---------|-----------|---------|
| 4020 - Membership Fees & Dues  | \$8,825 | \$8,245 | (\$580)   | (6.6%)  |
| 4050 - Training Courses        | \$4,854 | \$2,604 | (\$2,250) | (46.4%) |
| 4155 - Conference Registration | \$2,894 | \$5,144 | \$2,250   | 77.7%   |

|                                     | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Purchased Services</b>           |                    |                    |                     |                    |
| 2020 - Postage and Courier          | \$0                | \$25               | \$25                | n/a                |
| 2085 - Publications and Manuals     | \$1,224            | \$114              | (\$1,110)           | (90.7%)            |
| 2609 - Mileage and car allowance    | \$44               | \$44               | \$0                 | 0.0%               |
| 2610 - Travel Expense               | \$4,701            | \$3,701            | (\$1,000)           | (21.3%)            |
| 2711 - Cell Phones                  | \$550              | \$600              | \$50                | 9.1%               |
| 2940 - Advertising                  | \$0                | \$300              | \$300               | n/a                |
| 2950 - Other Prof Services-External | \$284,050          | \$284,050          | \$0                 | 0.0%               |
| 2980 - Contracted Services          | \$0                | \$25,000           | \$25,000            | n/a                |
| 2990 - Business Meeting Expense     | \$0                | \$150              | \$150               | n/a                |
| 3181 - PC & Maint. Allocation       | \$29,000           | \$29,000           | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>      |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time         | \$2,297,459        | \$2,299,698        | \$2,239             | 0.1%               |
| 8130 - Overtime - Salary            | \$9,002            | \$9,002            | \$0                 | 0.0%               |
| 8190 - Other Pay                    | (\$4)              | (\$4)              | \$0                 | 0.0%               |
| 8210 - Meal Allowance               | \$936              | \$824              | (\$112)             | (12.0%)            |
| 8282 - Employee Appreciation        | \$0                | \$290              | \$290               | n/a                |
| 8399 - Fringe Benefits (Dept.)      | \$758,149          | \$758,895          | \$746               | 0.1%               |
| <b>Total Expense</b>                | <b>\$3,404,853</b> | <b>\$3,432,838</b> | <b>\$27,985</b>     | <b>0.8%</b>        |
| <b>Total Net</b>                    | <b>\$2,731,303</b> | <b>\$2,581,680</b> | <b>(\$149,623)</b>  | <b>(5.5%)</b>      |

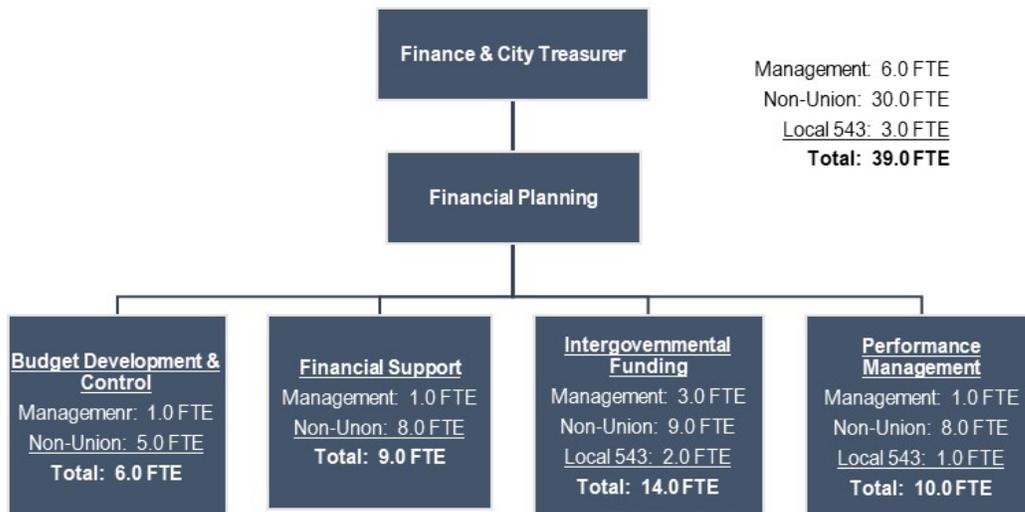
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact   | FTE Impact |
|----------------------------|-----------|---|--------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                        | \$2,985            |            |
| MD 08-2025                 | 2025-0272 | Increase in Salary Recoveries in Financial Accounting                       | (\$8,259)          |            |
| MD 08-2025                 | 2025-0314 | Establish Salary Recovery from Capital for Financial Admin - Capital Assets | (\$143,041)        |            |
| MD 08-2025                 | 2025-0346 | Increase Financial Accounting User Fees                                     | (\$2)              |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | (\$1,306)          |            |
| <b>Total Budget Impact</b> |           |   | <b>(\$149,623)</b> | <b>0.0</b> |

**DESCRIPTION**

The Financial Planning department plays a vital role in ensuring the organization's financial health by providing strategic oversight. It is responsible for leading the development and monitoring of the operating budget, ensuring that financial resources are aligned with organizational priorities and used efficiently. The department also oversees performance measurement initiatives, helping to track progress and identify areas for improvement. In addition, it provides overall financial planning leadership, offering guidance and recommendations to both the Corporation and Council.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Budget Development &amp; Control</b>                         |        |            |             |
| Manager of Strategic Operating Budget Development & Control     | RFT    | Management | 1.0         |
| Financial Planning Administrator                                | RFT    | Non-Union  | 3.0         |
| Senior Financial Budget Analyst & System Administrator          | RFT    | Non-Union  | 1.0         |
| Financial Analyst   | RFT    | Non-Union  | 1.0         |
|   |        |            | <b>6.0</b>  |
| <b>Financial Support</b>  |        |            |             |
| Manager of Development Revenue & Financial Administration       | RFT    | Management | 1.0         |
| Financial Planning Administrator                                | RFT    | Non-Union  | 6.0         |
| Financial Analyst   | RFT    | Non-Union  | 2.0         |
|   |        |            | <b>9.0</b>  |
| <b>Intergovernmental Funding</b>                                |        |            |             |
| Deputy Treasurer Fin.Planning                                   | RFT    | Management | 1.0         |
| Mgr of Intergovernmental Funding– Employment, Social & Health S | RFT    | Management | 1.0         |
| Mgr of Intergovernmental Funding– Housing & Children's Services | RFT    | Management | 1.0         |
| Financial Planning Administrator                                | RFT    | Non-Union  | 5.0         |
| Financial Analyst   | RFT    | Non-Union  | 4.0         |
| Subsidy Claims Clerk  | RFT    | Local 543  | 1.0         |
| Intermediate Clerk  | RFT    | Local 543  | 1.0         |
|   |        |            | <b>14.0</b> |
| <b>Performance Measurement</b>                                  |        |            |             |
| Manager of Performance Measurement & Business Case Developn     | RFT    | Management | 1.0         |
| Financial Planning Administrator                                | RFT    | Non-Union  | 4.0         |
| Financial Analyst   | RFT    | Non-Union  | 4.0         |
| Financial Planning Clerk  | RFT    | Local 543  | 1.0         |
|   |        |            | <b>10.0</b> |
|   |        |            | <b>39.0</b> |

|                              | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>              |                    |                    |                     |                    |
| Budget Development & Control | \$672,881          | \$728,839          | \$55,958            | 8.3%               |
| Financial Support            | \$1,151,270        | \$1,131,213        | (\$20,057)          | (1.7%)             |
| Intergovernmental Funding    | \$476,465          | \$450,518          | (\$25,947)          | (5.4%)             |
| Performance Measurement      | \$1,079,380        | \$860,756          | (\$218,624)         | (20.3%)            |
| <b>Total Net</b>             | <b>\$3,379,996</b> | <b>\$3,171,326</b> | <b>(\$208,670)</b>  | <b>(6.2%)</b>      |

| Account                                 | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                      |                      |                     |                    |
| <b>Recovery of Expenditures</b>         |                      |                      |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$11,000)           | (\$11,000)           | \$0                 | 0.0%               |
| 6740 - Recovery of Salaries-INTERNAL    | (\$954,182)          | (\$1,173,383)        | (\$219,201)         | 23.0%              |
| 6742 - Recovery of Fringes INTERNAL     | (\$298,701)          | (\$387,218)          | (\$88,517)          | 29.6%              |
| 6999 - Work Auth Recovery INTERNAL      | (\$41,582)           | (\$41,582)           | \$0                 | 0.0%               |
| <b>Transfers From Other Funds</b>       |                      |                      |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$170,567)          | (\$46,729)           | \$123,838           | (72.6%)            |
| <b>User Fees, Permits &amp; Charges</b> |                      |                      |                     |                    |
| 6690 - Wastewater Recoveries            | (\$66,052)           | (\$240,755)          | (\$174,703)         | 264.5%             |
| 6692 - Stormwater Surchrg Recoveries    | \$0                  | (\$177,069)          | (\$177,069)         | n/a                |
| <b>Total Revenue</b>                    | <b>(\$1,542,084)</b> | <b>(\$2,077,736)</b> | <b>(\$535,652)</b>  | <b>34.7%</b>       |

## EXPENSES

### Minor Capital

|                                |     |         |         |     |
|--------------------------------|-----|---------|---------|-----|
| 5125 - Computers - PCs         | \$0 | \$3,763 | \$3,763 | n/a |
| 5126 - Computer Software       | \$0 | \$2,500 | \$2,500 | n/a |
| 5130 - Furniture & Furnishings | \$0 | \$1,046 | \$1,046 | n/a |

### Operating & Maintenance Supplies

|                          |       |       |       |        |
|--------------------------|-------|-------|-------|--------|
| 2010 - Office Supplies   | \$100 | \$200 | \$100 | 100.0% |
| 2060 - Computer Supplies | \$0   | \$400 | \$400 | n/a    |

### Other Miscellaneous Expenditures

|                                |          |          |           |         |
|--------------------------------|----------|----------|-----------|---------|
| 4020 - Membership Fees & Dues  | \$38,918 | \$40,697 | \$1,779   | 4.6%    |
| 4050 - Training Courses        | \$0      | \$250    | \$250     | n/a     |
| 4155 - Conference Registration | \$12,461 | \$6,500  | (\$5,961) | (47.8%) |

|                                    | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Purchased Services</b>          |                    |                    |                     |                    |
| 2070 - Imaging & Printing External | \$1,500            | \$100              | (\$1,400)           | (93.3%)            |
| 2609 - Mileage and car allowance   | \$539              | \$9                | (\$530)             | (98.3%)            |
| 2610 - Travel Expense              | \$8,841            | \$8,241            | (\$600)             | (6.8%)             |
| 2620 - Car Allowance               | \$1,450            | \$450              | (\$1,000)           | (69.0%)            |
| 2711 - Cell Phones                 | \$1,518            | \$1,518            | \$0                 | 0.0%               |
| 2940 - Advertising                 | \$0                | \$50               | \$50                | n/a                |
| 2990 - Business Meeting Expense    | \$300              | \$600              | \$300               | 100.0%             |
| 3181 - PC & Maint. Allocation      | \$35,000           | \$39,000           | \$4,000             | 11.4%              |
| <b>Salaries &amp; Benefits</b>     |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time        | \$3,338,305        | \$3,802,576        | \$464,271           | 13.9%              |
| 8115 - Salary-Reg.Part Time        | \$106,008          | \$0                | (\$106,008)         | (100.0%)           |
| 8130 - Overtime - Salary           | \$23,506           | \$23,506           | \$0                 | 0.0%               |
| 8150 - Salary-Temporary            | \$857              | \$857              | \$0                 | 0.0%               |
| 8170 - Service Pay                 | \$2,113            | \$2,275            | \$162               | 7.7%               |
| 8190 - Other Pay                   | \$229,593          | \$59,026           | (\$170,567)         | (74.3%)            |
| 8210 - Meal Allowance              | \$215              | \$128              | (\$87)              | (40.5%)            |
| 8282 - Employee Appreciation       | \$0                | \$390              | \$390               | n/a                |
| 8399 - Fringe Benefits (Dept.)     | \$1,120,856        | \$1,254,980        | \$134,124           | 12.0%              |
| <b>Total Expense</b>               | <b>\$4,922,080</b> | <b>\$5,249,062</b> | <b>\$326,982</b>    | <b>6.6%</b>        |
| <b>Total Net</b>                   | <b>\$3,379,996</b> | <b>\$3,171,326</b> | <b>(\$208,670)</b>  | <b>(6.2%)</b>      |

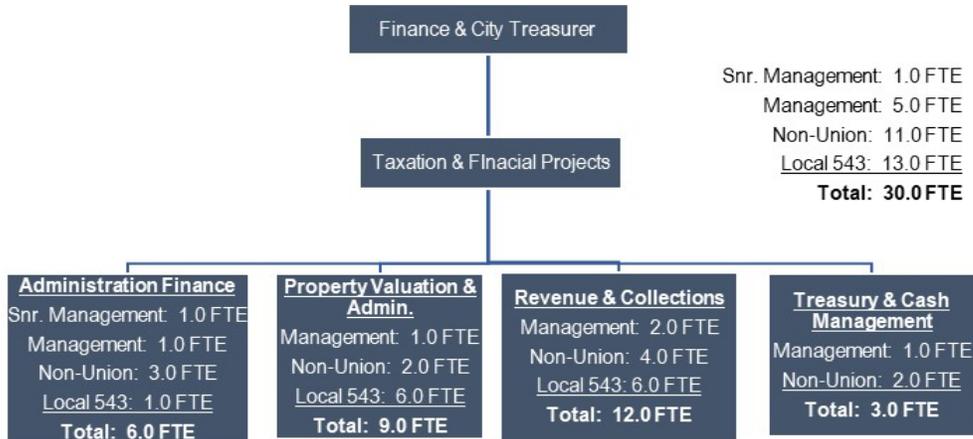
**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>  | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments            | \$64,709                |                   |
| MD 08-2025                 | 2025-0268      | Increase in Salary Recoveries in Financial Planning             | (\$78,592)              |                   |
| MD 08-2025                 | 2025-0315      | Restructuring of Financial Planning Department                  | (\$8,774)               | 3.0               |
| MD 08-2025                 | 2025-0343      | Additional Financial Planning Recoveries from Building Services | (\$186,175)             |                   |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations                                 | \$162                   | 1.0               |
| <b>Total Budget Impact</b> |                |   | <b>(\$208,670)</b>      | <b>4.0</b>        |

### DESCRIPTION

The Taxation & Financial Projects department plays a critical role in managing the organization's revenue streams by ensuring the accurate billing, timely collection, and effective administration of property taxes and other financial resources. Its key services include property tax billing and collection, cash management, and providing strategic leadership on a variety of corporate financial projects. The department ensures the reliable flow of funds necessary to support essential programs and services across the organization.

### 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile        | FTE         |
|--|--------|----------------|-------------|
| <b>Administration - Finance</b>                          |        |                |             |
| Commissioner, Finance & City Treasurer                   | RFT    | Sr. Management | 1.0         |
| Manager of Administration                                | RFT    | Management     | 1.0         |
| Executive Initiative Coord.                              | RFT    | Non-Union      | 1.0         |
| Executive Administrative Assistant                       | RFT    | Non-Union      | 1.0         |
| Financial Policy Coordinator                             | RFT    | Non-Union      | 1.0         |
| Administrative Clerk                                     | RFT    | Local 543      | 1.0         |
|  |        |                | <b>6.0</b>  |
| <b>Property Valuation &amp; Admin.</b>                   |        |                |             |
| Manager, Property Valuation & Administration             | RFT    | Management     | 1.0         |
| Assessment Management Officer                            | RFT    | Non-Union      | 1.0         |
| Senior Tax Analyst                                       | RFT    | Non-Union      | 1.0         |
| Property Assessor  | RFT    | Local 543      | 2.0         |
| Mortgage and Ownership Clerk                             | RFT    | Local 543      | 1.0         |
| Property Tax Clerk                                       | RFT    | Local 543      | 3.0         |
|  |        |                | <b>9.0</b>  |
| <b>Revenue &amp; Collections</b>                         |        |                |             |
| Deputy Treasurer-Taxation, Treasury & Financial Projects | RFT    | Management     | 1.0         |
| Manager, Revenue & Collections                           | RFT    | Management     | 1.0         |
| Senior Tax Analyst                                       | RFT    | Non-Union      | 2.0         |
| Financial Analyst  | RFT    | Non-Union      | 2.0         |
| Tax Account Administrator                                | RFT    | Local 543      | 2.0         |
| Tax Registration Clerk                                   | RFT    | Local 543      | 2.0         |
| Tax Account & Collection Control Clerk                   | RFT    | Local 543      | 2.0         |
|  |        |                | <b>12.0</b> |
| <b>Treasury &amp; Cash Management</b>                    |        |                |             |
| Mgr Treasury & Cash Management                           | RFT    | Management     | 1.0         |
| Senior Treasury Analyst & Financial System Coordinator   | RFT    | Non-Union      | 2.0         |
|  |        |                | <b>3.0</b>  |
|  |        |                | <b>30.0</b> |

|                            | 2024<br>Budget   | 2025<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|----------------------------|------------------|------------------|---------------------|--------------------|
| <b>DIVISION</b>            |                  |                  |                     |                    |
| Administration - Finance   | \$1,047,770      | \$1,088,780      | \$41,010            | 3.9%               |
| Revenue & Collections      | \$629,211        | \$854,512        | \$225,301           | 35.8%              |
| Property Valuation & Admin | (\$1,084,934)    | (\$1,117,423)    | (\$32,489)          | (3.0%)             |
| Treasury & Cash Management | \$57,265         | (\$14,261)       | (\$71,526)          | (124.9%)           |
| <b>Total Net</b>           | <b>\$649,312</b> | <b>\$811,608</b> | <b>\$162,296</b>    | <b>25.0%</b>       |

| Account                                 | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                      |                      |                     |                    |
| <b>Other Miscellaneous Revenue</b>      |                      |                      |                     |                    |
| 6990 - Other General Revenue            | (\$244,701)          | (\$244,701)          | \$0                 | 0.0%               |
| <b>Recovery of Expenditures</b>         |                      |                      |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$40,880)           | (\$40,880)           | \$0                 | 0.0%               |
| 6740 - Recovery of Salaries-INTERNAL    | (\$685,512)          | (\$651,323)          | \$34,189            | (5.0%)             |
| 6742 - Recovery of Fringes INTERNAL     | (\$226,220)          | (\$214,937)          | \$11,283            | (5.0%)             |
| <b>Transfers From Other Funds</b>       |                      |                      |                     |                    |
| 7052 - TRANSFER From Capital Projects   | (\$73,827)           | \$0                  | \$73,827            | (100.0%)           |
| 7054 - TRANSFER From Reserve Funds      | (\$138,541)          | (\$64,578)           | \$73,963            | (53.4%)            |
| <b>User Fees, Permits &amp; Charges</b> |                      |                      |                     |                    |
| 6622 - Ownership Changes                | (\$487,500)          | (\$487,500)          | \$0                 | 0.0%               |
| 6623 - Letters of Default               | (\$172,000)          | (\$172,000)          | \$0                 | 0.0%               |
| 6624 - Tax Lien Registration Fees       | (\$200,000)          | (\$175,000)          | \$25,000            | (12.5%)            |
| 6630 - Tax Certificates                 | (\$56,000)           | (\$56,000)           | \$0                 | 0.0%               |
| 6633 - Tax Information                  | (\$4,000)            | (\$4,000)            | \$0                 | 0.0%               |
| 6650 - User Fees- External              | (\$649,664)          | (\$649,665)          | (\$1)               | 0.0%               |
| 6653 - Dial-Up Service Fees             | (\$450,000)          | (\$450,000)          | \$0                 | 0.0%               |
| 6654 - Return Cheque Service Fee        | (\$43,750)           | (\$43,750)           | \$0                 | 0.0%               |
| 6657 - WSIB Admin Fee                   | (\$1,000)            | (\$1,000)            | \$0                 | 0.0%               |
| 6658 - Collection Fees-Other Depts      | (\$60,251)           | (\$85,251)           | (\$25,000)          | 41.5%              |
| 6661 - Expedited Tax Certificates       | (\$8,100)            | (\$8,100)            | \$0                 | 0.0%               |
| <b>Total Revenue</b>                    | <b>(\$3,541,946)</b> | <b>(\$3,348,685)</b> | <b>\$193,261</b>    | <b>(5.5%)</b>      |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>EXPENSES</b>                             |                |                |                     |                    |
| <b>Financial Expenses</b>                   |                |                |                     |                    |
| 4540 - Bank Charges                         | \$0            | \$3,500        | \$3,500             | n/a                |
| <b>Minor Capital</b>                        |                |                |                     |                    |
| 2530 - Equipment Repairs                    | \$4,100        | \$0            | (\$4,100)           | (100.0%)           |
| 5113 - Ergonomic Equipment                  | \$0            | \$1,000        | \$1,000             | n/a                |
| 5125 - Computers - PCs                      | \$0            | \$1,000        | \$1,000             | n/a                |
| 5126 - Computer Software                    | \$1,000        | \$2,465        | \$1,465             | 146.5%             |
| 5130 - Furniture & Furnishings              | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$35,000       | \$34,200       | (\$800)             | (2.3%)             |
| 2060 - Computer Supplies                    | \$0            | \$100          | \$100               | n/a                |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$13,900       | \$14,800       | \$900               | 6.5%               |
| 4025 - Document Registration                | \$40,000       | \$40,000       | \$0                 | 0.0%               |
| 4050 - Training Courses                     | \$4,274        | \$2,033        | (\$2,241)           | (52.4%)            |
| 4155 - Conference Registration              | \$4,503        | \$5,744        | \$1,241             | 27.6%              |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$173,708      | \$203,708      | \$30,000            | 17.3%              |
| 2070 - Imaging & Printing External          | \$18,665       | \$22,665       | \$4,000             | 21.4%              |
| 2085 - Publications and Manuals             | \$1,720        | \$1,720        | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance            | \$361          | \$0            | (\$361)             | (100.0%)           |
| 2610 - Travel Expense                       | \$7,239        | \$6,699        | (\$540)             | (7.5%)             |
| 2620 - Car Allowance                        | \$6,950        | \$6,100        | (\$850)             | (12.2%)            |
| 2711 - Cell Phones                          | \$2,907        | \$10,507       | \$7,600             | 261.4%             |
| 2915 - Consulting Services - External       | \$120,521      | \$84,555       | (\$35,966)          | (29.8%)            |
| 2940 - Advertising                          | \$4,000        | \$4,000        | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External         | \$34,570       | \$74,290       | \$39,720            | 114.9%             |
| 2962 - Fees and Service Charges Exp         | \$5,000        | \$2,000        | (\$3,000)           | (60.0%)            |
| 2980 - Contracted Services                  | \$4,800        | \$4,800        | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense             | \$0            | \$500          | \$500               | n/a                |
| 3120 - Rental Expense EXTERNAL              | \$4,500        | \$3,500        | (\$1,000)           | (22.2%)            |
| 3181 -PC & Maint. Allocation                | \$31,000       | \$30,000       | (\$1,000)           | (3.2%)             |
| <b>Salaries &amp; Benefits</b>              |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time                 | \$2,627,096    | \$2,630,369    | \$3,273             | 0.1%               |
| 8130 - Overtime - Salary                    | \$7,746        | \$6,443        | (\$1,303)           | (16.8%)            |

|   | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| 8170 - Service Pay                      | \$1,625            | \$1,625            | \$0                 | 0.0%               |
| 8190 - Other Pay                        | \$138,541          | \$64,578           | (\$73,963)          | (53.4%)            |
| 8210 - Meal Allowance                   | \$690              | \$325              | (\$365)             | (52.9%)            |
| 8282 - Employee Appreciation            | \$0                | \$300              | \$300               | n/a                |
| 8399 - Fringe Benefits (Dept.)          | \$866,944          | \$868,033          | \$1,089             | 0.1%               |
| <b>Utilities, Insurance &amp; Taxes</b> |                    |                    |                     |                    |
| 3210 - Building Insurance               | \$21,235           | \$21,028           | (\$207)             | (1.0%)             |
| 3230 - Liability Insurance              | \$6,663            | \$5,706            | (\$957)             | (14.4%)            |
| <b>Total Expense</b>                    | <b>\$4,191,258</b> | <b>\$4,160,293</b> | <b>(\$30,965)</b>   | <b>(0.7%)</b>      |
| <b>Total Net</b>                        | <b>\$649,312</b>   | <b>\$811,608</b>   | <b>\$162,296</b>    | <b>25.0%</b>       |

**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>  | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments                      | \$71,862                |                   |
| MD 08-2025                 | 2025-0167      | Remove One Time Capital Funding for Sr. Treasury Analyst (PCI)            | \$73,827                |                   |
| MD 08-2025                 | 2025-0163      | Establish Operating Budget for Corporate Payment Card Industry Security S | \$40,800                |                   |
| MD 08-2025                 | 2025-0165      | Increase in Taxation & Financial Projects User Fees                       | (\$1)                   |                   |
| MD 08-2025                 | 2025-0168      | Elimination of One Full Time Customer Service Clerk (Tax)                 | (\$68,500)              | (1.0)             |
| MD 08-2025                 | 2025-0169      | One-Time Funding for An Additional Tax Account & Collection Control Clerk | \$0                     |                   |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations   | \$44,308                |                   |
| <b>Total Budget Impact</b> |                |   | <b>\$162,296</b>        | <b>(1.0)</b>      |

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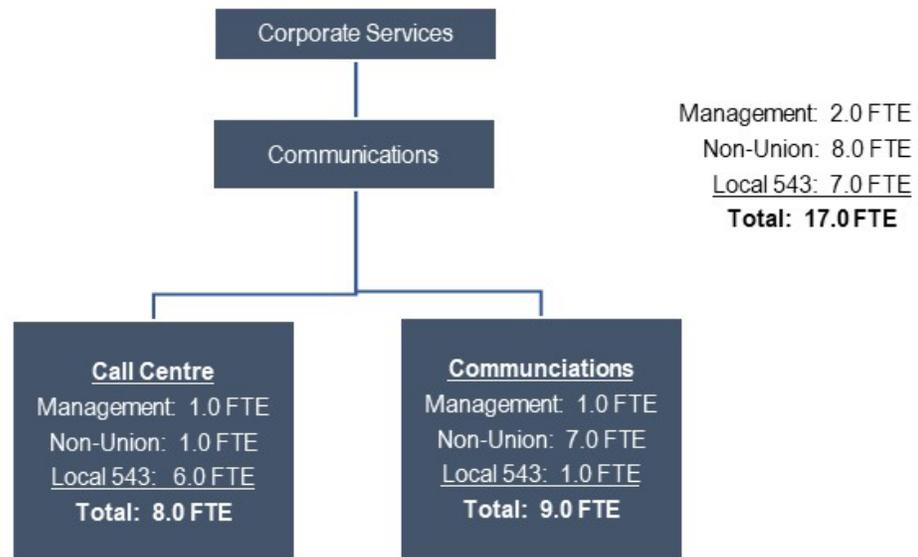
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## DESCRIPTION

The Communications department serves as the central hub for all communication and customer service activities within the City of Windsor, ensuring consistent, accurate, and timely information is shared both internally among staff and externally with residents, stakeholders, and the media. Its core responsibilities include acting as the primary point of contact for all corporate communications, managing both internal and external messaging, and overseeing the operation of the 211/311 contact centre. This contact centre serves as a vital resource for residents, offering accessible information and support regarding City services and programs.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                               | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Call Centre</b>                     |        |            |             |
| Manager, Customer Contact Centre       | RFT    | Management | 1.0         |
| Systems Administrator                  | RFT    | Non-Union  | 1.0         |
| 311 Mapping Support Analyst            | RFT    | Local 543  | 1.0         |
| 311 Support Analyst                    | RFT    | Local 543  | 1.0         |
| 211 Support Analyst                    | RFT    | Local 543  | 1.0         |
| Customer Contact Representative        | RPT    | Local 543  | 2.0         |
| Administrative Clerk                   | RFT    | Local 543  | 1.0         |
|  |        |            | <b>8.0</b>  |
| <b>Customer Service</b>                |        |            |             |
| Senior Mgr.Communications&C/S          | RFT    | Management | 1.0         |
| Corp.Mktg & Communications Ofc         | RFT    | Non-Union  | 5.0         |
| Customer Service Coordinator           | RFT    | Non-Union  | 1.0         |
| Comm/Writer/Editor Council Liaison     | RFT    | Non-Union  | 1.0         |
| Graphic Designer & Marketing Assistant | RFT    | Local 543  | 1.0         |
|  |        |            | <b>9.0</b>  |
|  |        |            | <b>17.0</b> |

|                  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>  |                    |                    |                     |                    |
| Call Centre      | \$2,300,981        | \$1,750,243        | (\$550,738)         | (23.9%)            |
| Customer Service | \$1,392,787        | \$1,380,763        | (\$12,024)          | (0.9%)             |
| <b>Total Net</b> | <b>\$3,693,768</b> | <b>\$3,131,006</b> | <b>(\$562,762)</b>  | <b>(15.2%)</b>     |

| Account                              | 2024<br>Budget     | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------------|--------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                       |                    |                      |                     |                    |
| <b>Grants &amp; Subsidies</b>        |                    |                      |                     |                    |
| 6330 - Other Municipal Grants & Fees | (\$90,000)         | (\$90,000)           | \$0                 | 0.0%               |
| <b>Other Miscellaneous Revenue</b>   |                    |                      |                     |                    |
| 6990 - Other General Revenue         | (\$162,033)        | (\$215,033)          | (\$53,000)          | 32.7%              |
| <b>Recovery of Expenditures</b>      |                    |                      |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL | (\$8,000)          | (\$8,001)            | (\$1)               | 0.0%               |
| 6740 - Recovery of Salaries-INTERNAL | (\$312,000)        | (\$312,000)          | \$0                 | 0.0%               |
| <b>Transfers From Other Funds</b>    |                    |                      |                     |                    |
| 7054 - TRANSFER From Reserve Funds   | (\$109,000)        | (\$583,109)          | (\$474,109)         | 435.0%             |
| <b>Total Revenue</b>                 | <b>(\$681,033)</b> | <b>(\$1,208,143)</b> | <b>(\$527,110)</b>  | <b>77.4%</b>       |

**EXPENSES**

**Minor Capital**

|                                       |         |         |         |        |
|---------------------------------------|---------|---------|---------|--------|
| 5111 - Machinery & Equipment -Non TCA | \$5,500 | \$5,500 | \$0     | 0.0%   |
| 5125 - Computers - PCs                | \$150   | \$150   | \$0     | 0.0%   |
| 5126 - Computer Software              | \$4,100 | \$9,600 | \$5,500 | 134.1% |
| 5130 - Furniture & Furnishings        | \$4,247 | \$4,389 | \$142   | 3.3%   |

**Operating & Maintenance Supplies**

|                                      |         |         |     |      |
|--------------------------------------|---------|---------|-----|------|
| 2010 - Office Supplies               | \$5,750 | \$5,750 | \$0 | 0.0% |
| 2060 - Computer Supplies             | \$200   | \$200   | \$0 | 0.0% |
| 2360 -Promotional Material & Product | \$5,000 | \$5,000 | \$0 | 0.0% |

|   | <b>2024<br/>Budget</b> | <b>2025<br/>Budget</b> | <b>\$ Budget<br/>Change</b> | <b>% Budget<br/>Change</b> |
|---|------------------------|------------------------|-----------------------------|----------------------------|
| <b>Other Miscellaneous Expenditures</b> |                        |                        |                             |                            |
| 4020 - Membership Fees & Dues           | \$3,820                | \$3,820                | \$0                         | 0.0%                       |
| 4050 - Training Courses                 | \$1,731                | \$1,731                | \$0                         | 0.0%                       |
| 4155 - Conference Registration          | \$9,200                | \$7,200                | (\$2,000)                   | (21.7%)                    |
| 4295 - Public Relations                 | \$1,000                | \$1,000                | \$0                         | 0.0%                       |
| <b>Purchased Services</b>               |                        |                        |                             |                            |
| 2020 - Postage and Courier              | \$1,175                | \$1,175                | \$0                         | 0.0%                       |
| 2070 - Imaging & Printing External      | \$350                  | \$350                  | \$0                         | 0.0%                       |
| 2085 - Publications and Manuals         | \$725                  | \$725                  | \$0                         | 0.0%                       |
| 2609 - Mileage and car allowance        | \$1,500                | \$1,500                | \$0                         | 0.0%                       |
| 2610 - Travel Expense                   | \$7,407                | \$7,407                | \$0                         | 0.0%                       |
| 2620 - Car Allowance                    | \$1,900                | \$1,900                | \$0                         | 0.0%                       |
| 2710 - Telephone Expenses               | \$75,200               | \$0                    | (\$75,200)                  | (100.0%)                   |
| 2711 - Cell Phones                      | \$4,600                | \$4,600                | \$0                         | 0.0%                       |
| 2914 - Non-Occ Medical                  | \$1,500                | \$1,500                | \$0                         | 0.0%                       |
| 2917 - Ergonomic Assessments            | \$250                  | \$0                    | (\$250)                     | (100.0%)                   |
| 2940 - Advertising                      | \$15,970               | \$15,970               | \$0                         | 0.0%                       |
| 2950 - Other Prof Services-External     | \$60,183               | \$21,683               | (\$38,500)                  | (64.0%)                    |
| 2951 - INTERNAL Service Salary Allocn   | \$312,000              | \$312,000              | \$0                         | 0.0%                       |
| 2980 - Contracted Services              | \$352,516              | \$1,185,411            | \$832,895                   | 236.3%                     |
| 2990 - Business Meeting Expense         | \$1,000                | \$1,000                | \$0                         | 0.0%                       |
| 3120 - Rental Expense EXTERNAL          | \$3,025                | \$3,025                | \$0                         | 0.0%                       |
| 3181 - PC & Maint. Allocation           | \$29,000               | \$17,000               | (\$12,000)                  | (41.4%)                    |
| <b>Salaries &amp; Benefits</b>          |                        |                        |                             |                            |
| 8110 - Salary-Reg.Full Time             | \$2,360,790            | \$1,467,055            | (\$893,735)                 | (37.9%)                    |
| 8115 - Salary-Reg.Part Time             | \$134,256              | \$134,872              | \$616                       | 0.5%                       |
| 8130 - Overtime - Salary                | \$5,000                | \$5,000                | \$0                         | 0.0%                       |
| 8140 - Overtime - Wages                 | \$1,000                | \$878                  | (\$122)                     | (12.2%)                    |
| 8150 - Salary-Temporary                 | \$66,134               | \$66,134               | \$0                         | 0.0%                       |
| 8170 - Service Pay                      | \$1,885                | \$1,950                | \$65                        | 3.4%                       |
| 8190 - Other Pay                        | \$74,000               | \$520,045              | \$446,045                   | 602.8%                     |
| 8282 - Employee Appreciation            | \$0                    | \$230                  | \$230                       | n/a                        |
| 8381 - Workers Comp. - Medical          | \$3,000                | \$0                    | (\$3,000)                   | (100.0%)                   |
| 8399 - Fringe Benefits (Dept.)          | \$813,815              | \$517,667              | (\$296,148)                 | (36.4%)                    |
| <b>Utilities, Insurance &amp; Taxes</b> |                        |                        |                             |                            |
| 3210 - Building Insurance               | \$2,748                | \$2,922                | \$174                       | 6.3%                       |
| 3230 - Liability Insurance              | \$3,174                | \$2,810                | (\$364)                     | (11.5%)                    |
| <b>Total Expense</b>                    | <b>\$4,374,801</b>     | <b>\$4,339,149</b>     | <b>(\$35,652)</b>           | <b>(0.8%)</b>              |
| <b>Total Net</b>                        | <b>\$3,693,768</b>     | <b>\$3,131,006</b>     | <b>(\$562,762)</b>          | <b>(15.2%)</b>             |

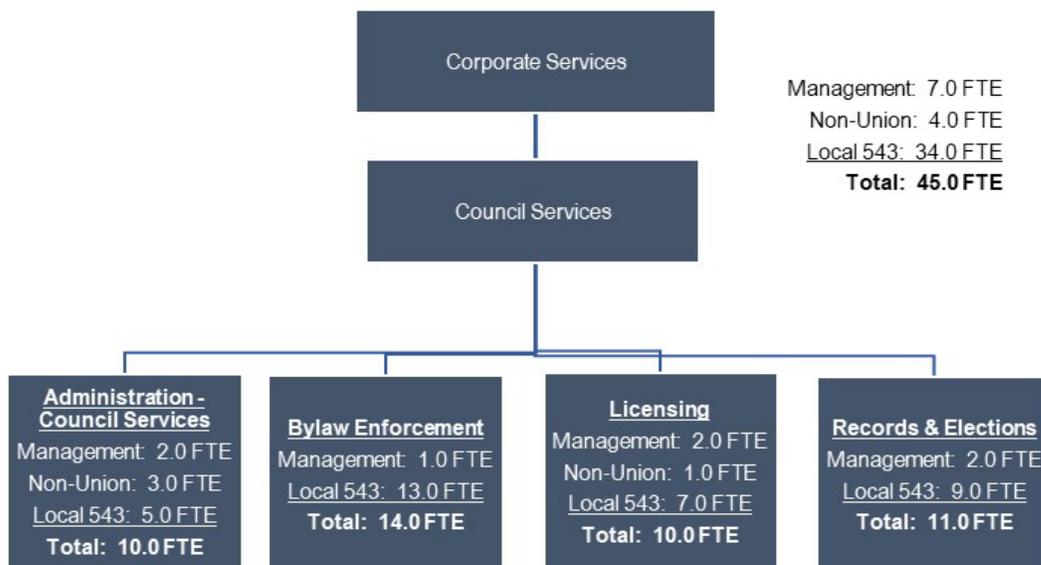
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact   | FTE Impact    |
|----------------------------|-----------|---|--------------------|---------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                    | \$17,297           |               |
| MD 08-2025                 | 2025-0214 | Motorola Premier One CSR Software & Hosting Agreement Contractual Incre | \$10,013           |               |
| MD 08-2025                 | 2025-0351 | Customer Contact Centre User Fee Update                                 | (\$1)              |               |
| MD 08-2025                 | 2025-0356 | Funding Increase from Ontario 211                                       | (\$53,000)         |               |
| MD 08-2025                 | 2025-0370 | Alternative Service Delivery - 311 Call Centre Services                 | (\$536,946)        | (12.0)        |
| MD 08-2025                 | 2025-0217 | One Time Funding for One RFT 311/211 Customer Contact Representative    | \$0                |               |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | (\$125)            |               |
| <b>Total Budget Impact</b> |           |   | <b>(\$562,762)</b> | <b>(12.0)</b> |

## DESCRIPTION

The Council Services Department administers the city's legislative processes, ensuring transparency, accountability, and effective governance. Its responsibilities include overseeing municipal Elections, organizing and supporting Council and Committee meetings, and maintaining official public records in accordance with legislative requirements. Licensing & By-Law Enforcement is responsible for managing and enforcing a variety of municipal by-laws and licensing regulations. This includes overseeing several categories of business licenses, as well as ensuring compliance with regulatory standards that promote public health, safety, and community well-being.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2025 APPROVED STAFF ESTABLISHMENT

| Position   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Administration Council Services</b>                 |        |            |             |
| City Clerk   | RFT    | Management | 1.0         |
| Supervisor Council Services/Deputy City Clerk          | RFT    | Management | 1.0         |
| Executive Administrative Assistant                     | RFT    | Non-Union  | 1.0         |
| Council Assistant                                      | RFT    | Non-Union  | 2.0         |
| Committee Coordinator                                  | RFT    | Local 543  | 1.0         |
| Order of Business Coordinator                          | RFT    | Local 543  | 1.0         |
| Council Agenda Coordinator                             | RFT    | Local 543  | 1.0         |
| Council Resolutions Coord.                             | RFT    | Local 543  | 1.0         |
| Development Applications Clerk                         | RFT    | Local 543  | 1.0         |
|  |        |            | <b>10.0</b> |
| <b>Bylaw Enforcement</b>                               |        |            |             |
| Supervisor of By-Law Enforcement                       | RFT    | Management | 1.0         |
| By-Law Enforcement Officer                             | RFT    | Local 543  | 12.0        |
| By-Law Enforcement Clerk                               | RFT    | Local 543  | 1.0         |
|  |        |            | <b>14.0</b> |
| <b>Licensing</b>                                       |        |            |             |
| Manager Licensing & Enforcement / Deputy Licensing Com | RFT    | Management | 1.0         |
| Supervisor of Licensing                                | RFT    | Management | 1.0         |
| Corporate Policy Coordinator                           | RFT    | Non-Union  | 1.0         |
| Municipal Gaming Analyst                               | RFT    | Local 543  | 2.0         |
| Senior Licence Issuer                                  | RFT    | Local 543  | 1.0         |
| Licence Issuer   | RFT    | Local 543  | 3.0         |
| Licensing Clerk  | RFT    | Local 543  | 1.0         |
|  |        |            | <b>10.0</b> |
| <b>Records &amp; Elections</b>                         |        |            |             |
| Mgr,Records,Elections,FOICoord                         | RFT    | Management | 1.0         |
| Supv, Information & Records                            | RFT    | Management | 1.0         |
| Legal Documents Clerk                                  | RFT    | Local 543  | 1.0         |
| Records Analyst  | RFT    | Local 543  | 4.0         |
| Financial Records & Administration Clerk               | RFT    | Local 543  | 2.0         |
| Senior Issuer, Vital Statistics                        | RFT    | Local 543  | 2.0         |
|  |        |            | <b>11.0</b> |
|  |        |            | <b>45.0</b> |

|                                   | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|-----------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>                   |                    |                    |                     |                    |
| Administration - Council Services | \$1,285,833        | \$1,284,582        | (\$1,251)           | (0.1%)             |
| Records & Elections               | \$1,106,880        | \$1,094,603        | (\$12,277)          | (1.1%)             |
| Bylaw Enforcement                 | \$1,058,726        | \$1,145,381        | \$86,655            | 8.2%               |
| Licensing                         | \$561,910          | \$233,176          | (\$328,734)         | (58.5%)            |
| <b>Total Net</b>                  | <b>\$4,013,349</b> | <b>\$3,757,742</b> | <b>(\$255,607)</b>  | <b>(6.4%)</b>      |

| Account                                 | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                      |                      |                     |                    |
| <b>Other Miscellaneous Revenue</b>      |                      |                      |                     |                    |
| 6990 - Other General Revenue            | (\$120,000)          | (\$120,000)          | \$0                 | 0.0%               |
| <b>Recovery of Expenditures</b>         |                      |                      |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$24,200)           | (\$39,200)           | (\$15,000)          | 62.0%              |
| 6740 - Recovery of Salaries-INTERNAL    | \$0                  | (\$1,500)            | (\$1,500)           | n/a                |
| 6742 - Recovery of Fringes-INTERNAL     | \$0                  | (\$500)              | (\$500)             | n/a                |
| <b>Transfers From Other Funds</b>       |                      |                      |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$301,260)          | \$0                  | \$301,260           | (100.0%)           |
| <b>User Fees, Permits &amp; Charges</b> |                      |                      |                     |                    |
| 6410 - Licenses & Permits               | (\$2,214,827)        | (\$2,321,126)        | (\$106,299)         | 4.8%               |
| 6650 - User Fees- External              | (\$12,369)           | (\$98,370)           | (\$86,001)          | 695.3%             |
| 6725 - Fees&Service Charges EXTERNAL    | (\$565,781)          | (\$408,173)          | \$157,608           | (27.9%)            |
| <b>Total Revenue</b>                    | <b>(\$3,238,437)</b> | <b>(\$2,988,869)</b> | <b>\$249,568</b>    | <b>(7.7%)</b>      |

## EXPENSES

### Minor Capital

|                                      |         |         |         |        |
|--------------------------------------|---------|---------|---------|--------|
| 2220 - Maintenance Parts & Materials | \$7,550 | \$7,200 | (\$350) | (4.6%) |
| 5126 - Computer Software             | \$500   | \$500   | \$0     | 0.0%   |
| 5130 - Furniture & Furnishings       | \$6,700 | \$6,700 | \$0     | 0.0%   |

### Operating & Maintenance Supplies

|                        |          |          |         |        |
|------------------------|----------|----------|---------|--------|
| 2010 - Office Supplies | \$39,683 | \$38,747 | (\$936) | (2.4%) |
|------------------------|----------|----------|---------|--------|

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 2060 - Computer Supplies                | \$1,932        | \$1,932        | \$0                 | 0.0%               |
| 2180 - Program Supplies                 | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$6,800        | \$6,800        | \$0                 | 0.0%               |
| 4050 - Training Courses                 | \$15,495       | \$11,495       | (\$4,000)           | (25.8%)            |
| 4060 - Contingency                      | \$60,000       | \$0            | (\$60,000)          | (100.0%)           |
| 4155 - Conference Registration          | \$3,500        | \$3,500        | \$0                 | 0.0%               |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$39,350       | \$39,350       | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External      | \$15,800       | \$14,028       | (\$1,772)           | (11.2%)            |
| 2085 - Publications and Manuals         | \$1,450        | \$1,450        | \$0                 | 0.0%               |
| 2610 - Travel Expense                   | \$15,459       | \$15,459       | \$0                 | 0.0%               |
| 2620 - Car Allowance                    | \$400          | \$400          | \$0                 | 0.0%               |
| 2710 - Telephone Expenses               | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 2711 - Cell Phones                      | \$10,826       | \$10,286       | (\$540)             | (5.0%)             |
| 2920 - Legal Services                   | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 2940 - Advertising                      | \$61,214       | \$65,214       | \$4,000             | 6.5%               |
| 2943 - Commissions Expense              | \$28,500       | \$10,000       | (\$18,500)          | (64.9%)            |
| 2950 - Other Prof Services-External     | \$1,190,265    | \$1,146,350    | (\$43,915)          | (3.7%)             |
| 2962 - Fees and Service Charges Exp     | \$13,265       | \$7,565        | (\$5,700)           | (43.0%)            |
| 2980 - Contracted Services              | \$51,500       | \$51,850       | \$350               | 0.7%               |
| 2990 - Business Meeting Expense         | \$550          | \$550          | \$0                 | 0.0%               |
| 3120 - Rental Expense EXTERNAL          | \$71,400       | \$71,400       | \$0                 | 0.0%               |
| 3121 - GPS                              | \$6,349        | \$5,849        | (\$500)             | (7.9%)             |
| 3140 - VehicleRent-Dedicated INTERNAL   | \$177,015      | \$194,685      | \$17,670            | 10.0%              |
| 3145 - VehicleRent-TempOther INTERNAL   | \$11,964       | \$0            | (\$11,964)          | (100.0%)           |
| 3181 - PC & Maint. Allocation           | \$45,000       | \$45,000       | \$0                 | 0.0%               |
| 3250 - Licenses                         | \$63,800       | \$63,800       | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>          |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$3,350,300    | \$3,394,155    | \$43,855            | 1.3%               |
| 8130 - Overtime - Salary                | \$28,527       | \$28,527       | \$0                 | 0.0%               |
| 8140 - Overtime - Wages                 | \$200          | \$200          | \$0                 | 0.0%               |
| 8150 - Salary-Temporary                 | \$126,941      | \$19,808       | (\$107,133)         | (84.4%)            |
| 8170 - Service Pay                      | \$2,275        | \$1,950        | (\$325)             | (14.3%)            |
| 8190 - Other Pay                        | \$6,700        | \$6,700        | \$0                 | 0.0%               |
| 8210 - Meal Allowance                   | \$1,700        | \$1,700        | \$0                 | 0.0%               |
| 8282 - Employee Appreciation            | \$0            | \$560          | \$560               | n/a                |
| 8290 - Clothing - Uniforms              | \$17,200       | \$13,940       | (\$3,260)           | (19.0%)            |
| 8399 - Fringe Benefits (Dept.)          | \$1,125,918    | \$1,122,846    | (\$3,072)           | (0.3%)             |

|  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|--------------------|---------------------|--------------------|
| <b>Transfers to Reserves &amp; Capital Funds</b> |                    |                    |                     |                    |
| 4248 - TRANSFER to Reserve Account               | \$600,000          | \$300,000          | (\$300,000)         | (50.0%)            |
| <b>Utilities, Insurance &amp; Taxes</b>          |                    |                    |                     |                    |
| 3010 - Utilities                                 | \$22,400           | \$11,400           | (\$11,000)          | (49.1%)            |
| 3210 - Building Insurance                        | \$12,473           | \$15,119           | \$2,646             | 21.2%              |
| 3230 - Liability Insurance                       | \$7,885            | \$6,596            | (\$1,289)           | (16.3%)            |
| <b>Total Expense</b>                             | <b>\$7,251,786</b> | <b>\$6,746,611</b> | <b>(\$505,175)</b>  | <b>(7.0%)</b>      |
| <b>Total Net</b>                                 | <b>\$4,013,349</b> | <b>\$3,757,742</b> | <b>(\$255,607)</b>  | <b>(6.4%)</b>      |

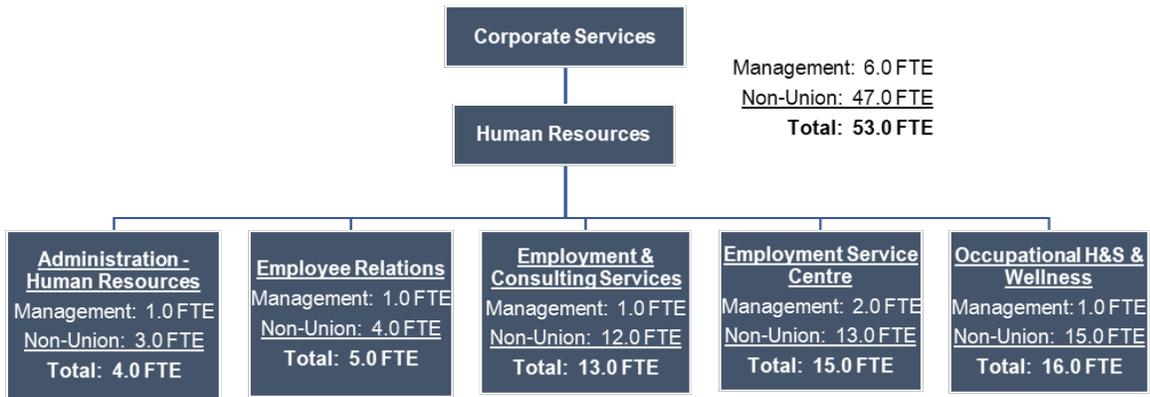
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact   | FTE Impact |
|----------------------------|-----------|---|--------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments          | \$36,966           |            |
| MD 08-2025                 | 2025-0037 | Repeat Offender Revenue Reduction                             | \$57,500           |            |
| MD 08-2025                 | 2025-0035 | Animal Control Contract - Windsor Essex County Humane Society | (\$43,915)         |            |
| MD 08-2025                 | 2025-0038 | Transportation Network Company Licensing                      | (\$104,000)        |            |
| MD 08-2025                 | 2025-0110 | Business Licenses User Fee Review                             | (\$138,208)        |            |
| MD 08-2025                 | 2025-0338 | OLG Lottery Revenue Increase                                  | (\$88,467)         |            |
| MD 08-2025                 | 2025-0347 | Increase to Council Services User Fees                        | (\$1)              |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations                               | \$24,518           |            |
| <b>Total Budget Impact</b> |           |   | <b>(\$255,607)</b> | <b>0.0</b> |

### DESCRIPTION

The Human Resources department provides a wide range of essential services that support the organization's workforce and contribute to a positive, productive work environment. These services include recruitment, benefits administration, occupational health and safety initiatives, and employee relations support. As an equal opportunity employer, the department is also committed to fostering an inclusive and supportive work culture. It leads efforts in succession planning to ensure leadership continuity, facilitates professional skills development and training opportunities to support career growth, and implements mental health and wellness initiatives that promotes the overall well-being of the organization.

### 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                    | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Administration - Human Resources</b>     |        |            |             |
| ExDir, Human Resources                      | RFT    | Management | 1.0         |
| Diversity/Access Officer                    | RFT    | Non-Union  | 1.0         |
| Policy & Procedures Coordinator             | RFT    | Non-Union  | 1.0         |
| Administrative Assistant                    | RFT    | Non-Union  | 1.0         |
|   |        |            | <b>4.0</b>  |
| <b>Employee Relations</b>                   |        |            |             |
| Manager of Employee Relations               | RFT    | Management | 1.0         |
| Employee Relations Specialist               | RFT    | Non-Union  | 3.0         |
| Employee Relations Coordinator              | RFT    | Non-Union  | 1.0         |
|   |        |            | <b>5.0</b>  |
| <b>Employment &amp; Consulting Services</b> |        |            |             |
| Employment & Consulting Services Manager    | RFT    | Management | 1.0         |
| HR Business Partner                         | RFT    | Non-Union  | 8.0         |
| Workforce Planning Specialist               | RFT    | Non-Union  | 1.0         |
| Organizational Dev. Specialist              | RFT    | Non-Union  | 1.0         |
| Human Resources Assistant                   | RFT    | Non-Union  | 2.0         |
|   |        |            | <b>13.0</b> |
| <b>Employment Service Centre</b>            |        |            |             |
| Manager of ESC & Total Rewards              | RFT    | Management | 1.0         |
| Supervisor of ESC                           | RFT    | Management | 1.0         |
| Total Compensation Specialist               | RFT    | Non-Union  | 2.0         |
| Controls & Systems Analyst                  | RFT    | Non-Union  | 2.0         |
| Pension & Benefits Specialist               | RFT    | Non-Union  | 2.0         |
| Employee Service Representative             | RFT    | Non-Union  | 6.0         |
| Records Management Clerk                    | RFT    | Non-Union  | 1.0         |
|   |        |            | <b>15.0</b> |
| <b>Occupational H&amp;S &amp; Wellness</b>  |        |            |             |
| OHS and Wellness Manager                    | RFT    | Management | 1.0         |
| Disability Management Specialist            | RFT    | Non-Union  | 6.0         |
| Ergonomist & Wellness Specialist            | RFT    | Non-Union  | 1.0         |
| Occupational Health & Safety Advisor        | RFT    | Non-Union  | 6.0         |
| Health & Safety Coordinator                 | RFT    | Non-Union  | 1.0         |
| Intake Coord/Assistant                      | RFT    | Non-Union  | 1.0         |
|   |        |            | <b>16.0</b> |
|   |        |            | <b>53.0</b> |

|                                  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|----------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>                  |                    |                    |                     |                    |
| Administration - Human Resources | \$373,509          | \$543,130          | \$169,621           | 45.4%              |
| Employment & Consulting Services | \$1,932,252        | \$1,887,100        | (\$45,152)          | (2.3%)             |
| Employee Relations               | \$404,112          | \$644,784          | \$240,672           | 59.6%              |
| Employment Service Centre        | \$1,550,649        | \$1,726,278        | \$175,629           | 11.3%              |
| Equity, Diversity & Inclusion    | \$359,072          | \$0                | (\$359,072)         | (100.0%)           |
| Occupational H&S & Wellness      | \$2,500,777        | \$2,573,058        | \$72,281            | 2.9%               |
| <b>Total Net</b>                 | <b>\$7,120,371</b> | <b>\$7,374,350</b> | <b>\$253,979</b>    | <b>3.6%</b>        |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**REVENUE**

**Recovery of Expenditures**

|                                      |             |             |           |       |
|--------------------------------------|-------------|-------------|-----------|-------|
| 6735 - Recovery Of Expenses EXTERNAL | (\$19,600)  | (\$24,600)  | (\$5,000) | 25.5% |
| 6740 - Recovery of Salaries-INTERNAL | (\$468,368) | (\$475,615) | (\$7,247) | 1.5%  |
| 6742 - Recovery of Fringes INTERNAL  | (\$154,561) | (\$156,953) | (\$2,392) | 1.5%  |
| 6998 Temporary Gapping               | (\$123,443) | (\$125,049) | (\$1,606) | 1.3%  |

**Transfers From Other Funds**

|                                    |             |     |           |          |
|------------------------------------|-------------|-----|-----------|----------|
| 7054 - TRANSFER From Reserve Funds | (\$299,300) | \$0 | \$299,300 | (100.0%) |
|------------------------------------|-------------|-----|-----------|----------|

**User Fees, Permits & Charges**

|                                     |            |            |     |      |
|-------------------------------------|------------|------------|-----|------|
| 6651 - Fees and Recoveries INTERNAL | (\$33,400) | (\$33,400) | \$0 | 0.0% |
|-------------------------------------|------------|------------|-----|------|

|                      |                      |                    |                  |                |
|----------------------|----------------------|--------------------|------------------|----------------|
| <b>Total Revenue</b> | <b>(\$1,098,672)</b> | <b>(\$815,617)</b> | <b>\$283,055</b> | <b>(25.8%)</b> |
|----------------------|----------------------|--------------------|------------------|----------------|

**EXPENSES**

**Minor Capital**

|                                       |          |          |            |         |
|---------------------------------------|----------|----------|------------|---------|
| 5111 - Machinery & Equipment -Non TCA | \$10,800 | \$13,000 | \$2,200    | 20.4%   |
| 5125 - Computers - PCs                | \$2,250  | \$6,750  | \$4,500    | 200.0%  |
| 5126 - Computer Software              | \$7,874  | \$7,950  | \$76       | 1.0%    |
| 5130 - Furniture & Furnishings        | \$14,265 | \$3,265  | (\$11,000) | (77.1%) |

**Operating & Maintenance Supplies**

|                             |          |          |         |       |
|-----------------------------|----------|----------|---------|-------|
| 2010 - Office Supplies      | \$27,516 | \$30,858 | \$3,342 | 12.1% |
| 2180 - Program Supplies     | \$33,300 | \$37,450 | \$4,150 | 12.5% |
| 2310 - Food and confections | \$0      | \$100    | \$100   | n/a   |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$5,975        | \$7,335        | \$1,360             | 22.8%              |
| 4050 - Training Courses                 | \$44,003       | \$38,864       | (\$5,139)           | (11.7%)            |
| 4155 - Conference Registration          | \$3,200        | \$3,200        | \$0                 | 0.0%               |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$3,350        | \$6,750        | \$3,400             | 101.5%             |
| 2070 - Imaging & Printing External      | \$5,650        | \$4,950        | (\$700)             | (12.4%)            |
| 2085 - Publications and Manuals         | \$12,461       | \$7,601        | (\$4,860)           | (39.0%)            |
| 2609 - Mileage and car allowance        | \$0            | \$300          | \$300               | n/a                |
| 2610 - Travel Expense                   | \$9,814        | \$5,674        | (\$4,140)           | (42.2%)            |
| 2620 - Car Allowance                    | \$1,750        | \$2,750        | \$1,000             | 57.1%              |
| 2710 - Telephone Expenses               | \$19,481       | \$14,000       | (\$5,481)           | (28.1%)            |
| 2711 - Cell Phones                      | \$8,310        | \$11,760       | \$3,450             | 41.5%              |
| 2915 - Consulting Services - External   | \$366,944      | \$328,308      | (\$38,636)          | (10.5%)            |
| 2916 - INTERNAL Services- non-salary    | \$200          | \$0            | (\$200)             | (100.0%)           |
| 2917 - Ergonomic Assessments            | \$0            | \$1,250        | \$1,250             | n/a                |
| 2940 - Advertising                      | \$25,000       | \$24,500       | (\$500)             | (2.0%)             |
| 2950 - Other Prof Services-External     | \$340,957      | \$402,470      | \$61,513            | 18.0%              |
| 2962 - Fees and Service Charges Exp     | \$8,025        | \$1,500        | (\$6,525)           | (81.3%)            |
| 2990 - Business Meeting Expense         | \$4,800        | \$4,800        | \$0                 | 0.0%               |
| 3120 - Rental Expense EXTERNAL          | \$7,500        | \$5,500        | (\$2,000)           | (26.7%)            |
| 3170 - Facility Rental INTERNAL         | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 3175 - Facility Rental EXTERNAL         | \$6,000        | \$15,000       | \$9,000             | 150.0%             |
| 3180 - Computer Rental - INTERNAL       | \$0            | \$250          | \$250               | n/a                |
| 3181 - PC & Maint Allocation            | \$52,000       | \$53,000       | \$1,000             | 1.9%               |
| <b>Salaries &amp; Benefits</b>          |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$5,027,292    | \$5,146,323    | \$119,031           | 2.4%               |
| 8130 - Overtime - Salary                | \$1,545        | \$4,295        | \$2,750             | 178.0%             |
| 8150 - Salary-Temporary                 | \$14,503       | \$14,503       | \$0                 | 0.0%               |
| 8160 - Hourly-Temporary                 | \$1            | \$0            | (\$1)               | (100.0%)           |
| 8170 - Service Pay                      | \$2,795        | \$2,600        | (\$195)             | (7.0%)             |
| 8190 - Other Pay                        | \$215,190      | \$2,425        | (\$212,765)         | (98.9%)            |
| 8210 - Meal Allowance                   | \$250          | \$250          | \$0                 | 0.0%               |
| 8220 - Education Allowance              | \$56,287       | \$56,287       | \$0                 | 0.0%               |
| 8260 - Pre-Employment Medical           | \$27,500       | \$27,500       | \$0                 | 0.0%               |
| 8282 - Employee Appreciation            | \$0            | \$540          | \$540               | n/a                |
| 8380 - Workers Comp. - Admin.           | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 8381 - Workers Comp. - Medical          | \$1,500        | \$1,500        | \$0                 | 0.0%               |
| 8383 - Workers Comp. - Pension          | \$25,000       | \$30,000       | \$5,000             | 20.0%              |

|  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|--------------------|---------------------|--------------------|
| 8399 - Fringe Benefits (Dept.)                   | \$1,661,331        | \$1,700,328        | \$38,997            | 2.3%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                    |                    |                     |                    |
| 4248 - TRANSFER to Reserve Account               | \$150,100          | \$150,100          | \$0                 | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                    |                    |                     |                    |
| 3210 - Building Insurance                        | \$5,325            | \$5,764            | \$439               | 8.2%               |
| 3230 - Liability Insurance                       | \$5,999            | \$5,417            | (\$582)             | (9.7%)             |
| <b>Total Expense</b>                             | <b>\$8,219,043</b> | <b>\$8,189,967</b> | <b>(\$29,076)</b>   | <b>(0.4%)</b>      |
| <b>Total Net</b>                                 | <b>\$7,120,371</b> | <b>\$7,374,350</b> | <b>\$253,979</b>    | <b>3.6%</b>        |

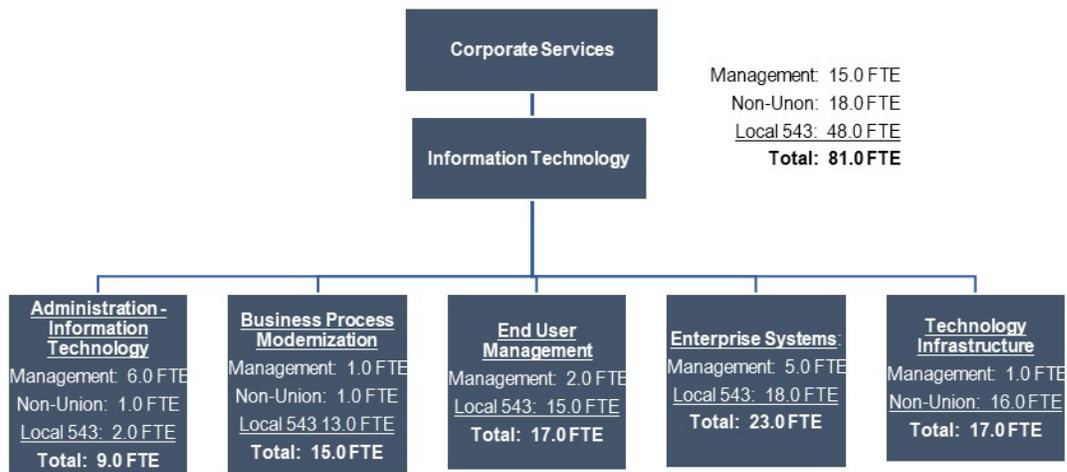
**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>  | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments                    | \$121,198               |                   |
| MD 08-2025                 | 2025-0209      | Annualization of Retention and Employee Experience Report               | \$309,470               |                   |
| MD 08-2025                 | 2025-0275      | Increase HR Recoveries from Human & Health Services                     | (\$9,639)               |                   |
| MD 08-2025                 | 2025-0316      | Increase in Human Resources & Employee Relations User Fees              | (\$5,000)               |                   |
| MD 08-2025                 | 2025-0212      | Addition of One Permanent Total Compensation Specialist                 | \$68,139                | 1.0               |
| MD 08-2025                 | 2025-0213      | Addition of One Permanent Pension & Benefits Specialist                 | \$56,910                | 1.0               |
| MD 08-2025                 | 2025-0252      | Establish Dedicated Funding for Transit Windsor External Investigations | \$25,000                |                   |
| MD 08-2025                 | 2025-0344      | Elimination of the Executive Director of Equity, Diversity & Inclusion  | (\$161,761)             | (1.0)             |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations   | (\$150,338)             |                   |
| <b>Total Budget Impact</b> |                |   | <b>\$253,979</b>        | <b>1.0</b>        |

## DESCRIPTION

The Information Technology department plays a vital role in driving operational efficiencies through strategic technology planning and support. In addition, the department is responsible for providing and maintaining the systems, applications, computers, networks, data management, internet access, and security protocols that are essential to the smooth functioning of City operations. The IT department also develops and enforces policies that safeguard the integrity and security of the City's digital infrastructure, ensuring compliance with relevant regulations and protecting sensitive information.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Administration - Information Technology</b>          |        |            |             |
| Chief Information Officer/ExDir, Information Technology | RFT    | Management | 1.0         |
| Deputy CIO – Digital Workplace & IT Service Management  | RFT    | Management | 1.0         |
| Deputy CIO – Business Solutions & Project Delivery      | RFT    | Management | 1.0         |
| Corporate Radio System Manager                          | RFT    | Management | 1.0         |
| Manager- Digital & Web Services                         | RFT    | Management | 1.0         |
| Manager – Cybersecurity & Risk                          | RFT    | Management | 1.0         |
| Technology Procurement and Control Specialist           | RFT    | Non-Union  | 1.0         |
| Administrative Assistant/Sec.                           | RFT    | Local 543  | 1.0         |
| Technical Support Clerk                                 | RFT    | Local 543  | 1.0         |
|   |        |            | <b>9.0</b>  |
| <b>Business Process Modernization</b>                   |        |            |             |
| Manager, Business Process Modernization                 | RFT    | Management | 1.0         |
| Lead Technology Architect                               | RFT    | Non-Union  | 1.0         |
| Business Analyst  | RFT    | Local 543  | 9.0         |
| Analyst Programmer                                      | RFT    | Local 543  | 3.0         |
| Multimedia Solutions Analyst                            | RFT    | Local 543  | 1.0         |
|   |        |            | <b>15.0</b> |
| <b>End User Management</b>                              |        |            |             |
| Manager, Service Desk                                   | RFT    | Management | 1.0         |
| Service Desk Supervisor                                 | RFT    | Management | 1.0         |
| P.C. Support Analyst                                    | RFT    | Local 543  | 13.0        |
| Tier 1 - Helpdesk                                       | RFT    | Local 543  | 2.0         |
|   |        |            | <b>17.0</b> |
| <b>Enterprise Systems</b>                               |        |            |             |
| Deputy/CIO/Enterprise Systems                           | RFT    | Management | 1.0         |
| Program Manager, Corporate Project                      | RFT    | Management | 4.0         |
| Analyst Programmer                                      | RFT    | Local 543  | 9.0         |
| Enterprise Support Analyst                              | RFT    | Local 543  | 8.0         |
| Enterprise Support Analyst II                           | RFT    | Local 543  | 1.0         |
|   |        |            | <b>23.0</b> |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                           | Status | Profile    | FTE         |
|------------------------------------|--------|------------|-------------|
| <b>Technology Infrastructure</b>   |        |            |             |
| Manager, Technology Infrastructure | RFT    | Management | 1.0         |
| Technolgy Security Analyst         | RFT    | Non-Union  | 1.0         |
| Technical Support Analyst          | RFT    | Non-Union  | 15.0        |
|                                    |        |            | <b>17.0</b> |
|                                    |        |            | <b>81.0</b> |

|  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
|--|----------------|----------------|---------------------|--------------------|

### DIVISION

|                                |                    |                    |                  |              |
|--------------------------------|--------------------|--------------------|------------------|--------------|
| Administration - Info. Tech.   | \$586,249          | \$979,022          | \$392,773        | 67.0%        |
| Business Process Modernization | \$1,740,478        | \$1,879,381        | \$138,903        | 8.0%         |
| End User Management            | \$1,091,697        | \$1,321,704        | \$230,007        | 21.1%        |
| Enterprise Systems             | \$2,633,209        | \$2,623,821        | (\$9,388)        | (0.4%)       |
| Technology Infrastructure      | \$2,868,686        | \$3,030,973        | \$162,287        | 5.7%         |
| <b>Total Net</b>               | <b>\$8,920,319</b> | <b>\$9,834,901</b> | <b>\$914,582</b> | <b>10.3%</b> |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

### REVENUE

#### Recovery of Expenditures

|                                      |               |               |          |        |
|--------------------------------------|---------------|---------------|----------|--------|
| 6740 - Recovery of Salaries-INTERNAL | (\$1,566,860) | (\$1,512,974) | \$53,886 | (3.4%) |
| 6742 - Recovery of Fringes INTERNAL  | (\$248,385)   | (\$230,605)   | \$17,780 | (7.2%) |

#### Transfers From Other Funds

|                                    |             |             |           |         |
|------------------------------------|-------------|-------------|-----------|---------|
| 7054 - TRANSFER From Reserve Funds | (\$521,235) | (\$308,867) | \$212,368 | (40.7%) |
|------------------------------------|-------------|-------------|-----------|---------|

#### User Fees, Permits & Charges

|                                     |             |             |         |        |
|-------------------------------------|-------------|-------------|---------|--------|
| 6650 - User Fees- External          | (\$62,784)  | (\$62,784)  | \$0     | 0.0%   |
| 6651 - Fees and Recoveries INTERNAL | (\$161,259) | (\$160,259) | \$1,000 | (0.6%) |

|                      |                      |                      |                  |                |
|----------------------|----------------------|----------------------|------------------|----------------|
| <b>Total Revenue</b> | <b>(\$2,560,523)</b> | <b>(\$2,275,489)</b> | <b>\$285,034</b> | <b>(11.1%)</b> |
|----------------------|----------------------|----------------------|------------------|----------------|

### EXPENSES

#### Minor Capital

|                                |           |           |         |      |
|--------------------------------|-----------|-----------|---------|------|
| 2150 - Minor Apparatus & Tools | \$81,838  | \$83,838  | \$2,000 | 2.4% |
| 5126 - Computer Software       | \$429,252 | \$429,252 | \$0     | 0.0% |

#### Operating & Maintenance Supplies

|                        |         |         |     |      |
|------------------------|---------|---------|-----|------|
| 2010 - Office Supplies | \$5,191 | \$5,191 | \$0 | 0.0% |
|------------------------|---------|---------|-----|------|

#### Other Miscellaneous Expenditures

|                                |           |           |         |        |
|--------------------------------|-----------|-----------|---------|--------|
| 4020 - Membership Fees & Dues  | \$156,710 | \$156,710 | \$0     | 0.0%   |
| 4050 - Training Courses        | \$59,791  | \$59,447  | (\$344) | (0.6%) |
| 4155 - Conference Registration | \$11,140  | \$11,140  | \$0     | 0.0%   |

|   | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---|---------------------|---------------------|---------------------|--------------------|
| <b>Purchased Services</b>               |                     |                     |                     |                    |
| 2020 - Postage and Courier              | \$50                | \$50                | \$0                 | 0.0%               |
| 2085 - Publications and Manuals         | \$100               | \$100               | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance        | \$450               | \$450               | \$0                 | 0.0%               |
| 2610 - Travel Expense                   | \$21,216            | \$21,216            | \$0                 | 0.0%               |
| 2620 - Car Allowance                    | \$75                | \$75                | \$0                 | 0.0%               |
| 2710 - Telephone Expenses               | \$213,956           | \$188,956           | (\$25,000)          | (11.7%)            |
| 2925 - Computer Maintenance             | \$170,288           | \$201,162           | \$30,874            | 18.1%              |
| 2927 - Computer & SW Maint-External     | \$38,723            | \$34,449            | (\$4,274)           | (11.0%)            |
| 2950 - Other Prof Services-External     | \$340,000           | \$340,000           | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense         | \$3,215             | \$2,749             | (\$466)             | (14.5%)            |
| 3181 - PC & Maint. Allocation           | \$77,000            | \$81,000            | \$4,000             | 5.2%               |
| <b>Salaries &amp; Benefits</b>          |                     |                     |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$7,366,144         | \$7,831,178         | \$465,034           | 6.3%               |
| 8130 - Overtime - Salary                | \$36,808            | \$36,808            | \$0                 | 0.0%               |
| 8170 - Service Pay                      | \$4,973             | \$5,200             | \$227               | 4.6%               |
| 8190 - Other Pay                        | \$1,600             | \$1,600             | \$0                 | 0.0%               |
| 8192 - Shift Differential               | \$8,000             | \$8,000             | \$0                 | 0.0%               |
| 8210 - Meal Allowance                   | \$1,935             | \$1,935             | \$0                 | 0.0%               |
| 8282 - Employee Appreciation            | \$0                 | \$810               | \$810               | n/a                |
| 8380 - Workers Comp. - Admin.           | \$750               | \$750               | \$0                 | 0.0%               |
| 8381 - Workers Comp. - Medical          | \$1,500             | \$1,500             | \$0                 | 0.0%               |
| 8383 - Workers Comp. - Pension          | \$3,000             | \$3,000             | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)          | \$2,430,830         | \$2,584,287         | \$153,457           | 6.3%               |
| <b>Utilities, Insurance &amp; Taxes</b> |                     |                     |                     |                    |
| 3210 - Building Insurance               | \$8,993             | \$12,750            | \$3,757             | 41.8%              |
| 3230 - Liability Insurance              | \$7,314             | \$6,787             | (\$527)             | (7.2%)             |
| <b>Total Expense</b>                    | <b>\$11,480,842</b> | <b>\$12,110,390</b> | <b>\$629,548</b>    | <b>5.5%</b>        |
| <b>Total Net</b>                        | <b>\$8,920,319</b>  | <b>\$9,834,901</b>  | <b>\$914,582</b>    | <b>10.3%</b>       |

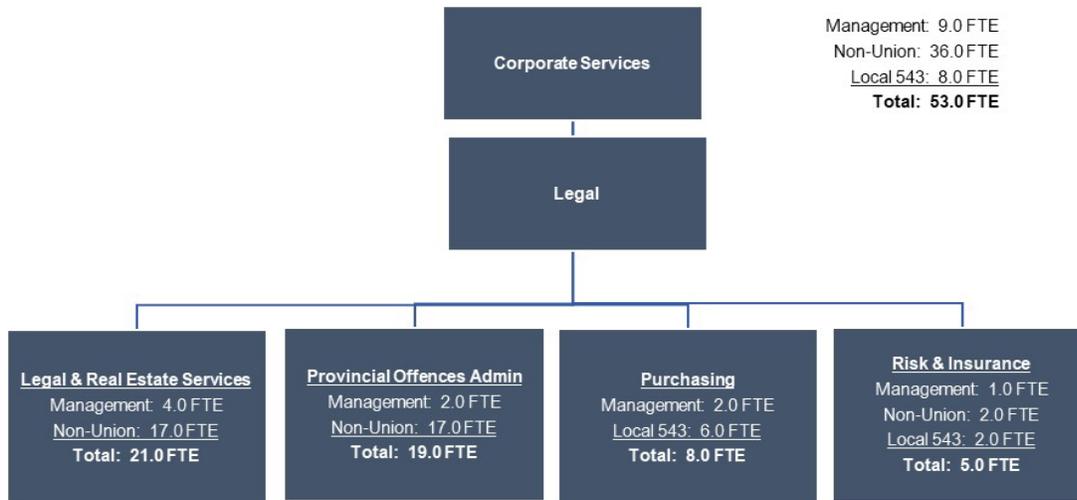
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact | FTE Impact |
|----------------------------|-----------|--|------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                 | \$92,286         |            |
| MD 08-2025                 | 2025-0248 | Annualization of Corporate Technology Strategic Plan Positions       | \$521,235        |            |
| MD 08-2025                 | 2025-0250 | Elimination of E-Permitting Positions & Corresponding Recoveries     | \$0              | (2.0)      |
| MD 08-2025                 | 2025-0265 | Corporate Technology Strategic Plan (CTSP) Net New Positions Request | \$308,867        | 5.0        |
| MD 08-2025                 | 2025-0266 | Corporate Radio Systems Manager Position Request                     | \$0              | 1.0        |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations                                      | (\$7,806)        |            |
| <b>Total Budget Impact</b> |           |  | <b>\$914,582</b> | <b>4.0</b> |

## DESCRIPTION

The Legal Department plays a vital role in safeguarding the City's legal interests by ensuring compliance with applicable laws, regulations, and policies. It provides timely and expert legal advice to Council, senior leadership, and City departments across a wide range of matters, helping to mitigate legal risks and ensure sound governance. The department also offers representation in administrative tribunals and court proceedings, handles complex contractual negotiations and agreements, and oversees matters related to expropriations, labour and employment law, and municipal liability. The Legal department also manages the City's real estate assets, providing legal guidance on property acquisitions, dispositions, leases, and related transactions.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile         | FTE         |
|--|--------|-----------------|-------------|
| <b>Legal Services &amp; Real Estate</b>              |        |                 |             |
| Commissioner, Corporate Services                     | RFT    | Snr. Management | 1.0         |
| City Solicitor                                       | RFT    | Management      | 1.0         |
| Deputy City Solicitor - Legal Services & Real Estate | RFT    | Management      | 1.0         |
| Manager of Real Estate Services                      | RFT    | Management      | 1.0         |
| Senior Legal Counsel                                 | RFT    | Non-Union       | 7.0         |
| Legal Counsel  | RFT    | Non-Union       | 1.0         |
| Executive Initiative Coord.                          | RFT    | Non-Union       | 1.0         |
| Lease Administrator                                  | RFT    | Non-Union       | 1.0         |
| Coordinator of Real Estate Services                  | RFT    | Non-Union       | 1.0         |
| Executive Administrative Assistant                   | RFT    | Non-Union       | 1.0         |
| Legal Assistant                                      | RFT    | Non-Union       | 3.0         |
| Legal Assist. RealEstate/Corp                        | RFT    | Non-Union       | 1.0         |
| Legal Assistant-Litigation                           | RFT    | Non-Union       | 1.0         |
|  |        |                 | <b>21.0</b> |
| <b>Provincial Offences Admin</b>                     |        |                 |             |
| Manager, Provincial Offences                         | RFT    | Management      | 1.0         |
| Supv, POA Fines Enforcement                          | RFT    | Management      | 1.0         |
| Lead Prosecutor                                      | RFT    | Non-Union       | 1.0         |
| Prosecutor, Provincial Offences                      | RFT    | Non-Union       | 1.0         |
| Bilingual Prosecutor                                 | RFT    | Non-Union       | 1.0         |
| Coord, Prov Offences Operation                       | RFT    | Non-Union       | 1.0         |
| POA Fines Enforcement Specialist                     | RFT    | Non-Union       | 1.0         |
| Coord, Trial   | RFT    | Non-Union       | 1.0         |
| Court Administrator                                  | RFT    | Non-Union       | 7.0         |
| Court Administrator - Bilingual                      | RFT    | Non-Union       | 1.0         |
| Court Clerk Reporter                                 | RFT    | Non-Union       | 1.0         |
| Court Clerk Reporter - Bilingual                     | RFT    | Non-Union       | 1.0         |
| Legal Assistant                                      | RFT    | Non-Union       | 1.0         |
|  |        |                 | <b>19.0</b> |
| <b>Purchasing</b>                                    |        |                 |             |
| Purchasing Manager                                   | RFT    | Management      | 1.0         |
| Supv, Purchasing                                     | RFT    | Management      | 1.0         |
| Senior Buyer   | RFT    | Local 543       | 2.0         |
| Buyer  | RFT    | Local 543       | 4.0         |
|  |        |                 | <b>8.0</b>  |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Risk &amp; Insurance</b>                        |        |            |             |
| Deputy City Solicitor-POA, Purchasing & Risk Mgmt. | RFT    | Management | 1.0         |
| Claims Administrator                               | RFT    | Non-Union  | 2.0         |
| Insurance & Risk Analyst                           | RFT    | Local 543  | 1.0         |
| Risk Management Clerk                              | RFT    | Local 543  | 1.0         |
|  |        |            | <b>5.0</b>  |
|  |        |            | <b>53.0</b> |

|                              | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change  | % Budget<br>Change |
|------------------------------|--------------------|--------------------|----------------------|--------------------|
| <b>DIVISION</b>              |                    |                    |                      |                    |
| Purchasing                   | \$858,456          | \$856,759          | (\$1,697)            | (0.2%)             |
| Risk & Insurance             | \$2,990,967        | \$1,412,838        | (\$1,578,129)        | (52.8%)            |
| Provincial Offenses Admin    | (\$679,464)        | (\$1,568,711)      | (\$889,247)          | 130.9%             |
| Legal Services & Real Estate | \$3,595,423        | \$4,119,156        | \$523,733            | 14.6%              |
| <b>Total Net</b>             | <b>\$6,765,382</b> | <b>\$4,820,042</b> | <b>(\$1,945,340)</b> | <b>(28.8%)</b>     |

| Account                                 | 2024<br>Budget        | 2025<br>Budget        | \$ Budget<br>Change  | % Budget<br>Change |
|---|-----------------------|-----------------------|----------------------|--------------------|
| <b>REVENUE</b>                          |                       |                       |                      |                    |
| <b>Recovery of Expenditures</b>         |                       |                       |                      |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$234,646)           | (\$382,326)           | (\$147,680)          | 62.9%              |
| 6740 - Recovery of Salaries-INTERNAL    | (\$334,422)           | (\$290,482)           | \$43,940             | (13.1%)            |
| 6742 - Recovery of Fringes-INTERNAL     | \$0                   | (\$48,717)            | (\$48,717)           | n/a                |
| <b>Transfers From Other Funds</b>       |                       |                       |                      |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$82,617)            | \$0                   | \$82,617             | (100.0%)           |
| <b>User Fees, Permits &amp; Charges</b> |                       |                       |                      |                    |
| 6485 - Bylaw Fines - Courts             | (\$6,897,093)         | (\$8,997,093)         | (\$2,100,000)        | 30.4%              |
| 6650 - User Fees- External              | (\$133,812)           | (\$138,813)           | (\$5,001)            | 3.7%               |
| 6651 - Fees and Recoveries INTERNAL     | (\$6,646,522)         | (\$6,818,583)         | (\$172,061)          | 2.6%               |
| <b>Total Revenue</b>                    | <b>(\$14,329,112)</b> | <b>(\$16,676,014)</b> | <b>(\$2,346,902)</b> | <b>16.4%</b>       |

## EXPENSES

### Financial Expenses

|                           |           |           |            |         |
|---------------------------|-----------|-----------|------------|---------|
| 4540 - Bank Charges       | \$81,869  | \$81,869  | \$0        | 0.0%    |
| 4560 - Collection Charges | \$170,900 | \$102,900 | (\$68,000) | (39.8%) |

### Minor Capital

|                                      |          |          |           |          |
|--------------------------------------|----------|----------|-----------|----------|
| 2220 - Maintenance Parts & Materials | \$252    | \$0      | (\$252)   | (100.0%) |
| 5125 - Computers - PCs               | \$11,067 | \$4,067  | (\$7,000) | (63.3%)  |
| 5126 - Computer Software             | \$46,775 | \$61,845 | \$15,070  | 32.2%    |
| 5130 - Furniture & Furnishings       | \$15,415 | \$8,150  | (\$7,265) | (47.1%)  |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$30,644       | \$25,644       | (\$5,000)           | (16.3%)            |
| 2145 - Housekeeping Supplies                | \$3,420        | \$0            | (\$3,420)           | (100.0%)           |
| 2310 - Food and Confections                 | \$300          | \$300          | \$0                 | 0.0%               |
| 2330 - Beverages - Non Alcoholic            | \$100          | \$0            | (\$100)             | (100.0%)           |
| 3176 - Facility Opns-Labour INTERNAL        | \$70,124       | \$70,124       | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$37,474       | \$37,474       | \$0                 | 0.0%               |
| 4025 - Document Registration                | \$12,345       | \$12,345       | \$0                 | 0.0%               |
| 4050 - Training Courses                     | \$13,007       | \$12,007       | (\$1,000)           | (7.7%)             |
| 4155 - Conference Registration              | \$4,000        | \$4,000        | \$0                 | 0.0%               |
| 4295 - Public Relations                     | \$799,447      | \$490,477      | (\$308,970)         | (38.6%)            |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$40,512       | \$33,660       | (\$6,852)           | (16.9%)            |
| 2070 - Imaging & Printing External          | \$12,000       | \$12,000       | \$0                 | 0.0%               |
| 2085 - Publications and Manuals             | \$51,232       | \$51,365       | \$133               | 0.3%               |
| 2215 - Bldg Maintenance Services            | \$2,500        | \$2,500        | \$0                 | 0.0%               |
| 2610 - Travel Expense                       | \$13,537       | \$11,938       | (\$1,599)           | (11.8%)            |
| 2620 - Car Allowance                        | \$10,000       | \$10,000       | \$0                 | 0.0%               |
| 2710 - Telephone Expenses                   | \$7,160        | \$0            | (\$7,160)           | (100.0%)           |
| 2711 - Cell Phones                          | \$5,829        | \$5,829        | \$0                 | 0.0%               |
| 2915 - Consulting Services - External       | \$3,566        | \$0            | (\$3,566)           | (100.0%)           |
| 2920 - Legal Services                       | \$516,950      | \$416,950      | (\$100,000)         | (19.3%)            |
| 2927 - Computer & SW Maint. - External      | \$14,100       | \$14,100       | \$0                 | 0.0%               |
| 2940 - Advertising                          | \$3,000        | \$3,000        | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External         | \$2,037,633    | \$2,548,127    | \$510,494           | 25.1%              |
| 2951 - INTERNAL Service Salary Allocn       | \$1,571        | \$351,659      | \$350,088           | 22284.4%           |
| 2980 - Contracted Services                  | \$540,000      | \$430,000      | (\$110,000)         | (20.4%)            |
| 2990 - Business Meeting Expense             | \$300          | \$300          | \$0                 | 0.0%               |
| 2995 - Other Purchased Services             | \$12,000       | \$12,000       | \$0                 | 0.0%               |
| 3120 - Rental Expense EXTERNAL              | \$9,373        | \$6,400        | (\$2,973)           | (31.7%)            |
| 3175 - Facility Rental EXTERNAL             | \$316,315      | \$316,000      | (\$315)             | (0.1%)             |
| 3181 - PC & Maint. Allocation               | \$50,000       | \$53,000       | \$3,000             | 6.0%               |
| <b>Salaries &amp; Benefits</b>              |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time                 | \$4,990,528    | \$5,196,920    | \$206,392           | 4.1%               |
| 8130 - Overtime - Salary                    | \$3,794        | \$3,794        | \$0                 | 0.0%               |
| 8150 - Salary-Temporary                     | \$86,547       | \$86,547       | \$0                 | 0.0%               |
| 8170 - Service Pay                          | \$975          | \$975          | \$0                 | 0.0%               |
| 8190 - Other Pay                            | \$83,917       | \$1,300        | (\$82,617)          | (98.5%)            |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change  | % Budget<br>Change |
|--|---------------------|---------------------|----------------------|--------------------|
| 8210 - Meal Allowance                            | \$100               | \$100               | \$0                  | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                 | \$600               | \$600                | n/a                |
| 8380 - Workers Comp. - Admin.                    | \$900               | \$900               | \$0                  | 0.0%               |
| 8381 - Workers Comp. - Medical                   | \$800               | \$800               | \$0                  | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$1,660,725         | \$1,727,109         | \$66,384             | 4.0%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                      |                    |
| 4250 - Transfer to Reserve Fund                  | \$0                 | \$869,171           | \$869,171            | n/a                |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                      |                    |
| 3010 - Utilities                                 | \$0                 | \$111,844           | \$111,844            | n/a                |
| 3200 - Insurance Premiums                        | \$6,597,276         | \$6,197,276         | (\$400,000)          | (6.1%)             |
| 3210 - Building Insurance                        | \$12,385            | \$13,602            | \$1,217              | 9.8%               |
| 3230 - Liability Insurance                       | \$18,571            | \$17,356            | (\$1,215)            | (6.5%)             |
| 3231 - Law Pro                                   | \$20,548            | \$22,521            | \$1,973              | 9.6%               |
| 3235 - Claim Costs and Subrogation               | \$2,672,711         | \$2,055,211         | (\$617,500)          | (23.1%)            |
| <b>Total Expense</b>                             | <b>\$21,094,494</b> | <b>\$21,496,056</b> | <b>\$401,562</b>     | <b>1.9%</b>        |
| <b>Total Net</b>                                 | <b>\$6,765,382</b>  | <b>\$4,820,042</b>  | <b>(\$1,945,340)</b> | <b>(28.8%)</b>     |

## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact     | FTE Impact |
|----------------------------|-----------|--|----------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments         | (\$50,489)           |            |
| MD 08-2025                 | 2025-0042 | Decrease Insurance Premium Budget                            | (\$416,441)          |            |
| MD 08-2025                 | 2025-0043 | Adjustment of the Revenue Share to Municipal County Partners | (\$158,049)          |            |
| MD 08-2025                 | 2025-0058 | Reduction in Legal Claims Budget                             | (\$480,000)          |            |
| MD 08-2025                 | 2025-0280 | Service Level Reduction for Property Related Claims          | (\$137,500)          |            |
| MD 08-2025                 | 2025-0327 | Reduction to Collection Charges Line Item                    | (\$32,855)           |            |
| MD 08-2025                 | 2025-0041 | Increase in Legal User Fees                                  | (\$1)                |            |
| MD 08-2025                 | 2025-0052 | Red Light Camera Enforcement Program                         | (\$695,236)          |            |
| MD 08-2025                 | 2025-0044 | Alternative Delivery for Court Clerk Services                | \$0                  | 1.0        |
| MD 08-2025                 | 2025-0046 | Addition of One Full Time Legal Counsel Position             | \$153,500            | 1.0        |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations                              | (\$128,269)          | 1.0        |
| <b>Total Budget Impact</b> |           |  | <b>(\$1,945,340)</b> | <b>3.0</b> |

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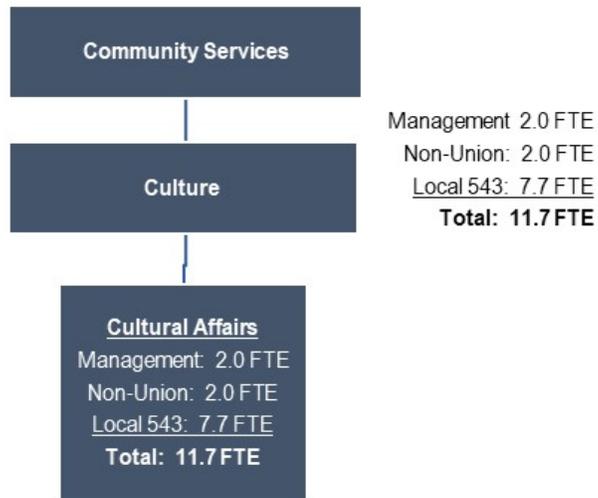
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**DESCRIPTION**

The Culture & Events department plays a crucial role in fostering artistic expression, preserving heritage, and enhancing community engagement through various programs, events, and services. By supporting cultural initiatives, the department strengthens Windsor’s identity, celebrates diversity, and enriches the lives of residents. Key responsibilities include cultural programming, events and festivals, public art, heritage and historical preservation, community engagement and quality of life.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Cultural Affairs</b>                                  |        |            |             |
| Manager, Culture & Events                                | RFT    | Management | 1.0         |
| Supervisor, Community Programming (Cultural Development) | RFT    | Management | 1.0         |
| Coordinator, Cultural Affairs                            | RFT    | Non-Union  | 1.0         |
| Coordinator, Museum Curator                              | RFT    | Non-Union  | 1.0         |
| Education/Volunteer Coordinator                          | RFT    | Local 543  | 1.0         |
| Museum Coordinator                                       | RFT    | Local 543  | 1.0         |
| Registrar  | RFT    | Local 543  | 1.0         |
| Recreation Centre Clerk (Willistead Manor)               | RFT    | Local 543  | 1.0         |
| Recreation Centre Clerk                                  | RFT    | Local 543  | 1.0         |
| Museum Collections Assistant                             | RFT    | Local 543  | 1.0         |
| Museum Assistant   | RPT    | Local 543  | 1.7         |
|  |        |            | <u>11.7</u> |
|  |        |            | <u>11.7</u> |

|  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
|--|----------------|----------------|---------------------|--------------------|

### DIVISION

|                  |                    |                    |                    |                |
|------------------|--------------------|--------------------|--------------------|----------------|
| Cultural Affairs | \$2,183,729        | \$1,819,406        | (\$364,323)        | (16.7%)        |
| <b>Total Net</b> | <b>\$2,183,729</b> | <b>\$1,819,406</b> | <b>(\$364,323)</b> | <b>(16.7%)</b> |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

### REVENUE

#### Grants & Subsidies

|                                |            |            |     |      |
|--------------------------------|------------|------------|-----|------|
| 6310 - Ontario Specific Grants | (\$25,754) | (\$25,754) | \$0 | 0.0% |
|--------------------------------|------------|------------|-----|------|

#### Other Miscellaneous Revenue

|                              |            |            |     |      |
|------------------------------|------------|------------|-----|------|
| 6642 - Membership Revenue    | (\$1,515)  | (\$1,515)  | \$0 | 0.0% |
| 6990 - Other General Revenue | (\$12,385) | (\$12,385) | \$0 | 0.0% |

#### Recovery of Expenditures

|                                      |            |           |          |         |
|--------------------------------------|------------|-----------|----------|---------|
| 6735 - Recovery Of Expenses EXTERNAL | (\$32,400) | (\$1,400) | \$31,000 | (95.7%) |
|--------------------------------------|------------|-----------|----------|---------|

#### User Fees, Permits & Charges

|                                 |             |             |             |         |
|---------------------------------|-------------|-------------|-------------|---------|
| 6417 - Lease & Rental Revenue   | (\$309,465) | (\$12,413)  | \$297,052   | (96.0%) |
| 6420 - Rental Income            | \$0         | (\$160,367) | (\$160,367) | n/a     |
| 6435 - Commissions              | (\$28,500)  | (\$28,860)  | (\$360)     | 1.3%    |
| 6460 - Sale Of Goods & Services | (\$34,000)  | (\$15,500)  | \$18,500    | (54.4%) |
| 6650 - User Fees- External      | (\$83,816)  | (\$83,816)  | \$0         | 0.0%    |

|                      |                    |                    |                  |                |
|----------------------|--------------------|--------------------|------------------|----------------|
| <b>Total Revenue</b> | <b>(\$527,835)</b> | <b>(\$342,010)</b> | <b>\$185,825</b> | <b>(35.2%)</b> |
|----------------------|--------------------|--------------------|------------------|----------------|

### EXPENSES

#### Minor Capital

|                                       |         |         |           |          |
|---------------------------------------|---------|---------|-----------|----------|
| 2150 - Minor Apparatus & Tools        | \$3,000 | \$0     | (\$3,000) | (100.0%) |
| 2220 - Maintenance Parts & Materials  | \$2,000 | \$0     | (\$2,000) | (100.0%) |
| 2230 - Infrastructure Maint. Material | \$5,700 | \$0     | (\$5,700) | (100.0%) |
| 5111 - Machinery & Equipment -Non TCA | \$3,000 | \$3,000 | \$0       | 0.0%     |
| 5126 - Computer Software              | \$2,909 | \$2,909 | \$0       | 0.0%     |
| 5130 - Furniture & Furnishings        | \$4,000 | \$4,000 | \$0       | 0.0%     |
| 5250 - Artefact Acquisition           | \$5,250 | \$5,250 | \$0       | 0.0%     |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$10,250       | \$10,000       | (\$250)             | (2.4%)             |
| 2145 - Housekeeping Supplies                | \$3,800        | \$3,800        | \$0                 | 0.0%               |
| 2170 - Operating and Other Supplies         | \$27,700       | \$24,550       | (\$3,150)           | (11.4%)            |
| 2180 - Program Supplies                     | \$6,050        | \$6,050        | \$0                 | 0.0%               |
| 2970 - Building Maintenance                 | \$33,000       | \$0            | (\$33,000)          | (100.0%)           |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$2,950        | \$2,300        | (\$650)             | (22.0%)            |
| 4025 - Document Registration                | \$195          | \$195          | \$0                 | 0.0%               |
| 4075 - Conservation                         | \$12,000       | \$12,000       | \$0                 | 0.0%               |
| 4085 - Interpretation & Exhibition          | \$47,000       | \$47,000       | \$0                 | 0.0%               |
| 4155 - Conference Registration              | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 4295 - Public Relations                     | \$14,615       | \$14,615       | \$0                 | 0.0%               |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$754          | \$754          | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External          | \$1,500        | \$1,500        | \$0                 | 0.0%               |
| 2620 - Car Allowance                        | \$5,770        | \$4,270        | (\$1,500)           | (26.0%)            |
| 2710 - Telephone Expenses                   | \$2,230        | \$8,230        | \$6,000             | 269.1%             |
| 2711 - Cell Phones                          | \$3,600        | \$2,800        | (\$800)             | (22.2%)            |
| 2916 - INTERNAL Services- non-salary        | \$34,500       | \$0            | (\$34,500)          | (100.0%)           |
| 2925 - Computer Maintenance                 | \$6,930        | \$6,930        | \$0                 | 0.0%               |
| 2940 - Advertising                          | \$51,970       | \$29,350       | (\$22,620)          | (43.5%)            |
| 2950 - Other Prof Services-External         | \$250,880      | \$135,272      | (\$115,608)         | (46.1%)            |
| 2951 - INTERNAL Service Salary Allocn.      | \$0            | \$42,254       | \$42,254            | n/a                |
| 2980 - Contracted Services                  | \$63,500       | \$58,000       | (\$5,500)           | (8.7%)             |
| 3120 - Rental Expense EXTERNAL              | \$39,925       | \$3,925        | (\$36,000)          | (90.2%)            |
| 3145 - VehicleRent-TempOther INTERNAL       | \$5,500        | \$5,500        | \$0                 | 0.0%               |
| 3150 - Vehicle Rental - External            | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 3175 - Facility Rental EXTERNAL             | \$22,483       | \$24,268       | \$1,785             | 7.9%               |
| 3181 - PC & Maint. Allocation               | \$14,655       | \$11,655       | (\$3,000)           | (20.5%)            |
| <b>Salaries &amp; Benefits</b>              |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time                 | \$1,035,723    | \$813,767      | (\$221,956)         | (21.4%)            |
| 8115 - Salary-Reg.Part Time                 | \$77,553       | \$78,132       | \$579               | 0.7%               |
| 8140 - Overtime - Wages                     | \$8,440        | \$500          | (\$7,940)           | (94.1%)            |
| 8160 - Hourly-Temporary                     | \$255,442      | \$256,244      | \$802               | 0.3%               |
| 8170 - Service Pay                          | \$325          | \$325          | \$0                 | 0.0%               |
| 8190 - Other Pay                            | \$3,000        | \$3,000        | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                | \$0            | \$360          | \$360               | n/a                |
| 8399 - Fringe Benefits (Dept.)              | \$386,415      | \$318,461      | (\$67,954)          | (17.6%)            |

|  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|--------------------|---------------------|--------------------|
| <b>Transfers to External Agencies</b>            |                    |                    |                     |                    |
| 4145 - Grants from City                          | \$123,000          | \$123,000          | \$0                 | 0.0%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                    |                    |                     |                    |
| 4250 - TRANSFER to Reserve Fund                  | \$16,080           | \$22,080           | \$6,000             | 37.3%              |
| <b>Utilities, Insurance &amp; Taxes</b>          |                    |                    |                     |                    |
| 3010 - Utilities                                 | \$108,300          | \$65,500           | (\$42,800)          | (39.5%)            |
| 4015 - Taxes                                     | \$6,670            | \$6,670            | \$0                 | 0.0%               |
| <b>Total Expense</b>                             | <b>\$2,711,564</b> | <b>\$2,161,416</b> | <b>(\$550,148)</b>  | <b>(20.3%)</b>     |
| <b>Total Net</b>                                 | <b>\$2,183,729</b> | <b>\$1,819,406</b> | <b>(\$364,323)</b>  | <b>(16.7%)</b>     |

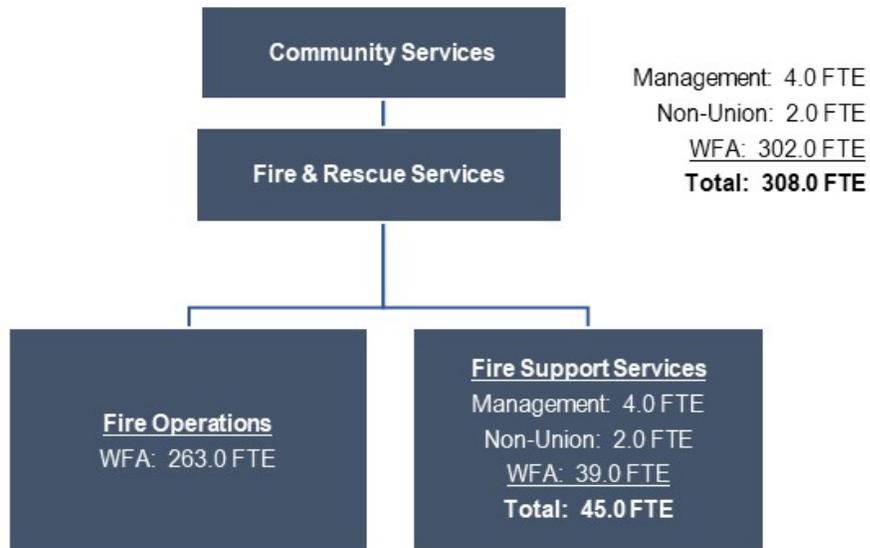
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue # | Issue Description                                    | \$ Budget Impact   | FTE Impact   |
|----------------------------|---------|--|--------------------|--------------|
| MD 08-2025                 | n/a     | Contractual / Pre-Approved Salary & Wage Adjustments | \$23,721           |              |
| MD 08-2025                 | n/a     | Interdepartmental Reallocations                      | (\$388,044)        | (3.0)        |
| <b>Total Budget Impact</b> |         |  | <b>(\$364,323)</b> | <b>(3.0)</b> |

### DESCRIPTION

The Fire & Rescue department is responsible for protecting lives, property, and the environment from fire, hazardous situations, and other emergencies. It operates through a combination of highly trained firefighters, specialized equipment, and coordinated response strategies to ensure public safety. Key responsibilities include fire suppression, emergency medical services, rescue operations, hazardous materials response, fire prevention and code enforcement, public education, disaster and emergency preparedness and fire investigation.

### 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                       | Status | Profile           | FTE          |
|--|--------|-------------------|--------------|
| <b>Fire Operations</b>                         |        |                   |              |
| Assistant Chief - Fire Rescue                  | RFT    | WFA               | 1.0          |
| District Chief - Firefighting                  | RFT    | WFA               | 8.0          |
| Chief Training Officer                         | RFT    | WFA               | 1.0          |
| Captain - Fire Rescue                          | RFT    | WFA               | 44.0         |
| Training Officer                               | RFT    | WFA               | 3.0          |
| Firefighter                                    | RFT    | WFA- Firefighters | 206.0        |
|  |        |                   | <b>263.0</b> |
| <b>Fire Support Services</b>                   |        |                   |              |
| Fire Chief                                     | RFT    | Management        | 1.0          |
| Deputy Fire Chief                              | RFT    | Management        | 2.0          |
| Assistant Deputy Fire Chief                    | RFT    | Management        | 1.0          |
| Administrative Assistant                       | RFT    | Non-Union         | 1.0          |
| Emergency Planning Officer                     | RFT    | Non-Union         | 1.0          |
| Chief Fire Prevention Officer                  | RFT    | WFA               | 1.0          |
| Fire Prevention Officer                        | RFT    | WFA               | 10.0         |
| Dir. Emergency App./Equipment                  | RFT    | WFA               | 1.0          |
| Lead Emergency Equipment Tech                  | RFT    | WFA               | 1.0          |
| Senior Electronics Technician                  | RFT    | WFA               | 1.0          |
| Public Education Officer                       | RFT    | WFA               | 1.0          |
| Emergency Equipment Technician                 | RFT    | WFA               | 3.0          |
| Emergency Communications Coord                 | RFT    | WFA               | 2.0          |
| Computer Support Analyst                       | RFT    | WFA               | 1.0          |
| Electronics Technician                         | RFT    | WFA               | 1.0          |
| Emergency Communications Oper.                 | RFT    | WFA               | 11.0         |
| Clerk-Fire Prevention                          | RFT    | WFA               | 1.0          |
| Clerk-Emergency Planning/Apparatus & Equipment | RFT    | WFA               | 1.0          |
| Fire & Rescue Clerk                            | RFT    | WFA               | 2.0          |
| Clerk - Training                               | RFT    | WFA               | 1.0          |
| General/Financial Clerk                        | RFT    | WFA               | 1.0          |
|  |        |                   | <b>45.0</b>  |
|  |        |                   | <b>308.0</b> |

|                       | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|-----------------------|---------------------|---------------------|---------------------|--------------------|
| <b>DIVISION</b>       |                     |                     |                     |                    |
| Fire Operations       | \$48,210,654        | \$48,461,571        | \$250,917           | 0.5%               |
| Fire Support Services | \$7,293,359         | \$7,438,893         | \$145,534           | 2.0%               |
| <b>Total Net</b>      | <b>\$55,504,013</b> | <b>\$55,900,464</b> | <b>\$396,451</b>    | <b>0.7%</b>        |

| Account                                 | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                      |                      |                     |                    |
| <b>Grants &amp; Subsidies</b>           |                      |                      |                     |                    |
| 6310 - Ontario Specific Grants          | (\$450,000)          | (\$555,250)          | (\$105,250)         | 23.4%              |
| 6330 - Other Municipal Grants & Fees    | (\$537,762)          | (\$551,762)          | (\$14,000)          | 2.6%               |
| <b>Other Miscellaneous Revenue</b>      |                      |                      |                     |                    |
| 6910 - Donations                        | (\$1,000)            | (\$1,000)            | \$0                 | 0.0%               |
| <b>Recovery of Expenditures</b>         |                      |                      |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$52,500)           | (\$21,250)           | \$31,250            | (59.5%)            |
| 6740 - Recovery of Salaries-INTERNAL    | (\$69,965)           | (\$69,965)           | \$0                 | 0.0%               |
| 6997 - Permanent Gapping Recovery       | (\$150,000)          | (\$150,000)          | \$0                 | 0.0%               |
| <b>Transfers From Other Funds</b>       |                      |                      |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$120,132)          | (\$1)                | \$120,131           | (100.0%)           |
| <b>User Fees, Permits &amp; Charges</b> |                      |                      |                     |                    |
| 6650 - User Fees- External              | (\$402,825)          | (\$402,825)          | \$0                 | 0.0%               |
| 6725 - Fees&Service Charges EXTERNAL    | (\$319,338)          | \$0                  | \$319,338           | (100.0%)           |
| <b>Total Revenue</b>                    | <b>(\$2,103,522)</b> | <b>(\$1,752,053)</b> | <b>\$351,469</b>    | <b>(16.7%)</b>     |

**EXPENSES**

**Financial Expenses**

|                     |         |         |       |       |
|---------------------|---------|---------|-------|-------|
| 4540 - Bank Charges | \$1,350 | \$1,800 | \$450 | 33.3% |
|---------------------|---------|---------|-------|-------|

**Minor Capital**

|                                      |           |           |            |         |
|--------------------------------------|-----------|-----------|------------|---------|
| 2150 - Minor Apparatus & Tools       | \$17,750  | \$18,900  | \$1,150    | 6.5%    |
| 2220 - Maintenance Parts & Materials | \$111,921 | \$115,976 | \$4,055    | 3.6%    |
| 5110 - Machinery & Equipment - TCA   | \$284,000 | \$209,000 | (\$75,000) | (26.4%) |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 5111 - Machinery & Equipment -Non TCA       | \$224,628      | \$274,628      | \$50,000            | 22.3%              |
| 5125 - Computers - PCs                      | \$3,700        | \$2,500        | (\$1,200)           | (32.4%)            |
| 5126 - Computer Software                    | \$6,150        | \$8,550        | \$2,400             | 39.0%              |
| 5130 - Furniture & Furnishings              | \$35,100       | \$35,100       | \$0                 | 0.0%               |
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$26,028       | \$25,628       | (\$400)             | (1.5%)             |
| 2060 - Computer Supplies                    | \$6,210        | \$5,960        | (\$250)             | (4.0%)             |
| 2115 - Motor Fuels                          | \$436,148      | \$285,000      | (\$151,148)         | (34.7%)            |
| 2117 - Oils and Lubricants                  | \$16,700       | \$18,000       | \$1,300             | 7.8%               |
| 2145 - Housekeeping Supplies                | \$62,002       | \$72,002       | \$10,000            | 16.1%              |
| 2170 - Operating and Other Supplies         | \$159,581      | \$159,581      | \$0                 | 0.0%               |
| 2175 - First Aid Safety Supplies            | \$20,329       | \$20,329       | \$0                 | 0.0%               |
| 2180 - Program Supplies                     | \$6,850        | \$6,850        | \$0                 | 0.0%               |
| 2250 - Vehicle Maint Parts/Materials        | \$220,000      | \$220,000      | \$0                 | 0.0%               |
| 2310 - Food and confections                 | \$4,000        | \$5,250        | \$1,250             | 31.3%              |
| 2360 - Promotional Material & Product       | \$8,750        | \$8,750        | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$9,405        | \$10,405       | \$1,000             | 10.6%              |
| 4050 - Training Courses                     | \$67,426       | \$90,226       | \$22,800            | 33.8%              |
| 4155 - Conference Registration              | \$11,650       | \$11,200       | (\$450)             | (3.9%)             |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$11,450       | \$11,450       | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External          | \$2,400        | \$2,400        | \$0                 | 0.0%               |
| 2085 - Publications and Manuals             | \$11,050       | \$11,050       | \$0                 | 0.0%               |
| 2215 - Bldg Maintenance Services            | \$15,000       | \$15,000       | \$0                 | 0.0%               |
| 2610 - Travel Expense                       | \$53,768       | \$97,268       | \$43,500            | 80.9%              |
| 2710 - Telephone Expenses                   | \$67,870       | \$64,870       | (\$3,000)           | (4.4%)             |
| 2711 - Cell Phones                          | \$19,679       | \$19,079       | (\$600)             | (3.0%)             |
| 2925 - Computer Maintenance                 | \$8,504        | \$8,504        | \$0                 | 0.0%               |
| 2927 - Computer & SW Maint-External         | \$193,730      | \$187,015      | (\$6,715)           | (3.5%)             |
| 2940 - Advertising                          | \$7,250        | \$7,250        | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External         | \$67,942       | \$78,671       | \$10,729            | 15.8%              |
| 2951 - INTERNAL Service Salary Allocn       | \$5,000        | \$5,000        | \$0                 | 0.0%               |
| 2957 - Fleet Car Washes                     | \$1,200        | \$1,200        | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense             | \$5,888        | \$7,659        | \$1,771             | 30.1%              |
| 2995 - Other Purchased Services             | \$20,500       | \$30,500       | \$10,000            | 48.8%              |
| 3120 - Rental Expense EXTERNAL              | \$267,708      | \$267,708      | \$0                 | 0.0%               |
| 3145 - VehicleRent-TempOther INTERNAL       | \$23,928       | \$0            | (\$23,928)          | (100.0%)           |
| 3150 - Vehicle Rental - External            | \$630          | \$630          | \$0                 | 0.0%               |
| 3181 - PC & Maint. Allocation               | \$308,000      | \$308,000      | \$0                 | 0.0%               |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--|---------------------|---------------------|---------------------|--------------------|
| 3250 - Licenses                                  | \$5,000             | \$6,000             | \$1,000             | 20.0%              |
| <b>Salaries &amp; Benefits</b>                   |                     |                     |                     |                    |
| 8110 - Salary-Reg.Full Time                      | \$35,581,721        | \$35,455,867        | (\$125,854)         | (0.4%)             |
| 8111 - Non-Est. Positions                        | \$0                 | \$343,980           | \$343,980           | n/a                |
| 8130 - Overtime - Salary                         | \$1,771,958         | \$1,940,208         | \$168,250           | 9.5%               |
| 8150 - Salary-Temporary                          | \$248,508           | \$0                 | (\$248,508)         | (100.0%)           |
| 8190 - Other Pay                                 | \$682,073           | \$484,732           | (\$197,341)         | (28.9%)            |
| 8192 - Shift Differential                        | \$0                 | \$100,000           | \$100,000           | n/a                |
| 8210 - Meal Allowance                            | \$0                 | \$10,000            | \$10,000            | n/a                |
| 8282 - Employee Appreciation                     | \$0                 | \$3,290             | \$3,290             | n/a                |
| 8290 - Clothing - Uniforms                       | \$206,560           | \$194,800           | (\$11,760)          | (5.7%)             |
| 8380 - Workers Comp. - Admin.                    | \$293,933           | \$300,000           | \$6,067             | 2.1%               |
| 8381 - Workers Comp. - Medical                   | \$521,653           | \$515,586           | (\$6,067)           | (1.2%)             |
| 8382 - Workers Comp. - Salary                    | \$41,600            | \$0                 | (\$41,600)          | (100.0%)           |
| 8383 - Workers Comp. - Pension                   | \$258,814           | \$258,814           | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$11,781,728        | \$11,700,419        | (\$81,309)          | (0.7%)             |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                     |                    |
| 4210 - Depreciation                              | \$1,447,758         | \$1,700,758         | \$253,000           | 17.5%              |
| 4248 - TRANSFER to Reserve Account               | \$1,350,000         | \$1,350,000         | \$0                 | 0.0%               |
| 4250 - TRANSFER to Reserve Fund                  | \$2,000             | \$2,000             | \$0                 | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                     |                    |
| 3010 - Utilities                                 | \$425,900           | \$410,200           | (\$15,700)          | (3.7%)             |
| 3210 - Building Insurance                        | \$66,882            | \$74,634            | \$7,752             | 11.6%              |
| 3220 - Vehicle Insurance                         | \$23,836            | \$27,464            | \$3,628             | 15.2%              |
| 3230 - Liability Insurance                       | \$66,436            | \$44,876            | (\$21,560)          | (32.5%)            |
| <b>Total Expense</b>                             | <b>\$57,607,535</b> | <b>\$57,652,517</b> | <b>\$44,982</b>     | <b>0.1%</b>        |
| <b>Total Net</b>                                 | <b>\$55,504,013</b> | <b>\$55,900,464</b> | <b>\$396,451</b>    | <b>0.7%</b>        |

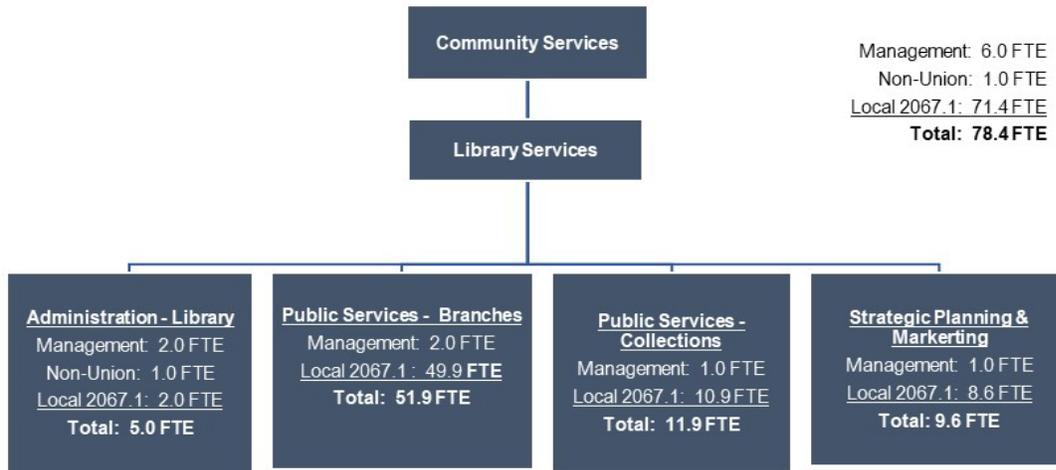
**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>                                      | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments          | (\$172,363)             |                   |
| MD 08-2025                 | 2025-0019      | WFRS Mandatory Firefighter Certification                      | \$21,800                |                   |
| MD 08-2025                 | 2025-0007      | Annualize WFRS Salary Budget Pressures                        | \$61,000                |                   |
| MD 08-2025                 | 2025-0009      | Increase in Bunker Gear Replacement Funding                   | \$50,000                |                   |
| MD 08-2025                 | 2025-0099      | Establish Budget for WFRS Staff on Permanent WSIB             | \$343,980               |                   |
| MD 08-2025                 | 2025-0014      | User Fee Increase for Windsor Fire and Rescue Services (WFRS) | (\$14,000)              |                   |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations                               | \$106,034               |                   |
| <b>Total Budget Impact</b> |                |   | <b>\$396,451</b>        | <b>0.0</b>        |

## DESCRIPTION

Library Services provides access to information, education, and cultural resources for people of all ages. Libraries serve as hubs for learning, research, creativity, and public engagement, offering a wide range of services beyond just lending books. Modern libraries have evolved into dynamic centers of learning and innovation, making information accessible to everyone while fostering a sense of community, lifelong learning, and cultural enrichment.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                             | Status | Profile      | FTE         |
|--------------------------------------|--------|--------------|-------------|
| <b>Administration - Library</b>      |        |              |             |
| Chief Executive Officer (CEO) WPL    | RFT    | Management   | 1.0         |
| Manager, WPL Operations              | RFT    | Management   | 1.0         |
| Administrative Receptionist - WPL    | RFT    | Non-Union    | 1.0         |
| Admin Support - Accounting           | RFT    | Local 2067.1 | 2.0         |
|                                      |        |              | <b>5.0</b>  |
| <b>Public Services - Branches</b>    |        |              |             |
| Manager Public Services              | RFT    | Management   | 2.0         |
| Team Leader                          | RFT    | Local 2067.1 | 3.0         |
| Librarian                            | RFT    | Local 2067.1 | 9.0         |
| Team Leader - Customer Services      | RFT    | Local 2067.1 | 1.0         |
| Adult Literacy Coordinator           | RFT    | Local 2067.1 | 1.0         |
| Library Service Representative       | RFT    | Local 2067.1 | 21.0        |
| Sr. Clerk Service Rep                | RFT    | Local 2067.1 | 2.0         |
| Circulation Service Representative   | RFT    | Local 2067.1 | 3.0         |
| Adult Literacy Instructor            | RPT    | Local 2067.1 | 1.4         |
| Book Mobile/CSR Driver               | RPT    | Local 2067.1 | 1.2         |
| Deaf Literacy Instructor             | RPT    | Local 2067.1 | 0.9         |
| Librarian                            | RPT    | Local 2067.1 | 1.2         |
| Library Service Representative       | RPT    | Local 2067.1 | 5.3         |
|                                      |        |              | <b>51.9</b> |
| <b>Public Services - Collections</b> |        |              |             |
| Manager Public Services              | RFT    | Management   | 1.0         |
| Digital Media Librarian              | RFT    | Local 2067.1 | 1.0         |
| Accessibility Librarian              | RFT    | Local 2067.1 | 1.0         |
| Librarian                            | RFT    | Local 2067.1 | 3.0         |
| Archivist                            | RFT    | Local 2067.1 | 1.0         |
| Collections Senior Clerk             | RFT    | Local 2067.1 | 1.0         |
| Collections Clerk                    | RFT    | Local 2067.1 | 1.7         |
| Shipper Receiver                     | RFT    | Local 2067.1 | 1.0         |
| Book Buddy Coordinator               | RPT    | Local 2067.1 | 0.6         |
| Driver                               | RPT    | Local 2067.1 | 0.4         |
| Shipper Receiver                     | RPT    | Local 2067.1 | 0.2         |
|                                      |        |              | <b>11.9</b> |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                  | Status | Profile      | FTE         |
|---|--------|--------------|-------------|
| <b>Strategic Planning &amp; Marketing</b> |        |              |             |
| Manager of Marketing and Communications   | RFT    | Management   | 1.0         |
| Maintenance/Repair                        | RFT    | Local 2067.1 | 1.0         |
| Caretaker                                 | RFT    | Local 2067.1 | 6.0         |
| Graphic Designer                          | RPT    | Local 2067.1 | 0.6         |
| Caretaker                                 | RPT    | Local 2067.1 | 1.0         |
|   |        |              | <b>9.6</b>  |
|   |        |              | <b>78.4</b> |

|                                | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>                |                    |                    |                     |                    |
| Administration - Library       | \$1,748,177        | \$1,742,000        | (\$6,177)           | (0.4%)             |
| Public Services - Branches     | \$3,597,632        | \$3,845,015        | \$247,383           | 6.9%               |
| Public Services - Collections  | \$1,720,901        | \$1,881,800        | \$160,899           | 9.3%               |
| Strategic Planning & Marketing | \$1,129,683        | \$1,092,221        | (\$37,462)          | (3.3%)             |
| <b>Total Net</b>               | <b>\$8,196,393</b> | <b>\$8,561,036</b> | <b>\$364,643</b>    | <b>4.4%</b>        |

| Account                                 | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                    |                    |                     |                    |
| <b>Grants &amp; Subsidies</b>           |                    |                    |                     |                    |
| 6310 - Ontario Specific Grants          | (\$630,023)        | (\$625,912)        | \$4,111             | (0.7%)             |
| 6330 - Other Municipal Grants & Fees    | (\$150,000)        | (\$150,000)        | \$0                 | 0.0%               |
| <b>Other Miscellaneous Revenue</b>      |                    |                    |                     |                    |
| 6910 - Donations                        | (\$25,712)         | (\$25,712)         | \$0                 | 0.0%               |
| 6950 - Proceed-Disposal of non-TCA      | (\$7,000)          | (\$7,000)          | \$0                 | 0.0%               |
| <b>User Fees, Permits &amp; Charges</b> |                    |                    |                     |                    |
| 6417 - Lease & Rental Revenue           | (\$2,000)          | (\$2,000)          | \$0                 | 0.0%               |
| 6725 - Fees&Service Charges EXTERNAL    | (\$57,300)         | (\$57,300)         | \$0                 | 0.0%               |
| <b>Total Revenue</b>                    | <b>(\$872,035)</b> | <b>(\$867,924)</b> | <b>\$4,111</b>      | <b>(0.5%)</b>      |

**EXPENSES**

**Financial Expenses**

|                     |         |         |     |      |
|---------------------|---------|---------|-----|------|
| 4540 - Bank Charges | \$7,000 | \$7,000 | \$0 | 0.0% |
|---------------------|---------|---------|-----|------|

**Minor Capital**

|                                       |          |          |            |         |
|---------------------------------------|----------|----------|------------|---------|
| 5111 - Machinery & Equipment -Non TCA | \$10,500 | \$10,500 | \$0        | 0.0%    |
| 5125 - Computers - PCs                | \$12,000 | \$1,000  | (\$11,000) | (91.7%) |
| 5126 - Computer Software              | \$0      | \$11,000 | \$11,000   | n/a     |
| 5130 - Furniture & Furnishings        | \$19,550 | \$18,920 | (\$630)    | (3.2%)  |

**Operating & Maintenance Supplies**

|                          |          |          |     |      |
|--------------------------|----------|----------|-----|------|
| 2010 - Office Supplies   | \$20,250 | \$20,250 | \$0 | 0.0% |
| 2060 - Computer Supplies | \$5,300  | \$5,300  | \$0 | 0.0% |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 2115 - Motor Fuels                      | \$0            | \$4,000        | \$4,000             | n/a                |
| 2145 - Housekeeping Supplies            | \$25,000       | \$31,600       | \$6,600             | 26.4%              |
| 2170 - Operating and Other Supplies     | \$22,000       | \$22,000       | \$0                 | 0.0%               |
| 2180 - Program Supplies                 | \$81,121       | \$81,121       | \$0                 | 0.0%               |
| 2250 - Vehicle Maint Parts/Materials    | \$28,000       | \$24,000       | (\$4,000)           | (14.3%)            |
| 2310 - Food and confections             | \$2,000        | \$1,500        | (\$500)             | (25.0%)            |
| 2970 - Building Maintenance             | \$242,854      | \$230,854      | (\$12,000)          | (4.9%)             |
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$13,000       | \$13,000       | \$0                 | 0.0%               |
| 4050 - Training Courses                 | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 4155 - Conference Registration          | \$3,000        | \$3,000        | \$0                 | 0.0%               |
| 4295 - Public Relations                 | \$20,204       | \$20,204       | \$0                 | 0.0%               |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$4,300        | \$4,300        | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External      | \$34,000       | \$34,000       | \$0                 | 0.0%               |
| 2085 - Publications and Manuals         | \$968,700      | \$968,700      | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance        | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 2610 - Travel Expense                   | \$10,000       | \$10,000       | \$0                 | 0.0%               |
| 2620 - Car Allowance                    | \$10,000       | \$10,000       | \$0                 | 0.0%               |
| 2711 - Cell Phones                      | \$15,600       | \$15,600       | \$0                 | 0.0%               |
| 2810 - Parking, Permits and Passes      | \$17,750       | \$17,750       | \$0                 | 0.0%               |
| 2927 - Computer & SW Maint-External     | \$225,500      | \$225,500      | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External     | \$101,400      | \$39,900       | (\$61,500)          | (60.7%)            |
| 2951 - INTERNAL Service Salary Allocn   | \$542,958      | \$506,720      | (\$36,238)          | (6.7%)             |
| 2962 - Fees and Service Charges Exp     | \$48,289       | \$48,289       | \$0                 | 0.0%               |
| 2980 - Contracted Services              | \$0            | \$62,084       | \$62,084            | n/a                |
| 3140 - VehicleRent-Dedicated INTERNAL   | \$17,655       | \$19,425       | \$1,770             | 10.0%              |
| 3181 - PC & Maint. Allocation           | \$76,430       | \$77,430       | \$1,000             | 1.3%               |
| <b>Salaries &amp; Benefits</b>          |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$3,798,512    | \$4,087,666    | \$289,154           | 7.6%               |
| 8115 - Salary-Reg.Part Time             | \$622,982      | \$687,568      | \$64,586            | 10.4%              |
| 8160 - Hourly-Temporary                 | \$401,343      | \$450,593      | \$49,250            | 12.3%              |
| 8170-Service Pay                        | \$13,520       | \$0            | (\$13,520)          | (100.0%)           |
| 8192 - Shift Differential               | \$0            | \$11,050       | \$11,050            | n/a                |
| 8282 - Employee Appreciation            | \$0            | \$1,130        | \$1,130             | n/a                |
| 8290 - Clothing - Uniforms              | \$0            | \$5,400        | \$5,400             | n/a                |
| 8390-Employer Health Tax                | \$90,300       | \$95,204       | \$4,904             | 5.4%               |
| 8395-Health Coverage                    | \$400,000      | \$408,310      | \$8,310             | 2.1%               |
| 8398 - Fringe benefits-Departmental     | \$812,075      | \$783,825      | (\$28,250)          | (3.5%)             |

|  | <b>2024<br/>Budget</b> | <b>2025<br/>Budget</b> | <b>\$ Budget<br/>Change</b> | <b>% Budget<br/>Change</b> |
|--|------------------------|------------------------|-----------------------------|----------------------------|
| <b>Transfers to Reserves &amp; Capital Funds</b> |                        |                        |                             |                            |
| 4250 - TRANSFER to Reserve Fund                  | \$7,000                | \$7,000                | \$0                         | 0.0%                       |
| <b>Utilities, Insurance &amp; Taxes</b>          |                        |                        |                             |                            |
| 3010 - Utilities                                 | \$178,900              | \$170,200              | (\$8,700)                   | (4.9%)                     |
| 3210 - Building Insurance                        | \$147,656              | \$165,379              | \$17,723                    | 12.0%                      |
| 3220 - Vehicle Insurance                         | \$394                  | \$452                  | \$58                        | 14.7%                      |
| 3230 - Liability Insurance                       | \$7,385                | \$6,236                | (\$1,149)                   | (15.6%)                    |
| <b>Total Expense</b>                             | <b>\$9,068,428</b>     | <b>\$9,428,960</b>     | <b>\$360,532</b>            | <b>4.0%</b>                |
| <b>Total Net</b>                                 | <b>\$8,196,393</b>     | <b>\$8,561,036</b>     | <b>\$364,643</b>            | <b>4.4%</b>                |

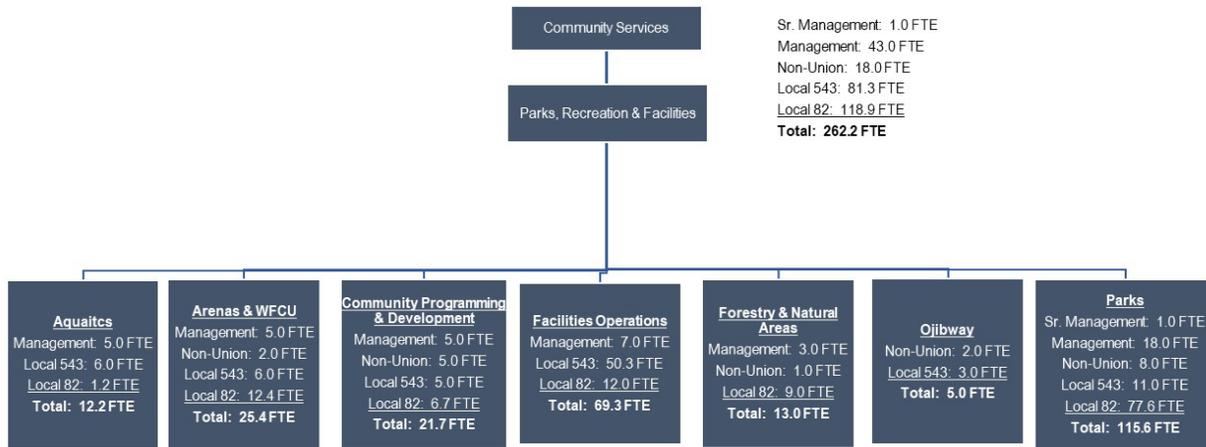
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue # | Issue Description                                    | \$ Budget Impact | FTE Impact |
|----------------------------|---------|--|------------------|------------|
| MD 08-2025                 | n/a     | Contractual / Pre-Approved Salary & Wage Adjustments | \$299,579        |            |
| MD 08-2025                 | n/a     | Interdepartmental Reallocations                      | \$65,064         | 1.0        |
| <b>Total Budget Impact</b> |         |  | <b>\$364,643</b> | <b>1.0</b> |

## DESCRIPTION

The Parks and Recreation divisions are responsible for enhancing the quality of life in a community by providing and maintaining public parks, recreational facilities, and a wide variety of programs and events for people of all ages and abilities. The Facilities division is responsible for the efficient management, maintenance, and operation of the City's physical infrastructure and buildings. This division ensures that all facilities, such as offices, recreation centres, libraries, and other municipal buildings are safe, functional, and well-maintained to support daily operations and public use.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Aquatics</b>                                  |        |            |             |
| Manager, Aquatics                                | RFT    | Management | 1.0         |
| Assistant Manager, WIATC                         | RFT    | Management | 1.0         |
| Supervisor, Community Programming                | RFT    | Management | 3.0         |
| Recreation Assistant - Aquatics                  | RFT    | Local 543  | 3.0         |
| Caretaker/Pool Maintenance Operator              | RFT    | Local 82   | 1.2         |
| Recreation Centre Clerk                          | RFT    | Local 543  | 3.0         |
|  |        |            | <b>12.2</b> |
| <b>Arenas &amp; WFCU</b>                         |        |            |             |
| Manager, Arenas & Recreation Facilities          | RFT    | Management | 1.0         |
| Assistant Manager, WFCU Centre & Rec. Facilities | RFT    | Management | 1.0         |
| Supervisor, Community Programming                | RFT    | Management | 2.0         |
| Supervisor Arena & Rec. Facilities               | RFT    | Management | 1.0         |
| Coordinator, Recreation                          | RFT    | Non-Union  | 2.0         |
| Recreation Assistant - Aquatics                  | RFT    | Local 543  | 2.0         |
| Caretaker/Pool Maintenance Operator              | RFT    | Local 82   | 3.2         |
| Seasonal & Sports Facilitator                    | RFT    | Local 543  | 2.0         |
| Recreation Centre Clerk                          | RFT    | Local 543  | 2.0         |
| Certified Refrigeration Operator                 | RFT    | Local 82   | 2.8         |
| Rink Attendant "A" Full-Time                     | RFT    | Local 82   | 5.5         |
| Parks Operator                                   | RFT    | Local 82   | 0.9         |
|  |        |            | <b>25.4</b> |
| <b>Community Programming &amp; Development</b>   |        |            |             |
| Manager, Community Programming & Development     | RFT    | Management | 1.0         |
| Supervisor, Community Programming                | RFT    | Management | 3.0         |
| Assistant Manager, Recreation Programming        | RFT    | Management | 1.0         |
| Client Support & Staff Development Coordinator   | RFT    | Non-Union  | 3.0         |
| Coordinator, Recreation Systems                  | RFT    | Non-Union  | 1.0         |
| Coordinator, Special Events                      | RFT    | Non-Union  | 1.0         |
| Recreation Assistant                             | RFT    | Local 543  | 1.0         |
| Caretaker/Pool Maintenance Operator              | RFT    | Local 82   | 4.5         |
| Recreation Centre Clerk                          | RFT    | Local 543  | 3.0         |
| Recreation Clerk                                 | RFT    | Local 543  | 1.0         |
| Rink Attendant "A" Full-Time                     | RFT    | Local 82   | 2.2         |
|  |        |            | <b>21.7</b> |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Facilities Operations</b>                             |        |            |             |
| Manager, Facility Operations                             | RFT    | Management | 1.0         |
| Supervisor, Facilities                                   | RFT    | Management | 5.0         |
| Supervisor, Facilities - Huron Lodge                     | RFT    | Management | 1.0         |
| Building Automation & Low Voltage Systems Technician     | RFT    | Local 543  | 1.0         |
| Caretaker  | RFT    | Local 543  | 20.0        |
| Facility Person  | RFT    | Local 543  | 3.0         |
| Maintenance Engineer                                     | RFT    | Local 543  | 2.0         |
| Maintenance Engineer (Carpentry)                         | RFT    | Local 543  | 2.0         |
| Operating Engineer (MURF)                                | RFT    | Local 543  | 1.0         |
| Operating Engineer 4th Class                             | RFT    | Local 543  | 4.0         |
| Painter Brush  | RFT    | Local 543  | 1.0         |
| Resource Operations Analyst                              | RFT    | Local 543  | 1.0         |
| Roof Technologist  | RFT    | Local 543  | 1.0         |
| Certified Carpenter                                      | RFT    | Local 82   | 2.0         |
| Certified Electrician                                    | RFT    | Local 82   | 2.0         |
| Certified Plumber  | RFT    | Local 82   | 3.0         |
| Facilities Technician                                    | RFT    | Local 82   | 5.0         |
| Caretaker  | RPT    | Local 543  | 13.6        |
| Facility Person  | RPT    | Local 543  | 0.7         |
|  |        |            | <b>69.3</b> |
| <b>Forestry &amp; Natural Areas</b>                      |        |            |             |
| City Forester/Mgr, Forestry & Natural Areas              | RFT    | Management | 1.0         |
| Supervisor Parks (Forestry)                              | RFT    | Management | 2.0         |
| Operations Asset Analyst, Parks, Recreation & Facilities | RFT    | Non-Union  | 1.0         |
| Forestry II  | RFT    | Local 82   | 9.0         |
|  |        |            | <b>13.0</b> |
| <b>Ojibway</b>   |        |            |             |
| Naturalist & Outreach Coordinator                        | RFT    | Non-Union  | 1.0         |
| Coordinator Community Programming & Guest Services       | RFT    | Non-Union  | 1.0         |
| Wildlife & Visitor Services Coordinator                  | RFT    | Local 543  | 1.0         |
| Biodiversity Coordinator                                 | RFT    | Local 543  | 2.0         |
|  |        |            | <b>5.0</b>  |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile        | FTE          |
|--|--------|----------------|--------------|
| <b>Parks</b>   |        |                |              |
| Commissioner - Community Services                        | RFT    | Sr. Management | 1.0          |
| Executive Director of Parks, Recreation & Facilities     | RFT    | Management     | 1.0          |
| Manager of Administration                                | RFT    | Management     | 1.0          |
| Mgr, Parks Development                                   | RFT    | Management     | 1.0          |
| Manager, Parks and Horticulture Operations               | RFT    | Management     | 1.0          |
| Senior Manager, Facilities & Recreation                  | RFT    | Management     | 1.0          |
| Assistant Manager, Horticulture                          | RFT    | Management     | 1.0          |
| Supervisor, Facilities - WPL                             | RFT    | Management     | 1.0          |
| Supervisor Parks (General)                               | RFT    | Management     | 4.0          |
| Supervisor, Fleet  | RFT    | Management     | 1.0          |
| Supervisor, Parks Projects                               | RFT    | Management     | 3.0          |
| Supervisor Parks (Horticulture)                          | RFT    | Management     | 1.0          |
| Supervisor Parks, Recreation & Facilities                | RFT    | Management     | 2.0          |
| Project Manager, Recreation & Facilities                 | RFT    | Non-Union      | 1.0          |
| Projects Lead, Parks Development                         | RFT    | Non-Union      | 1.0          |
| Operations Asset Analyst, Parks, Recreation & Facilities | RFT    | Non-Union      | 1.0          |
| Executive Initiative Coord.                              | RFT    | Non-Union      | 1.0          |
| Landscape Architect                                      | RFT    | Non-Union      | 1.0          |
| Executive Administrative Assistant                       | RFT    | Non-Union      | 1.0          |
| Coordinator, Technical Support                           | RFT    | Non-Union      | 2.0          |
| Draftsperson IV  | RFT    | Local 543      | 1.0          |
| Certified Automotive Service Technician                  | RFT    | Local 82       | 4.0          |
| Certified Playground Inspector                           | RFT    | Local 82       | 3.0          |
| Certified Refrigeration Operator                         | RFT    | Local 82       | 2.2          |
| Heavy Equipment Operator                                 | RFT    | Local 82       | 2.0          |
| Horticulturist I   | RFT    | Local 82       | 2.0          |
| Horticulturist III                                       | RFT    | Local 82       | 12.0         |
| One Man Packer   | RFT    | Local 82       | 1.0          |
| Parks Operator   | RFT    | Local 82       | 43.1         |
| Rink Attendant "A" Full-Time                             | RFT    | Local 82       | 8.4          |
| Account Receivable Clerk                                 | RFT    | Local 543      | 1.0          |
| Accounting Clerk   | RFT    | Local 543      | 1.0          |
| Administrative Assistant                                 | RFT    | Local 543      | 1.0          |
| P & R Data Clerk   | RFT    | Local 543      | 1.0          |
| Parks Clerk  | RFT    | Local 543      | 1.0          |
| Parks Operations Assistant                               | RFT    | Local 543      | 2.0          |
| Recreation Clerk   | RFT    | Local 543      | 1.0          |
| Senior Accounting Clerk                                  | RFT    | Local 543      | 2.0          |
|  |        |                | <b>115.6</b> |
|  |        |                | <b>262.2</b> |

|                                     | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------------|---------------------|---------------------|---------------------|--------------------|
| <b>DIVISION</b>                     |                     |                     |                     |                    |
| Aquatics                            | \$4,047,848         | \$4,168,963         | \$121,115           | 3.0%               |
| Arenas & WFCU                       | \$4,083,634         | \$3,672,911         | (\$410,723)         | (10.1%)            |
| Community Programming & Development | \$2,486,531         | \$3,097,520         | \$610,989           | 24.6%              |
| Facilities Operations               | \$8,947,494         | \$8,569,258         | (\$378,236)         | (4.2%)             |
| Forestry & Natural Areas            | \$2,031,740         | \$1,755,340         | (\$276,400)         | (13.6%)            |
| Ojibway                             | \$507,966           | \$668,765           | \$160,799           | 31.7%              |
| Parks                               | \$21,916,973        | \$21,807,574        | (\$109,399)         | (0.5%)             |
| <b>Total Net</b>                    | <b>\$44,022,186</b> | <b>\$43,740,331</b> | <b>(\$281,855)</b>  | <b>(0.6%)</b>      |

| Account                                 | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                |                |                     |                    |
| <b>Grants &amp; Subsidies</b>           |                |                |                     |                    |
| 6310 - Ontario Specific Grants          | (\$146,836)    | (\$146,836)    | \$0                 | 0.0%               |
| 6330 - Other Municipal Grants & Fees    | (\$363,000)    | (\$363,000)    | \$0                 | 0.0%               |
| <b>Other Miscellaneous Revenue</b>      |                |                |                     |                    |
| 6642 - Membership Revenue               | (\$649,699)    | (\$571,424)    | \$78,275            | (12.0%)            |
| 6910 - Donations                        | (\$16,500)     | (\$16,500)     | \$0                 | 0.0%               |
| 6950 - Proceed-Disposal of non-TCA      | (\$20,000)     | (\$20,000)     | \$0                 | 0.0%               |
| 6990 - Other General Revenue            | (\$355,250)    | (\$357,339)    | (\$2,089)           | 0.6%               |
| 6993 - Advertising Revenue              | (\$100,000)    | (\$135,000)    | (\$35,000)          | 35.0%              |
| <b>Recovery of Expenditures</b>         |                |                |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$234,978)    | (\$353,225)    | (\$118,247)         | 50.3%              |
| 6740 - Recovery of Salaries-INTERNAL    | (\$1,727,280)  | (\$1,694,724)  | \$32,556            | (1.9%)             |
| 6742 - Recovery of Fringes INTERNAL     | (\$309,961)    | (\$298,540)    | \$11,421            | (3.7%)             |
| 6999 - Work Auth Recovery INTERNAL      | (\$3,437,753)  | (\$3,312,753)  | \$125,000           | (3.6%)             |
| <b>Transfers From Other Funds</b>       |                |                |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$700,974)    | (\$608,649)    | \$92,325            | (13.2%)            |
| 7058 - TRANSFER From Reserve Account    | (\$286,000)    | (\$286,000)    | \$0                 | 0.0%               |
| <b>User Fees, Permits &amp; Charges</b> |                |                |                     |                    |
| 6417 - Lease & Rental Revenue           | (\$5,481,326)  | (\$1,187,878)  | \$4,293,448         | (78.3%)            |
| 6420 - Rental Income                    | \$0            | (\$4,864,873)  | (\$4,864,873)       | n/a                |
| 6430 - Concessions                      | (\$54,259)     | (\$60,250)     | (\$5,991)           | 11.0%              |
| 6435 - Commissions                      | (\$265,600)    | (\$300,600)    | (\$35,000)          | 13.2%              |

|                                      | 2024<br>Budget        | 2025<br>Budget        | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------------|-----------------------|-----------------------|---------------------|--------------------|
| 6460 - Sale Of Goods & Services      | (\$505,595)           | (\$613,868)           | (\$108,273)         | 21.4%              |
| 6640 - Management Fees               | (\$282,000)           | (\$372,293)           | (\$90,293)          | 32.0%              |
| 6650 - User Fees- External           | (\$4,392,862)         | (\$4,647,627)         | (\$254,765)         | 5.8%               |
| 6651 - Fees and Recoveries INTERNAL  | (\$3,935,882)         | (\$3,936,882)         | (\$1,000)           | 0.0%               |
| 6725 - Fees&Service Charges EXTERNAL | (\$2,280,154)         | (\$2,280,155)         | (\$1)               | 0.0%               |
| <b>Total Revenue</b>                 | <b>(\$25,545,909)</b> | <b>(\$26,428,416)</b> | <b>(\$882,507)</b>  | <b>3.5%</b>        |

## EXPENSES

### Financial Expenses

|                     |           |           |     |      |
|---------------------|-----------|-----------|-----|------|
| 4540 - Bank Charges | \$141,000 | \$141,000 | \$0 | 0.0% |
|---------------------|-----------|-----------|-----|------|

### Minor Capital

|                                       |             |             |            |          |
|---------------------------------------|-------------|-------------|------------|----------|
| 2150 - Minor Apparatus & Tools        | \$225,824   | \$228,824   | \$3,000    | 1.3%     |
| 2220 - Maintenance Parts & Materials  | \$919,755   | \$921,755   | \$2,000    | 0.2%     |
| 2230 - Infrastructure Maint. Material | \$1,202,792 | \$1,174,407 | (\$28,385) | (2.4%)   |
| 2520 - Vehicle Repairs                | \$6,000     | \$6,000     | \$0        | 0.0%     |
| 2530 - Equipment Repairs              | \$63,000    | \$69,540    | \$6,540    | 10.4%    |
| 5111 - Machinery & Equipment -Non TCA | \$118,470   | \$118,470   | \$0        | 0.0%     |
| 5125 - Computers - PCs                | (\$400)     | \$3,500     | \$3,900    | (975.0%) |
| 5126 - Computer Software              | \$186,235   | \$210,535   | \$24,300   | 13.0%    |
| 5130 - Furniture & Furnishings        | \$7,000     | \$2,000     | (\$5,000)  | (71.4%)  |

### Operating & Maintenance Supplies

|                                       |             |             |            |          |
|---------------------------------------|-------------|-------------|------------|----------|
| 2010 - Office Supplies                | \$91,250    | \$91,192    | (\$58)     | (0.1%)   |
| 2060 - Computer Supplies              | \$4,610     | \$4,610     | \$0        | 0.0%     |
| 2110 - Linen                          | \$10,000    | \$10,000    | \$0        | 0.0%     |
| 2115 - Motor Fuels                    | \$527,366   | \$633,366   | \$106,000  | 20.1%    |
| 2117 - Oils and Lubricants            | \$11,300    | \$11,300    | \$0        | 0.0%     |
| 2140 - Chemicals                      | \$313,770   | \$313,770   | \$0        | 0.0%     |
| 2145 - Housekeeping Supplies          | \$442,980   | \$452,980   | \$10,000   | 2.3%     |
| 2147 - Caretaking                     | \$1,661,947 | \$1,661,947 | \$0        | 0.0%     |
| 2170 - Operating and Other Supplies   | \$154,190   | \$157,340   | \$3,150    | 2.0%     |
| 2175 - First Aid Safety Supplies      | \$41,350    | \$41,350    | \$0        | 0.0%     |
| 2180 - Program Supplies               | \$505,663   | \$478,663   | (\$27,000) | (5.3%)   |
| 2250 - Vehicle Maint Parts/Materials  | \$30,000    | \$30,000    | \$0        | 0.0%     |
| 2310 - Food and confections           | \$33,837    | \$33,487    | (\$350)    | (1.0%)   |
| 2330 - Beverages - non-alcoholic      | \$700       | \$0         | (\$700)    | (100.0%) |
| 2350 - Beverages - alcoholic          | \$0         | (\$5,500)   | (\$5,500)  | n/a      |
| 2360 - Promotional Material & Product | \$2,500     | \$2,500     | \$0        | 0.0%     |
| 2970 - Building Maintenance           | \$4,700     | \$1,700     | (\$3,000)  | (63.8%)  |
| 3176 - Facility Opns-Labour INTERNAL  | \$2,110,016 | \$2,106,016 | (\$4,000)  | (0.2%)   |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$29,980       | \$29,620       | (\$360)             | (1.2%)             |
| 4025 - Document Registration            | \$500          | \$500          | \$0                 | 0.0%               |
| 4050 - Training Courses                 | \$30,807       | \$20,407       | (\$10,400)          | (33.8%)            |
| 4085 - Interpretation & Exhibition      | \$700          | \$700          | \$0                 | 0.0%               |
| 4155 - Conference Registration          | \$10,450       | \$10,450       | \$0                 | 0.0%               |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$2,450        | \$2,450        | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External      | \$1,605        | \$1,605        | \$0                 | 0.0%               |
| 2215 - Bldg Maintenance Services        | \$111,000      | \$111,000      | \$0                 | 0.0%               |
| 2610 - Travel Expense                   | \$29,860       | \$28,360       | (\$1,500)           | (5.0%)             |
| 2620 - Car Allowance                    | \$37,960       | \$39,460       | \$1,500             | 4.0%               |
| 2710 - Telephone Expenses               | \$34,760       | \$44,760       | \$10,000            | 28.8%              |
| 2711 - Cell Phones                      | \$63,232       | \$64,022       | \$790               | 1.2%               |
| 2915 - Consulting Services - External   | \$10,000       | \$10,000       | \$0                 | 0.0%               |
| 2916 - INTERNAL Services- non-salary    | \$211,870      | \$267,813      | \$55,943            | 26.4%              |
| 2925 - Computer Maintenance             | \$17,515       | \$17,515       | \$0                 | 0.0%               |
| 2940 - Advertising                      | \$222,647      | \$245,267      | \$22,620            | 10.2%              |
| 2943 - Commissions Expense              | \$62,000       | \$102,000      | \$40,000            | 64.5%              |
| 2950 - Other Prof Services-External     | \$1,247,820    | \$1,371,328    | \$123,508           | 9.9%               |
| 2951 - INTERNAL Service Salary Allocn   | \$69,800       | \$67,400       | (\$2,400)           | (3.4%)             |
| 2962 - Fees and Service Charges Exp     | \$37,115       | \$37,115       | \$0                 | 0.0%               |
| 2980 - Contracted Services              | \$4,603,364    | \$4,673,968    | \$70,604            | 1.5%               |
| 2981 - Agreements                       | \$200,000      | \$200,000      | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense         | \$4,655        | \$4,655        | \$0                 | 0.0%               |
| 2995 - Other Purchased Services         | \$890,000      | \$893,000      | \$3,000             | 0.3%               |
| 3120 - Rental Expense EXTERNAL          | \$384,449      | \$288,449      | (\$96,000)          | (25.0%)            |
| 3121 - GPS                              | \$35,538       | \$35,538       | \$0                 | 0.0%               |
| 3140 - VehicleRent-Dedicated INTERNAL   | \$2,055,595    | \$2,299,580    | \$243,985           | 11.9%              |
| 3145 - VehicleRent-TempOther INTERNAL   | \$305,257      | \$305,257      | \$0                 | 0.0%               |
| 3150 - Vehicle Rental - External        | \$33,850       | \$54,850       | \$21,000            | 62.0%              |
| 3175 - Facility Rental External         | \$10,000       | \$130,000      | \$120,000           | 1200.0%            |
| 3181 - PC & Maint. Allocation           | \$270,250      | \$263,250      | (\$7,000)           | (2.6%)             |
| 3250 - Licenses                         | \$29,800       | \$41,400       | \$11,600            | 38.9%              |
| <b>Salaries &amp; Benefits</b>          |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$11,150,153   | \$11,454,651   | \$304,498           | 2.7%               |
| 8115 - Salary-Reg.Part Time             | \$803,781      | \$796,810      | (\$6,971)           | (0.9%)             |
| 8120 - Hourly-Reg.Full Time             | \$8,749,615    | \$8,124,422    | (\$625,193)         | (7.1%)             |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--|---------------------|---------------------|---------------------|--------------------|
| 8130 - Overtime - Salary                         | \$45,188            | \$45,188            | \$0                 | 0.0%               |
| 8140 - Overtime - Wages                          | \$345,737           | \$402,927           | \$57,190            | 16.5%              |
| 8150 - Salary-Temporary                          | \$153,044           | \$153,044           | \$0                 | 0.0%               |
| 8160 - Hourly-Temporary                          | \$7,693,734         | \$7,624,755         | (\$68,979)          | (0.9%)             |
| 8170 - Service Pay                               | \$6,435             | \$4,225             | (\$2,210)           | (34.3%)            |
| 8175 - Service Pay - Hourly                      | \$11,035            | \$11,035            | \$0                 | 0.0%               |
| 8180 - Stand-by Pay                              | \$2,500             | \$2,500             | \$0                 | 0.0%               |
| 8190 - Other Pay                                 | \$682,966           | \$959,522           | \$276,556           | 40.5%              |
| 8210 - Meal Allowance                            | \$7,699             | \$7,699             | \$0                 | 0.0%               |
| 8240 - Other Training Expenses                   | \$14,875            | \$14,875            | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                 | \$9,130             | \$9,130             | n/a                |
| 8290 - Clothing - Uniforms                       | \$196,206           | \$175,306           | (\$20,900)          | (10.7%)            |
| 8380 - Workers Comp. - Admin.                    | \$60,800            | \$60,800            | \$0                 | 0.0%               |
| 8381 - Workers Comp. - Medical                   | \$19,168            | \$19,168            | \$0                 | 0.0%               |
| 8382 - Workers Comp. - Salary                    | \$15,000            | \$15,000            | \$0                 | 0.0%               |
| 8383 - Workers Comp. - Pension                   | \$68,000            | \$68,000            | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$7,659,330         | \$7,693,369         | \$34,039            | 0.4%               |
| <b>Transfers for Social Services</b>             |                     |                     |                     |                    |
| 3569 - Repairs and Maintenance                   | \$6,000             | \$6,000             | \$0                 | 0.0%               |
| 4230 - Special Projects - Social Servic          | \$363,000           | \$363,000           | \$0                 | 0.0%               |
| <b>Transfers to External Agencies</b>            |                     |                     |                     |                    |
| 4145 - Grants from City                          | \$9,000             | \$9,000             | \$0                 | 0.0%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                     |                    |
| 4210 - Depreciation                              | \$864,399           | \$934,399           | \$70,000            | 8.1%               |
| 4245 - TRANSFER to Capital Fund                  | \$109,830           | \$109,830           | \$0                 | 0.0%               |
| 4248 - Transfer to Reserve Account               | \$21,445            | \$21,445            | \$0                 | 0.0%               |
| 4250 - TRANSFER to Reserve Fund                  | \$301,500           | \$301,500           | \$0                 | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                     |                    |
| 3010 - Utilities                                 | \$7,239,429         | \$6,976,469         | (\$262,960)         | (3.6%)             |
| 3011 - Recoverable Utilities                     | \$1,801,000         | \$1,801,000         | \$0                 | 0.0%               |
| 3210 - Building Insurance                        | \$759,790           | \$862,044           | \$102,254           | 13.5%              |
| 3220 - Vehicle Insurance                         | \$8,971             | \$10,344            | \$1,373             | 15.3%              |
| 3230 - Liability Insurance                       | \$455,731           | \$528,309           | \$72,578            | 15.9%              |
| 4015 - Taxes                                     | \$72,050            | \$40,510            | (\$31,540)          | (43.8%)            |
| <b>Total Expense</b>                             | <b>\$69,568,095</b> | <b>\$70,168,747</b> | <b>\$600,652</b>    | <b>0.9%</b>        |
| <b>Total Net</b>                                 | <b>\$44,022,186</b> | <b>\$43,740,331</b> | <b>(\$281,855)</b>  | <b>(0.6%)</b>      |

**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact   | FTE Impact   |
|----------------------------|-----------|--|--------------------|--------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                 | \$673,658          |              |
| MD 08-2025                 | 2025-0228 | Departmental Negotiated Wage Adjustment (Part-Time Staff Only)       | \$105,664          |              |
| MD 08-2025                 | 2025-0241 | Council Directed Programming - Free Public Skating                   | \$35,000           |              |
| MD 08-2025                 | 2025-0184 | Fleet Additions: Salter, Plow, and Water Tank Units Required         | \$17,005           |              |
| MD 08-2025                 | 2025-0196 | One Time Parks Accommodated Employees                                | \$0                |              |
| MD 08-2025                 | 2025-0232 | One Time Funding for Windsor Water World Operations                  | \$0                |              |
| MD 08-2025                 | 2025-0373 | Geese Management Plan  | \$30,000           |              |
| MD 08-2025                 | 2025-0177 | Parks User Fee Updates   | (\$18,462)         |              |
| MD 08-2025                 | 2025-0230 | User Fee Updates - Recreation and Culture                            | (\$300,000)        |              |
| MD 08-2025                 | 2025-0342 | Facilities User Fee Updates  | (\$1)              |              |
| MD 08-2025                 | 2025-0376 | Additional Elimination of Hanging Baskets & Ground Planters          | (\$483,000)        |              |
| MD 08-2025                 | 2025-0377 | Park Land Disposition  | (\$465,500)        |              |
| MD 08-2025                 | 2025-0172 | One Time Funding Parks & Facilities Operations Asset Analyst         | \$0                |              |
| MD 08-2025                 | 2025-0173 | Ojibway and Natural Areas Biodiversity Coordinator                   | \$0                | 1.0          |
| MD 08-2025                 | 2025-0221 | One Time Funding for Temporary Supervisor, Facilities                | \$0                |              |
| MD 08-2025                 | 2025-0371 | Finance Committee - Elimination of Hanging Baskets & Ground Planters | (\$336,000)        | (2.0)        |
| MD 08-2025                 | 2025-0372 | Finance Committee – Additional Recreation User Fee Increases         | (\$110,000)        |              |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations                                      | \$569,781          | (1.0)        |
| <b>Total Budget Impact</b> |           |  | <b>(\$281,855)</b> | <b>(7.0)</b> |

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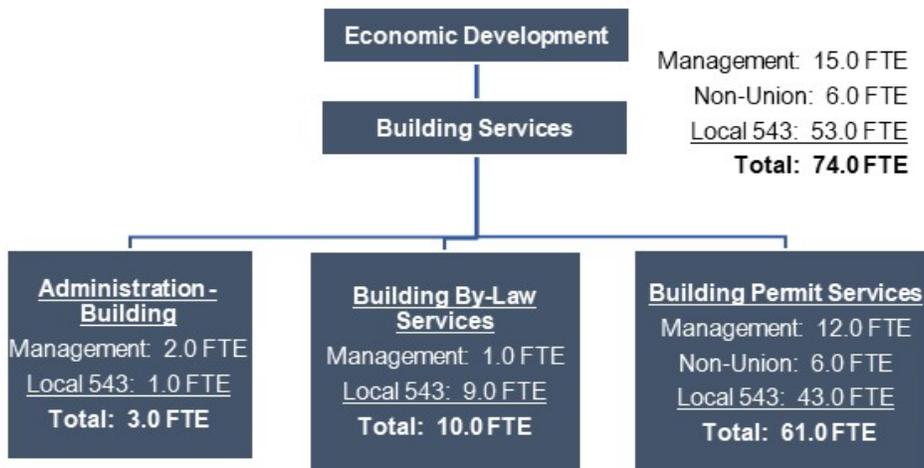
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**DESCRIPTION**

Building Services plays a critical role in ensuring the safety, integrity, and compliance of all buildings and properties within the municipality. The department is responsible for the application and enforcement of the Ontario Building Code, as well as property-related Municipal Bylaws. Key responsibilities include issuing building permits, conducting inspections, investigating complaints, enforcing maintenance bylaws, overseeing land use regulations and providing guidance and information to property owners, developers, and contractors regarding building regulations and permit processes.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Administration - Building</b>                            |        |            |             |
| Chief Building Official                                     | RFT    | Management | 1.0         |
| Manager of Administration                                   | RFT    | Management | 1.0         |
| Administrative Assistant                                    | RFT    | Local 543  | 1.0         |
|   |        |            | <b>3.0</b>  |
| <b>Building ByLaw Services</b>                              |        |            |             |
| Manager of Inspections - West                               | RFT    | Management | 1.0         |
| Building By-Law Officer                                     | RFT    | Local 543  | 8.0         |
| Building By-Law Enforcement Clerk                           | RFT    | Local 543  | 1.0         |
|   |        |            | <b>10.0</b> |
| <b>Building Permit Services</b>                             |        |            |             |
| Senior Manager/Deputy Chief Building Official - Permits     | RFT    | Management | 1.0         |
| Senior Manager/Deputy Chief Building Official - Inspections | RFT    | Management | 1.0         |
| Manager, Policy & Regulatory Services/Deputy CBO            | RFT    | Management | 1.0         |
| Manager, Building Engineer/Architect                        | RFT    | Management | 2.0         |
| Manager, Application Coordinator                            | RFT    | Management | 1.0         |
| Manager, Customer Service                                   | RFT    | Management | 1.0         |
| Manager of Inspections - East                               | RFT    | Management | 1.0         |
| Manager of Inspections                                      | RFT    | Management | 2.0         |
| Manager, Plan Examination Small Building                    | RFT    | Management | 1.0         |
| Supervisor, Research & Policy                               | RFT    | Management | 1.0         |
| Building Engineer/Architect                                 | RFT    | Non-Union  | 6.0         |
| Building Inspector I  | RFT    | Local 543  | 9.0         |
| Building Inspector II                                       | RFT    | Local 543  | 6.0         |
| Mechanical Building Inspector I                             | RFT    | Local 543  | 2.0         |
| Plan Examiner   | RFT    | Local 543  | 6.0         |
| Development Application Coordinator                         | RFT    | Local 543  | 10.0        |
| Research & Data Analyst                                     | RFT    | Local 543  | 1.0         |
| Permit Services Clerk                                       | RFT    | Local 543  | 1.0         |
| Customer Care Clerk   | RFT    | Local 543  | 2.0         |
| Prosecutions Clerk (Building)/Inspections Services Clerk    | RFT    | Local 543  | 1.0         |
| Inspections Services Clerk                                  | RFT    | Local 543  | 1.0         |
| Communications Clerk  | RFT    | Local 543  | 1.0         |
| Development Support Clerk                                   | RFT    | Local 543  | 3.0         |
|   |        |            | <b>61.0</b> |
|   |        |            | <b>74.0</b> |

|                           | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>           |                    |                    |                     |                    |
| Administration - Building | \$554,288          | \$557,534          | \$3,246             | 0.6%               |
| Building Bylaw Services   | \$1,029,242        | \$1,054,378        | \$25,136            | 2.4%               |
| Building Permit Services  | (\$133,834)        | (\$319,008)        | (\$185,174)         | 138.4%             |
| <b>Total Net</b>          | <b>\$1,449,696</b> | <b>\$1,292,904</b> | <b>(\$156,792)</b>  | <b>(10.8%)</b>     |

| Account                                 | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                      |                      |                     |                    |
| <b>Other Miscellaneous Revenue</b>      |                      |                      |                     |                    |
| 6990 - Other General Revenue            | (\$65,000)           | (\$65,000)           | \$0                 | 0.0%               |
| <b>Recovery of Expenditures</b>         |                      |                      |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$67,683)           | (\$67,683)           | \$0                 | 0.0%               |
| 6998 - Temporary Gapping                | (\$32,201)           | \$0                  | \$32,201            | (100.0%)           |
| <b>Transfers From Other Funds</b>       |                      |                      |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$1,512,956)        | (\$1,668,581)        | (\$155,625)         | 10.3%              |
| <b>User Fees, Permits &amp; Charges</b> |                      |                      |                     |                    |
| 6410 - Licenses & Permits               | (\$5,738,265)        | (\$5,998,698)        | (\$260,433)         | 4.5%               |
| 6485 - Bylaw Fines - Courts             | (\$136,550)          | (\$136,550)          | \$0                 | 0.0%               |
| 6650 - User Fees- External              | (\$299,483)          | (\$93,483)           | \$206,000           | (68.8%)            |
| 6725 - Fees&Service Charges EXTERNAL    | (\$191,294)          | \$0                  | \$191,294           | (100.0%)           |
| <b>Total Revenue</b>                    | <b>(\$8,043,432)</b> | <b>(\$8,029,995)</b> | <b>\$13,437</b>     | <b>(0.2%)</b>      |

**EXPENSES**

**Financial Expenses**

|                     |          |          |     |      |
|---------------------|----------|----------|-----|------|
| 4540 - Bank Charges | \$82,740 | \$82,740 | \$0 | 0.0% |
|---------------------|----------|----------|-----|------|

**Minor Capital**

|                                    |           |           |          |        |
|------------------------------------|-----------|-----------|----------|--------|
| 2150 - Minor Apparatus & Tools     | \$1,200   | \$1,200   | \$0      | 0.0%   |
| 5110 - Machinery & Equipment - TCA | \$1,600   | \$1,600   | \$0      | 0.0%   |
| 5125 - Computers - PCs             | \$2,000   | \$12,000  | \$10,000 | 500.0% |
| 5126 - Computer Software           | \$135,343 | \$140,543 | \$5,200  | 3.8%   |
| 5130 - Furniture & Furnishings     | \$1,366   | \$1,366   | \$0      | 0.0%   |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$11,654       | \$11,654       | \$0                 | 0.0%               |
| 2060 - Computer Supplies                    | \$100          | \$3,645        | \$3,545             | 3545.0%            |
| 2175 - First Aid Safety Supplies            | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$17,481       | \$17,481       | \$0                 | 0.0%               |
| 4050 - Training Courses                     | \$17,734       | \$31,167       | \$13,433            | 75.7%              |
| 4155 - Conference Registration              | \$4,100        | \$4,100        | \$0                 | 0.0%               |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$16,114       | \$10,478       | (\$5,636)           | (35.0%)            |
| 2070 - Imaging & Printing External          | \$2,842        | \$2,842        | \$0                 | 0.0%               |
| 2085 - Publications and Manuals             | \$2,600        | \$2,600        | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance            | \$865          | \$865          | \$0                 | 0.0%               |
| 2610 - Travel Expense                       | \$6,004        | \$6,004        | \$0                 | 0.0%               |
| 2620 - Car Allowance                        | \$221          | \$221          | \$0                 | 0.0%               |
| 2711 - Cell Phones                          | \$15,954       | \$17,054       | \$1,100             | 6.9%               |
| 2915 - Consulting Services - External       | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 2920 - Legal Services                       | \$5,000        | \$5,000        | \$0                 | 0.0%               |
| 2925 - Computer Maintenance                 | \$144          | \$0            | (\$144)             | (100.0%)           |
| 2950 - Other Prof Services-External         | \$250          | \$250          | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense             | \$200          | \$500          | \$300               | 150.0%             |
| 2995 - Other Purchased Services             | \$1,920        | \$1,620        | (\$300)             | (15.6%)            |
| 3120 - Rental Expense EXTERNAL              | \$3,516        | \$3,516        | \$0                 | 0.0%               |
| 3121 - GPS                                  | \$13,200       | \$12,688       | (\$512)             | (3.9%)             |
| 3140 - VehicleRent-Dedicated INTERNAL       | \$337,220      | \$384,740      | \$47,520            | 14.1%              |
| 3145 - VehicleRent-TempOther INTERNAL       | \$24,246       | \$1,280        | (\$22,966)          | (94.7%)            |
| 3180 - Computer Rental - INTERNAL           | \$80           | \$0            | (\$80)              | (100.0%)           |
| 3181 - PC & Maint. Allocation               | \$72,000       | \$74,000       | \$2,000             | 2.8%               |
| 3250 - Licenses                             | \$207          | \$207          | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>              |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time                 | \$6,147,423    | \$6,221,021    | \$73,598            | 1.2%               |
| 8130 - Overtime - Salary                    | \$8,692        | \$8,692        | \$0                 | 0.0%               |
| 8150 - Salary-Temporary                     | \$139,278      | \$0            | (\$139,278)         | (100.0%)           |
| 8170 - Service Pay                          | \$2,925        | \$1,625        | (\$1,300)           | (44.4%)            |
| 8190 - Other Pay                            | \$306,251      | \$148,266      | (\$157,985)         | (51.6%)            |
| 8210 - Meal Allowance                       | \$200          | \$200          | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                | \$0            | \$860          | \$860               | n/a                |
| 8290 - Clothing - Uniforms                  | \$16,360       | \$15,100       | (\$1,260)           | (7.7%)             |
| 8291 - Clothing Allowance                   | \$100          | \$100          | \$0                 | 0.0%               |

|   | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| 8380 - Workers Comp. - Admin.           | \$6,000            | \$6,000            | \$0                 | 0.0%               |
| 8381 - Workers Comp. - Medical          | \$5,300            | \$5,300            | \$0                 | 0.0%               |
| 8383 - Workers Comp. - Pension          | \$13,000           | \$13,000           | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)          | \$2,050,937        | \$2,052,942        | \$2,005             | 0.1%               |
| <b>Utilities, Insurance &amp; Taxes</b> |                    |                    |                     |                    |
| 3210 - Building Insurance               | \$12,193           | \$8,662            | (\$3,531)           | (29.0%)            |
| 3230 - Liability Insurance              | \$4,568            | \$7,770            | \$3,202             | 70.1%              |
| <b>Total Expense</b>                    | <b>\$9,493,128</b> | <b>\$9,322,899</b> | <b>(\$170,229)</b>  | <b>(1.8%)</b>      |
| <b>Total Net</b>                        | <b>\$1,449,696</b> | <b>\$1,292,904</b> | <b>(\$156,792)</b>  | <b>(10.8%)</b>     |

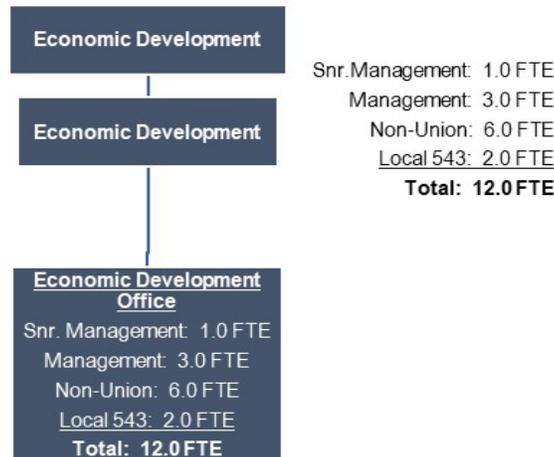
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact   | FTE Impact |
|----------------------------|-----------|--|--------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                       | (\$162,571)        |            |
| MD 08-2025                 | 2025-0290 | Annualize Addition of One RFT Building By-Law Officer (Strengthen the Core | \$32,201           |            |
| MD 08-2025                 | 2025-0087 | Fleet Addition - One Additional Fleet Vehicle                              | \$12,367           |            |
| MD 08-2025                 | 2025-0024 | Building User Fee Increase by 3% to Offset Inspection Revenue Decrease     | \$0                |            |
| MD 08-2025                 | 2025-0339 | Additional Building Fees   | (\$50,000)         |            |
| MD 08-2025                 | 2025-0031 | One Time Funding To Increase Training Budget Line for the Building Depart  | \$0                |            |
| MD 08-2025                 | 2025-0293 | Addition of Two RFT Manager of Inspections for Building Services           | \$0                | 2.0        |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations  | \$11,211           |            |
| <b>Total Budget Impact</b> |           |  | <b>(\$156,792)</b> | <b>2.0</b> |

**DESCRIPTION**

Economic Development is dedicated to promoting sustained economic growth by attracting new business investment and supporting the success of existing enterprises within the region. The department plays a key role in fostering a vibrant, resilient, and economically diverse community, helping to ensure long-term prosperity and a high quality of life for residents. Key responsibilities include attracting and supporting new business and industries, encouraging innovation and entrepreneurship, marketing the region, developing economic strategies and policies, and monitoring economic trends and data.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile        | FTE         |
|---|--------|----------------|-------------|
| <b>Economic Development Office</b>                        |        |                |             |
| Commissioner, Economic Development                        | RFT    | Sr. Management | 1.0         |
| Executive Director of Economic Development                | RFT    | Management     | 1.0         |
| Manager, Land Development & Growth                        | RFT    | Management     | 1.0         |
| Supervisor, Environmental Sustainability & Climate Change | RFT    | Management     | 1.0         |
| Senior Economic Development Officer                       | RFT    | Non-Union      | 3.0         |
| Executive Initiatives Coordinator                         | RFT    | Non-Union      | 1.0         |
| CEP Project Administrator                                 | RFT    | Non-Union      | 1.0         |
| Executive Administrative Assistant                        | RFT    | Non-Union      | 1.0         |
| Environment & Sustainability Coordinator                  | RFT    | Local 543      | 1.0         |
| Administrative Assistant                                  | RFT    | Local 543      | 1.0         |
|   |        |                | <b>12.0</b> |
|   |        |                | <b>12.0</b> |

|  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
|--|----------------|----------------|---------------------|--------------------|

**DIVISION**

|                             |                    |                    |                  |             |
|-----------------------------|--------------------|--------------------|------------------|-------------|
| Economic Development Office | \$2,194,123        | \$2,330,830        | \$136,707        | 6.2%        |
| <b>Total Net</b>            | <b>\$2,194,123</b> | <b>\$2,330,830</b> | <b>\$136,707</b> | <b>6.2%</b> |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**Revenue**

**Recovery of Expenditures**

|                          |            |     |          |          |
|--------------------------|------------|-----|----------|----------|
| 6998 - Temporary Gapping | (\$42,826) | \$0 | \$42,826 | (100.0%) |
|--------------------------|------------|-----|----------|----------|

**Transfers From Other Funds**

|                                    |     |             |             |     |
|------------------------------------|-----|-------------|-------------|-----|
| 7054 - TRANSFER From Reserve Funds | \$0 | (\$125,000) | (\$125,000) | n/a |
|------------------------------------|-----|-------------|-------------|-----|

**User Fees, Permits & Charges**

|                                   |            |            |     |      |
|-----------------------------------|------------|------------|-----|------|
| 6690 - Sewer Surcharge Recoveries | (\$49,000) | (\$49,000) | \$0 | 0.0% |
|-----------------------------------|------------|------------|-----|------|

|                      |                   |                    |                   |              |
|----------------------|-------------------|--------------------|-------------------|--------------|
| <b>Total Revenue</b> | <b>(\$91,826)</b> | <b>(\$174,000)</b> | <b>(\$82,174)</b> | <b>89.5%</b> |
|----------------------|-------------------|--------------------|-------------------|--------------|

**EXPENSES**

**Minor Capital**

|                                       |         |          |          |      |
|---------------------------------------|---------|----------|----------|------|
| 5111 - Machinery & Equipment-NonTCA   | \$0     | \$1,500  | \$1,500  | n/a  |
| 5113 - Ergonomic Equipment            | \$0     | \$2,000  | \$2,000  | n/a  |
| 5125 - Computers - PCs                | \$1,500 | \$1,500  | \$0      | 0.0% |
| 5126 - Computer Software              | \$0     | \$14,300 | \$14,300 | n/a  |
| 5130 - Furniture & Furnishings        | \$0     | \$1,700  | \$1,700  | n/a  |
| 5475 - Non-Tendered Construction Cost | \$7,000 | \$7,000  | \$0      | 0.0% |

**Operating & Maintenance Supplies**

|                                     |          |         |            |         |
|-------------------------------------|----------|---------|------------|---------|
| 2010-Office Supplies                | \$500    | \$6,500 | \$6,000    | 1200.0% |
| 2060 - Computer Supplies            | \$100    | \$3,100 | \$3,000    | 3000.0% |
| 2170-Operating and Other Supplies   | \$3,700  | \$4,900 | \$1,200    | 32.4%   |
| 2180-Program Supplies               | \$18,200 | \$500   | (\$17,700) | (97.3%) |
| 2310 - Food and Confections         | \$0      | \$500   | \$500      | n/a     |
| 2360-Promotional Material & Product | \$13,000 | \$8,000 | (\$5,000)  | (38.5%) |

|  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|--------------------|---------------------|--------------------|
| <b>Other Miscellaneous Expenditures</b>          |                    |                    |                     |                    |
| 4020-Membership Fees & Dues                      | \$4,250            | \$8,450            | \$4,200             | 98.8%              |
| 4050 - Training Courses                          | \$0                | \$6,500            | \$6,500             | n/a                |
| 4155 - Conference Registration                   | \$3,500            | \$22,000           | \$18,500            | 528.6%             |
| <b>Purchased Services</b>                        |                    |                    |                     |                    |
| 2070 - Imaging & Printing External               | \$200              | \$200              | \$0                 | 0.0%               |
| 2085 - Publications and Manuals                  | \$0                | \$200              | \$200               | n/a                |
| 2609 - Mileage and Car Allowance                 | \$0                | \$500              | \$500               | n/a                |
| 2610 - Travel Expense                            | \$6,133            | \$24,133           | \$18,000            | 293.5%             |
| 2620 - Car Allowance                             | \$6,070            | \$6,670            | \$600               | 9.9%               |
| 2710 - Telephone Expenses                        | \$0                | \$1,000            | \$1,000             | n/a                |
| 2711 - Cell Phones                               | \$3,360            | \$7,360            | \$4,000             | 119.0%             |
| 2915 - Consulting Services - External            | \$0                | \$2,000            | \$2,000             | n/a                |
| 2916 - INTERNAL Services - non salary            | \$0                | \$3,000            | \$3,000             | n/a                |
| 2925 - Computer Maintenance                      | \$0                | \$1,000            | \$1,000             | n/a                |
| 2940 - Advertising                               | \$9,500            | \$1,500            | (\$8,000)           | (84.2%)            |
| 2950 - Other Prof Services-External              | \$71,500           | \$4,000            | (\$67,500)          | (94.4%)            |
| 2980-Contracted Services                         | \$49,000           | \$49,000           | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense                  | \$8,000            | \$8,860            | \$860               | 10.8%              |
| 3120 - Rental Expense EXTERNAL                   | \$0                | \$1,500            | \$1,500             | n/a                |
| 3170-Facility Rental INTERNAL                    | \$1,000            | \$1,000            | \$0                 | 0.0%               |
| 3175 - Facility Rental EXTERNAL                  | \$0                | \$5,000            | \$5,000             | n/a                |
| 3181 - PC & Maint. Allocation                    | \$11,000           | \$12,000           | \$1,000             | 9.1%               |
| <b>Salaries &amp; Benefits</b>                   |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time                      | \$1,229,568        | \$1,418,359        | \$188,791           | 15.4%              |
| 8160-Hourly-Temporary                            | \$20,709           | \$20,709           | \$0                 | 0.0%               |
| 8170-Service Pay                                 | \$325              | \$0                | (\$325)             | (100.0%)           |
| 8190 - Other Pay                                 | \$407,388          | \$245,977          | (\$161,411)         | (39.6%)            |
| 8210-Meal Allowance                              | \$235              | \$235              | \$0                 | 0.0%               |
| 8282-Employee Appreciation                       | \$0                | \$140              | \$140               | n/a                |
| 8399 - Fringe Benefits (Dept.)                   | \$408,241          | \$470,959          | \$62,718            | 15.4%              |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                    |                    |                     |                    |
| 4250 - TRANSFER to Reserve Fund                  | \$0                | \$125,000          | \$125,000           | n/a                |
| <b>Utilities, Insurance &amp; Taxes</b>          |                    |                    |                     |                    |
| 3210 - Building Insurance                        | \$311              | \$4,409            | \$4,098             | 1317.7%            |
| 3230 - Liability Insurance                       | \$1,659            | \$1,669            | \$10                | 0.6%               |
| <b>Total Expense</b>                             | <b>\$2,285,949</b> | <b>\$2,504,830</b> | <b>\$218,881</b>    | <b>9.6%</b>        |
| <b>Total Net</b>                                 | <b>\$2,194,123</b> | <b>\$2,330,830</b> | <b>\$136,707</b>    | <b>6.2%</b>        |

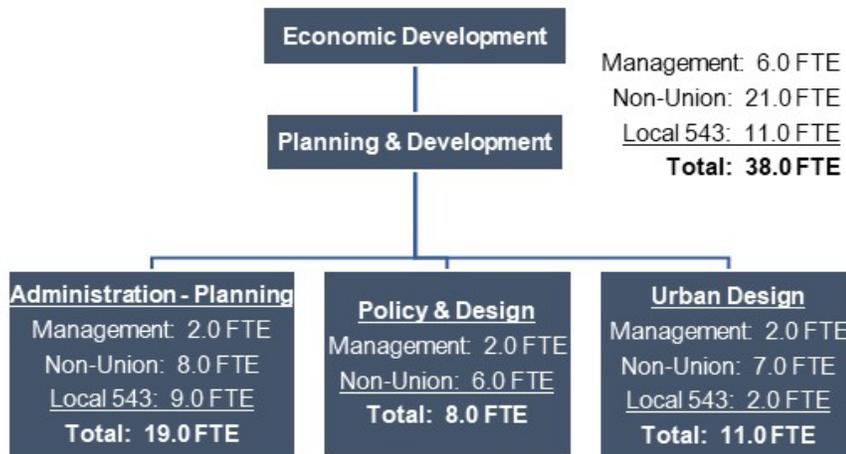
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact | FTE Impact |
|----------------------------|-----------|---|------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                    | \$36,835         |            |
| MD 08-2025                 | 2025-0292 | Annualize the Addition of One RFT Project Lead, Economic Development (S | \$42,826         |            |
| MD 08-2025                 | 2025-0023 | One Time Funding for the Climate Change Reserve Fund 223                | \$0              |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | \$57,046         | 1.0        |
| <b>Total Budget Impact</b> |           |   | <b>\$136,707</b> | <b>1.0</b> |

**DESCRIPTION**

Planning Services is responsible for the growth and development of the municipality through the preparation, implementation, and ongoing management of land use policies and planning frameworks. Central to this role is the development and maintenance of the Official Plan and Zoning By-law, which together serve as the foundation for land use decisions and future development within the city. Key responsibilities include preparing and updating planning documents, administering and interpreting the Zoning By-laws, reviewing, processing, and evaluating development applications, providing professional recommendations to Council and engaging with stakeholders.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Administration - Planning &amp; Building</b>       |        |            |             |
| City Planner/Exec Dir Planning & Development Services | RFT    | Management | 1.0         |
| Manager, Planning (Site Plan Control)                 | RFT    | Management | 1.0         |
| Planner III - Development                             | RFT    | Non-Union  | 4.0         |
| Planner II- Development Review                        | RFT    | Non-Union  | 4.0         |
| Administrative Assistant                              | RFT    | Local 543  | 1.0         |
| Zoning Coordinator                                    | RFT    | Local 543  | 2.0         |
| Sec/Treasurer Comm of Adj.                            | RFT    | Local 543  | 1.0         |
| Development Planning Tech                             | RFT    | Local 543  | 1.0         |
| Street & Alley Legal Clerk                            | RFT    | Local 543  | 1.0         |
| Secretary to Mgr, Development Applications            | RFT    | Local 543  | 1.0         |
| Comm. of Adjustment Clerk                             | RFT    | Local 543  | 1.0         |
| Clerk Steno Senior                                    | RFT    | Local 543  | 1.0         |
|   |        |            | <b>19.0</b> |
| <b>Policy &amp; Design</b>                            |        |            |             |
| Deputy City Planner - Development                     | RFT    | Management | 1.0         |
| Manager, Planning (Development Applications)          | RFT    | Management | 1.0         |
| Planner III - Economic Develop                        | RFT    | Non-Union  | 1.0         |
| Planner III - Land Information & Development Tracking | RFT    | Non-Union  | 1.0         |
| Planner III -Heritage                                 | RFT    | Non-Union  | 1.0         |
| Planner III- Policy & Special Studies                 | RFT    | Non-Union  | 1.0         |
| Planner II - Revitalization & Policy Initiatives      | RFT    | Non-Union  | 1.0         |
| PlannerII-Research & Policy Support                   | RFT    | Non-Union  | 1.0         |
|   |        |            | <b>8.0</b>  |
| <b>Urban Design</b>                                   |        |            |             |
| Deputy City Planner Growth                            | RFT    | Management | 1.0         |
| Manager, Planning (Land Info & Special Projects)      | RFT    | Management | 1.0         |
| Planner III-Special Projects                          | RFT    | Non-Union  | 2.0         |
| Planner III Senior Urban Design                       | RFT    | Non-Union  | 1.0         |
| Planner III - Site Plan Approval Officer              | RFT    | Non-Union  | 2.0         |
| Landscape Architect                                   | RFT    | Non-Union  | 1.0         |
| Planner II-Res & Design Support                       | RFT    | Non-Union  | 1.0         |
| Planning Technician                                   | RFT    | Local 543  | 1.0         |
| Clerk-Steno (Planning)                                | RFT    | Local 543  | 1.0         |
|   |        |            | <b>11.0</b> |
|   |        |            | <b>38.0</b> |

|  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
|--|----------------|----------------|---------------------|--------------------|

**DIVISION**

|                           |                    |                    |                    |                |
|---------------------------|--------------------|--------------------|--------------------|----------------|
| Administration - Planning | \$951,275          | \$269,898          | (\$681,377)        | (71.6%)        |
| Policy & Design           | \$1,319,423        | \$1,311,683        | (\$7,740)          | (0.6%)         |
| Urban Design              | \$1,289,408        | \$1,583,565        | \$294,157          | 22.8%          |
| <b>Total Net</b>          | <b>\$3,560,106</b> | <b>\$3,165,146</b> | <b>(\$394,960)</b> | <b>(11.1%)</b> |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**REVENUE**

**Transfers From Other Funds**

|                                    |             |             |            |       |
|------------------------------------|-------------|-------------|------------|-------|
| 7054 - TRANSFER From Reserve Funds | (\$150,000) | (\$227,888) | (\$77,888) | 51.9% |
|------------------------------------|-------------|-------------|------------|-------|

**User Fees, Permits & Charges**

|                                      |               |               |             |          |
|--------------------------------------|---------------|---------------|-------------|----------|
| 6410 - Licenses & Permits            | (\$25,250)    | (\$25,250)    | \$0         | 0.0%     |
| 6650 - User Fees- External           | (\$1,788,785) | (\$2,188,785) | (\$400,000) | 22.4%    |
| 6725 - Fees&Service Charges EXTERNAL | (\$37,145)    | \$0           | \$37,145    | (100.0%) |

|                      |                      |                      |                    |              |
|----------------------|----------------------|----------------------|--------------------|--------------|
| <b>Total Revenue</b> | <b>(\$2,001,180)</b> | <b>(\$2,441,923)</b> | <b>(\$440,743)</b> | <b>22.0%</b> |
|----------------------|----------------------|----------------------|--------------------|--------------|

**EXPENSES**

**Financial Expenses**

|                     |     |         |         |     |
|---------------------|-----|---------|---------|-----|
| 4540 - Bank Charges | \$0 | \$3,400 | \$3,400 | n/a |
|---------------------|-----|---------|---------|-----|

**Minor Capital**

|                                       |          |          |       |       |
|---------------------------------------|----------|----------|-------|-------|
| 2150 - Minor Apparatus & Tools        | \$200    | \$300    | \$100 | 50.0% |
| 2230 - Infrastructure Maint. Material | \$1,920  | \$1,920  | \$0   | 0.0%  |
| 2530 - Equipment Repairs              | \$552    | \$552    | \$0   | 0.0%  |
| 5110 - Machinery & Equipment - TCA    | \$100    | \$100    | \$0   | 0.0%  |
| 5111 - Machinery & Equipment -Non TCA | \$1,400  | \$1,400  | \$0   | 0.0%  |
| 5125 - Computers - PCs                | \$2,800  | \$2,800  | \$0   | 0.0%  |
| 5126 - Computer Software              | \$33,671 | \$33,671 | \$0   | 0.0%  |
| 5130 - Furniture & Furnishings        | \$1,292  | \$1,292  | \$0   | 0.0%  |

**Operating & Maintenance Supplies**

|                                     |          |          |         |        |
|-------------------------------------|----------|----------|---------|--------|
| 2010 - Office Supplies              | \$13,556 | \$13,556 | \$0     | 0.0%   |
| 2060 - Computer Supplies            | \$0      | \$1,000  | \$1,000 | n/a    |
| 2170 - Operating and Other Supplies | \$6,376  | \$6,276  | (\$100) | (1.6%) |

|  | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|--------------------|---------------------|--------------------|
| <b>Other Miscellaneous Expenditures</b>          |                    |                    |                     |                    |
| 4020 - Membership Fees & Dues                    | \$18,099           | \$18,099           | \$0                 | 0.0%               |
| 4050 - Training Courses                          | \$11,979           | \$21,979           | \$10,000            | 83.5%              |
| 4155 - Conference Registration                   | \$7,000            | \$8,200            | \$1,200             | 17.1%              |
| 4295 - Public Relations                          | \$7,800            | \$7,360            | (\$440)             | (5.6%)             |
| <b>Purchased Services</b>                        |                    |                    |                     |                    |
| 2020 - Postage and Courier                       | \$4,940            | \$4,940            | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External               | \$5,560            | \$4,560            | (\$1,000)           | (18.0%)            |
| 2085 - Publications and Manuals                  | \$2,760            | \$2,760            | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance                 | \$4,324            | \$4,624            | \$300               | 6.9%               |
| 2610 - Travel Expense                            | \$16,115           | \$16,115           | \$0                 | 0.0%               |
| 2620 - Car Allowance                             | \$6,506            | \$6,206            | (\$300)             | (4.6%)             |
| 2710 - Telephone Expenses                        | \$1,702            | \$1,702            | \$0                 | 0.0%               |
| 2711 - Cell Phones                               | \$5,277            | \$5,277            | \$0                 | 0.0%               |
| 2920 - Legal Services                            | \$11,000           | \$1,160            | (\$9,840)           | (89.5%)            |
| 2940 - Advertising                               | \$48,094           | \$54,294           | \$6,200             | 12.9%              |
| 2950 - Other Prof Services-External              | \$196,592          | \$46,592           | (\$150,000)         | (76.3%)            |
| 2990 - Business Meeting Expense                  | \$2,200            | \$3,200            | \$1,000             | 45.5%              |
| 2995 - Other Purchased Services                  | \$7,614            | \$2,014            | (\$5,600)           | (73.5%)            |
| 3120 - Rental Expense EXTERNAL                   | \$6,828            | \$6,828            | \$0                 | 0.0%               |
| 3170 - Facility Rental INTERNAL                  | \$1,100            | \$1,100            | \$0                 | 0.0%               |
| 3181 - PC & Maint. Allocation                    | \$38,000           | \$38,000           | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>                   |                    |                    |                     |                    |
| 8110 - Salary-Reg.Full Time                      | \$3,713,896        | \$3,714,783        | \$887               | 0.0%               |
| 8130 - Overtime - Salary                         | \$5,748            | \$5,748            | \$0                 | 0.0%               |
| 8150 - Salary-Temporary                          | \$37,354           | \$37,354           | \$0                 | 0.0%               |
| 8160 - Hourly-Temporary                          | \$32,457           | \$312              | (\$32,145)          | (99.0%)            |
| 8170 - Service Pay                               | \$1,885            | \$1,625            | (\$260)             | (13.8%)            |
| 8190 - Other Pay                                 | \$2,340            | \$220,228          | \$217,888           | 9311.5%            |
| 8210 - Meal Allowance                            | \$936              | \$936              | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                | \$440              | \$440               | n/a                |
| 8399 - Fringe Benefits (Dept.)                   | \$1,235,455        | \$1,231,153        | (\$4,302)           | (0.3%)             |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                    |                    |                     |                    |
| 4250 Transfer to Reserve Fund                    | \$55,200           | \$55,200           | \$0                 | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                    |                    |                     |                    |
| 3210 - Building Insurance                        | \$3,975            | \$7,927            | \$3,952             | 99.4%              |
| 3230 - Liability Insurance                       | \$6,683            | \$6,446            | (\$237)             | (3.5%)             |
| 3231 - Law Pro                                   | \$0                | \$3,640            | \$3,640             | n/a                |
| <b>Total Expense</b>                             | <b>\$5,561,286</b> | <b>\$5,607,069</b> | <b>\$45,783</b>     | <b>0.8%</b>        |
| <b>Total Net</b>                                 | <b>\$3,560,106</b> | <b>\$3,165,146</b> | <b>(\$394,960)</b>  | <b>(11.1%)</b>     |

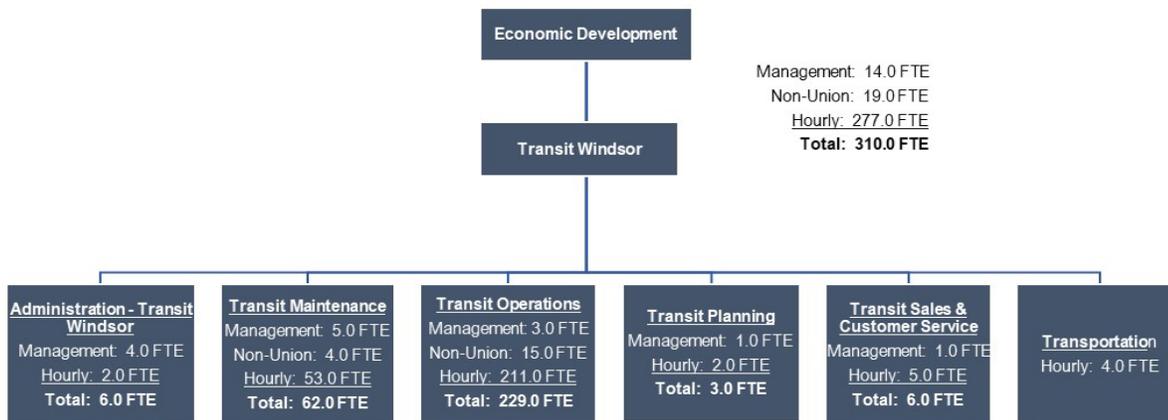
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact   | FTE Impact |
|----------------------------|-----------|---|--------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                    | \$1,085            |            |
| MD 08-2025                 | 2025-0335 | Planning User Fee Increase  | (\$400,000)        |            |
| MD 08-2025                 | 2025-0026 | One Time Funding for (2) Temporary Planner II Positions - Heritage      | \$0                |            |
| MD 08-2025                 | 2025-0039 | One Time Funding To Increase Training Budget for the Planning Departmen | \$0                |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | \$3,955            |            |
| <b>Total Budget Impact</b> |           |   | <b>(\$394,960)</b> | <b>0.0</b> |

## DESCRIPTION

Transit Services plays a vital role in supporting community connectivity and enhancing quality of life by providing accessible, reliable, and efficient transportation options for both residents and visitors. The service offers a variety of transit solutions that enable people to move throughout the city for a wide range of daily needs, including employment, education, healthcare, shopping, and leisure activities. Transit Services contributes to the economic vitality, social inclusiveness, and environmental sustainability of the city by enabling greater mobility, reducing traffic congestion, and supporting access to essential services.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile | FTE          |
|---|--------|---------|--------------|
| <b>Administration Transit Windsor</b>           |        |         |              |
| Executive Director Transit Services             | RFT    | TW-NU1  | 1.0          |
| Program Manager                                 | RFT    | TW-NU1  | 1.0          |
| Coordinator, Administration/Executive Assistant | RFT    | TW-NU1  | 1.0          |
| Payroll Clerk                                   | RFT    | TW-NU1  | 1.0          |
| Accounting Clerk                                | RFT    | TW-HRLY | 1.0          |
| Revenue & Data Process Clerk                    | RFT    | TW-HRLY | 1.0          |
|   |        |         | <b>6.0</b>   |
| <b>Transit Maintenance</b>                      |        |         |              |
| Director, Fleet & Facility Development          | RFT    | TW-NU1  | 1.0          |
| Maintenance Manager - Facilities                | RFT    | TW-NU1  | 1.0          |
| Maintenance Manager - Fleet                     | RFT    | TW-NU1  | 1.0          |
| Supervisor, Technical Administration            | RFT    | TW-NU1  | 1.0          |
| ITS Coordinator                                 | RFT    | TW-NU1  | 1.0          |
| Supervisor Maintenance                          | RFT    | TW-NU2  | 4.0          |
| Lead Hand Body Man                              | RFT    | TW-HRLY | 1.0          |
| Licensed Body Technician                        | RFT    | TW-HRLY | 4.0          |
| Licensed Motor Mechanic - Leader                | RFT    | TW-HRLY | 1.0          |
| Licensed Motor Mechanic                         | RFT    | TW-HRLY | 22.0         |
| Fleet Systems Support Specialist                | RFT    | TW-HRLY | 2.0          |
| Licensed Facilities Maint.Mech                  | RFT    | TW-HRLY | 3.0          |
| Maintenance/Janitorial                          | RFT    | TW-HRLY | 2.0          |
| Tireman   | RFT    | TW-HRLY | 1.0          |
| Sales & Marketing Specialist                    | RFT    | TW-HRLY | 1.0          |
| Service Line                                    | RFT    | TW-HRLY | 12.0         |
| Maintenance Stores                              | RFT    | TW-HRLY | 3.0          |
| Maintenance/Stores Clerk                        | RFT    | TW-HRLY | 1.0          |
|   |        |         | <b>62.0</b>  |
| <b>Transit Operations</b>                       |        |         |              |
| Director, Operations & Planning                 | RFT    | TW-NU1  | 1.0          |
| Manager Transportation                          | RFT    | TW-NU1  | 1.0          |
| Supervisor Operations                           | RFT    | TW-NU2  | 15.0         |
| Supervisor, Operations Administration           | RFT    | TW-NU1  | 1.0          |
| Operator  | RFT    | TW-HRLY | 210.0        |
| Transportation Clerk                            | RFT    | TW-HRLY | 1.0          |
|   |        |         | <b>229.0</b> |
| <b>Transit Planning</b>                         |        |         |              |
| Manager, Transit Planning                       | RFT    | TW-NU1  | 1.0          |
| Planning Analyst                                | RFT    | TW-HRLY | 2.0          |
|   |        |         | <b>3.0</b>   |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                     | Status | Profile | FTE          |
|--|--------|---------|--------------|
| <b>Transit Sales &amp; Customer Services</b> |        |         |              |
| Manager Sales & Marketing                    | RFT    | TW-NU1  | 1.0          |
| Marketing Coordinator                        | RFT    | TW-HRLY | 1.0          |
| Customer Service Clerk                       | RFT    | TW-HRLY | 4.0          |
|  |        |         | <u>6.0</u>   |
| <b>Transportation</b>                        |        |         |              |
| Operator                                     | RFT    | TW-HRLY | 4.0          |
|  |        |         | <u>4.0</u>   |
|  |        |         | <u>310.0</u> |

|                                  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change  | % Budget<br>Change |
|----------------------------------|---------------------|---------------------|----------------------|--------------------|
| <b>DIVISION</b>                  |                     |                     |                      |                    |
| Administration - Transit Windsor | \$863,450           | \$1,156,810         | \$293,360            | 34.0%              |
| Transit Maintenance              | \$15,684,032        | \$15,268,062        | (\$415,970)          | (2.7%)             |
| Transit Operations               | \$435,246           | (\$3,820,664)       | (\$4,255,910)        | (977.8%)           |
| Transit Planning                 | \$364,606           | \$400,719           | \$36,113             | 9.9%               |
| Transit Sales & Customer Service | \$1,182,381         | \$1,113,460         | (\$68,921)           | (5.8%)             |
| Transportation                   | (\$910,787)         | \$4,486             | \$915,273            | (100.5%)           |
| <b>Total Net</b>                 | <b>\$17,618,928</b> | <b>\$14,122,873</b> | <b>(\$3,496,055)</b> | <b>(19.8%)</b>     |

| Account                                 | 2024<br>Budget        | 2025<br>Budget        | \$ Budget<br>Change  | % Budget<br>Change |
|---|-----------------------|-----------------------|----------------------|--------------------|
| <b>REVENUE</b>                          |                       |                       |                      |                    |
| <b>Other Miscellaneous Revenue</b>      |                       |                       |                      |                    |
| 6993 - Advertising Revenue              | (\$267,500)           | (\$267,500)           | \$0                  | 0.0%               |
| <b>Recovery of Expenditures</b>         |                       |                       |                      |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$880,995)           | (\$880,996)           | (\$1)                | 0.0%               |
| 6740 - Recovery of Salaries-INTERNAL    | (\$190,604)           | (\$190,604)           | \$0                  | 0.0%               |
| <b>Transfers From Other Funds</b>       |                       |                       |                      |                    |
| 7052 - TRANSFER From Capital Projects   | (\$500,000)           | (\$300,000)           | \$200,000            | (40.0%)            |
| 7054 - TRANSFER From Reserve Funds      | (\$8,232,865)         | (\$6,539,085)         | \$1,693,780          | (20.6%)            |
| <b>User Fees, Permits &amp; Charges</b> |                       |                       |                      |                    |
| 6417 - Lease & Rental Revenue           | (\$50,000)            | (\$106,000)           | (\$56,000)           | 112.0%             |
| 6475 - Transit Revenue                  | (\$18,099,577)        | (\$21,768,052)        | (\$3,668,475)        | 20.3%              |
| <b>Total Revenue</b>                    | <b>(\$28,221,541)</b> | <b>(\$30,052,237)</b> | <b>(\$1,830,696)</b> | <b>6.5%</b>        |

## EXPENSES

### Financial Expenses

|                     |          |          |     |      |
|---------------------|----------|----------|-----|------|
| 4540 - Bank Charges | \$31,500 | \$31,500 | \$0 | 0.0% |
|---------------------|----------|----------|-----|------|

### Minor Capital

|                                      |           |           |          |      |
|--------------------------------------|-----------|-----------|----------|------|
| 2150 - Minor Apparatus & Tools       | \$87,540  | \$87,540  | \$0      | 0.0% |
| 2220 - Maintenance Parts & Materials | \$217,169 | \$236,637 | \$19,468 | 9.0% |
| 5126 - Computer Software             | \$141,248 | \$141,248 | \$0      | 0.0% |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$23,814       | \$25,044       | \$1,230             | 5.2%               |
| 2060 - Computer Supplies                    | \$6,000        | \$6,000        | \$0                 | 0.0%               |
| 2115 - Motor Fuels                          | \$6,207,606    | \$4,837,737    | (\$1,369,869)       | (22.1%)            |
| 2117 - Oils and Lubricants                  | \$219,051      | \$231,354      | \$12,303            | 5.6%               |
| 2170 - Operating and Other Supplies         | \$21,000       | \$20,730       | (\$270)             | (1.3%)             |
| 2180 - Program Supplies                     | \$169,100      | \$108,857      | (\$60,243)          | (35.6%)            |
| 2250 - Vehicle Maint Parts/Materials        | \$2,248,276    | \$1,952,143    | (\$296,133)         | (13.2%)            |
| 3176 - Facility Opns-Labour INTERNAL        | \$184,052      | \$184,052      | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$20,000       | \$20,000       | \$0                 | 0.0%               |
| 4050 - Training Courses                     | \$47,118       | \$47,118       | \$0                 | 0.0%               |
| 4155 - Conference Registration              | \$5,500        | \$5,500        | \$0                 | 0.0%               |
| 4295 - Public Relations                     | \$5,000        | \$5,000        | \$0                 | 0.0%               |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$22,000       | \$22,000       | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External          | \$22,000       | \$22,000       | \$0                 | 0.0%               |
| 2085 - Publications and Manuals             | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 2610 - Travel Expense                       | \$16,691       | \$22,691       | \$6,000             | 35.9%              |
| 2620 - Car Allowance                        | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 2710 - Telephone Expenses                   | \$18,515       | \$18,515       | \$0                 | 0.0%               |
| 2711 - Cell Phones                          | \$51,560       | \$51,560       | \$0                 | 0.0%               |
| 2920 - Legal Services                       | \$10,000       | \$10,000       | \$0                 | 0.0%               |
| 2925 - Computer Maintenance                 | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 2927 - Computer & SW Maint-External         | \$49,706       | \$77,646       | \$27,940            | 56.2%              |
| 2940 - Advertising                          | \$87,000       | \$87,000       | \$0                 | 0.0%               |
| 2943 - Commissions Expense                  | \$178,300      | \$225,700      | \$47,400            | 26.6%              |
| 2950 - Other Prof Services-External         | \$192,923      | \$289,923      | \$97,000            | 50.3%              |
| 2962 - Fees and Service Charges Exp         | \$294,000      | \$0            | (\$294,000)         | (100.0%)           |
| 2980 - Contracted Services                  | \$258,498      | \$273,498      | \$15,000            | 5.8%               |
| 2990 - Business Meeting Expense             | \$5,000        | \$5,000        | \$0                 | 0.0%               |
| 2995 - Other Purchased Services             | \$5,000        | \$2,000        | (\$3,000)           | (60.0%)            |
| 3120 - Rental Expense EXTERNAL              | \$270,450      | \$270,450      | \$0                 | 0.0%               |
| 3161 - Towing                               | \$28,500       | \$28,500       | \$0                 | 0.0%               |
| 3175 - Facility Rental EXTERNAL             | \$45,500       | \$32,500       | (\$13,000)          | (28.6%)            |
| 3181 - PC & Maint. Allocation               | \$95,000       | \$96,000       | \$1,000             | 1.1%               |
| 3250 - Licenses                             | \$119,471      | \$110,511      | (\$8,960)           | (7.5%)             |
| <b>Salaries &amp; Benefits</b>              |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time                 | \$3,444,414    | \$3,663,151    | \$218,737           | 6.4%               |
| 8120 - Hourly-Reg.Full Time                 | \$19,232,687   | \$20,275,799   | \$1,043,112         | 5.4%               |
| 8130 - Overtime - Salary                    | \$62,337       | \$62,337       | \$0                 | 0.0%               |
| 8140 - Overtime - Wages                     | \$823,847      | \$356,373      | (\$467,474)         | (56.7%)            |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change  | % Budget<br>Change |
|--|---------------------|---------------------|----------------------|--------------------|
| 8160 - Hourly-Temporary                          | \$212,617           | \$205,117           | (\$7,500)            | (3.5%)             |
| 8190 - Other Pay                                 | \$507,340           | (\$356,722)         | (\$864,062)          | (170.3%)           |
| 8192 - Shift Differential                        | \$133,080           | \$133,080           | \$0                  | 0.0%               |
| 8195-Transit-Union Time Off                      | (\$30,600)          | (\$30,600)          | \$0                  | 0.0%               |
| 8198-Phased in Wage Step Increments              | (\$186,300)         | (\$186,300)         | \$0                  | 0.0%               |
| 8199-Phased in Float Days                        | (\$38,634)          | (\$38,634)          | \$0                  | 0.0%               |
| 8210 - Meal Allowance                            | \$500               | \$500               | \$0                  | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                 | \$3,270             | \$3,270              | n/a                |
| 8290 - Clothing - Uniforms                       | \$204,651           | \$209,351           | \$4,700              | 2.3%               |
| 8310 - Pensions - Contributory                   | \$55,956            | \$55,956            | \$0                  | 0.0%               |
| 8380 - Workers Comp. - Admin.                    | \$376,958           | \$376,958           | \$0                  | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$7,508,956         | \$7,928,591         | \$419,635            | 5.6%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                      |                    |
| 4248 - TRANSFER to Reserve Account               | \$260,000           | \$35,470            | (\$224,530)          | (86.4%)            |
| 4250 - TRANSFER to Reserve Fund                  | \$34,000            | \$34,000            | \$0                  | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                      |                    |
| 3010 - Utilities                                 | \$507,700           | \$443,800           | (\$63,900)           | (12.6%)            |
| 3210 - Building Insurance                        | \$64,087            | \$71,623            | \$7,536              | 11.8%              |
| 3220 - Vehicle Insurance                         | \$881,676           | \$1,034,216         | \$152,540            | 17.3%              |
| 3230 - Liability Insurance                       | \$203,109           | \$133,820           | (\$69,289)           | (34.1%)            |
| 4015 - Taxes                                     | \$173,000           | \$173,000           | \$0                  | 0.0%               |
| <b>Total Expense</b>                             | <b>\$45,840,469</b> | <b>\$44,175,110</b> | <b>(\$1,665,359)</b> | <b>(3.6%)</b>      |
| <b>Total Net</b>                                 | <b>\$17,618,928</b> | <b>\$14,122,873</b> | <b>(\$3,496,055)</b> | <b>(19.8%)</b>     |

## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact     | FTE Impact |
|----------------------------|-----------|--|----------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                     | \$987,136            |            |
| MD 08-2025                 | 2025-0111 | One Time Funding for Mandated New Federal Regulation Change -10 Day S    | \$0                  |            |
| MD 08-2025                 | 2025-0113 | OW Bus Pass Revenue Loss - Change in Funding Policy                      | \$1,023,500          |            |
| MD 08-2025                 | 2025-0115 | One-Time Funding for East End Terminal Lease Increase                    | \$0                  |            |
| MD 08-2025                 | 2025-0116 | Annual Fare Increase   | (\$300,000)          |            |
| MD 08-2025                 | 2025-0117 | St. Clair College SaintsPass Revenue                                     | (\$440,200)          |            |
| MD 08-2025                 | 2025-0118 | U-Pass Revenue Increase  | (\$1,600,000)        |            |
| MD 08-2025                 | 2025-0119 | Increase to the Pathway to Potential Revenue Budget                      | (\$800,000)          |            |
| MD 08-2025                 | 2025-0350 | New Revenue – Usage of Bus Bays at Windsor International Transit Termina | (\$56,000)           |            |
| MD 08-2025                 | 2025-0375 | Transit Windsor Revenue Rationalization                                  | (\$1)                |            |
| MD 08-2025                 | 2025-0369 | Elimination of Tunnel Bus/Special Events Service                         | (\$1,435,180)        | (2.0)      |
| MD 08-2025                 | 2025-0121 | 2025 Transit Windsor Service Plan  | \$0                  | 9.0        |
| MD 08-2025                 | 2025-0359 | Reduction to Transit Windsor Fuel Budget                                 | (\$865,000)          |            |
| MD 08-2025                 | 2025-0360 | Tunnel /Special Event Fare Increase                                      | (\$212,000)          |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations  | \$201,690            |            |
| <b>Total Budget Impact</b> |           |  | <b>(\$3,496,055)</b> | <b>7.0</b> |

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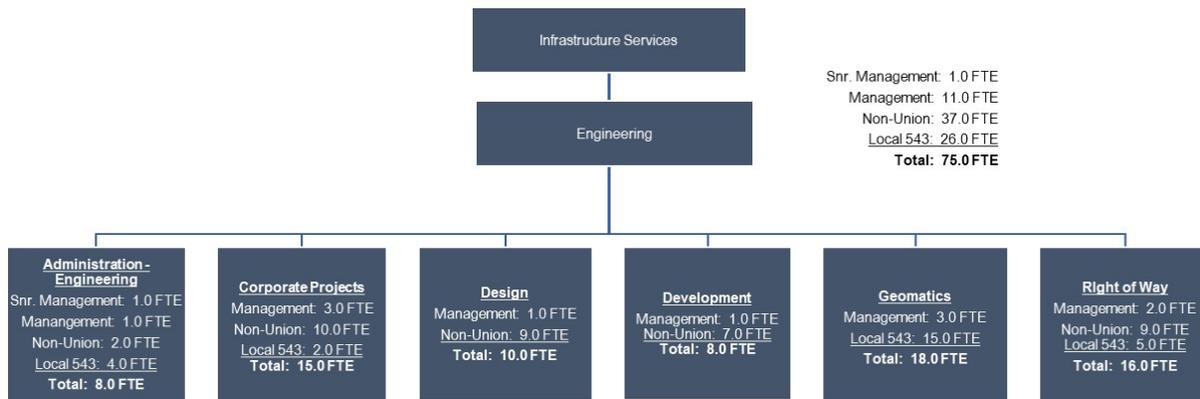
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## DESCRIPTION

The Engineering department is responsible for the planning, design, and delivery of infrastructure projects that support the city's growth, functionality, and long-term sustainability. The department oversees a broad range of technical and support services critical to the effective development and maintenance of public assets and services. Key responsibilities include project management, oversight of capital projects, review of engineering development applications, issuance and administration of right-of-way permits, management of the geographic information system (GIS) and provision of computer aided design (CAD) services.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile        | FTE         |
|--|--------|----------------|-------------|
| <b>Administration - Engineering</b>                    |        |                |             |
| Commissioner, Infrastructure Services/City Engineer    | RFT    | Sr. Management | 1.0         |
| Mgr, Administration                                    | RFT    | Management     | 1.0         |
| Executive Initiative Coord.                            | RFT    | Non-Union      | 1.0         |
| Executive Administrative Assist                        | RFT    | Non-Union      | 1.0         |
| Clerk Senior   | RFT    | Local 543      | 3.0         |
| Secretary Senior                                       | RFT    | Local 543      | 1.0         |
|  |        |                | <b>8.0</b>  |
| <b>Corporate Projects</b>                              |        |                |             |
| Executive Director of Engineering/Deputy City Engineer | RFT    | Management     | 1.0         |
| Manager of Corporate Projects                          | RFT    | Management     | 1.0         |
| Supervisor of Assets & Facilities Projects             | RFT    | Management     | 1.0         |
| Project Administrator                                  | RFT    | Non-Union      | 5.0         |
| Project Coordinator                                    | RFT    | Non-Union      | 4.0         |
| Facility Operation Asset Analyst                       | RFT    | Non-Union      | 1.0         |
| Administrative Assistant                               | RFT    | Local 543      | 1.0         |
| Development Clerk                                      | RFT    | Local 543      | 1.0         |
|  |        |                | <b>15.0</b> |
| <b>Design</b>  |        |                |             |
| Manager of Design                                      | RFT    | Management     | 1.0         |
| Engineer III   | RFT    | Non-Union      | 1.0         |
| Engineer III - Design Standards Lead                   | RFT    | Non-Union      | 1.0         |
| Environmental Compliance Coordinator                   | RFT    | Non-Union      | 1.0         |
| Engineer II  | RFT    | Non-Union      | 5.0         |
| Technologist III                                       | RFT    | Non-Union      | 1.0         |
|  |        |                | <b>10.0</b> |
| <b>Development</b>                                     |        |                |             |
| Manager of Development                                 | RFT    | Management     | 1.0         |
| Development Engineer                                   | RFT    | Non-Union      | 2.0         |
| Engineer III - Drainage Superintendent                 | RFT    | Non-Union      | 1.0         |
| Water & Waste Water Engineer                           | RFT    | Non-Union      | 1.0         |
| Engineer II  | RFT    | Non-Union      | 1.0         |
| Technologist III                                       | RFT    | Non-Union      | 1.0         |
| Waste Resources Engineer                               | RFT    | Non-Union      | 1.0         |
|  |        |                | <b>8.0</b>  |
| <b>Geomatics</b>                                       |        |                |             |
| Mgr, Geomatics   | RFT    | Management     | 1.0         |
| GIS Supervisor   | RFT    | Management     | 1.0         |
| Supv, Drafting   | RFT    | Management     | 1.0         |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                      | Status | Profile    | FTE         |
|-------------------------------|--------|------------|-------------|
| CAD Tech III/Special Projects | RFT    | Local 543  | 2.0         |
| Property Analyst              | RFT    | Local 543  | 1.0         |
| GIS Data Analyst              | RFT    | Local 543  | 2.0         |
| CAD Technician II             | RFT    | Local 543  | 3.0         |
| GIS Solutions Analyst         | RFT    | Local 543  | 3.0         |
| CAD Technician I              | RFT    | Local 543  | 2.0         |
| Print Room Operator           | RFT    | Local 543  | 1.0         |
| Data Research Clerk           | RFT    | Local 543  | 1.0         |
|                               |        |            | <b>18.0</b> |
| <b>Right of Way</b>           |        |            |             |
| Manager, Right-of-Way         | RFT    | Management | 1.0         |
| Supervisor, Right-of-Way      | RFT    | Management | 1.0         |
| Program Coordinator           | RFT    | Non-Union  | 1.0         |
| Technologist III              | RFT    | Non-Union  | 3.0         |
| Technologist II               | RFT    | Non-Union  | 2.0         |
| Technologist I                | RFT    | Non-Union  | 3.0         |
| Right-of-Way Permit Clerk     | RFT    | Local 543  | 4.0         |
| Intermediate Accounting Clerk | RFT    | Local 543  | 1.0         |
|                               |        |            | <b>16.0</b> |
|                               |        |            | <b>75.0</b> |

|                              | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>              |                    |                    |                     |                    |
| Administration - Engineering | \$902,953          | \$923,141          | \$20,188            | 2.2%               |
| Corporate Projects           | \$1,043,879        | \$975,580          | (\$68,299)          | (6.5%)             |
| Design                       | \$202,565          | \$91,798           | (\$110,767)         | (54.7%)            |
| Development                  | \$339,973          | \$272,541          | (\$67,432)          | (19.8%)            |
| Geomatics                    | \$759,486          | \$855,236          | \$95,750            | 12.6%              |
| Right of Way                 | (\$325,453)        | (\$341,514)        | (\$16,061)          | (4.9%)             |
| <b>Total Net</b>             | <b>\$2,923,403</b> | <b>\$2,776,782</b> | <b>(\$146,621)</b>  | <b>(5.0%)</b>      |

| Account | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------|----------------|----------------|---------------------|--------------------|
|---------|----------------|----------------|---------------------|--------------------|

**REVENUE**

**Other Miscellaneous Revenue**

|                              |             |             |     |      |
|------------------------------|-------------|-------------|-----|------|
| 6990 - Other General Revenue | (\$238,700) | (\$238,700) | \$0 | 0.0% |
|------------------------------|-------------|-------------|-----|------|

**Recovery of Expenditures**

|                                      |               |               |               |         |
|--------------------------------------|---------------|---------------|---------------|---------|
| 6740 - Recovery of Salaries-INTERNAL | (\$430,507)   | (\$3,124,018) | (\$2,693,511) | 625.7%  |
| 6742 - Recovery of Fringes-INTERNAL  | \$0           | (\$1,030,925) | (\$1,030,925) | n/a     |
| 6999 - Work Auth Recovery INTERNAL   | (\$3,673,917) | (\$16,190)    | \$3,657,727   | (99.6%) |

**Transfers From Other Funds**

|                                    |            |     |          |          |
|------------------------------------|------------|-----|----------|----------|
| 7054 - TRANSFER From Reserve Funds | (\$96,755) | \$0 | \$96,755 | (100.0%) |
|------------------------------------|------------|-----|----------|----------|

**User Fees, Permits & Charges**

|  |             |               |               |         |
|--|-------------|---------------|---------------|---------|
| 6410 - Licenses & Permits              | (\$820,600) | (\$920,436)   | (\$99,836)    | 12.2%   |
| 6650 - User Fees- External             | (\$577,492) | (\$569,859)   | \$7,633       | (1.3%)  |
| 6656 - GIS User Fees                   | (\$330,743) | (\$377,078)   | (\$46,335)    | 14.0%   |
| 6672 - MOE Application & Review        | (\$5,000)   | (\$5,834)     | (\$834)       | 16.7%   |
| 6690 - Wastewater Recoveries           | (\$927,454) | (\$640,940)   | \$286,514     | (30.9%) |
| 6692 - Stormwater Surcharge Recoveries | \$0         | (\$1,336,975) | (\$1,336,975) | n/a     |

|                      |                      |                      |                      |              |
|----------------------|----------------------|----------------------|----------------------|--------------|
| <b>Total Revenue</b> | <b>(\$7,101,168)</b> | <b>(\$8,260,955)</b> | <b>(\$1,159,787)</b> | <b>16.3%</b> |
|----------------------|----------------------|----------------------|----------------------|--------------|

**EXPENSES**

**Financial Expenses**

|                     |         |         |     |      |
|---------------------|---------|---------|-----|------|
| 4540 - Bank Charges | \$6,650 | \$6,650 | \$0 | 0.0% |
|---------------------|---------|---------|-----|------|

**Minor Capital**

|                          |         |         |     |      |
|--------------------------|---------|---------|-----|------|
| 2530 - Equipment Repairs | \$3,252 | \$3,252 | \$0 | 0.0% |
|--------------------------|---------|---------|-----|------|

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 5125 - Computers - PCs                      | \$15,140       | \$15,140       | \$0                 | 0.0%               |
| 5126 - Computer Software                    | \$143,514      | \$163,183      | \$19,669            | 13.7%              |
| 5130 - Furniture & Furnishings              | \$11,102       | \$11,102       | \$0                 | 0.0%               |
| 5410 - Construction Contracts - TCA         | \$259,048      | \$329,048      | \$70,000            | 27.0%              |
| 5475 - Non-Tendered Construction Cost       | \$500          | \$0            | (\$500)             | (100.0%)           |
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$16,788       | \$16,788       | \$0                 | 0.0%               |
| 2060 - Computer Supplies                    | \$800          | \$800          | \$0                 | 0.0%               |
| 2170 - Operating and Other Supplies         | \$15,000       | \$75,000       | \$60,000            | 400.0%             |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$35,439       | \$35,939       | \$500               | 1.4%               |
| 4050 - Training Courses                     | \$11,181       | \$11,181       | \$0                 | 0.0%               |
| 4155 - Conference Registration              | \$10,600       | \$11,240       | \$640               | 6.0%               |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$3,800        | \$3,800        | \$0                 | 0.0%               |
| 2085 - Publications and Manuals             | \$600          | \$600          | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance            | \$700          | \$700          | \$0                 | 0.0%               |
| 2610 - Travel Expense                       | \$21,887       | \$21,887       | \$0                 | 0.0%               |
| 2620 - Car Allowance                        | \$19,149       | \$17,949       | (\$1,200)           | (6.3%)             |
| 2711 - Cell Phones                          | \$23,409       | \$25,029       | \$1,620             | 6.9%               |
| 2915 - Consulting Services - External       | \$500          | \$500          | \$0                 | 0.0%               |
| 2916 - INTERNAL Services non salary         | \$0            | \$20,000       | \$20,000            | n/a                |
| 2920 - Legal Services                       | \$4,069        | \$4,069        | \$0                 | 0.0%               |
| 2940 - Advertising                          | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External         | \$15,000       | \$56,600       | \$41,600            | 277.3%             |
| 2951 - INTERNAL Service Salary Alloc        | \$50,960       | \$50,960       | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense             | \$6,700        | \$6,900        | \$200               | 3.0%               |
| 3120 - Rental Expense EXTERNAL              | \$6,220        | \$6,220        | \$0                 | 0.0%               |
| 3145 - VehicleRent-TempOther INTERNAL       | \$1,000        | \$0            | (\$1,000)           | (100.0%)           |
| 3180 - Computer Rental - INTERNAL           | \$0            | \$1,000        | \$1,000             | n/a                |
| 3181 - PC & Maint. Allocation               | \$70,000       | \$75,000       | \$5,000             | 7.1%               |
| 3250 - Licenses                             | \$400          | \$400          | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>              |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time                 | \$6,769,861    | \$7,354,413    | \$584,552           | 8.6%               |
| 8130 - Overtime - Salary                    | \$6,770        | \$6,480        | (\$290)             | (4.3%)             |
| 8150 - Salary-Temporary                     | \$30,112       | \$62,527       | \$32,415            | 107.6%             |
| 8170 - Service Pay                          | \$325          | \$0            | (\$325)             | (100.0%)           |
| 8190 - Other Pay                            | \$28,686       | \$2,029        | (\$26,657)          | (92.9%)            |
| 8210 - Meal Allowance                       | \$100          | \$100          | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                | \$0            | \$800          | \$800               | n/a                |
| 8290 - Clothing - Uniforms                  | \$1,510        | \$1,200        | (\$310)             | (20.5%)            |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--|---------------------|---------------------|---------------------|--------------------|
| 8291 - Clothing Allowance                        | \$2,857             | \$2,857             | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$2,238,867         | \$2,435,702         | \$196,835           | 8.8%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                     |                    |
| 4245 - TRANSFER to Capital Fund                  | \$175,965           | \$182,590           | \$6,625             | 3.8%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                     |                    |
| 3210 - Building Insurance                        | \$10,842            | \$13,223            | \$2,381             | 22.0%              |
| 3230 - Liability Insurance                       | \$3,268             | \$2,879             | (\$389)             | (11.9%)            |
| <b>Total Expense</b>                             | <b>\$10,024,571</b> | <b>\$11,037,737</b> | <b>\$1,013,166</b>  | <b>10.1%</b>       |
| <b>Total Net</b>                                 | <b>\$2,923,403</b>  | <b>\$2,776,782</b>  | <b>(\$146,621)</b>  | <b>(5.0%)</b>      |

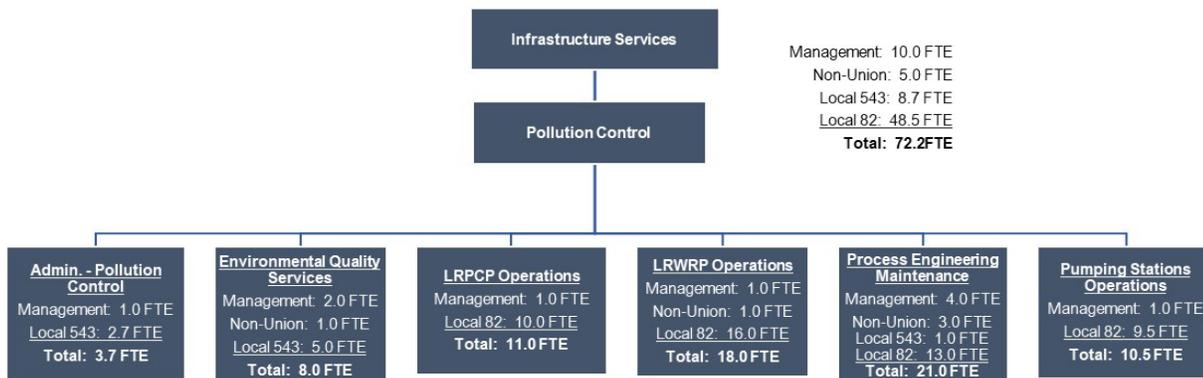
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact   | FTE Impact |
|----------------------------|-----------|--|--------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                     | \$144,394          |            |
| MD 08-2025                 | 2025-0059 | Adjust Recoveries from Capital Projects - Engineering Department         | (\$141,272)        |            |
| MD 08-2025                 | 2025-0062 | Adjust Recoveries from Sanitary & Stormwater Sewer Surcharge - Engineeri | (\$91,380)         |            |
| MD 08-2025                 | 2025-0100 | User Fee Adjustments for Engineering Department                          | (\$62,030)         |            |
| MD 08-2025                 | 2025-0101 | Local Improvement Flat Rate User Fee Adjustments                         | \$0                |            |
| MD 08-2025                 | 2025-0098 | Stormwater Level of Service Increase- Year 1                             | \$0                | 11.5       |
| MD 08-2025                 | 2025-0194 | Stormwater Program - Convert Development Clerk to Right-of-Way Permit C  | \$0                | 0.0        |
| MD 08-2025                 | 2025-0261 | NEW Stormwater Incentives Program  | \$0                |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations  | \$3,667            | (6.5)      |
| <b>Total Budget Impact</b> |           |  | <b>(\$146,621)</b> | <b>5.0</b> |

## DESCRIPTION

Pollution Control is responsible for the management and operation of critical infrastructure that protects public health and the environment by treating wastewater and managing biosolids generated by the community. Key responsibilities include operating and maintaining the wastewater pumping stations, managing two major wastewater treatment plants, overseeing the biosolid processing facility, and ensuring compliance with all provincial and federal environmental regulations.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Admin. - Pollution Control</b>                         |        |            |             |
| Executive Director Pollution Control/Deputy City Engineer | RFT    | Management | 1.0         |
| Admin Asst to ED of Pollution Control                     | RFT    | Local 543  | 1.0         |
| Maintenance Clerk   | RFT    | Local 543  | 1.0         |
| Clerk Intermediate  | RPT    | Local 543  | 0.7         |
|   |        |            | <b>3.7</b>  |
| <b>Environmental Quality Services</b>                     |        |            |             |
| Mgr, Environmental Quality                                | RFT    | Management | 1.0         |
| Supv, Environmental Quality                               | RFT    | Management | 1.0         |
| Environmental Compliance Coordinator                      | RFT    | Non-Union  | 1.0         |
| Environmental Technologist                                | RFT    | Local 543  | 5.0         |
|   |        |            | <b>8.0</b>  |
| <b>LRPCP Operations</b>                                   |        |            |             |
| Mgr, Little River Poll Control                            | RFT    | Management | 1.0         |
| Chief Wastewater Treatment Operator                       | RFT    | Local 82   | 5.0         |
| Wastewater Collection Operator (Step 3 - II)              | RFT    | Local 82   | 2.0         |
| Wastewater Treatment Operator (Step 4 - III of IV)        | RFT    | Local 82   | 2.0         |
| Caretaker - Yard Attendant                                | RFT    | Local 82   | 1.0         |
|   |        |            | <b>11.0</b> |
| <b>LRWRP Operations</b>                                   |        |            |             |
| Mgr, Lou Romano Water Reclama                             | RFT    | Management | 1.0         |
| Pollution Control Project Engineer                        | RFT    | Non-Union  | 1.0         |
| Chief Wastewater Treatment Operator                       | RFT    | Local 82   | 5.0         |
| Wastewater Treatment Operator (Step 4 - III or IV)        | RFT    | Local 82   | 10.0        |
| Caretaker - Yard Attendant                                | RFT    | Local 82   | 1.0         |
|   |        |            | <b>18.0</b> |
| <b>Process Engineering Maint.</b>                         |        |            |             |
| Mgr, Process Eng & Maintenance                            | RFT    | Management | 1.0         |
| Supv, Electrical Maintenance                              | RFT    | Management | 1.0         |
| Supv, Mechanical Maintenance                              | RFT    | Management | 1.0         |
| Supervisor, Relief & Staff Training                       | RFT    | Management | 1.0         |
| Pollution Control Project Engineer                        | RFT    | Non-Union  | 3.0         |
| Process Control Programmer                                | RFT    | Local 543  | 1.0         |
| Instrument Electrical/Electronic Technologist (GP)        | RFT    | Local 82   | 5.0         |
| Pollution Control Mechanic                                | RFT    | Local 82   | 5.0         |
| Pollution Control Mechanic Trainee                        | RFT    | Local 82   | 3.0         |
|   |        |            | <b>21.0</b> |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                     | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Pumping Stations Operations</b>           |        |            |             |
| Supervisor, Pump Station                     | RFT    | Management | 1.0         |
| Wastewater Collection Operator (Step 3 - II) | RFT    | Local 82   | 8.5         |
| Caretaker                                    | RFT    | Local 82   | 1.0         |
|  |        |            | <b>10.5</b> |
|  |        |            | <b>72.2</b> |

|                                    | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------------|----------------|----------------|---------------------|--------------------|
| <b>DIVISION</b>                    |                |                |                     |                    |
| Administration - Pollution Control | \$0            | \$0            | \$0                 | n/a                |
| Environmental Quality Services     | \$0            | \$0            | \$0                 | n/a                |
| LRPCP Operations                   | \$0            | \$0            | \$0                 | n/a                |
| LRWRP Operations                   | \$0            | \$0            | \$0                 | n/a                |
| Process Engineering Maint.         | \$0            | \$0            | \$0                 | n/a                |
| Pumping Station Operations         | \$0            | \$0            | \$0                 | n/a                |
| <b>Total Net</b>                   | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>          | <b>n/a</b>         |

| Account                                 | 2024<br>Budget        | 2025<br>Budget        | \$ Budget<br>Change  | % Budget<br>Change |
|---|-----------------------|-----------------------|----------------------|--------------------|
| <b>REVENUE</b>                          |                       |                       |                      |                    |
| <b>Other Miscellaneous Revenue</b>      |                       |                       |                      |                    |
| 6990 - Other General Revenue            | (\$960,000)           | (\$960,000)           | \$0                  | 0.0%               |
| <b>Recovery of Expenditures</b>         |                       |                       |                      |                    |
| 6999 - Work Auth Recovery INTERNAL      | (\$726,981)           | (\$726,981)           | \$0                  | 0.0%               |
| <b>Transfers From Other Funds</b>       |                       |                       |                      |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$5,400)             | \$0                   | \$5,400              | (100.0%)           |
| <b>User Fees, Permits &amp; Charges</b> |                       |                       |                      |                    |
| 6410 - Licenses & Permits               | (\$34,570)            | (\$35,443)            | (\$873)              | 2.5%               |
| 6670 - Sewage Treatment                 | (\$3,580,415)         | (\$4,413,324)         | (\$832,909)          | 23.3%              |
| 6690 - Wastewater Recoveries            | (\$19,893,712)        | (\$18,649,327)        | \$1,244,385          | (6.3%)             |
| 6692 - Stormwater Surcharge Recoveries  | \$0                   | (\$2,659,854)         | (\$2,659,854)        | n/a                |
| <b>Total Revenue</b>                    | <b>(\$25,201,078)</b> | <b>(\$27,444,929)</b> | <b>(\$2,243,851)</b> | <b>8.9%</b>        |

**EXPENSES**

**Minor Capital**

|                                      |             |             |           |       |
|--------------------------------------|-------------|-------------|-----------|-------|
| 2150 - Minor Apparatus & Tools       | \$16,200    | \$16,400    | \$200     | 1.2%  |
| 2220 - Maintenance Parts & Materials | \$1,555,000 | \$1,982,192 | \$427,192 | 27.5% |
| 5110 - Machinery & Equipment - TCA   | \$6,000     | \$6,000     | \$0       | 0.0%  |
| 5125 - Computers - PCs               | \$1,000     | \$1,000     | \$0       | 0.0%  |
| 5130 - Furniture & Furnishings       | \$6,000     | \$6,000     | \$0       | 0.0%  |

**Operating & Maintenance Supplies**

|                        |         |         |     |      |
|------------------------|---------|---------|-----|------|
| 2010 - Office Supplies | \$8,915 | \$8,915 | \$0 | 0.0% |
|------------------------|---------|---------|-----|------|

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 2115 - Motor Fuels                      | \$219,000      | \$219,000      | \$0                 | 0.0%               |
| 2117 - Oils and Lubricants              | \$42,000       | \$42,000       | \$0                 | 0.0%               |
| 2140 - Chemicals                        | \$2,699,264    | \$3,344,736    | \$645,472           | 23.9%              |
| 2145 - Housekeeping Supplies            | \$28,800       | \$28,800       | \$0                 | 0.0%               |
| 2170 - Operating and Other Supplies     | \$25,404       | \$25,404       | \$0                 | 0.0%               |
| 2175 - First Aid Safety Supplies        | \$31,000       | \$31,000       | \$0                 | 0.0%               |
| 2250 - Vehicle Maint Parts/Materials    | \$7,840        | \$7,840        | \$0                 | 0.0%               |
| 2970 - Building Maintenance             | \$4,000        | \$4,000        | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$10,505       | \$10,565       | \$60                | 0.6%               |
| 4050 - Training Courses                 | \$25,000       | \$25,000       | \$0                 | 0.0%               |
| 4155 - Conference Registration          | \$12,000       | \$12,000       | \$0                 | 0.0%               |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$3,602        | \$3,602        | \$0                 | 0.0%               |
| 2070 - Imaging & Printing External      | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 2085 - Publications and Manuals         | \$900          | \$900          | \$0                 | 0.0%               |
| 2610 - Travel Expense                   | \$20,000       | \$20,000       | \$0                 | 0.0%               |
| 2710 - Telephone Expenses               | \$68,900       | \$68,900       | \$0                 | 0.0%               |
| 2711 - Cell Phones                      | \$6,146        | \$6,146        | \$0                 | 0.0%               |
| 2915 - Consulting Services - External   | \$218,217      | \$218,217      | \$0                 | 0.0%               |
| 2916 - INTERNAL Services- non-salary    | \$194,430      | \$194,430      | \$0                 | 0.0%               |
| 2940 - Advertising                      | \$2,000        | \$1,220        | (\$780)             | (39.0%)            |
| 2950 - Other Prof Services-External     | \$549,420      | \$549,420      | \$0                 | 0.0%               |
| 2951 - INTERNAL Service Salary Allocn   | \$140,033      | \$140,033      | \$0                 | 0.0%               |
| 2975 - Landfill Tipping Fees            | \$25,000       | \$25,000       | \$0                 | 0.0%               |
| 2980 - Contracted Services              | \$2,588,000    | \$2,688,000    | \$100,000           | 3.9%               |
| 2990 - Business Meeting Expense         | \$1,000        | \$1,000        | \$0                 | 0.0%               |
| 2995 - Other Purchased Services         | \$25,000       | \$25,000       | \$0                 | 0.0%               |
| 3120 - Rental Expense EXTERNAL          | \$24,534       | \$24,534       | \$0                 | 0.0%               |
| 3121 - GPS                              | \$10,260       | \$10,260       | \$0                 | 0.0%               |
| 3140 - VehicleRent-Dedicated INTERNAL   | \$471,410      | \$545,065      | \$73,655            | 15.6%              |
| 3181 - PC & Maint. Allocation           | \$65,740       | \$72,240       | \$6,500             | 9.9%               |
| <b>Salaries &amp; Benefits</b>          |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$2,204,244    | \$2,557,129    | \$352,885           | 16.0%              |
| 8115 - Salary-Reg.Part Time             | \$35,924       | \$36,182       | \$258               | 0.7%               |
| 8120 - Hourly-Reg.Full Time             | \$3,268,060    | \$3,526,452    | \$258,392           | 7.9%               |
| 8130 - Overtime - Salary                | \$13,240       | \$13,240       | \$0                 | 0.0%               |
| 8140 - Overtime - Wages                 | \$370,862      | \$370,862      | \$0                 | 0.0%               |
| 8160 - Hourly-Temporary                 | \$72,544       | \$72,544       | \$0                 | 0.0%               |
| 8170 - Service Pay                      | \$650          | \$325          | (\$325)             | (50.0%)            |
| 8175 - Service Pay - Hourly             | \$4,620        | \$4,620        | \$0                 | 0.0%               |
| 8190 - Other Pay                        | \$144,500      | \$144,500      | \$0                 | 0.0%               |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--|---------------------|---------------------|---------------------|--------------------|
| 8210 - Meal Allowance                            | \$9,900             | \$9,900             | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                 | \$780               | \$780               | n/a                |
| 8290 - Clothing - Uniforms                       | \$24,000            | \$19,000            | (\$5,000)           | (20.8%)            |
| 8291 - Clothing Allowance                        | \$552               | \$552               | \$0                 | 0.0%               |
| 8380 - Workers Comp. - Admin.                    | \$23,292            | \$23,292            | \$0                 | 0.0%               |
| 8381 - Workers Comp. - Medical                   | \$37,336            | \$37,336            | \$0                 | 0.0%               |
| 8383 - Workers Comp. - Pension                   | \$17,008            | \$17,008            | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)                   | \$1,821,045         | \$2,024,250         | \$203,205           | 11.2%              |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                     |                    |
| 4250 - TRANSFER to Reserve Fund                  | \$835,000           | \$835,000           | \$0                 | 0.0%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                     |                    |
| 3010 - Utilities                                 | \$5,103,673         | \$5,418,792         | \$315,119           | 6.2%               |
| 3210 - Building Insurance                        | \$672,675           | \$677,092           | \$4,417             | 0.7%               |
| 3230 - Liability Insurance                       | \$153,291           | \$15,112            | (\$138,179)         | (90.1%)            |
| 4015 - Taxes                                     | \$1,275,142         | \$1,275,142         | \$0                 | 0.0%               |
| <b>Total Expense</b>                             | <b>\$25,201,078</b> | <b>\$27,444,929</b> | <b>\$2,243,851</b>  | <b>8.9%</b>        |
| <b>Total Net</b>                                 | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>          | <b>n/a</b>         |

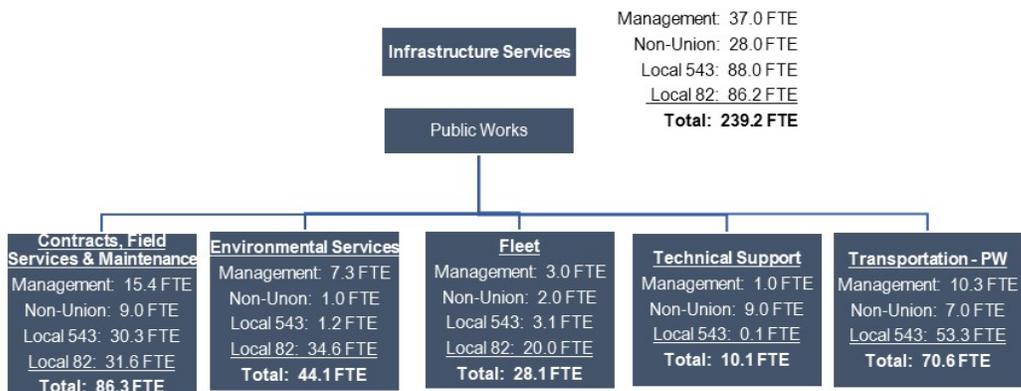
## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact | FTE Impact |
|----------------------------|-----------|---|------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                        | \$62,934         |            |
| MD 08-2025                 | 2025-0258 | Additional Sludge Processing Cost for Synagro Contract                      | \$0              |            |
| MD 08-2025                 | 2025-0254 | Increase to Chemicals   | \$0              |            |
| MD 08-2025                 | 2025-0271 | Increase to Maintenance   | \$0              |            |
| MD 08-2025                 | 2025-0251 | Fleet Upgrades - Additional Funding for Five Dedicated Units Approved in 20 | \$0              |            |
| MD 08-2025                 | 2025-0267 | Increase in Budgeted Recoveries for Sewer Rate Increase                     | \$0              |            |
| MD 08-2025                 | 2025-0277 | Increase to Environmental Inspection Fee                                    | \$0              |            |
| MD 08-2025                 | 2025-0278 | Septic Tank Waste Disposal User Fee   | \$0              |            |
| MD 08-2025                 | 2025-0286 | Increase Recovery from Sewer Surcharge for Salaries & Wages                 | (\$62,934)       |            |
| MD 08-2025                 | 2025-0191 | Addition of One Permanent Caretaker   | \$0              | 1.0        |
| MD 08-2025                 | 2025-0246 | Addition of Permanent Environmental Compliance Officer                      | \$0              | 1.0        |
| MD 08-2025                 | 2025-0247 | Addition of Permanent Supervisor, Relief and Staff Training                 | \$0              | 1.0        |
| MD 08-2025                 | 2025-0279 | Budget Increase Contribution to Pollution Control Reserve                   | \$0              |            |
| MD 08-2025                 | 2025-0330 | Addition of Permanent Pollution Control Project Engineer                    | \$0              | 1.0        |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | \$0              | 2.5        |
| <b>Total Budget Impact</b> |           |   | <b>\$0</b>       | <b>6.5</b> |

## DESCRIPTION

The Public Works department is responsible for the planning, design, construction, operation, and maintenance of the City's essential transportation and infrastructure systems. This includes comprehensive management of roadways, sanitary and storm sewer systems, traffic control infrastructure (such as signals and signage), and the City's municipal vehicle fleet. Additional services include street lighting management, municipal parking administration and seasonal maintenance such as snow clearing, and street sweeping. Environmental Services ensures the efficient and responsible collection of residential and municipal waste, including recyclables and yard waste.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



## 2025 APPROVED STAFF ESTABLISHMENT

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Contracts, Field Services &amp; Maintenance</b>  |        |            |             |
| Executive Director, Operations/Deputy City Engineer | RFT    | Management | 0.3         |
| Manager, Contracts, Field Services, Maintenance     | RFT    | Management | 1.0         |
| Contracts Supervisor                                | RFT    | Management | 4.0         |
| Maintenance Supervisor                              | RFT    | Management | 7.0         |
| Supv, Field Services                                | RFT    | Management | 3.0         |
| Coordinator, Maintenance                            | RFT    | Non-Union  | 1.0         |
| Contracts Coordinator                               | RFT    | Non-Union  | 1.0         |
| Right-of-Way & Field Services Coordinator           | RFT    | Non-Union  | 1.0         |
| Enforcement Administrator                           | RFT    | Non-Union  | 1.0         |
| Engineer I  | RFT    | Non-Union  | 3.0         |
| Technologist I                                      | RFT    | Non-Union  | 2.0         |
| Construction Technologist                           | RFT    | Local 543  | 10.0        |
| Administrative Inspector                            | RFT    | Local 543  | 6.0         |
| Sec. to ExDir. of Operations                        | RFT    | Local 543  | 0.3         |
| Infrastructure Location Technician                  | RFT    | Local 543  | 2.0         |
| Construction Technician                             | RFT    | Local 543  | 8.0         |
| Secretary - Field Services                          | RFT    | Local 543  | 2.0         |
| Secretary - Contracts, Fleet & Maintenance          | RFT    | Local 543  | 2.0         |
| Sewer Maintainer                                    | RFT    | Local 82   | 16.0        |
| Road Maintainer                                     | RFT    | Local 82   | 11.7        |
| Winter Control Operator                             | RFT    | Local 82   | 3.9         |
|   |        |            | <b>86.3</b> |
| <b>Environmental Services</b>                       |        |            |             |
| Executive Director, Operations/Deputy City Engineer | RFT    | Management | 0.2         |
| Mgr, Environmental Services                         | RFT    | Management | 1.0         |
| Supv, Environmental Services                        | RFT    | Management | 6.0         |
| Coordinator, Environmental Services                 | RFT    | Non-Union  | 1.0         |
| Sec. to ExDir. of Operations                        | RFT    | Local 543  | 0.2         |
| Clerk Intermediate                                  | RFT    | Local 543  | 1.0         |
| Facility Operator                                   | RFT    | Local 82   | 14.2        |
| Waste Collection Operator                           | RFT    | Local 82   | 20.4        |
|   |        |            | <b>44.1</b> |
| <b>Fleet</b>  |        |            |             |
| Executive Director, Operations/Deputy City Engineer | RFT    | Management | 0.1         |
| Mgr, Fleet  | RFT    | Management | 1.0         |
| Supv, Fleet   | RFT    | Management | 2.0         |
| Fleet Co-ordinator                                  | RFT    | Non-Union  | 1.0         |

## 2025 APPROVED STAFF ESTABLISHMENT

| Position                                  | Status | Profile   | FTE         |
|---|--------|-----------|-------------|
| Fleet Technology & Training Administrator | RFT    | Non-Union | 1.0         |
| Sec. to ExDir. of Operations              | RFT    | Local 543 | 0.1         |
| Certified Automotive Service Technician   | RFT    | Local 82  | 13.0        |
| Stockkeeper - Expediter                   | RFT    | Local 82  | 2.0         |
| Certified Mechanic I                      | RFT    | Local 82  | 2.0         |
| Vehicle Maintainer                        | RFT    | Local 82  | 3.0         |
| Fleet Systems Analyst                     | RFT    | Local 543 | 1.0         |
| Fleet Clerk                               | RFT    | Local 543 | 1.0         |
| Fleet Analyst                             | RFT    | Local 543 | 1.0         |
|   |        |           | <b>28.1</b> |

### Technical Support

|   |     |            |             |
|---|-----|------------|-------------|
| Executive Director, Operations/Deputy City Engineer | RFT | Management | 0.1         |
| Mgr, Technical Support                              | RFT | Management | 1.0         |
| Coord, IMS  | RFT | Non-Union  | 1.0         |
| Coord, Technical Support                            | RFT | Non-Union  | 1.0         |
| Operations/Asset Analyst                            | RFT | Non-Union  | 7.0         |
| Sec. to ExDir. of Operations                        | RFT | Local 543  | 0.1         |
|   |     |            | <b>10.1</b> |

### Transportation - PW

|   |     |            |     |
|---|-----|------------|-----|
| Executive Director, Operations/Deputy City Engineer | RFT | Management | 0.3 |
| Manager, Road Safety                                | RFT | Management | 1.0 |
| Manager, Transportation Maintenance                 | RFT | Management | 1.0 |
| Manager, Transportation Operations                  | RFT | Management | 1.0 |
| Manager, Transportation Planning & Design           | RFT | Management | 1.0 |
| Senior Manager, Transportation                      | RFT | Management | 1.0 |
| Supervisor, Corridor Maintenance                    | RFT | Management | 1.0 |
| Supervisor, Parking Operations                      | RFT | Management | 1.0 |
| Supervisor, Parking Systems                         | RFT | Management | 1.0 |
| Supervisor, Signs & Markings                        | RFT | Management | 1.0 |
| Supervisor, Traffic Signals                         | RFT | Management | 1.0 |
| Schools & Sustainable Mobility Coordinator          | RFT | Non-Union  | 1.0 |
| Transportation Engineer                             | RFT | Non-Union  | 1.0 |
| Engineer II   | RFT | Non-Union  | 2.0 |
| Transportation Engineer II                          | RFT | Non-Union  | 1.0 |
| Road Safety Coordinator                             | RFT | Non-Union  | 2.0 |
| Construction Technologist                           | RFT | Local 543  | 1.0 |
| Crossing Guard Coordinator                          | RFT | Local 543  | 1.0 |
| Development Application Technician                  | RFT | Local 543  | 1.0 |
| Maintenance Staff                                   | RFT | Local 543  | 9.0 |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                    | Status | Profile   | FTE          |
|---|--------|-----------|--------------|
| Transportation Data Technician              | RFT    | Local 543 | 1.0          |
| Parking Maintenance Staff                   | RFT    | Local 543 | 11.0         |
| Parking Technician                          | RFT    | Local 543 | 2.0          |
| Parking Violations Cashier                  | RFT    | Local 543 | 2.0          |
| Parking Violations Review Clk               | RFT    | Local 543 | 1.0          |
| Sec. to ExDir. of Operations                | RFT    | Local 543 | 0.3          |
| Senior Clerk                                | RFT    | Local 543 | 1.0          |
| Senior Sec-Parkg Permit Coord               | RFT    | Local 543 | 1.0          |
| Signal Maint. - Electrician II              | RFT    | Local 543 | 6.0          |
| Signal Maintenance - Electrician            | RFT    | Local 543 | 3.0          |
| Signal Maintenance - Electrician Apprentice | RFT    | Local 543 | 1.0          |
| Traffic Systems Operations Technologist     | RFT    | Local 543 | 2.0          |
| Signwriter                                  | RFT    | Local 543 | 1.0          |
| Traffic Infrastructure Location Technician  | RFT    | Local 543 | 2.0          |
| Traffic Technician                          | RFT    | Local 543 | 1.0          |
| Transportation Planner I                    | RFT    | Local 543 | 3.0          |
| Transportation Technologist I               | RFT    | Local 543 | 2.0          |
| Vision Zero Technician                      | RFT    | Local 543 | 1.0          |
|   |        |           | <b>70.6</b>  |
|   |        |           | <b>239.2</b> |

|   | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---|---------------------|---------------------|---------------------|--------------------|
| <b>DIVISION</b>                         |                     |                     |                     |                    |
| Administration - Public Works           | \$1,035,701         | \$1,240,147         | \$204,446           | 19.7%              |
| Contracts, Field Services & Maintenance | \$10,033,481        | \$10,268,719        | \$235,238           | 2.3%               |
| Environmental Services                  | \$7,710,179         | \$11,517,597        | \$3,807,418         | 49.4%              |
| Fleet                                   | \$22,465            | (\$5,839)           | (\$28,304)          | (126.0%)           |
| On-Off Street Parking                   | (\$7,435)           | \$0                 | \$7,435             | (100.0%)           |
| Technical Support                       | \$382,624           | \$386,552           | \$3,928             | 1.0%               |
| Traffic Operations & Parking            | \$4,589,380         | \$0                 | (\$4,589,380)       | (100.0%)           |
| Transportation - PW                     | \$1,067,642         | \$5,541,062         | \$4,473,420         | 419.0%             |
| <b>Total Net</b>                        | <b>\$24,834,037</b> | <b>\$28,948,238</b> | <b>\$4,114,201</b>  | <b>16.6%</b>       |

| Account                                 | 2024<br>Budget        | 2025<br>Budget        | \$ Budget<br>Change | % Budget<br>Change |
|---|-----------------------|-----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                       |                       |                     |                    |
| <b>Other Miscellaneous Revenue</b>      |                       |                       |                     |                    |
| 6990 - Other General Revenue            | (\$1,389,018)         | (\$1,199,213)         | \$189,805           | (13.7%)            |
| <b>Recovery of Expenditures</b>         |                       |                       |                     |                    |
| 6735 - Recovery Of Expenses EXTERNAL    | (\$3,208,959)         | (\$3,623,650)         | (\$414,691)         | 12.9%              |
| 6740 - Recovery of Salaries-INTERNAL    | (\$147,572)           | (\$180,569)           | (\$32,997)          | 22.4%              |
| 6742 - Recovery of Fringes INTERNAL     | (\$30,873)            | (\$41,764)            | (\$10,891)          | 35.3%              |
| 6999 - Work Auth Recovery INTERNAL      | (\$4,330,595)         | (\$4,698,658)         | (\$368,063)         | 8.5%               |
| <b>Transfers From Other Funds</b>       |                       |                       |                     |                    |
| 7052 - TRANSFER From Capital Projects   | (\$213,242)           | (\$213,242)           | \$0                 | 0.0%               |
| 7054 - TRANSFER From Reserve Funds      | (\$838,057)           | (\$624,904)           | \$213,153           | (25.4%)            |
| 7055 - TRANSFER From Current Funds      | \$0                   | (\$164,940)           | (\$164,940)         | n/a                |
| <b>User Fees, Permits &amp; Charges</b> |                       |                       |                     |                    |
| 6417 - Lease & Rental Revenue           | (\$7,342,125)         | (\$8,253,280)         | (\$911,155)         | 12.4%              |
| 6440 - Parking Revenue - Daily          | (\$2,881,122)         | (\$3,423,187)         | (\$542,065)         | 18.8%              |
| 6450 - Parking Revenue - Monthly        | (\$1,320,067)         | (\$1,355,567)         | (\$35,500)          | 2.7%               |
| 6455 - Parking Revenue - Resid - Perm   | (\$50,975)            | (\$53,143)            | (\$2,168)           | 4.3%               |
| 6460 - Sale of Goods & Services         | (\$2,563,355)         | (\$109,475)           | \$2,453,880         | (95.7%)            |
| 6480 - Parking Fines                    | (\$2,833,626)         | (\$3,153,866)         | (\$320,240)         | 11.3%              |
| 6483 - parking Ticket-MTO Collections   | (\$875,000)           | (\$888,667)           | (\$13,667)          | 1.6%               |
| 6650 - User Fees - External             | (\$1,563,726)         | (\$1,597,116)         | (\$33,390)          | 2.1%               |
| 6651 - Fees and Recoveries INTERNAL     | (\$2,601,975)         | (\$1,603,803)         | \$998,172           | (38.4%)            |
| 6690 - Wastewater Recoveries            | (\$8,942,145)         | (\$3,169,565)         | \$5,772,580         | (64.6%)            |
| 6692 - Stormwater Surcharge Recoveries  | \$0                   | (\$6,283,365)         | (\$6,283,365)       | n/a                |
| <b>Total Revenue</b>                    | <b>(\$41,132,432)</b> | <b>(\$40,637,974)</b> | <b>\$494,458</b>    | <b>(1.2%)</b>      |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>EXPENSES</b>                             |                |                |                     |                    |
| <b>Financial Expenses</b>                   |                |                |                     |                    |
| 4530 - Temporary Financing Costs            | \$57,677       | \$0            | (\$57,677)          | (100.0%)           |
| 4540 - Bank Charges                         | \$2,175        | \$2,175        | \$0                 | 0.0%               |
| <b>Minor Capital</b>                        |                |                |                     |                    |
| 2150 - Minor Apparatus & Tools              | \$80,044       | \$80,244       | \$200               | 0.2%               |
| 2220 - Maintenance Parts & Materials        | \$164,319      | \$164,319      | \$0                 | 0.0%               |
| 2230 - Infrastructure Maint. Material       | \$2,971,559    | \$2,926,173    | (\$45,386)          | (1.5%)             |
| 2510 - Building Repairs                     | \$3,700        | \$3,700        | \$0                 | 0.0%               |
| 2520 - Vehicle Repairs                      | \$441,882      | \$211,038      | (\$230,844)         | (52.2%)            |
| 2530 - Equipment Repairs                    | \$13,900       | \$13,900       | \$0                 | 0.0%               |
| 5110 - Machinery & Equipment - TCA          | \$21,042       | \$21,042       | \$0                 | 0.0%               |
| 5111 - Machinery & Equipment -Non TCA       | \$52,700       | \$52,700       | \$0                 | 0.0%               |
| 5125 - Computers - PCs                      | \$2,558        | \$2,258        | (\$300)             | (11.7%)            |
| 5126 - Computer Software                    | \$23,052       | \$21,852       | (\$1,200)           | (5.2%)             |
| 5130 - Furniture & Furnishings              | \$1,500        | \$1,500        | \$0                 | 0.0%               |
| 5410 - Construction Contracts - TCA         | \$37,882       | \$37,882       | \$0                 | 0.0%               |
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$89,402       | \$86,512       | (\$2,890)           | (3.2%)             |
| 2060 - Computer Supplies                    | \$2,300        | \$2,300        | \$0                 | 0.0%               |
| 2115 - Motor Fuels                          | \$2,185,572    | \$1,810,369    | (\$375,203)         | (17.2%)            |
| 2117 - Oils and Lubricants                  | \$200          | \$200          | \$0                 | 0.0%               |
| 2140 - Chemicals                            | \$10,550       | \$10,550       | \$0                 | 0.0%               |
| 2145 - Housekeeping Supplies                | \$2,300        | \$2,300        | \$0                 | 0.0%               |
| 2170 - Operating and Other Supplies         | \$128,320      | \$114,886      | (\$13,434)          | (10.5%)            |
| 2175 - First Aid Safety Supplies            | \$12,700       | \$12,700       | \$0                 | 0.0%               |
| 2180 - Program Supplies                     | \$31,600       | \$31,600       | \$0                 | 0.0%               |
| 2245 - Out Of Stock Parts                   | \$5,750        | \$5,750        | \$0                 | 0.0%               |
| 2250 - Vehicle Maint Parts/Materials        | \$192,037      | \$293,336      | \$101,299           | 52.7%              |
| 2255 - Outside Vehicle Parts                | \$599,942      | \$588,926      | (\$11,016)          | (1.8%)             |
| 2360 - Promotional Material & Product       | \$300          | \$300          | \$0                 | 0.0%               |
| 2970 - Building Maintenance                 | \$58,000       | \$58,000       | \$0                 | 0.0%               |
| 3165 - Inventory Variance                   | \$3,500        | \$3,500        | \$0                 | 0.0%               |
| 3166 - Scrap Inventory                      | \$1,500        | \$1,500        | \$0                 | 0.0%               |
| 3176 - Facility Opns-Labour INTERNAL        | \$1,500        | \$1,500        | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$164,153      | \$164,153      | \$0                 | 0.0%               |
| 4025 - Document Registration                | \$4,000        | \$4,000        | \$0                 | 0.0%               |
| 4050 - Training Courses                     | \$29,583       | \$29,583       | \$0                 | 0.0%               |
| 4155 - Conference Registration              | \$7,900        | \$7,900        | \$0                 | 0.0%               |

|                                       | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|----------------|----------------|---------------------|--------------------|
| <b>Purchased Services</b>             |                |                |                     |                    |
| 2020 - Postage and Courier            | \$39,502       | \$46,502       | \$7,000             | 17.7%              |
| 2070 - Imaging & Printing External    | \$4,250        | \$4,250        | \$0                 | 0.0%               |
| 2085 - Publications and Manuals       | \$3,000        | \$3,000        | \$0                 | 0.0%               |
| 2215 - Bldg Maintenance Services      | \$19,200       | \$19,200       | \$0                 | 0.0%               |
| 2609 - Mileage and car allowance      | \$100          | \$100          | \$0                 | 0.0%               |
| 2610 - Travel Expense                 | \$29,032       | \$29,032       | \$0                 | 0.0%               |
| 2620 - Car Allowance                  | \$1,385        | \$1,385        | \$0                 | 0.0%               |
| 2710 - Telephone Expenses             | \$21,055       | \$16,652       | (\$4,403)           | (20.9%)            |
| 2711 - Cell Phones                    | \$48,862       | \$49,228       | \$366               | 0.7%               |
| 2914 - Non-Occ Medical                | \$2,200        | \$2,200        | \$0                 | 0.0%               |
| 2915 - Consulting Services - External | \$2,750        | \$2,750        | \$0                 | 0.0%               |
| 2916 - INTERNAL Services- non-salary  | \$885,514      | \$27,495       | (\$858,019)         | (96.9%)            |
| 2920 - Legal Services                 | \$46,465       | \$46,465       | \$0                 | 0.0%               |
| 2940 - Advertising                    | \$4,000        | \$4,000        | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External   | \$365,770      | \$365,371      | (\$399)             | (0.1%)             |
| 2951 - INTERNAL Service Salary Allocn | \$124,813      | \$124,813      | \$0                 | 0.0%               |
| 2957 - Fleet Car Washes               | \$21,337       | \$16,530       | (\$4,807)           | (22.5%)            |
| 2962 - Fees and Service Charges Exp   | \$49,500       | \$49,500       | \$0                 | 0.0%               |
| 2975 - Landfill Tipping Fees          | \$0            | \$0            | \$0                 | n/a                |
| 2980 - Contracted Services            | \$15,933,703   | \$19,697,522   | \$3,763,819         | 23.6%              |
| 2981 - Agreements                     | \$5,500        | \$5,500        | \$0                 | 0.0%               |
| 2990 - Business Meeting Expense       | \$1,050        | \$1,050        | \$0                 | 0.0%               |
| 2995 - Other Purchased Services       | \$500          | \$500          | \$0                 | 0.0%               |
| 3120 - Rental Expense EXTERNAL        | \$241,922      | \$241,922      | \$0                 | 0.0%               |
| 3121 - GPS                            | \$74,518       | \$70,336       | (\$4,182)           | (5.6%)             |
| 3140 - VehicleRent-Dedicated INTERNAL | \$4,119,390    | \$4,713,918    | \$594,528           | 14.4%              |
| 3145 - VehicleRent-TempOther INTERNAL | \$85,272       | \$83,072       | (\$2,200)           | (2.6%)             |
| 3150 - Vehicle Rental - External      | \$71,166       | \$50,000       | (\$21,166)          | (29.7%)            |
| 3160 - Vehicle Rental Control         | \$35,450       | \$35,450       | \$0                 | 0.0%               |
| 3181 - PC & Maint. Allocation         | \$224,202      | \$239,202      | \$15,000            | 6.7%               |
| 3250 - Licenses                       | \$139,523      | \$126,094      | (\$13,429)          | (9.6%)             |
| 4046 - Park Enf - PMTO R/O Requests   | \$160,000      | \$160,000      | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>        |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time           | \$12,175,036   | \$13,238,516   | \$1,063,480         | 8.7%               |
| 8120 - Hourly-Reg.Full Time           | \$5,682,891    | \$6,006,221    | \$323,330           | 5.7%               |
| 8130 - Overtime - Salary              | \$421,687      | \$410,785      | (\$10,902)          | (2.6%)             |
| 8140 - Overtime - Wages               | \$595,853      | \$321,924      | (\$273,929)         | (46.0%)            |
| 8150 - Salary-Temporary               | \$725,377      | \$704,282      | (\$21,095)          | (2.9%)             |
| 8160 - Hourly-Temporary               | \$1,072,914    | \$265,739      | (\$807,175)         | (75.2%)            |
| 8170 - Service Pay                    | \$6,500        | \$5,525        | (\$975)             | (15.0%)            |
| 8175 - Service Pay - Hourly           | \$17,115       | \$17,115       | \$0                 | 0.0%               |
| 8180 - Stand-by Pay                   | \$25,000       | \$25,000       | \$0                 | 0.0%               |

|  | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--|---------------------|---------------------|---------------------|--------------------|
| 8190 - Other Pay                                 | \$342,067           | \$279,394           | (\$62,673)          | (18.3%)            |
| 8192 - Shift Differential                        | \$81,850            | \$81,850            | \$0                 | 0.0%               |
| 8210 - Meal Allowance                            | \$35,968            | \$20,716            | (\$15,252)          | (42.4%)            |
| 8215 - Tool Allowance                            | \$5,950             | \$5,950             | \$0                 | 0.0%               |
| 8220 - Education Allowance                       | \$148               | \$148               | \$0                 | 0.0%               |
| 8240 - Other Training Expenses                   | \$252               | \$252               | \$0                 | 0.0%               |
| 8282 - Employee Appreciation                     | \$0                 | \$3,170             | \$3,170             | n/a                |
| 8290 - Clothing - Uniforms                       | \$71,948            | \$53,265            | (\$18,683)          | (26.0%)            |
| 8291 - Clothing Allowance                        | \$42,300            | \$42,300            | \$0                 | 0.0%               |
| 8380 - Workers Comp. - Admin.                    | \$108,120           | \$35,905            | (\$72,215)          | (66.8%)            |
| 8381 - Workers Comp. - Medical                   | \$80,069            | \$44,400            | (\$35,669)          | (44.5%)            |
| 8382 - Workers Comp. - Salary                    | \$46,060            | \$32,966            | (\$13,094)          | (28.4%)            |
| 8383 - Workers Comp. - Pension                   | \$222,900           | \$132,010           | (\$90,890)          | (40.8%)            |
| 8399 - Fringe Benefits (Dept.)                   | \$6,137,869         | \$6,486,600         | \$348,731           | 5.7%               |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                     |                     |                     |                    |
| 4210 - Depreciation                              | \$2,538,782         | \$3,002,125         | \$463,343           | 18.3%              |
| 4240 - Transfer to Current                       | \$6                 | \$6                 | \$0                 | 0.0%               |
| 4245 - TRANSFER to Capital Fund                  | \$794,340           | \$270,103           | (\$524,237)         | (66.0%)            |
| 4250 - TRANSFER to Reserve Fund                  | \$1,503,879         | \$2,030,853         | \$526,974           | 35.0%              |
| <b>Utilities, Insurance &amp; Taxes</b>          |                     |                     |                     |                    |
| 3010 - Utilities                                 | \$368,302           | \$403,382           | \$35,080            | 9.5%               |
| 3210 - Building Insurance                        | \$94,068            | \$108,180           | \$14,112            | 15.0%              |
| 3220 - Vehicle Insurance                         | \$191,862           | \$214,591           | \$22,729            | 11.8%              |
| 3230 - Liability Insurance                       | \$2,010,769         | \$1,940,695         | (\$70,074)          | (3.5%)             |
| 4015 - Taxes                                     | \$400,557           | \$400,557           | \$0                 | 0.0%               |
| <b>Total Expense</b>                             | <b>\$65,966,469</b> | <b>\$69,586,212</b> | <b>\$3,619,743</b>  | <b>5.5%</b>        |
| <b>Total Net</b>                                 | <b>\$24,834,037</b> | <b>\$28,948,238</b> | <b>\$4,114,201</b>  | <b>16.6%</b>       |

## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact   | FTE Impact  |
|----------------------------|-----------|---|--------------------|-------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                        | \$377,789          |             |
| MD 08-2025                 | 2025-0065 | City Waste Collection Contract Cost Adjustments                             | \$3,950,404        |             |
| MD 08-2025                 | 2025-0287 | Increase for Traffic Pre-Emption and Priority Software Support Costs        | \$50,880           |             |
| MD 08-2025                 | 2025-0021 | Increase Annual Equipment Reserve Contributions - Corporate, Parks, Fire    | \$623,000          |             |
| MD 08-2025                 | 2025-0067 | Elimination of County Recycling Budgets for Fleet and Environmental         | \$348,640          |             |
| MD 08-2025                 | 2025-0285 | Fleet Addition: Class 220 Pickup Truck for Permanent Construction Technol   | \$16,025           |             |
| MD 08-2025                 | 2025-0319 | Reduction in PW WSIB Budgets for Admin, Medical, Pensions, & Salary         | (\$96,502)         |             |
| MD 08-2025                 | 2025-0070 | Recovery Adjustments Related to Public Works Recoverable Staff              | (\$174,888)        |             |
| MD 08-2025                 | 2025-0071 | Increase Parking Ticket Fines   | (\$267,605)        |             |
| MD 08-2025                 | 2025-0074 | User Fee Adjustments for Public Works                                       | (\$130,981)        |             |
| MD 08-2025                 | 2025-0227 | Parking Fee Adjustments for Parking Lots, Meters, and Garages               | \$0                |             |
| MD 08-2025                 | 2025-0004 | PW Transportation Reorganization (Traffic, Parking, Transportation Planning | \$0                | 7.0         |
| MD 08-2025                 | 2025-0075 | One-Time Funding for a Temporary Locator for Traffic Signals and Streetligh | \$0                |             |
| MD 08-2025                 | 2025-0076 | Convert Temporary Fleet Technology and Training Administrator to Perman     | \$156,300          | 1.0         |
| MD 08-2025                 | 2025-0273 | Addition of an Administrative Inspector Position                            | \$39,819           | 1.0         |
| MD 08-2025                 | 2025-0283 | Fleet Addition - Crash Truck  | \$53,899           |             |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | (\$832,579)        | 6.0         |
| <b>Total Budget Impact</b> |           |   | <b>\$4,114,201</b> | <b>15.0</b> |

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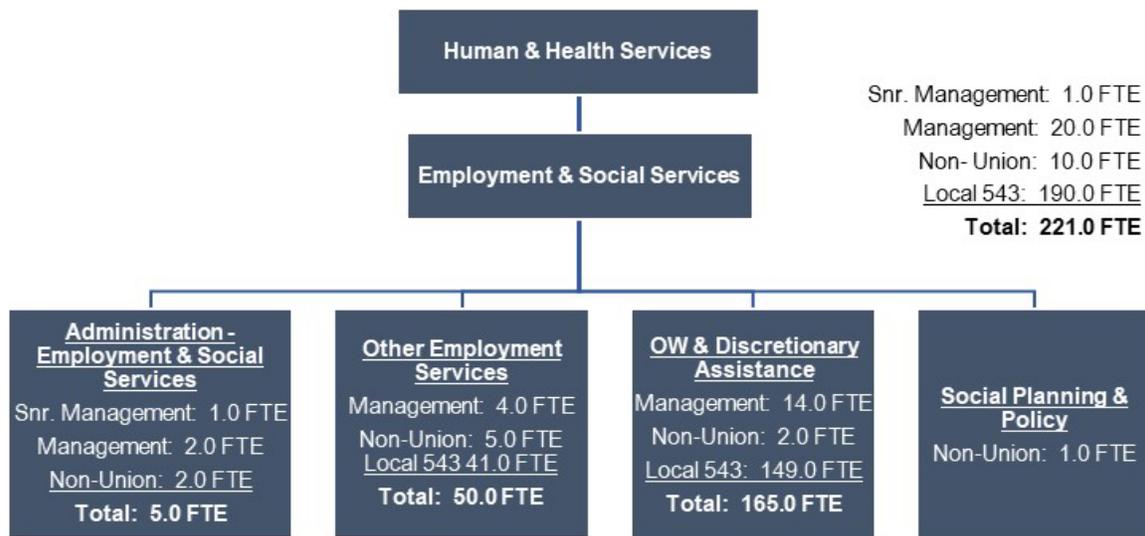
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**DESCRIPTION**

The Employment & Social Services department delivers a range of financial, social, and employment supports to individuals and families experiencing temporary financial hardship within Windsor, Essex County, and Pelee Island. The division is committed to promoting stability, self-sufficiency, and improved quality of life for residents through accessible, client-centered services. The department also leads the provision of Employment Ontario services across the Windsor-Essex, Chatham-Kent, and Sarnia-Lambton regions.

**2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2025 APPROVED STAFF ESTABLISHMENT**

| Position   | Status | Profile        | FTE          |
|--|--------|----------------|--------------|
| <b>Administration - Employment &amp; Social Services</b> |        |                |              |
| Commissioner - Human & Health Services                   | RFT    | Sr. Management | 1.0          |
| Manager Social Policy & Planning                         | RFT    | Management     | 1.0          |
| Mgr, Administration - Social & Health Serv               | RFT    | Management     | 1.0          |
| Executive Initiatives Coord.                             | RFT    | Non-Union      | 1.0          |
| Executive Administrative Assist                          | RFT    | Non-Union      | 1.0          |
|  |        |                | <b>5.0</b>   |
| <b>Other Employment Services</b>                         |        |                |              |
| Manager, Integrated Employment Services                  | RFT    | Management     | 1.0          |
| Supv, Employment   | RFT    | Management     | 3.0          |
| Staff Development Coordinator                            | RFT    | Non-Union      | 1.0          |
| Coordinatr, Quality Assurance & Program Support          | RFT    | Non-Union      | 4.0          |
| Caseworker - Employment Services-Bilingual               | RFT    | Local 543      | 2.0          |
| Caseworker - Employment Services                         | RFT    | Local 543      | 18.0         |
| Intake Service Representative                            | RFT    | Local 543      | 3.0          |
| Intake Service Representative - Bilingual                | RFT    | Local 543      | 1.0          |
| Job Developer  | RFT    | Local 543      | 8.0          |
| Special Projects Coordinator                             | RFT    | Local 543      | 2.0          |
| Staff Trainer  | RFT    | Local 543      | 1.0          |
| Resource Centre Greeter (Bilingual)                      | RFT    | Local 543      | 1.0          |
| Resource Centre Greeter                                  | RFT    | Local 543      | 1.0          |
| Clerk Steno Intermediate                                 | RFT    | Local 543      | 1.0          |
| Clerk Junior (Team)                                      | RFT    | Local 543      | 3.0          |
|  |        |                | <b>50.00</b> |
| <b>OW &amp; Discretionary Assistance</b>                 |        |                |              |
| EXDir. Employment & Social Ser                           | RFT    | Management     | 1.0          |
| Mgr Customer Service                                     | RFT    | Management     | 1.0          |
| Mgr Employment & Training Init                           | RFT    | Management     | 1.0          |
| Mgr Policy & Staff Develop                               | RFT    | Management     | 1.0          |
| Supervisor, Support Services                             | RFT    | Management     | 1.0          |
| Supervisor, Ontario Works                                | RFT    | Management     | 7.0          |
| Supervisor, Ontario Works Bilingual                      | RFT    | Management     | 1.0          |
| Supervisor of Administration                             | RFT    | Management     | 1.0          |
| Coordinator, Social Planning                             | RFT    | Non-Union      | 1.0          |
| Coordinator, Staff Development                           | RFT    | Non-Union      | 1.0          |
| Eligibility Review Officer                               | RFT    | Local 543      | 5.0          |
| Administrative Assistant                                 | RFT    | Local 543      | 1.0          |
| Caseworker Discretionary Benefits                        | RFT    | Local 543      | 3.0          |
| Caseworker Discretionary Benefits - Bilingual            | RFT    | Local 543      | 1.0          |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                     | Status | Profile   | FTE          |
|--|--------|-----------|--------------|
| Clerk - Leamington                           | RFT    | Local 543 | 2.0          |
| Clerk Junior (File)                          | RFT    | Local 543 | 1.0          |
| Clerk Junior (Fin)                           | RFT    | Local 543 | 1.0          |
| Clerk Junior (Team)                          | RFT    | Local 543 | 10.0         |
| Clerk Junior (Team) - Bilingual              | RFT    | Local 543 | 1.0          |
| Clerk Junior-Backup Receptionist (Bilingual) | RFT    | Local 543 | 1.0          |
| Clerk Steno Intermediate                     | RFT    | Local 543 | 1.0          |
| Data Analyst                                 | RFT    | Local 543 | 2.0          |
| Intake Receptionist                          | RFT    | Local 543 | 2.0          |
| Intake Receptionist - Bilingual              | RFT    | Local 543 | 1.0          |
| Intake Service Representative                | RFT    | Local 543 | 5.0          |
| Intake Service Representative Bilingual      | RFT    | Local 543 | 1.0          |
| Intermediate Clerk                           | RFT    | Local 543 | 2.0          |
| Intermediate Clerk-S/S Finance               | RFT    | Local 543 | 1.0          |
| Intermediate Receptionist Leam               | RFT    | Local 543 | 1.0          |
| Local Business Expert                        | RFT    | Local 543 | 2.0          |
| Ontario Works Caseworker                     | RFT    | Local 543 | 96.0         |
| Ontario Works Caseworker Bilingual           | RFT    | Local 543 | 2.0          |
| Records & Supply Clerk                       | RFT    | Local 543 | 1.0          |
| Retroactive Budget Clerk                     | RFT    | Local 543 | 1.0          |
| Social Research & Data Analyst               | RFT    | Local 543 | 1.0          |
| Social Worker (BSW)                          | RFT    | Local 543 | 2.0          |
| Staff Trainer                                | RFT    | Local 543 | 2.0          |
|  |        |           | <b>165.0</b> |
| <b>Social Planning &amp; Policy</b>          |        |           |              |
| Community Health Project Manager             | RFT    | Non-Union | 1.0          |
|  |        |           | <b>1.0</b>   |
|  |        |           | <b>221.0</b> |
|  |        |           | <b>221.0</b> |

|   | 2024<br>Budget     | 2025<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|---------------------|--------------------|
| <b>DIVISION</b>                         |                    |                    |                     |                    |
| Community Development & Health Services | \$292,964          | \$295,834          | \$2,870             | 1.0%               |
| Other Employment Services               | \$15,540           | \$0                | (\$15,540)          | (100.0%)           |
| OW & Discretionary Assistance           | \$7,969,334        | \$8,115,499        | \$146,165           | 1.8%               |
| Social Planning & Policy                | \$117,739          | \$124,030          | \$6,291             | 5.3%               |
| <b>Total Net</b>                        | <b>\$8,395,577</b> | <b>\$8,535,363</b> | <b>\$139,786</b>    | <b>1.7%</b>        |

| Account                              | 2024<br>Budget         | 2025<br>Budget         | \$ Budget<br>Change   | % Budget<br>Change |
|--------------------------------------|------------------------|------------------------|-----------------------|--------------------|
| <b>REVENUE</b>                       |                        |                        |                       |                    |
| <b>Grants &amp; Subsidies</b>        |                        |                        |                       |                    |
| 6310 - Ontario Specific Grants       | (\$133,312,261)        | (\$150,072,011)        | (\$16,759,750)        | 12.6%              |
| 6320 - Canada Specific Grants        | (\$1,312,998)          | (\$1,289,368)          | \$23,630              | (1.8%)             |
| <b>Other Miscellaneous Revenue</b>   |                        |                        |                       |                    |
| 6990 - Other General Revenue         | \$0                    | (\$270,817)            | (\$270,817)           | n/a                |
| <b>Recovery of Expenditures</b>      |                        |                        |                       |                    |
| 6340 - Net County Cost               | (\$4,368,388)          | (\$4,613,543)          | (\$245,155)           | 5.6%               |
| 6735 - Recovery Of Expenses EXTERNAL | (\$1,375,835)          | (\$1,583,535)          | (\$207,700)           | 15.1%              |
| 6740 - Recovery of Salaries-INTERNAL | (\$516,602)            | (\$682,762)            | (\$166,160)           | 32.2%              |
| 6742 - Recovery of Fringes INTERNAL  | (\$170,479)            | (\$224,825)            | (\$54,346)            | 31.9%              |
| <b>Total Revenue</b>                 | <b>(\$141,056,563)</b> | <b>(\$158,736,861)</b> | <b>(\$17,680,298)</b> | <b>12.5%</b>       |

**EXPENSES**

**Financial Expenses**

|                     |          |          |          |       |
|---------------------|----------|----------|----------|-------|
| 4540 - Bank Charges | \$35,000 | \$65,747 | \$30,747 | 87.8% |
|---------------------|----------|----------|----------|-------|

**Minor Capital**

|                                |           |           |             |         |
|--------------------------------|-----------|-----------|-------------|---------|
| 2150 - Minor Apparatus & Tools | \$2,400   | \$2,400   | \$0         | 0.0%    |
| 5113 - Ergonomic Equipment     | \$0       | \$14,232  | \$14,232    | b/a     |
| 5125 - Computers - PCs         | \$187,000 | \$66,062  | (\$120,938) | (64.7%) |
| 5126 - Computer Software       | \$31,856  | \$5,249   | (\$26,607)  | (83.5%) |
| 5130 - Furniture & Furnishings | \$62,200  | \$132,694 | \$70,494    | 113.3%  |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| <b>Operating &amp; Maintenance Supplies</b> |                |                |                     |                    |
| 2010 - Office Supplies                      | \$108,119      | \$117,202      | \$9,083             | 8.4%               |
| 2060 - Computer Supplies                    | \$11,972       | \$36,634       | \$24,662            | 206.0%             |
| 2170 - Operating and Other Supplies         | \$1,000        | \$600          | (\$400)             | n/a                |
| 2180 - Program Supplies                     | \$6,500        | \$6,500        | \$0                 | 0.0%               |
| 2310 - Food and confections                 | \$871          | \$970          | \$99                | 11.4%              |
| 2360 - Promotional Material & Product       | \$18,700       | \$32,431       | \$13,731            | 73.4%              |
| <b>Other Miscellaneous Expenditures</b>     |                |                |                     |                    |
| 4020 - Membership Fees & Dues               | \$26,476       | \$17,534       | (\$8,942)           | (33.8%)            |
| 4050 - Training Courses                     | \$189,500      | \$209,908      | \$20,408            | 10.8%              |
| 4155 - Conference Registration              | \$15,882       | \$14,825       | (\$1,057)           | (6.7%)             |
| <b>Purchased Services</b>                   |                |                |                     |                    |
| 2020 - Postage and Courier                  | \$150,000      | \$93,474       | (\$56,526)          | (37.7%)            |
| 2085 - Publications and Manuals             | \$6,652        | \$500          | (\$6,152)           | (92.5%)            |
| 2609 - Mileage and car allowance            | \$5,700        | \$1,000        | (\$4,700)           | (82.5%)            |
| 2610 - Travel Expense                       | \$29,718       | \$18,108       | (\$11,610)          | (39.1%)            |
| 2620 - Car Allowance                        | \$20,683       | \$17,941       | (\$2,742)           | (13.3%)            |
| 2710 - Telephone Expenses                   | \$66,528       | \$63,283       | (\$3,245)           | (4.9%)             |
| 2711 - Cell Phones                          | \$41,005       | \$36,526       | (\$4,479)           | (10.9%)            |
| 2810 - Parking, Permits and Passes          | \$0            | \$500          | \$500               | n/a                |
| 2914 - Non-Occ Medical                      | \$10,000       | \$10,400       | \$400               | 4.0%               |
| 2915 - Consulting Services - External       | \$235,000      | \$10,000       | (\$225,000)         | (95.7%)            |
| 2916 - INTERNAL Services- non-salary        | \$90,000       | \$90,000       | \$0                 | 0.0%               |
| 2917 - Ergonomic Assessments                | \$6,600        | \$0            | (\$6,600)           | (100.0%)           |
| 2920 - Legal Services                       | \$170,923      | \$173,510      | \$2,587             | 1.5%               |
| 2925 - Computer Maintenance                 | \$10,400       | \$500          | (\$9,900)           | (95.2%)            |
| 2940 - Advertising                          | \$28,150       | \$6,803        | (\$21,347)          | (75.8%)            |
| 2950 - Other Prof Services-External         | \$510,000      | \$510,030      | \$30                | 0.0%               |
| 2951 - INTERNAL Service Salary Allocn       | \$1,987,875    | \$3,155,979    | \$1,168,104         | 58.8%              |
| 2980 - Contracted Services                  | \$189,411      | \$251,465      | \$62,054            | 32.8%              |
| 2990 - Business Meeting Expense             | \$47,384       | \$43,873       | (\$3,511)           | (7.4%)             |
| 3120 - Rental Expense EXTERNAL              | \$26,425       | \$15,481       | (\$10,944)          | (41.4%)            |
| 3140 - VehicleRent-Dedicated INTERNAL       | \$13,515       | \$14,865       | \$1,350             | 10.0%              |
| 3145 - VehicleRent-TempOther INTERNAL       | \$13,625       | \$14,455       | \$830               | 6.1%               |
| 3150 - Vehicle Rental - External            | \$5,000        | \$5,243        | \$243               | 4.9%               |
| 3170 - Facility Rental INTERNAL             | \$1,685,242    | \$1,530,111    | (\$155,131)         | (9.2%)             |
| 3175 - Facility Rental EXTERNAL             | \$121,600      | \$147,147      | \$25,547            | 21.0%              |
| 3180 - Computer Rental - INTERNAL:          | \$0            | \$10,000       | \$10,000            | n/a                |
| 3181 - PC & Maint. Allocation               | \$221,000      | \$221,000      | \$0                 | 0.0%               |

|                                      | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------------|----------------|----------------|---------------------|--------------------|
| <b>Salaries &amp; Benefits</b>       |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time          | \$15,847,102   | \$16,180,281   | \$333,179           | 2.1%               |
| 8130 - Overtime - Salary             | \$2,516        | \$5,388        | \$2,872             | 114.1%             |
| 8150 - Salary-Temporary              | \$195,399      | \$195,399      | \$0                 | 0.0%               |
| 8170 - Service Pay                   | \$11,050       | \$8,775        | (\$2,275)           | (20.6%)            |
| 8190 - Other Pay                     | \$0            | \$1,653,928    | \$1,653,928         | n/a                |
| 8210 - Meal Allowance                | \$400          | \$432          | \$32                | 8.0%               |
| 8220 - Education Allowance           | \$2,733        | \$2,733        | \$0                 | 0.0%               |
| 8260 - Pre-Employment Medical        | \$720          | \$0            | (\$720)             | (100.0%)           |
| 8282 - Employee Appreciation         | \$0            | \$3,190        | \$3,190             | n/a                |
| 8380 - Workers Comp. - Admin.        | \$7,081        | \$19,404       | \$12,323            | 174.0%             |
| 8381 - Workers Comp. - Medical       | \$27,420       | \$7,131        | (\$20,289)          | (74.0%)            |
| 8382 - Workers Comp. - Salary        | \$0            | \$41,600       | \$41,600            | n/a                |
| 8383 - Workers Comp. - Pension       | \$5,000        | \$23,757       | \$18,757            | 375.1%             |
| 8384 - Workers Comp - Ergonomic      | \$11,613       | \$11,613       | \$0                 | 0.0%               |
| 8399 - Fringe Benefits (Dept.)       | \$5,260,808    | \$5,366,855    | \$106,047           | 2.0%               |
| <b>Transfers for Social Services</b> |                |                |                     |                    |
| 2290 - Social Dev-Corporate Overhead | \$2,782,849    | \$2,782,849    | \$0                 | 0.0%               |
| 3531 - Other Mandatory Benefits      | \$63,700       | \$79,700       | \$16,000            | 25.1%              |
| 3532 - Employ Transition - Mandatory | \$370,100      | \$1,321,200    | \$951,100           | 257.0%             |
| 3533 - Drugs                         | \$1,200        | \$3,000        | \$1,800             | 150.0%             |
| 3534 - Hearing Aids Mandatory        | \$21,100       | \$18,200       | (\$2,900)           | (13.7%)            |
| 3535 - Diabetic Supplies             | \$39,900       | \$43,700       | \$3,800             | 9.5%               |
| 3536 - Medical Supplies              | \$5,200        | \$1,900        | (\$3,300)           | (63.5%)            |
| 3537 - Surgical Supplies             | \$13,400       | \$9,500        | (\$3,900)           | (29.1%)            |
| 3538 - Medical Transportation        | \$250,400      | \$533,900      | \$283,500           | 113.2%             |
| 3539 - Vision Care Dependant         | \$18,200       | \$17,100       | (\$1,100)           | (6.0%)             |
| 3540 - Indigent Transportation       | \$46,100       | \$5,500        | (\$40,600)          | (88.1%)            |
| 3541 - Wheelchair repairs            | \$3,900        | \$2,100        | (\$1,800)           | (46.2%)            |
| 3543 - Moving Expenses               | \$100          | \$0            | (\$100)             | (100.0%)           |
| 3546 - Funeral and Burial            | \$1,516,550    | \$1,648,750    | \$132,200           | 8.7%               |
| 3551 - Dental Discretionary          | \$482,200      | \$475,900      | (\$6,300)           | (1.3%)             |
| 3553 - Dentures and Repairs          | \$159,700      | \$152,500      | (\$7,200)           | (4.5%)             |
| 3556 - Prosthetic Appliances         | \$30,100       | \$43,600       | \$13,500            | 44.9%              |
| 3560 - Glasses and Vision Care       | \$36,000       | \$43,700       | \$7,700             | 21.4%              |
| 3562 - Financial Assistance          | \$78,317,400   | \$92,027,700   | \$13,710,300        | 17.5%              |
| 3563 - Transition Child Benefit      | \$1,544,500    | \$1,677,400    | \$132,900           | 8.6%               |
| 3573 - Special Allowance             | \$30,188,174   | \$31,132,942   | \$944,768           | 3.1%               |
| 3576 - Personal Needs Allowance      | \$25,800       | \$22,700       | (\$3,100)           | (12.0%)            |

|   | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| 3580 - Other - Non-Health               | \$757,507            | \$866,551            | \$109,044           | 14.4%              |
| 3582 - Other Health Assistance          | \$493,100            | \$480,800            | (\$12,300)          | (2.5%)             |
| 3595 - SS Purchase of Service           | \$75,800             | \$105,436            | \$29,636            | 39.1%              |
| 4230 - Special Projects-Social Servic   | \$4,413,343          | \$3,080,702          | (\$1,332,641)       | (30.2%)            |
| <b>Utilities, Insurance &amp; Taxes</b> |                      |                      |                     |                    |
| 3210 - Building Insurance               | \$2,325              | \$2,067              | (\$258)             | (11.1%)            |
| 3230 - Liability Insurance              | \$31,738             | \$7,159              | (\$24,579)          | (77.4%)            |
| <b>Total Expense</b>                    | <b>\$149,452,140</b> | <b>\$167,272,224</b> | <b>\$17,820,084</b> | <b>11.9%</b>       |
| <b>Total Net</b>                        | <b>\$8,395,577</b>   | <b>\$8,535,363</b>   | <b>\$139,786</b>    | <b>1.7%</b>        |

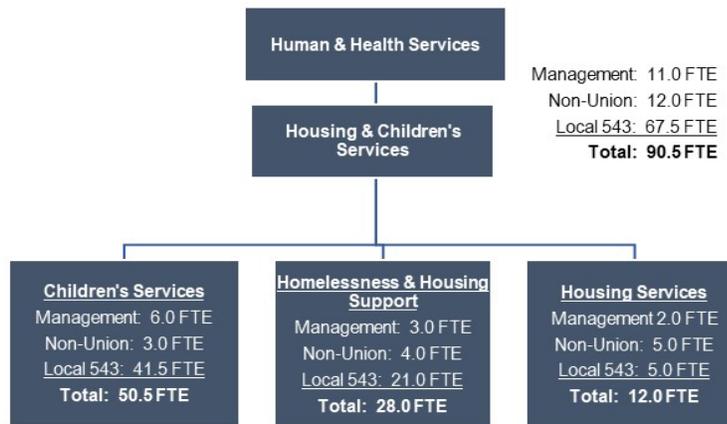
**2025 RECONCILIATION OF BUDGET CHANGES**

| Res.#                      | Issue #   | Issue Description  | \$ Budget Impact | FTE Impact |
|----------------------------|-----------|--|------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments               | \$428,114        |            |
| MD 08-2025                 | 2025-0192 | Pre-Committed Increase to Funeral & Burial Expense (B27/2024)      | \$20,000         |            |
| MD 08-2025                 | 2025-0141 | WREN Expense Reduction to Offset Increase in Salary & Benefit Cost | (\$128,682)      |            |
| MD 08-2025                 | 2025-0193 | County Revenue Increase - Ontario Works Program Delivery Budget    | (\$125,000)      |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations                                    | (\$54,646)       |            |
| <b>Total Budget Impact</b> |           |  | <b>\$139,786</b> | <b>0.0</b> |

### DESCRIPTION

The department is responsible for the administration, oversight, and funding of approximately 7,800 housing units across Windsor and Essex County, delivered through a network of over 32 social housing providers while ensuring compliance with provincial regulations and service agreements. The homelessness & housing support division manages funding from all three levels of government and oversees a range of programs aimed at preventing and addressing homelessness, as well as supporting individuals and families in accessing and maintaining stable housing. In addition, the City of Windsor serves as the Consolidated Municipal Service Manager (CMSM) for children’s services in Windsor and Essex County.

### 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position                                   | Status | Profile    | FTE         |
|--|--------|------------|-------------|
| <b>Children's Services</b>                 |        |            |             |
| Manager of Children Services               | RFT    | Management | 1.0         |
| Supv, Children's Serv Systems              | RFT    | Management | 2.0         |
| Supv, EarlyON Chld&Fam Centres             | RFT    | Management | 1.0         |
| Supervisor, Child Care Subsidy             | RFT    | Management | 1.0         |
| Supv, Program & Policy                     | RFT    | Management | 1.0         |
| Community Engagement Coordinaator          | RFT    | Non-Union  | 1.0         |
| Early Years Co-Ordinator                   | RFT    | Non-Union  | 1.0         |
| Professional Development Coordinator       | RFT    | Non-Union  | 1.0         |
| Bilingual Early Literacy Specialist        | RFT    | Local 543  | 1.0         |
| Caseworker (Children's Serv)               | RFT    | Local 543  | 5.0         |
| Caseworker (Children's Serv) Bilingual     | RFT    | Local 543  | 1.0         |
| Child Care Data Analysis Coord             | RFT    | Local 543  | 1.0         |
| Children's Service System Analyst          | RFT    | Local 543  | 3.0         |
| Clerk Steno Intermediate                   | RFT    | Local 543  | 1.0         |
| Contract Clerk                             | RFT    | Local 543  | 1.0         |
| Early Learning Initiatives Clerk Bilingual | RFT    | Local 543  | 1.0         |
| Early ON CFC-Data Analysis Coor            | RFT    | Local 543  | 1.0         |
| Early Years Program Development Officer    | RFT    | Local 543  | 1.0         |
| Intake Clerk - Bilingual                   | RFT    | Local 543  | 1.0         |
| Intermediate Clerk Steno                   | RFT    | Local 543  | 4.0         |
| OEY Early Childhood Educator               | RFT    | Local 543  | 5.0         |
| OEY Early Childhood Educator               | RPT    | Local 543  | 10.5        |
| Program Analyst                            | RFT    | Local 543  | 2.0         |
| Program and Policy Clerk                   | RFT    | Local 543  | 1.0         |
| Special Projects Co-ordinator              | RFT    | Local 543  | 2.0         |
|  |        |            | <b>50.5</b> |
| <b>Homelessness &amp; Housing Support</b>  |        |            |             |
| Mgr, Homelessness & Housing Support        | RFT    | Management | 1.0         |
| Supv, Housing Support                      | RFT    | Management | 2.0         |
| Coordinator, Housing Admin & Develop       | RFT    | Non-Union  | 3.0         |
| Emergency Planning Officer                 | RFT    | Non-Union  | 1.0         |
| Caseworker - Housing Support - Bilingual   | RFT    | Local 543  | 1.0         |
| Caseworker - Housing Support               | RFT    | Local 543  | 5.0         |
| Social Worker (BSW)                        | RFT    | Local 543  | 11.0        |
| Program Development Officer                | RFT    | Local 543  | 1.0         |
| Social Research & Data Analyst             | RFT    | Local 543  | 1.0         |
| Special Projects Coordinator               | RFT    | Local 543  | 1.0         |
| Clerk Steno Intermediate                   | RFT    | Local 543  | 1.0         |
|  |        |            | <b>28.0</b> |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE         |
|---|--------|------------|-------------|
| <b>Housing Services</b>                           |        |            |             |
| ExDir, Housing & Children Serv                    | RFT    | Management | 1.0         |
| Manager Social & Affordable Housing               | RFT    | Management | 1.0         |
| Coord, Housing Admin & Policy                     | RFT    | Non-Union  | 1.0         |
| Coordinator, Housing Administration & Development | RFT    | Non-Union  | 3.0         |
| Social Housing Analyst                            | RFT    | Non-Union  | 1.0         |
| Program Development Officer                       | RFT    | Local 543  | 2.0         |
| Maint/Technical Support Person                    | RFT    | Local 543  | 1.0         |
| Administrative Assistant                          | RFT    | Local 543  | 1.0         |
| Social Research & Data Analyst                    | RFT    | Local 543  | 1.0         |
|   |        |            | <b>12.0</b> |
|   |        |            | <b>90.5</b> |

|                                | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------|---------------------|---------------------|---------------------|--------------------|
| <b>DIVISION</b>                |                     |                     |                     |                    |
| Children's Services            | \$2,736,835         | \$2,784,265         | \$47,430            | 1.7%               |
| Homelessness & Housing Support | \$4,173,732         | \$5,141,210         | \$967,478           | 23.2%              |
| Housing Services               | \$9,346,286         | \$10,346,357        | \$1,000,071         | 10.7%              |
| <b>Total Net</b>               | <b>\$16,256,853</b> | <b>\$18,271,832</b> | <b>\$2,014,979</b>  | <b>12.4%</b>       |

| Account                              | 2024<br>Budget         | 2025<br>Budget         | \$ Budget<br>Change   | % Budget<br>Change |
|--------------------------------------|------------------------|------------------------|-----------------------|--------------------|
| <b>REVENUE</b>                       |                        |                        |                       |                    |
| <b>Grants &amp; Subsidies</b>        |                        |                        |                       |                    |
| 6310 - Ontario Specific Grants       | (\$116,816,428)        | (\$180,125,150)        | (\$63,308,722)        | 54.2%              |
| 6320 - Canada Specific Grants        | (\$14,993,354)         | (\$9,094,535)          | \$5,898,819           | (39.3%)            |
| <b>Recovery of Expenditures</b>      |                        |                        |                       |                    |
| 6340 - Net County Cost               | (\$7,541,305)          | (\$8,070,098)          | (\$528,793)           | 7.0%               |
| 6735 - Recovery Of Expenses EXTERNAL | (\$853,994)            | (\$1,550,165)          | (\$696,171)           | 81.5%              |
| 6740 - Recovery of Salaries-INTERNAL | (\$1,891,334)          | (\$1,197,885)          | \$693,449             | (36.7%)            |
| 6742 - Recovery of Fringes INTERNAL  | (\$624,463)            | (\$395,302)            | \$229,161             | (36.7%)            |
| <b>Transfers From Other Funds</b>    |                        |                        |                       |                    |
| 7054 - TRANSFER From Reserve Funds   | (\$342,140)            | (\$849,288)            | (\$507,148)           | 148.2%             |
| <b>Total Revenue</b>                 | <b>(\$143,063,018)</b> | <b>(\$201,282,423)</b> | <b>(\$58,219,405)</b> | <b>40.7%</b>       |

## EXPENSES

### Minor Capital

|                                       |          |          |            |          |
|---------------------------------------|----------|----------|------------|----------|
| 2220 - Maintenance Parts & Materials  | \$7,608  | \$7,000  | (\$608)    | (8.0%)   |
| 2230 - Infrastructure Maint. Material | \$1,540  | \$0      | (\$1,540)  | (100.0%) |
| 5111 - Machinery & Equipment -Non TCA | \$11,959 | \$1,081  | (\$10,878) | (91.0%)  |
| 5113 - Ergonomic Equipment            | \$0      | \$178    | \$178      | n/a      |
| 5125 - Computers - PCs                | \$34,892 | \$24,922 | (\$9,970)  | (28.6%)  |
| 5126 - Computer Software              | \$2,325  | \$8,735  | \$6,410    | 275.7%   |
| 5130 - Furniture & Furnishings        | \$13,088 | \$16,284 | \$3,196    | 24.4%    |

### Operating & Maintenance Supplies

|                          |          |          |          |         |
|--------------------------|----------|----------|----------|---------|
| 2010 - Office Supplies   | \$44,550 | \$58,645 | \$14,095 | 31.6%   |
| 2060 - Computer Supplies | \$300    | \$167    | (\$133)  | (44.3%) |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 2145 - Housekeeping Supplies            | \$400          | \$18,150       | \$17,750            | 4437.5%            |
| 2170 - Operating and Other Supplies     | \$21,320       | \$49,260       | \$27,940            | 131.1%             |
| 2175 - First Aid Safety Supplies        | \$222          | \$0            | (\$222)             | (100.0%)           |
| 2180 - Program Supplies                 | \$195,261      | \$109,941      | (\$85,320)          | (43.7%)            |
| 2310 - Food and confections             | \$48,448       | \$48,320       | (\$128)             | (0.3%)             |
| 2360 - Promotional Material & Product   | \$116,449      | \$100,689      | (\$15,760)          | (13.5%)            |
| 2970 - Building Maintenance             | \$2,650        | \$3,650        | \$1,000             | 37.7%              |
| 3176 - Facility Opns-Labour INTERNAL    | \$10,000       | \$10,000       | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$24,987       | \$18,043       | (\$6,944)           | (27.8%)            |
| 4025 - Document Registration            | \$0            | \$4,192        | \$4,192             | n/a                |
| 4050 - Training Courses                 | \$32,961       | \$31,834       | (\$1,127)           | (3.4%)             |
| 4071 - Social Housing Transfer Other    | \$200,000      | \$200,000      | \$0                 | 0.0%               |
| 4155 - Conference Registration          | \$15,862       | \$10,944       | (\$4,918)           | (31.0%)            |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$1,240        | \$1,036        | (\$204)             | (16.5%)            |
| 2070 - Imaging & Printing External      | \$25,200       | \$27,560       | \$2,360             | 9.4%               |
| 2085 - Publications and Manuals         | \$7,525        | \$10,490       | \$2,965             | 39.4%              |
| 2215 - Bldg Maintenance Services        | \$17,650       | \$26,500       | \$8,850             | 50.1%              |
| 2610 - Travel Expense                   | \$32,576       | \$27,251       | (\$5,325)           | (16.3%)            |
| 2620 - Car Allowance                    | \$13,915       | \$75,243       | \$61,328            | 440.7%             |
| 2710 - Telephone Expenses               | \$31,401       | \$31,956       | \$555               | 1.8%               |
| 2711 - Cell Phones                      | \$18,905       | \$28,427       | \$9,522             | 50.4%              |
| 2810 - Parking, Permits and Passes      | \$10           | \$0            | (\$10)              | (100.0%)           |
| 2914 - Non-Occ Medical                  | \$50           | \$1,775        | \$1,725             | 3450.0%            |
| 2915 - Consulting Services - External   | \$88,380       | \$31,500       | (\$56,880)          | (64.4%)            |
| 2916 - INTERNAL Services- non-salary    | \$0            | \$8,200        | \$8,200             | n/a                |
| 2920 - Legal Services                   | \$103,856      | \$118,078      | \$14,222            | 13.7%              |
| 2925 - Computer Maintenance             | \$0            | \$600          | \$600               | n/a                |
| 2927 - Computers & SW Maint - External  | \$0            | \$18,920       | \$18,920            | n/a                |
| 2940 - Advertising                      | \$51,305       | \$18,800       | (\$32,505)          | (63.4%)            |
| 2950 - Other Prof Services-External     | \$1,196,208    | \$1,272,269    | \$76,061            | 6.4%               |
| 2951 - INTERNAL Service Salary Allocn   | \$3,402,270    | \$2,150,048    | (\$1,252,222)       | (36.8%)            |
| 2980 -Contracted Services               | \$758,824      | \$1,271,242    | \$512,418           | 67.5%              |
| 2990 - Business Meeting Expense         | \$25,473       | \$35,049       | \$9,576             | 37.6%              |
| 2995 - Other Purchased Services         | \$10,685       | \$0            | (\$10,685)          | (100.0%)           |
| 3120 - Rental Expense EXTERNAL          | \$21,300       | \$46,180       | \$24,880            | 116.8%             |
| 3150 - Vehicle Rental - External        | \$1,155        | \$2,531        | \$1,376             | 119.1%             |
| 3170 - Facility Rental INTERNAL         | \$447,221      | \$418,381      | (\$28,840)          | (6.4%)             |
| 3175 - Facility Rental EXTERNAL         | \$25,451       | \$42,345       | \$16,894            | 66.4%              |
| 3181 - PC & Maint. Allocation           | \$81,500       | \$90,500       | \$9,000             | 11.0%              |

|                                       | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|----------------|----------------|---------------------|--------------------|
| <b>Salaries &amp; Benefits</b>        |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time           | \$5,612,028    | \$6,346,369    | \$734,341           | 13.1%              |
| 8115 - Salary-Reg.Part Time           | \$681,869      | \$693,334      | \$11,465            | 1.7%               |
| 8130 - Overtime - Salary              | \$95,597       | \$80,544       | (\$15,053)          | (15.7%)            |
| 8140 - Overtime - Wages               | \$61           | \$0            | (\$61)              | (100.0%)           |
| 8150 - Salary-Temporary               | \$19,546       | \$19,546       | \$0                 | 0.0%               |
| 8170 - Service Pay                    | \$1,625        | \$1,300        | (\$325)             | (20.0%)            |
| 8190 - Other Pay                      | \$424,691      | \$918,007      | \$493,316           | 116.2%             |
| 8192 - Shift Differential             | \$675          | \$1,300        | \$625               | 92.6%              |
| 8210 - Meal Allowance                 | \$1,988        | \$3,560        | \$1,572             | 79.1%              |
| 8380 - Workers Comp. - Admin.         | \$477          | \$2,624        | \$2,147             | 450.1%             |
| 8381 - Workers Comp. - Medical        | \$90           | \$1,000        | \$910               | 1011.1%            |
| 8382 - Workers Comp. - Salary         | \$9,833        | \$22,412       | \$12,579            | 127.9%             |
| 8383 - Workers Comp. - Pension        | \$492          | \$1,122        | \$630               | 128.0%             |
| 8399 - Fringe Benefits (Dept.)        | \$1,977,834    | \$2,221,830    | \$243,996           | 12.3%              |
| <b>Transfers for Social Services</b>  |                |                |                     |                    |
| 2290 - Social Dev-Corporate Overhead  | \$200,000      | \$200,000      | \$0                 | 0.0%               |
| 3510 - Hostels                        | \$9,233,960    | \$9,523,479    | \$289,519           | 3.1%               |
| 3569 - Repairs and Maintenance        | \$1,904,461    | \$0            | (\$1,904,461)       | (100.0%)           |
| 3571 - General Operating -CC-B        | \$10,580,422   | \$4,484,290    | (\$6,096,132)       | (57.6%)            |
| 3572 - Fee Subsidy -CC                | \$10,609,667   | \$5,405,167    | (\$5,204,500)       | (49.1%)            |
| 3573 - Special Allowance              | \$28,161,158   | \$30,638       | (\$28,130,520)      | (99.9%)            |
| 3574 - Special Needs Res-CC           | \$7,328,996    | \$8,187,245    | \$858,249           | 11.7%              |
| 3575 - Ontario Works Formal-CC        | \$1,154,202    | \$684,776      | (\$469,426)         | (40.7%)            |
| 3578 - General Operating -CC-A        | \$12,500,826   | \$0            | (\$12,500,826)      | (100.0%)           |
| 3584 - Pay Equity -CC                 | \$407,919      | \$407,919      | \$0                 | 0.0%               |
| 3585 - Capacity Building-CC           | \$202,142      | \$208,873      | \$6,731             | 3.3%               |
| 3589 - Play-based Material & Equipmnt | \$1,456,800    | \$0            | (\$1,456,800)       | (100.0%)           |
| 3595 - SS Purchase of Service         | \$5,696,504    | \$504,690      | (\$5,191,814)       | (91.1%)            |
| 3599 - CWELCC-CC                      | \$1,671,254    | \$1,544,942    | (\$126,312)         | (7.6%)             |
| 3600 - Wage Enhancement               | \$5,132,145    | \$720,187      | (\$4,411,958)       | (86.0%)            |
| 3603 - CC Minor Capital               | \$2,906,974    | \$6,469,374    | \$3,562,400         | 122.5%             |
| 3604 - CC Gen Oper-Home CC Ctr        | \$255,300      | \$0            | (\$255,300)         | (100.0%)           |
| 3605 - CWELCC Professional Learning   | \$486,534      | \$486,534      | \$0                 | 0.0%               |
| 4070 - Social Housing Transfers       | \$11,884,850   | \$11,884,850   | \$0                 | 0.0%               |
| 4072 - CHPI City                      | \$2,226,666    | \$1,395,219    | (\$831,447)         | (37.3%)            |
| 4073 - CHPI County                    | \$196,000      | \$0            | (\$196,000)         | (100.0%)           |
| 4074 - Rent Supplement                | \$2,910,500    | \$3,617,320    | \$706,820           | 24.3%              |
| 4076 - Housing Allowance              | \$348,000      | \$0            | (\$348,000)         | (100.0%)           |
| 4136 - CC-Emerging Issues             | \$1,973,407    | \$0            | (\$1,973,407)       | (100.0%)           |
| 4230 - Special Projects-Social Servic | \$23,795,084   | \$26,793,186   | \$2,998,102         | 12.6%              |

|   | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|---------------------|--------------------|
| 4233 - CWELCC Cost Based                | \$0                  | \$90,511,513         | \$90,511,513        | n/a                |
| 4234 - CWELCC Cost Based Legacy         | \$0                  | \$27,969,268         | \$27,969,268        | n/a                |
| 4236 - Workforce Compensation           | \$0                  | \$1,584,617          | \$1,584,617         | n/a                |
| <b>Utilities, Insurance &amp; Taxes</b> |                      |                      |                     |                    |
| 3010 - Utilities                        | \$84,000             | \$105,400            | \$21,400            | 25.5%              |
| 3210 - Building Insurance               | \$12,169             | \$19,730             | \$7,561             | 62.1%              |
| 3230 - Liability Insurance              | \$26,203             | \$25,174             | (\$1,029)           | (3.9%)             |
|   | <b>\$159,319,871</b> | <b>\$219,554,255</b> | <b>\$60,234,384</b> | <b>37.8%</b>       |
|   | <b>\$16,256,853</b>  | <b>\$18,271,832</b>  | <b>\$2,014,979</b>  | <b>12.4%</b>       |

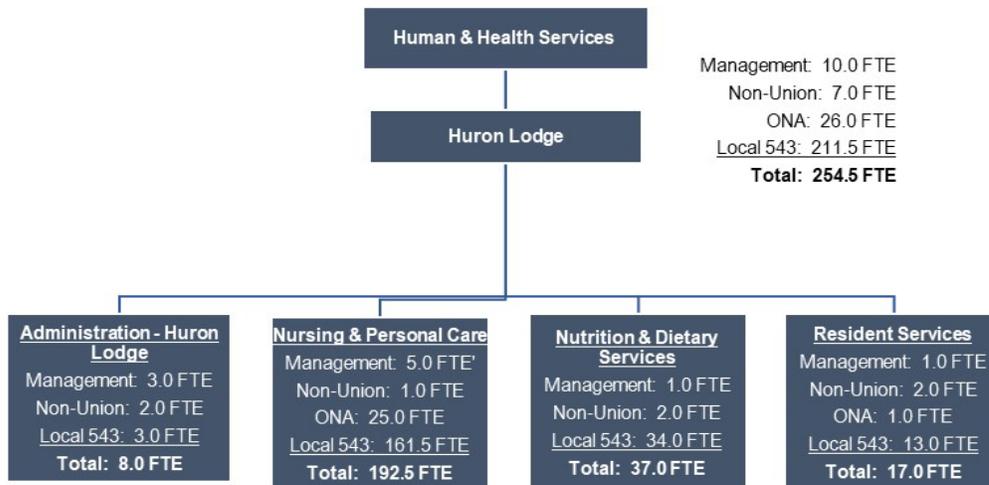
**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>  | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments                    | \$104,776               |                   |
| MD 08-2025                 | 2025-0093      | Annualize Balance of Funding Homelessness & Housing Hub (H4) Expansio   | \$895,886               |                   |
| MD 08-2025                 | 2025-0134      | Canada Mortgage & Housing Corporation – Rapid Housing Initiative (RHI)  | \$1                     |                   |
| MD 08-2025                 | 2025-0094      | Housing and Homelessness Help Hub (H4) Security for Expansion of Hours  | \$0                     |                   |
| MD 08-2025                 | 2025-0095      | Rent Supplement Mitigation  | \$0                     |                   |
| MD 08-2025                 | 2025-0152      | Federal Block Revenue Decrease  | \$515,000               |                   |
| MD 08-2025                 | 2025-0153      | Childcare Administration Revenue Decrease                               | \$1                     |                   |
| MD 08-2025                 | 2025-0155      | Meadowbrook Rent Supplement   | \$180,000               |                   |
| MD 08-2025                 | 2025-0187      | Increase in Demand for P2P's Affordable Pass Program-Transit Windsor    | \$400,000               |                   |
| MD 08-2025                 | 2025-0061      | Increase in County Revenue for Housing and Children Services            | (\$101,500)             |                   |
| MD 08-2025                 | 2025-0154      | Children's Services Administration Staffing Changes                     | \$0                     | (1.0)             |
| MD 08-2025                 | 2025-0149      | One-Time Funding for Full-Time Coordinator of Housing Admin and Develop | \$0                     |                   |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations   | \$20,815                | 10.0              |
| <b>Total Budget Impact</b> |                |   | <b>\$2,014,979</b>      | <b>9.0</b>        |

## DESCRIPTION

The Huron Lodge department is a municipally-operated long-term care facility dedicated to delivering compassionate, resident-centered care in a safe, respectful, and home-like environment. Designed to meet the complex health and personal care needs of individuals who require 24-hour nursing support, Huron Lodge serves as both a residence and a community for its residents. Key responsibilities include skilled nursing care, personal support services, recreational programming, nutritious meals and dietary services, family engagement and support.

## 2025 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2025 APPROVED STAFF ESTABLISHMENT**

| Position  | Status | Profile    | FTE          |
|---|--------|------------|--------------|
| <b>Administration - Huron Lodge</b>                 |        |            |              |
| ExDir, Long Term Care/Admin                         | RFT    | Management | 1.0          |
| Manager, Resident & Corporate Services              | RFT    | Management | 1.0          |
| Manager, Quality Improvement & Special Projects     | RFT    | Management | 1.0          |
| Administrative Assistant                            | RFT    | Non-Union  | 1.0          |
| Co-ordinator, Technical Support                     | RFT    | Non-Union  | 1.0          |
| Resident Financial Coordinator                      | RFT    | Local 543  | 1.0          |
| Clerk Steno Senior                                  | RFT    | Local 543  | 1.0          |
| Administrative Clerk                                | RFT    | Local 543  | 1.0          |
|   |        |            | <b>8.0</b>   |
| <b>Nursing &amp; Personal Care</b>                  |        |            |              |
| Director of Care                                    | RFT    | Management | 1.0          |
| Assistant Director of Care                          | RFT    | Management | 3.0          |
| Clinical Care Supervisor                            | RFT    | Management | 1.0          |
| Coordinator of Attendance & Schedules               | RFT    | Non-Union  | 1.0          |
| Infection Control Practitioner                      | RFT    | ONA        | 1.0          |
| Registered Nurse                                    | RFT    | ONA        | 14.0         |
| Registered Practical Nurse                          | RFT    | Local 543  | 23.0         |
| Personal Support Worker                             | RFT    | Local 543  | 76.0         |
| Med Transcript/Admin Asst                           | RFT    | Local 543  | 1.0          |
| Time Keeper & Resource Clerk                        | RFT    | Local 543  | 3.0          |
| Time Keeper & Resource Clerk                        | RPT    | Local 543  | 0.5          |
| Registered Nurse                                    | RPT    | ONA        | 10.0         |
| Registered Practical Nurse                          | RPT    | Local 543  | 10.5         |
| Personal Support Worker                             | RPT    | Local 543  | 47.5         |
|   |        |            | <b>192.5</b> |
| <b>Nutrition &amp; Dietary Services</b>             |        |            |              |
| Supervisor Dietary Services & Nutrition Manager     | RFT    | Management | 1.0          |
| Coordinator Dietary Services & Nutrition Supervisor | RFT    | Non-Union  | 1.0          |
| Coordinator of Attendance & Schedules               | RFT    | Non-Union  | 1.0          |
| Cook  | RFT    | Local 543  | 5.0          |
| Nutritional Administrative Asst                     | RFT    | Local 543  | 1.0          |
| Kitchen Staff II                                    | RFT    | Local 543  | 16.0         |
| Kitchen Staff II                                    | RPT    | Local 543  | 11.5         |
| Time Keeper & Resource Clerk                        | RPT    | Local 543  | 0.5          |
|   |        |            | <b>37.0</b>  |

**2025 APPROVED STAFF ESTABLISHMENT**

| Position                       | Status | Profile    | FTE          |
|--------------------------------|--------|------------|--------------|
| <b>Resident Services</b>       |        |            |              |
| Mgr, Resident Services         | RFT    | Management | 1.0          |
| Registered Dietician           | RFT    | Non-Union  | 2.0          |
| Staff Development Coordinator  | RFT    | ONA        | 1.0          |
| Social Worker                  | RFT    | Local 543  | 3.0          |
| Entertain. & Activities Coord. | RFT    | Local 543  | 1.0          |
| Therapeutic Recreation Aide    | RFT    | Local 543  | 8.0          |
| Therapeutic Recreation Aide    | RPT    | Local 543  | 1.0          |
|                                |        |            | <b>17.0</b>  |
|                                |        |            | <b>254.5</b> |

|                              | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------|---------------------|---------------------|---------------------|--------------------|
| <b>DIVISION</b>              |                     |                     |                     |                    |
| Administration - Huron Lodge | (\$4,528,258)       | (\$4,200,200)       | \$328,058           | (7.2%)             |
| Nursing & Personal Care      | \$6,894,587         | \$6,514,196         | (\$380,391)         | (5.5%)             |
| Nutrition & Dietary Services | \$3,292,843         | \$3,364,199         | \$71,356            | 2.2%               |
| Program Services             | \$3,729,646         | \$3,564,521         | (\$165,125)         | (4.4%)             |
| Resident Services            | \$763,716           | \$890,115           | \$126,399           | 16.6%              |
| <b>Total Net</b>             | <b>\$10,152,534</b> | <b>\$10,132,831</b> | <b>(\$19,703)</b>   | <b>(0.2%)</b>      |

| Account                                 | 2024<br>Budget        | 2025<br>Budget        | \$ Budget<br>Change | % Budget<br>Change |
|---|-----------------------|-----------------------|---------------------|--------------------|
| <b>REVENUE</b>                          |                       |                       |                     |                    |
| <b>Grants &amp; Subsidies</b>           |                       |                       |                     |                    |
| 6310 - Ontario Specific Grants          | (\$19,181,767)        | (\$19,173,311)        | \$8,456             | (0.0%)             |
| <b>Other Miscellaneous Revenue</b>      |                       |                       |                     |                    |
| 6990 - Other General Revenue            | (\$106,000)           | (\$105,900)           | \$100               | (0.1%)             |
| <b>Transfers From Other Funds</b>       |                       |                       |                     |                    |
| 7054 - TRANSFER From Reserve Funds      | (\$125,000)           | \$0                   | \$125,000           | (100.0%)           |
| <b>User Fees, Permits &amp; Charges</b> |                       |                       |                     |                    |
| 6417 - Lease & Rental Revenue           | (\$24,353)            | (\$27,066)            | (\$2,713)           | 11.1%              |
| 6970 - H.L. Residents Revenue           | (\$5,643,000)         | (\$5,743,000)         | (\$100,000)         | 1.8%               |
| <b>Total Revenue</b>                    | <b>(\$25,080,120)</b> | <b>(\$25,049,277)</b> | <b>\$30,843</b>     | <b>(0.1%)</b>      |

**EXPENSES**

**Minor Capital**

|                                       |           |           |          |       |
|---------------------------------------|-----------|-----------|----------|-------|
| 2150 - Minor Apparatus & Tools        | \$23,000  | \$43,000  | \$20,000 | 87.0% |
| 2220 - Maintenance Parts & Materials  | \$105,350 | \$153,950 | \$48,600 | 46.1% |
| 5111 - Machinery & Equipment -Non TCA | \$23,203  | \$30,403  | \$7,200  | 31.0% |
| 5125 - Computers - PCs                | \$2,052   | \$2,052   | \$0      | 0.0%  |
| 5126 - Computer Software              | \$148,718 | \$151,719 | \$3,001  | 2.0%  |

**Operating & Maintenance Supplies**

|                                     |          |          |          |       |
|-------------------------------------|----------|----------|----------|-------|
| 2010 - Office Supplies              | \$33,640 | \$59,140 | \$25,500 | 75.8% |
| 2170 - Operating and Other Supplies | \$88,200 | \$95,500 | \$7,300  | 8.3%  |

|   | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------|----------------|---------------------|--------------------|
| 2176 - Nursing Supplies                 | \$221,787      | \$404,930      | \$183,143           | 82.6%              |
| 2180 - Program Supplies                 | \$47,400       | \$47,400       | \$0                 | 0.0%               |
| 2310 - Food and confections             | \$1,259,604    | \$1,259,604    | \$0                 | 0.0%               |
| <b>Other Miscellaneous Expenditures</b> |                |                |                     |                    |
| 4020 - Membership Fees & Dues           | \$63,325       | \$83,081       | \$19,756            | 31.2%              |
| 4050 - Training Courses                 | \$146,431      | \$146,431      | \$0                 | 0.0%               |
| <b>Purchased Services</b>               |                |                |                     |                    |
| 2020 - Postage and Courier              | \$3,250        | \$3,250        | \$0                 | 0.0%               |
| 2085 - Publications and Manuals         | \$2,000        | \$2,000        | \$0                 | 0.0%               |
| 2215 - Bldg Maintenance Services        | \$3,036,732    | \$2,911,732    | (\$125,000)         | (4.1%)             |
| 2610 - Travel Expense                   | \$2,300        | \$2,300        | \$0                 | 0.0%               |
| 2620 - Car Allowance                    | \$500          | \$500          | \$0                 | 0.0%               |
| 2711 - Cell Phones                      | \$4,252        | \$4,252        | \$0                 | 0.0%               |
| 2920 - Legal Services                   | \$250          | \$250          | \$0                 | 0.0%               |
| 2925 - Computer Maintenance             | \$0            | \$25,000       | \$25,000            | n/a                |
| 2940 - Advertising                      | \$100          | \$100          | \$0                 | 0.0%               |
| 2950 - Other Prof Services-External     | \$686,514      | \$688,426      | \$1,912             | 0.3%               |
| 2951 - INTERNAL Service Salary Allocn   | \$210,217      | \$217,019      | \$6,802             | 3.2%               |
| 2980 - Contracted Services              | \$106,003      | \$131,003      | \$25,000            | 23.6%              |
| 2990 - Business Meeting Expense         | \$500          | \$500          | \$0                 | 0.0%               |
| 2995 - Other Purchased Services         | \$13,000       | \$13,000       | \$0                 | 0.0%               |
| 3120 - Rental Expense EXTERNAL          | \$13,100       | \$14,600       | \$1,500             | 11.5%              |
| 3181 - PC & Maint. Allocation           | \$63,686       | \$64,996       | \$1,310             | 2.1%               |
| 3250 - Licenses                         | \$500          | \$500          | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>          |                |                |                     |                    |
| 8110 - Salary-Reg.Full Time             | \$12,883,063   | \$13,208,719   | \$325,656           | 2.5%               |
| 8115 - Salary-Reg.Part Time             | \$5,444,789    | \$5,543,946    | \$99,157            | 1.8%               |
| 8130 - Overtime - Salary                | \$148,377      | \$148,377      | \$0                 | 0.0%               |
| 8150 - Salary-Temporary                 | \$190,633      | \$190,633      | \$0                 | 0.0%               |
| 8170 - Service Pay                      | \$12,187       | \$9,913        | (\$2,274)           | (18.7%)            |
| 8190 - Other Pay                        | \$2,041,546    | \$1,361,665    | (\$679,881)         | (33.3%)            |
| 8192 - Shift Differential               | \$1,508,551    | \$1,449,296    | (\$59,255)          | (3.9%)             |
| 8210 - Meal Allowance                   | \$2,500        | \$2,500        | \$0                 | 0.0%               |
| 8260 - Pre-Employment Medical           | \$100          | \$100          | \$0                 | 0.0%               |
| 8282 - Employee Appreciation            | \$0            | \$2,700        | \$2,700             | n/a                |
| 8290 - Clothing - Uniforms              | \$46,525       | \$50,900       | \$4,375             | 9.4%               |
| 8380 - Workers Comp. - Admin.           | \$105,500      | \$105,500      | \$0                 | 0.0%               |
| 8381 - Workers Comp. - Medical          | \$37,000       | \$37,000       | \$0                 | 0.0%               |
| 8382 - Workers Comp. - Salary           | \$91,100       | \$91,100       | \$0                 | 0.0%               |
| 8383 - Workers Comp. - Pension          | \$149,800      | \$149,800      | \$0                 | 0.0%               |

|   | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---|---------------------|---------------------|---------------------|--------------------|
| 8399 - Fringe Benefits (Dept.)          | \$5,261,990         | \$5,383,466         | \$121,476           | 2.3%               |
| <b>Transfers for Social Services</b>    |                     |                     |                     |                    |
| 3536 - Medical Supplies                 | \$161,112           | \$210,000           | \$48,888            | 30.3%              |
| <b>Utilities, Insurance &amp; Taxes</b> |                     |                     |                     |                    |
| 3010 - Utilities                        | \$779,000           | \$610,321           | (\$168,679)         | (21.7%)            |
| 3210 - Building Insurance               | \$54,696            | \$60,540            | \$5,844             | 10.7%              |
| 3230 - Liability Insurance              | \$8,571             | \$8,994             | \$423               | 4.9%               |
| <b>Total Expense</b>                    | <b>\$35,232,654</b> | <b>\$35,182,108</b> | <b>(\$50,546)</b>   | <b>(0.1%)</b>      |
| <b>Total Net</b>                        | <b>\$10,152,534</b> | <b>\$10,132,831</b> | <b>(\$19,703)</b>   | <b>(0.2%)</b>      |

**2025 RECONCILIATION OF BUDGET CHANGES**

| <b>Res.#</b>               | <b>Issue #</b> | <b>Issue Description</b>                                      | <b>\$ Budget Impact</b> | <b>FTE Impact</b> |
|----------------------------|----------------|---|-------------------------|-------------------|
| MD 08-2025                 | n/a            | Contractual / Pre-Approved Salary & Wage Adjustments          | \$183,536               |                   |
| MD 08-2025                 | 2025-0349      | Huron Lodge User Fee Updates                                  | \$100                   |                   |
| MD 08-2025                 | 2025-0270      | Elimination of a Vacant Junior Clerk Typist 0.69 FTE position | (\$38,658)              | (0.7)             |
| MD 08-2025                 | n/a            | Interdepartmental Reallocations                               | (\$164,681)             | 5.0               |
| <b>Total Budget Impact</b> |                |   | <b>(\$19,703)</b>       | <b>4.3</b>        |

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**Corporate Accounts**

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## DESCRIPTION

Corporate Accounts include a range of financial revenue and expenditure accounts that are not directly assigned to any one department within the Corporation. These accounts represent corporate-wide financial activities that support the overall fiscal management of the organization. The budgets reflected in this section pertain to revenues and expenses that impact the Corporation as a whole, rather than being associated with the operations of a specific department. Examples may include corporate provisions, investment income, general taxation revenues, debt charges, and other centrally managed financial items. By consolidating these items under Corporate Accounts, the City ensures transparent financial oversight and maintains fiscal accountability for activities and obligations that span across departmental boundaries.

**2025 APPROVED STAFF ESTABLISHMENT**

| Position | Status | Profile | FTE |
|----------|--------|---------|-----|
|----------|--------|---------|-----|

*Not Applicable*

|   | 2024<br>Budget      | 2025<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---|---------------------|---------------------|---------------------|--------------------|
| <b>DIVISION</b>                               |                     |                     |                     |                    |
| Banking & Interest Charges                    | (\$15,538,373)      | (\$17,561,263)      | (\$2,022,890)       | 13.0%              |
| Corporate Expense Accounts                    | \$17,397,093        | \$24,733,901        | \$7,336,808         | 42.2%              |
| Corporate Revenue Accounts                    | (\$41,747,886)      | (\$46,968,620)      | (\$5,220,734)       | (12.5%)            |
| Debt Charges                                  | \$2,800,052         | \$2,800,052         | \$0                 | 0.0%               |
| Fringe Benefits                               | (\$4,146,790)       | (\$1,302,783)       | \$2,844,007         | 68.6%              |
| Fund Transfers                                | \$79,949,546        | \$84,522,881        | \$4,573,335         | 5.7%               |
| Leases  | \$4,207,594         | \$4,372,594         | \$165,000           | 3.9%               |
| Taxation - Levy                               | \$923,799           | (\$5,051,143)       | (\$5,974,942)       | (646.8%)           |
| Taxation - Other                              | (\$2,138,000)       | (\$2,218,000)       | (\$80,000)          | 3.7%               |
| Taxation -PIL Other                           | (\$1,960,000)       | (\$1,960,000)       | \$0                 | 0.0%               |
| <b>Total Net (Prior to Assessment Growth)</b> | <b>\$39,747,035</b> | <b>\$41,367,619</b> | <b>\$1,620,584</b>  | <b>4.1%</b>        |
| <b>Assessment Growth</b>                      |                     | \$5,367,838         | \$5,367,838         |                    |
| <b>Total Net</b>                              | <b>\$39,747,035</b> | <b>\$46,735,457</b> | <b>\$6,988,422</b>  | <b>17.6%</b>       |

| Account                                  | 2024<br>Budget | 2025<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------|----------------|---------------------|--------------------|
| <b>REVENUE</b>                           |                |                |                     |                    |
| <b>Grants &amp; Subsidies</b>            |                |                |                     |                    |
| 6310 - Ontario Specific Grants           | (\$23,721,992) | (\$25,232,192) | (\$1,510,200)       | 6.4%               |
| <b>Investment Income &amp; Dividends</b> |                |                |                     |                    |
| 6530 - Investment Income - Own Funds     | (\$1,600,000)  | (\$3,600,000)  | (\$2,000,000)       | 125.0%             |
| 6540 - Bank Deposit Interest Earned      | (\$22,334,473) | (\$22,334,473) | \$0                 | 0.0%               |
| 6560 - Dividends                         | (\$7,500,000)  | (\$7,500,000)  | \$0                 | 0.0%               |
| 6985 - Casino Hosting Fee                | (\$11,319,927) | (\$11,319,927) | \$0                 | 0.0%               |
| <b>Other Miscellaneous Revenue</b>       |                |                |                     |                    |
| 6990 - Other General Revenue             | (\$4,470,000)  | (\$5,320,000)  | (\$850,000)         | 19.0%              |
| <b>Recovery of Expenditures</b>          |                |                |                     |                    |
| 6735 - Recovery of Expenses EXTERNAL     | \$0            | (\$1,400,000)  | (\$1,400,000)       | n/a                |
| 6995 - Automated Fringes Recovery        | (\$90,281,290) | (\$94,628,183) | (\$4,346,893)       | 4.8%               |
| <b>Taxes - Education</b>                 |                |                |                     |                    |
| 6060 - Main Tax Levy - Public Eng.       | (\$28,952,503) | (\$29,235,460) | (\$282,957)         | 1.0%               |
| 6070 - Main Tax Levy - Public Frch.      | (\$618,172)    | (\$624,213)    | (\$6,041)           | 1.0%               |
| 6080 - Main Tax Levy - Separate Eng.     | (\$19,064,370) | (\$19,250,688) | (\$186,318)         | 1.0%               |
| 6090 - Main Tax Levy - Sep Frch.         | (\$4,233,963)  | (\$4,275,342)  | (\$41,379)          | 1.0%               |

|   | 2024<br>Budget         | 2025<br>Budget         | \$ Budget<br>Change   | % Budget<br>Change |
|---|------------------------|------------------------|-----------------------|--------------------|
| <b>Taxes - Municipal (Incl. Grants in Lieu)</b> |                        |                        |                       |                    |
| 6010 - Main Municipal Tax Levy                  | \$2,302,799            | (\$2,936,143)          | (\$5,238,942)         | (227.5%)           |
| 6011 - Mun. Tax Addition - Curr Yr              | (\$2,343,000)          | (\$2,343,000)          | \$0                   | 0.0%               |
| 6012 - Mun. Tax Addition - Prior Yr             | (\$1,200,000)          | (\$1,200,000)          | \$0                   | 0.0%               |
| 6099 - Hospital Tax Levy                        | (\$3,875,000)          | (\$3,875,000)          | \$0                   | 0.0%               |
| 6110 - Lieu Payments General                    | (\$1,995,000)          | (\$2,075,000)          | (\$80,000)            | 4.0%               |
| <b>Transfers From Other Funds</b>               |                        |                        |                       |                    |
| 7054 - TRANSFER From Reserve Funds              | (\$4,376,147)          | (\$6,624,338)          | (\$2,248,191)         | 51.4%              |
| 7055 - TRANSFER From Current Funds              | (\$100,000)            | (\$100,000)            | \$0                   | 0.0%               |
| <b>User Fees, Permits &amp; Charges</b>         |                        |                        |                       |                    |
| 6417 - Lease & Rental Revenue                   | \$0                    | (\$180,407)            | (\$180,407)           | n/a                |
| 6510 - Penalty - Taxes Receivable               | (\$4,212,302)          | (\$4,212,302)          | \$0                   | 0.0%               |
| 6520 - Penalty - Accounts Receivable            | (\$100,000)            | (\$100,000)            | \$0                   | 0.0%               |
| 6550 - Foreign Exchange                         | (\$500,000)            | (\$500,000)            | \$0                   | 0.0%               |
| 6650 - User Fees- External                      | (\$188,063)            | (\$188,063)            | \$0                   | 0.0%               |
| 6651 - Fees and Recoveries INTERNAL             | (\$14,312,360)         | (\$14,608,837)         | (\$296,477)           | 2.1%               |
| <b>Total Revenue</b>                            | <b>(\$244,995,763)</b> | <b>(\$263,663,568)</b> | <b>(\$18,667,805)</b> | <b>7.6%</b>        |

## EXPENSES

### Financial Expenses

|                                      |              |              |             |         |
|--------------------------------------|--------------|--------------|-------------|---------|
| 4510 - Debt Principal                | \$5,490,103  | \$5,490,103  | \$0         | 0.0%    |
| 4530 - Temporary Financing Costs     | \$12,000,000 | \$12,000,000 | \$0         | 0.0%    |
| 4540 - Bank Charges                  | \$5,000      | \$5,000      | \$0         | 0.0%    |
| 4550 - Foreign Exchange              | \$500,000    | \$500,000    | \$0         | 0.0%    |
| 4555 - Tax Reductions - Prior Year   | \$2,320,000  | \$1,584,000  | (\$736,000) | (31.7%) |
| 4575 - Tax Reductions - Current Year | \$1,236,000  | \$1,236,000  | \$0         | 0.0%    |
| 4585 - Bad Debt Expense              | \$100,000    | \$100,000    | \$0         | 0.0%    |

### Minor Capital

|                                      |           |           |          |      |
|--------------------------------------|-----------|-----------|----------|------|
| 2220 - Maintenance Parts & Materials | \$50,000  | \$50,000  | \$0      | 0.0% |
| 5126 - Computer Software             | \$669,623 | \$687,030 | \$17,407 | 2.6% |

### Purchased Services

|                                       |           |           |         |      |
|---------------------------------------|-----------|-----------|---------|------|
| 2710 - Telephone Expenses             | \$7,000   | \$7,000   | \$0     | 0.0% |
| 2915 - Consulting Services - External | \$450,000 | \$450,000 | \$0     | 0.0% |
| 2916 - INTERNAL Services non salary   | \$0       | \$1,000   | \$1,000 | n/a  |
| 2925 - Computer Maintenance           | \$13,000  | \$13,000  | \$0     | 0.0% |

|  | 2024<br>Budget       | 2025<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------------|----------------------|---------------------|--------------------|
| 2927 - Computer & SW Maint-External              | \$770,355            | \$1,213,288          | \$442,933           | 57.5%              |
| 2950 - Other Prof Services-External              | \$1,301,900          | \$1,239,900          | (\$62,000)          | (4.8%)             |
| 2951 - INTERNAL Service Salary Allocn            | \$1,232,056          | \$1,526,281          | \$294,225           | 23.9%              |
| 2981 - Agreements                                | \$1,335,620          | \$1,335,140          | (\$480)             | (0.0%)             |
| 2995 - Other Purchased Services                  | \$2,418,135          | \$2,431,435          | \$13,300            | 0.6%               |
| 3250 - Licenses                                  | \$18,000             | \$18,000             | \$0                 | 0.0%               |
| <b>Salaries &amp; Benefits</b>                   |                      |                      |                     |                    |
| 8181 - LTD Wages                                 | \$2,508,000          | \$2,131,000          | (\$377,000)         | (15.0%)            |
| 8190 - Other Pay                                 | \$4,679,640          | \$10,389,788         | \$5,710,148         | 122.0%             |
| 8310 - Pensions - Contributory                   | \$28,650,000         | \$30,515,800         | \$1,865,800         | 6.5%               |
| 8340 - Group Life Insurance                      | \$2,236,500          | \$2,190,530          | (\$45,970)          | (2.1%)             |
| 8345 - LTD Plan                                  | \$70,000             | \$70,000             | \$0                 | 0.0%               |
| 8350 - Sick Leave Gratuity                       | \$660,000            | \$660,000            | \$0                 | 0.0%               |
| 8360 - Unemployment Insurance                    | \$4,200,000          | \$4,591,120          | \$391,120           | 9.3%               |
| 8370 - Canada Pension Plan                       | \$11,400,000         | \$12,579,020         | \$1,179,020         | 10.3%              |
| 8390 - Employer Health Tax                       | \$5,550,000          | \$6,295,530          | \$745,530           | 13.4%              |
| 8395 - Health Coverage                           | \$29,605,000         | \$33,099,400         | \$3,494,400         | 11.8%              |
| 8397-Fringe Benefit Allocation                   | \$0                  | \$2,758              | \$2,758             | n/a                |
| <b>Transfers to Education Entities</b>           |                      |                      |                     |                    |
| 3610 - School Brd Pymts - Public Eng.            | \$28,952,503         | \$29,235,460         | \$282,957           | 1.0%               |
| 3620 - School Brd Pymts - Separ. Eng.            | \$19,064,370         | \$19,250,688         | \$186,318           | 1.0%               |
| 3630 - School Brd Pymts - Public Fren            | \$618,172            | \$624,213            | \$6,041             | 1.0%               |
| 3640 - School Brd Pymts - Separ. Fren            | \$4,233,963          | \$4,275,342          | \$41,379            | 1.0%               |
| <b>Transfers to External Agencies</b>            |                      |                      |                     |                    |
| 4145 - Grants from City                          | \$3,150,090          | \$3,982,488          | \$832,398           | 26.4%              |
| <b>Transfers to Reserves &amp; Capital Funds</b> |                      |                      |                     |                    |
| 4245 - TRANSFER to Capital Fund                  | \$2,768,867          | \$2,840,851          | \$71,984            | 2.6%               |
| 4248 - TRANSFER to Reserve Account               | \$360,000            | (\$1,310,000)        | (\$1,670,000)       | (463.9%)           |
| 4250 - TRANSFER to Reserve Fund                  | \$103,337,253        | \$108,883,159        | \$5,545,906         | 5.4%               |
| <b>Utilities, Insurance &amp; Taxes</b>          |                      |                      |                     |                    |
| 3010 - Utilities                                 | \$2,728,662          | \$4,775,465          | \$2,046,803         | 75.0%              |
| 3210 - Building Insurance                        | \$52,986             | \$61,398             | \$8,412             | 15.9%              |
| <b>Total Expense</b>                             | <b>\$284,742,798</b> | <b>\$305,031,187</b> | <b>\$20,288,389</b> | <b>7.1%</b>        |
| <b>Total Net (Prior to Assessment Growth)</b>    | <b>\$39,747,035</b>  | <b>\$41,367,619</b>  | <b>\$1,620,584</b>  | <b>4.1%</b>        |
| <b>Assessment Growth</b>                         |                      | \$5,367,838          | \$5,367,838         |                    |
| <b>Total Net</b>                                 | <b>\$39,747,035</b>  | <b>\$46,735,457</b>  | <b>\$6,988,422</b>  | <b>17.6%</b>       |

## 2025 RECONCILIATION OF BUDGET CHANGES

| Res.#                      | Issue #   | Issue Description   | \$ Budget Impact   | FTE Impact |
|----------------------------|-----------|---|--------------------|------------|
| MD 08-2025                 | n/a       | Contractual / Pre-Approved Salary & Wage Adjustments                            | (\$4,341,883)      |            |
| MD 08-2025                 | 2025-0140 | Asset Management Plan (AMP)   | \$5,627,326        |            |
| MD 08-2025                 | 2025-0142 | Local Residential Roads (LRR)   | \$1,212,786        |            |
| MD 08-2025                 | 2025-0136 | Life Cycle Costing for Major Information Technology Costs                       | \$165,000          |            |
| MD 08-2025                 | 2025-0137 | Canada Pension Plan (CPP)   | \$1,200,000        |            |
| MD 08-2025                 | 2025-0138 | Employment Insurance (EI)   | \$400,000          |            |
| MD 08-2025                 | 2025-0139 | Employer Health Tax (EHT)   | \$750,000          |            |
| MD 08-2025                 | 2025-0170 | Annual Transfer to Telecom NextGen 911 Reserve                                  | \$1                |            |
| MD 08-2025                 | 2025-0005 | Estimated Corporate Salary & Wage Provision for Unsettled Contracts             | \$5,537,095        |            |
| MD 08-2025                 | 2025-0131 | Ontario Municipal Employees Retirement System (OMERS) Pension Fund              | \$1,900,000        |            |
| MD 08-2025                 | 2025-0132 | Green Shield Health & Dental Benefits Rate                                      | \$3,500,000        |            |
| MD 08-2025                 | 2025-0160 | Contractual Increase for Workforce Management (WFM)                             | \$17,407           |            |
| MD 08-2025                 | 2025-0161 | Municipal Property Assessment Corporation (MPAC)                                | \$13,300           |            |
| MD 08-2025                 | 2025-0125 | Increase in Utilities Related to Water (including Wastewater & Stormwater Fees) | \$960,401          |            |
| MD 08-2025                 | 2025-0127 | Increase in Utilities Related to District Energy                                | \$68,100           |            |
| MD 08-2025                 | 2025-0130 | Increase in Community Improvement Plan Tax Rebate                               | \$850,000          |            |
| MD 08-2025                 | 2025-0124 | Decrease in Utilities Related to Electricity                                    | (\$352,552)        |            |
| MD 08-2025                 | 2025-0126 | Decrease in Utilities Related to Natural Gas                                    | (\$184,500)        |            |
| MD 08-2025                 | 2025-0133 | Group Life Insurance  | (\$43,500)         |            |
| MD 08-2025                 | 2025-0135 | Long Term Disability (LTD)  | (\$377,000)        |            |
| MD 08-2025                 | 2025-0310 | Sewer Surcharge - Administrative Expenditures                                   | (\$296,477)        |            |
| MD 08-2025                 | 2025-0331 | Reduction in Net Tax Write-Offs   | (\$736,000)        |            |
| MD 08-2025                 | 2025-0334 | Reduction in TWEPI Budget   | (\$300,300)        |            |
| MD 08-2025                 | 2025-0345 | Adjust Transfers to Reserve for Tax Appeals and Main CIP Grant Reserves         | (\$1,169,927)      |            |
| MD 08-2025                 | 2025-0365 | Short Term Disability (STD)   | (\$62,000)         |            |
| MD 08-2025                 | 2025-0366 | Capital Reserve Enhancements  | (\$1,670,000)      |            |
| MD 08-2025                 | 2025-0123 | Increase in Capital Interest Income   | (\$2,000,000)      |            |
| MD 08-2025                 | 2025-0143 | Property Taxes Resulting From New Assessment Growth                             | (\$4,851,143)      |            |
| MD 08-2025                 | 2025-0162 | Increase 'Heads and Beds' Revenue   | (\$80,000)         |            |
| MD 08-2025                 | 2025-0336 | Establish Budget for Airport Lease Revenue                                      | (\$180,407)        |            |
| MD 08-2025                 | 2025-0348 | Ontario Municipal Partnership Fund (OMPF) Increase                              | (\$3,020,400)      |            |
| MD 08-2025                 | 2025-0362 | Corporate Savings From Permanent Salary & Wage Gapping                          | (\$850,000)        |            |
| MD 08-2025                 | 2025-0311 | NEW Stormwater Credit Policy  | \$0                |            |
| MD 08-2025                 | n/a       | Interdepartmental Reallocations   | (\$64,743)         |            |
| <b>Total Budget Impact</b> |           |   | <b>\$1,620,584</b> | <b>0.0</b> |

|  | 2021<br>Budget       | 2022<br>Budget       | 2023<br>Budget       | 2024<br>Budget       | 2025<br>Budget<br>(Approved) | \$ Budget<br>Change<br>Over PY | % Budget<br>Change<br>Over PY |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
|--|----------------------|----------------------|----------------------|----------------------|------------------------------|--------------------------------|-------------------------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|---------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|---|-------------|-------------|-------------|-------------|--------------|-------------|-------|---------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|------|------------------------------|--------------|--------------|--------------|---------------|---------------|-------------|------|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|--|---------|---------|---------|---------|---------|-----|------|------------------------------------|---------|---------|---------|---------|---------|-----|------|--|----------|----------|----------|----------|----------|-----|------|---------------------------------------|-------|---------|---------|---------|---------|-----|------|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------|-------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|------------------------------------|---------|---------|---------|---------|---------|-----|------|--|---------|---------|---------|---------|---------|-----|------|---------------------------------------|-----|---------|---------|---------|---------|-----|------|--|-----------------|-----------------|-----------------|-----------------|-----------------|------------|-------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|
| <b>Agencies</b>                                |                      |                      |                      |                      |                              |                                |                               |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Arcite, Inc.                                   | \$5,000              | \$5,000              | \$5,000              | \$15,000             | \$15,000                     | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Arts Council Windsor & Region                  | \$15,000             | \$15,000             | \$15,000             | \$15,000             | \$15,000                     | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Essex Region Conservation Authority            | \$1,725,250          | \$1,751,944          | \$1,863,137          | \$1,609,876          | \$1,636,644                  | \$26,768                       | 1.7%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Handi-Transit                                  | \$1,098,049          | \$1,098,049          | \$1,262,756          | \$1,337,770          | \$1,337,770                  | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Invest Windsor Essex                           | \$1,291,661          | \$1,291,661          | \$1,366,661          | \$1,366,661          | \$1,161,662                  | (\$204,999)                    | (15.0%)                       |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Essex-Windsor Emergency Medical Services (EMS) | \$12,272,240         | \$12,379,200         | \$13,737,400         | \$15,743,700         | \$15,713,150                 | (\$30,550)                     | (0.2%)                        |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Life After Fifty                               | \$172,438            | \$172,438            | \$172,438            | \$172,438            | \$172,438                    | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| The Safety Village                             | \$91,250             | \$91,250             | \$91,250             | \$91,250             | \$91,250                     | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Windsor Essex County Health Unit               | \$3,637,406          | \$3,803,275          | \$3,870,192          | \$3,920,192          | \$3,959,394                  | \$39,202                       | 1.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Windsor Symphony                               | \$150,000            | \$150,000            | \$150,000            | \$150,000            | \$150,000                    | \$0                            | 0.0%                          |  | <b>\$20,458,294</b>  | <b>\$20,757,817</b>  | <b>\$22,533,834</b>  | <b>\$24,421,887</b>  | <b>\$24,252,308</b>  | <b>(\$169,579)</b>  | <b>(0.7%)</b> | <b>Boards</b>                                  |                      |                      |                      |                      |                      |                     |             | Essex Windsor Solid Waste Authority (EWSWA) | \$7,241,167 | \$7,594,314 | \$8,092,794 | \$8,648,230 | \$11,606,028 | \$2,957,798 | 34.2% | Windsor Essex Community Housing Corp. | \$12,561,418 | \$13,683,493 | \$15,626,535 | \$16,831,885 | \$18,207,291 | \$1,375,406 | 8.2% | Windsor Police Services      | \$93,932,409 | \$96,977,437 | \$99,005,478 | \$103,576,858 | \$111,034,717 | \$7,457,859 | 7.2% |                                    | <b>\$113,734,994</b> | <b>\$118,255,244</b> | <b>\$122,724,807</b> | <b>\$129,056,973</b> | <b>\$140,848,036</b> | <b>\$11,791,063</b> | <b>9.1%</b> | <b>Committees</b>                        |         |         |         |         |         |     |      | Diversity Committee                | \$3,870 | \$3,870 | \$3,870 | \$3,870 | \$3,870 | \$0 | 0.0% | International Relations Committee      | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$0 | 0.0% | Property Standards Committee          | \$200 | \$200   | \$200   | \$200   | \$200   | \$0 | 0.0% | Age Friendly Windsor Working Group | \$4,000         | \$4,000         | \$4,000         | \$4,000         | \$4,000         | \$0        | 0.0%        | Windsor Accessibility Advisory Committee       | \$6,250              | \$6,250              | \$6,250              | \$6,250              | \$6,250              | \$0                 | 0.0%        | Active Transportation Expert Panel | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$0 | 0.0% | Environment & Climate Change Committee | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$0 | 0.0% | Windsor Indigenous Advisory Committee | \$0 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$0 | 0.0% |  | <b>\$37,620</b> | <b>\$40,620</b> | <b>\$40,620</b> | <b>\$40,620</b> | <b>\$40,620</b> | <b>\$0</b> | <b>0.0%</b> | <b>Total Agencies, Boards &amp; Committees</b> | <b>\$134,230,908</b> | <b>\$139,053,681</b> | <b>\$145,299,261</b> | <b>\$153,519,480</b> | <b>\$165,140,964</b> | <b>\$11,621,484</b> | <b>7.6%</b> |
|  | <b>\$20,458,294</b>  | <b>\$20,757,817</b>  | <b>\$22,533,834</b>  | <b>\$24,421,887</b>  | <b>\$24,252,308</b>          | <b>(\$169,579)</b>             | <b>(0.7%)</b>                 |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| <b>Boards</b>                                  |                      |                      |                      |                      |                              |                                |                               |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Essex Windsor Solid Waste Authority (EWSWA)    | \$7,241,167          | \$7,594,314          | \$8,092,794          | \$8,648,230          | \$11,606,028                 | \$2,957,798                    | 34.2%                         |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Windsor Essex Community Housing Corp.          | \$12,561,418         | \$13,683,493         | \$15,626,535         | \$16,831,885         | \$18,207,291                 | \$1,375,406                    | 8.2%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Windsor Police Services                        | \$93,932,409         | \$96,977,437         | \$99,005,478         | \$103,576,858        | \$111,034,717                | \$7,457,859                    | 7.2%                          |  | <b>\$113,734,994</b> | <b>\$118,255,244</b> | <b>\$122,724,807</b> | <b>\$129,056,973</b> | <b>\$140,848,036</b> | <b>\$11,791,063</b> | <b>9.1%</b>   | <b>Committees</b>                              |                      |                      |                      |                      |                      |                     |             | Diversity Committee                         | \$3,870     | \$3,870     | \$3,870     | \$3,870     | \$3,870      | \$0         | 0.0%  | International Relations Committee     | \$15,000     | \$15,000     | \$15,000     | \$15,000     | \$15,000     | \$0         | 0.0% | Property Standards Committee | \$200        | \$200        | \$200        | \$200         | \$200         | \$0         | 0.0% | Age Friendly Windsor Working Group | \$4,000              | \$4,000              | \$4,000              | \$4,000              | \$4,000              | \$0                 | 0.0%        | Windsor Accessibility Advisory Committee | \$6,250 | \$6,250 | \$6,250 | \$6,250 | \$6,250 | \$0 | 0.0% | Active Transportation Expert Panel | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$0 | 0.0% | Environment & Climate Change Committee | \$4,000  | \$4,000  | \$4,000  | \$4,000  | \$4,000  | \$0 | 0.0% | Windsor Indigenous Advisory Committee | \$0   | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$0 | 0.0% |                                    | <b>\$37,620</b> | <b>\$40,620</b> | <b>\$40,620</b> | <b>\$40,620</b> | <b>\$40,620</b> | <b>\$0</b> | <b>0.0%</b> | <b>Total Agencies, Boards &amp; Committees</b> | <b>\$134,230,908</b> | <b>\$139,053,681</b> | <b>\$145,299,261</b> | <b>\$153,519,480</b> | <b>\$165,140,964</b> | <b>\$11,621,484</b> | <b>7.6%</b> |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
|  | <b>\$113,734,994</b> | <b>\$118,255,244</b> | <b>\$122,724,807</b> | <b>\$129,056,973</b> | <b>\$140,848,036</b>         | <b>\$11,791,063</b>            | <b>9.1%</b>                   |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| <b>Committees</b>                              |                      |                      |                      |                      |                              |                                |                               |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Diversity Committee                            | \$3,870              | \$3,870              | \$3,870              | \$3,870              | \$3,870                      | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| International Relations Committee              | \$15,000             | \$15,000             | \$15,000             | \$15,000             | \$15,000                     | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Property Standards Committee                   | \$200                | \$200                | \$200                | \$200                | \$200                        | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Age Friendly Windsor Working Group             | \$4,000              | \$4,000              | \$4,000              | \$4,000              | \$4,000                      | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Windsor Accessibility Advisory Committee       | \$6,250              | \$6,250              | \$6,250              | \$6,250              | \$6,250                      | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Active Transportation Expert Panel             | \$4,300              | \$4,300              | \$4,300              | \$4,300              | \$4,300                      | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Environment & Climate Change Committee         | \$4,000              | \$4,000              | \$4,000              | \$4,000              | \$4,000                      | \$0                            | 0.0%                          |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| Windsor Indigenous Advisory Committee          | \$0                  | \$3,000              | \$3,000              | \$3,000              | \$3,000                      | \$0                            | 0.0%                          |  | <b>\$37,620</b>      | <b>\$40,620</b>      | <b>\$40,620</b>      | <b>\$40,620</b>      | <b>\$40,620</b>      | <b>\$0</b>          | <b>0.0%</b>   | <b>Total Agencies, Boards &amp; Committees</b> | <b>\$134,230,908</b> | <b>\$139,053,681</b> | <b>\$145,299,261</b> | <b>\$153,519,480</b> | <b>\$165,140,964</b> | <b>\$11,621,484</b> | <b>7.6%</b> |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
|  | <b>\$37,620</b>      | <b>\$40,620</b>      | <b>\$40,620</b>      | <b>\$40,620</b>      | <b>\$40,620</b>              | <b>\$0</b>                     | <b>0.0%</b>                   |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |
| <b>Total Agencies, Boards &amp; Committees</b> | <b>\$134,230,908</b> | <b>\$139,053,681</b> | <b>\$145,299,261</b> | <b>\$153,519,480</b> | <b>\$165,140,964</b>         | <b>\$11,621,484</b>            | <b>7.6%</b>                   |  |                      |                      |                      |                      |                      |                     |               |  |                      |                      |                      |                      |                      |                     |             |   |             |             |             |             |              |             |       |                                       |              |              |              |              |              |             |      |                              |              |              |              |               |               |             |      |                                    |                      |                      |                      |                      |                      |                     |             |  |         |         |         |         |         |     |      |                                    |         |         |         |         |         |     |      |  |          |          |          |          |          |     |      |                                       |       |         |         |         |         |     |      |                                    |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |                                    |         |         |         |         |         |     |      |  |         |         |         |         |         |     |      |                                       |     |         |         |         |         |     |      |  |                 |                 |                 |                 |                 |            |             |  |                      |                      |                      |                      |                      |                     |             |