



City of Windsor

2026 BUDGET

Approved Operating Budget



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2026 Approved Operating Budget

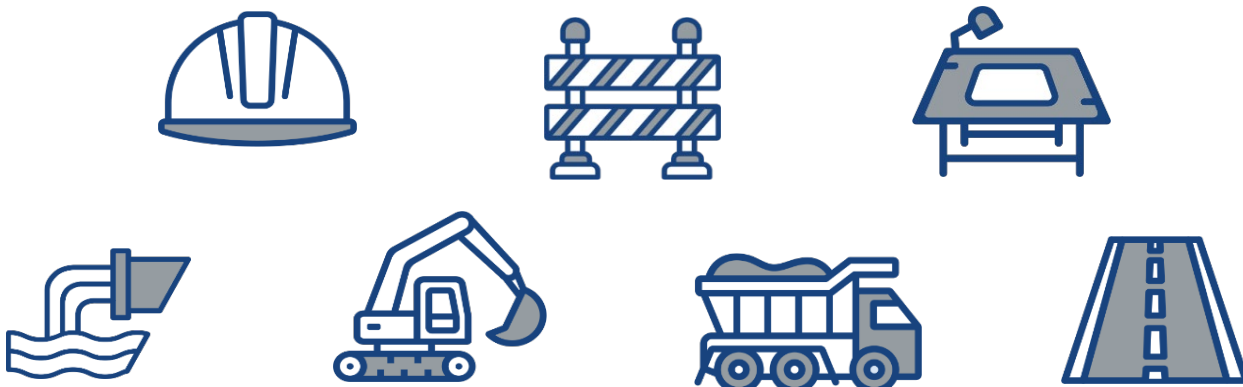
Net
\$510,999,029

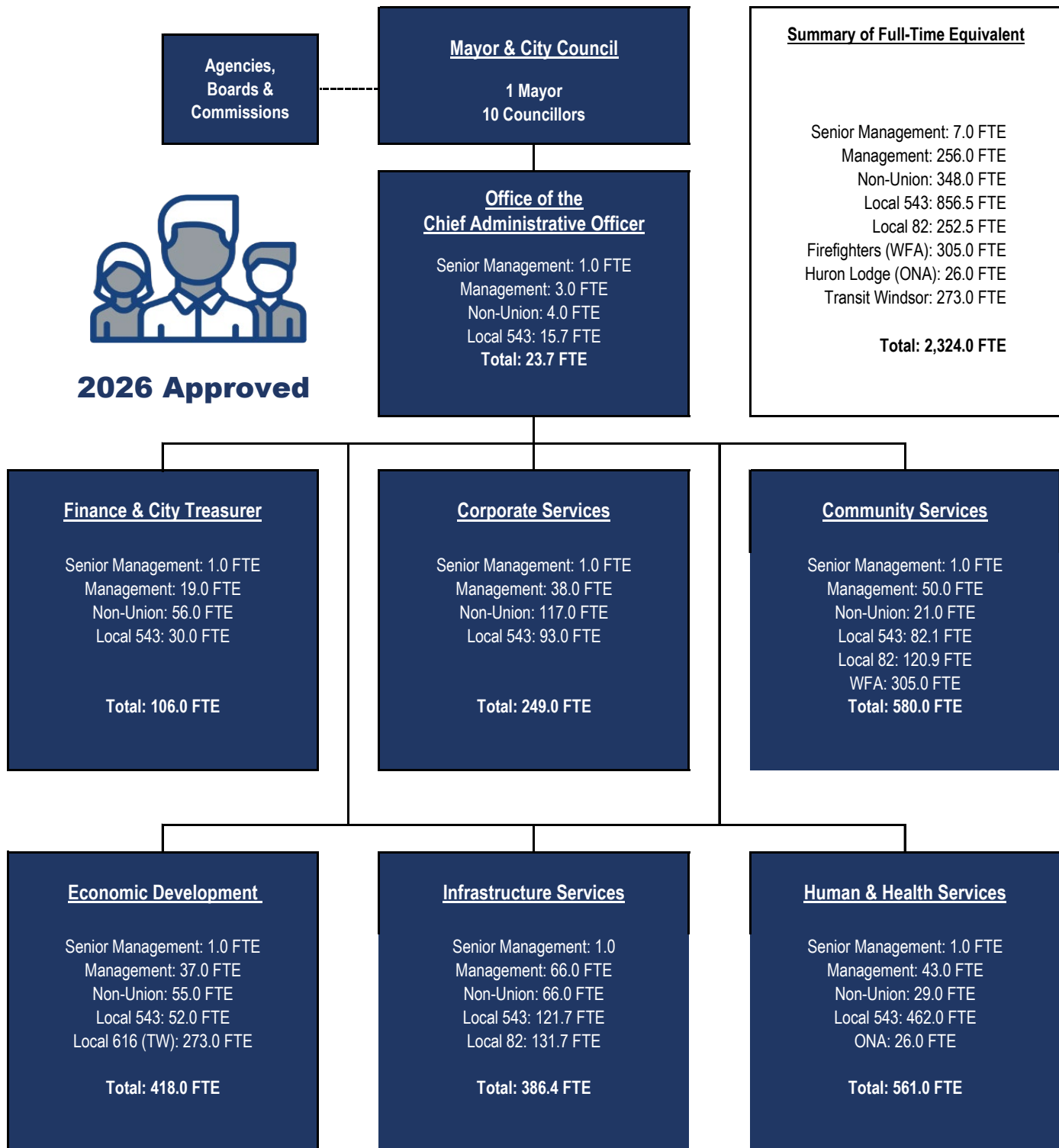
Gross
\$1,229,177,000



2026 Approved Capital Budget

\$317,264,628





















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.

	2025 Budget (Approved)	2026 Budget (Approved)	\$ Budget Change	% Budget Change
Administration & Representation				
Mayor's Office	\$500,846	\$501,015	\$169	0.03%
City Council	\$956,328	\$1,019,458	\$63,130	6.60%
CAO's Office	\$1,185,623	\$1,285,960	\$100,337	8.46%
Corporate Security	\$1,806,110	\$1,773,090	(\$33,020)	(1.83%)
Finance & City Treasurer				
Capital Planning	\$722,488	\$846,621	\$124,133	17.18%
Financial Planning	\$4,260,106	\$4,921,865	\$661,759	15.53%
Treasury & Financial Accounting	\$2,304,508	\$2,362,868	\$58,360	2.53%
Corporate Services				
Communications	\$3,131,006	\$2,778,950	(\$352,056)	(11.24%)
Council Services	\$3,757,742	\$4,089,345	\$331,603	8.82%
Human Resources	\$7,374,350	\$8,260,113	\$885,763	12.01%
Information Technology	\$9,834,901	\$10,340,227	\$505,326	5.14%
Legal	\$4,820,042	\$5,134,931	\$314,889	6.53%
Community Services				
Culture	\$1,819,406	\$1,817,846	(\$1,560)	(0.09%)
Fire & Rescue	\$55,900,464	\$55,996,141	\$95,677	0.17%
Parks, Recreation & Facilities	\$43,740,331	\$42,904,913	(\$835,418)	(1.91%)
Economic Development & Innovation				
Building Services	\$1,292,904	\$0	(\$1,292,904)	(100.00%)
Economic Development	\$2,330,830	\$2,323,174	(\$7,656)	(0.33%)
Planning & Development	\$3,165,146	\$2,982,504	(\$182,642)	(5.77%)
Transit Windsor	\$14,122,873	\$15,352,998	\$1,230,125	8.71%
Infrastructure Services				
Engineering	\$2,776,782	\$2,990,109	\$213,327	7.68%
Pollution Control	\$0	\$0	\$0	n/a
Public Works	\$28,948,238	\$25,555,838	(\$3,392,400)	(11.72%)
Human & Health Services				
Employment & Social Services	\$8,535,363	\$9,316,559	\$781,196	9.15%
Housing & Children's Services	\$18,271,832	\$16,325,664	(\$1,946,168)	(10.65%)
Huron Lodge	\$10,132,831	\$11,854,556	\$1,721,725	16.99%

	2025 Budget (Approved)	2026 Budget (Approved)	\$ Budget Change	% Budget Change
Corporate				
Corporate Accounts	\$46,218,762	\$40,387,035	(\$5,831,727)	(12.62%)
Agencies, Boards & Committees				
Agencies	\$24,252,308	\$25,367,764	\$1,115,456	4.60%
EWSWA	\$11,606,028	\$11,494,941	(\$111,087)	(0.96%)
Windsor Essex Community Housing Corp.	\$18,207,291	\$17,759,021	(\$448,270)	(2.46%)
Windsor Police Services	\$111,034,717	\$117,266,650	\$6,231,933	5.61%
Windsor Public Library	\$8,561,036	\$8,561,036	\$0	0.00%
Municipal Property Tax Levy Requirement (Prior to Property Tax Assessment Growth)	\$451,571,192	\$451,571,192	\$0	0.00%
Education Tax Levy Requirement	\$53,385,703	\$53,385,703	\$0	0.00%
Sub-Total: Property Tax Levy Requirement (Including Education)	\$504,956,895	\$504,956,895	\$0	0.00%
Assessment Growth	\$0	\$6,042,134	\$6,042,134	1.20%
Total Property Tax Requirement	\$504,956,895	\$510,999,029	\$6,042,134	1.20%

2026 Approved Net Operating Budget

Public Safety	\$190,916,540	37.4%		
Police Services	\$117,864,804	23.1%		
Fire & Rescue	\$56,373,482	11.0%		
Emergency Medical Services (EMS)	\$16,678,254	3.3%		
Capital Project Funding	\$88,192,659	17.3%		
Transfer From Operating	\$46,621,525	9.1%		
Asset Management Plan	\$41,571,133	8.1%		
Public Health & Social Services	\$63,625,119	12.5%		
Housing & Homelessness Support	\$30,703,022	6.0%		
Senior & Family Support Programs	\$15,643,863	3.1%		
Food & Social Assistance	\$9,364,081	1.8%		
Local Health Clinics & Disease Control	\$7,914,153	1.5%		
Education & Libraries	\$63,289,182	12.4%		
Funding for School Boards	\$54,684,477	10.7%		
Public Libraries	\$8,604,704	1.7%		
Parks & Recreation	\$38,384,623	7.5%		
Parks, Playgrounds & Green Spaces	\$26,500,880	5.2%		
Sports Facilities	\$5,624,736	1.1%		
Community Centers & Recreation Programs	\$4,250,970	0.8%		
Cultural Events	\$2,008,037	0.4%		
Public Works & Infrastructure	\$35,753,291	7.0%		
Waste Management & Recycling	\$21,217,097	4.2%		
Road Maintenance & Repair	\$11,530,833	2.3%		
Engineering Services	\$3,005,361	0.6%		
Public Transportation	\$24,131,241	4.7%		
Local Bus & Transit Systems	\$16,775,904	3.3%		
Transportation Planning & Parking Enforcement	\$5,046,789	1.0%		
Street Lighting & Traffic Control	\$2,308,548	0.5%		
Urban Planning & Zoning	\$6,706,374	1.3%		
Economic Development Initiatives	\$3,708,657	0.7%		
Land-Use Planning & Zoning Regulations	\$2,997,717	0.6%		
Building Permits & Inspections	\$0	0.0%		
Total	\$510,999,029	100.0%		

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

City Departments

Expenditure Increases & Revenue Reductions

Fringe Benefit Increases	\$9,525,420
Increase in Community Improvement Plan Tax Rebates	\$4,100,000
Pre-Approved Salary & Wage Costs	\$1,933,001
Net Staffing Increases to Address Service Demands	\$1,071,502
Decrease to Provincial Gas Tax Program Funding Budget	\$943,841
Removal of Revenue Budget for County & City Recycling Program	\$839,650
Ontario Works Bus Pass Revenue Reduction	\$731,000
Federal Block Funding Revenue Decrease	\$669,000
Life Cycle Costing for Major Information Technology Costs	\$625,000
U-Pass Revenue Decrease	\$597,940
Various Legislated, Contractual & Inflationary Obligations	\$534,517
Ontario Municipal Partnership Fund (OMPF) Decrease	\$530,552
Residential Services Homes Per Diem Increase	\$450,000
Various Miscellaneous Expenditure Increases / Revenue Reductions	\$333,114
Child Care Administration Revenue Loss	\$200,000
Establish Airport Infrastructure Reserve Fund and Annual Transfer of Revenue	\$180,407
Addition of the Transit 1000 Route Back	\$110,000
SUPIE Program Expansion	\$100,000
Total Expenditure Increases	\$23,474,944

Expenditure Reductions & Revenue Increases

Increased Revenue from New Property Assessment Growth	(\$5,820,879)
Net Staffing Reductions	(\$5,184,209)
Various Salary Recovery Adjustments	(\$4,357,183)
Various User Fees, Fines and Licensing Increases	(\$3,888,441)
Increased Investment Yield from Windsor-Detroit BorderLinks Corporation	(\$3,500,000)
Homelessness and Supportive Housing Reduction	(\$2,626,537)
City Waste Collection Contract Cost Adjustments	(\$1,922,258)
Increase Investment Yield from Windsor Airport (YQG)	(\$1,500,000)
St. Clair College SaintsPass Revenue	(\$1,198,900)
Alternative Funding for P2P Poverty Reduction Strategy	(\$1,099,539)
Increase Interest Revenue	(\$1,000,000)
Alternative Funding for Increased Legal Claims	(\$770,000)
Transit Windsor Fuel Market Rate Decrease	(\$738,400)
Various Miscellaneous Expenditure Reductions / Revenue Increases	(\$713,851)
Building Reserve Transfer Adjustment	(\$598,099)
Transit Windsor Contractual Decreases	(\$539,576)
Revenue Increase - Ontario Works Program Delivery Budget	(\$400,000)
Reduction to the Budget Stabilization Contingency	(\$379,200)
Municipal Road Winter Maintenance Cost Adjustments	(\$347,523)
Fuel Budget Reduction in Fleet Services	(\$324,766)
Reserve Transfer to Parks	(\$250,000)
Yard Waste Collection Service Adjustment	(\$240,000)
Increase in Claims Subrogation Revenue	(\$159,316)
Non-Eligible Source Recycling (NES) Cost Reductions	(\$131,884)
Reduction of EC Row Maintenance	(\$124,000)
Total Revenue Increases	(\$37,814,561)
Sub-Total: City Departments	(\$14,339,617)
% Impact on the Tax Levy	(2.84%)

Agencies, Boards & Committees

Windsor Police Services	6,201,256
Essex-Windsor Emergency Medical Services (EMS)	833,231
Invest Windsor Essex	205,000
Windsor Essex County Health Unit (WECHU)	39,595
Essex Region Conservation Authority (ERCA)	37,630
Essex Windsor Solid Waste Authority	(111,087)
Sub-Total: Agencies, Boards & Committees	\$7,205,625
% Impact on the Tax Levy	1.43%

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

















Asset Management Plan (AMP)

Asset Management Plan (AMP)	\$5,869,100
Local Residential Roads (LRR)	\$1,264,892
Sub-Total: Asset Management Plan (AMP)	\$7,133,992
% Impact on the Tax Levy	1.41%

2026 Municipal Budget Impact On the Overall Net Municipal Tax Levy		
(Prior to Assessment Growth)		
City Departments	(\$14,339,617)	(2.84%)
Agencies, Boards & Committees	\$7,205,625	1.43%
Asset Management Plan (AMP)	\$7,133,992	1.41%
Impact on the Overall Tax Levy	\$0	0.00%
(Including Assessment Growth)		
Assessment Growth	\$6,042,134	1.20%
Total Property Tax Levy Requirement	\$6,042,134	1.20%

GL Category	2025 Budget (Approved)	2026 Budget (Approved)	\$ Budget Change Over PY	% Budget Change Over PY
Revenues				
Taxes - Municipal (Incl. Grants in Lieu)	(\$459,149,192)	(\$464,970,072)	(\$5,820,880)	1.3%
Grants & Subsidies	(\$396,345,241)	(\$401,076,427)	(\$4,731,186)	1.2%
User Fees, Permits & Charges	(\$151,437,379)	(\$160,211,614)	(\$8,774,235)	5.8%
Taxes - Education	(\$53,385,703)	(\$54,406,958)	(\$1,021,255)	1.9%
Recovery of Expenditures	(\$56,581,666)	(\$72,087,769)	(\$15,506,103)	27.4%
Investment Income & Dividends	(\$46,554,400)	(\$49,472,223)	(\$2,917,823)	6.3%
Transfers From Other Funds	(\$19,219,859)	(\$14,492,399)	\$4,727,460	(24.6%)
Other Miscellaneous Revenue	(\$9,995,641)	(\$12,459,538)	(\$2,463,897)	24.6%
Total Revenue	(\$1,192,669,081)	(\$1,229,177,000)	(\$36,507,919)	3.1%
Expenses				
Salaries, Benefits & Related Costs	\$421,971,131	\$445,197,056	\$23,225,925	5.5%
Transfers for Social Services	\$365,442,185	\$372,232,291	\$6,790,106	1.9%
Transfers to Reserves & Capital Funds	\$125,516,515	\$122,649,657	(\$2,866,858)	(2.3%)
Purchased Services	\$102,067,672	\$108,691,209	\$6,623,537	6.5%
Transfers to Education Entities	\$53,385,703	\$54,406,958	\$1,021,255	1.9%
Utilities, Insurance & Taxes	\$33,137,760	\$32,413,527	(\$724,233)	(2.2%)
Transfers to External Agencies	\$28,467,394	\$33,697,850	\$5,230,456	18.4%
Operating & Maintenance Supplies	\$24,349,062	\$23,610,422	(\$738,640)	(3.0%)
Financial Expenses	\$21,452,634	\$19,474,919	(\$1,977,715)	(9.2%)
Minor Capital	\$13,472,532	\$13,400,274	(\$72,258)	(0.5%)
Other Miscellaneous Expenditures	\$3,406,493	\$3,402,837	(\$3,656)	(0.1%)
Total Expenses	\$1,192,669,081	\$1,229,177,000	\$36,507,919	3.1%
Total Net	\$0	\$0	\$0	

2026 Approved Gross Operating Budget

Public Health & Social Services	\$535,437,776	43.6%		
Senior & Family Support Programs	\$236,338,136	19.2%		
Food & Social Assistance	\$189,242,025	15.4%		
Housing & Homelessness Support	\$100,876,193	8.2%		
Local Health Clinics & Disease Control	\$8,981,423	0.7%		
				 43.6%
Public Safety	\$244,259,346	19.9%		
Police Services	\$159,139,090	12.9%		
Fire & Rescue	\$66,192,840	5.4%		
Emergency Medical Services (EMS)	\$18,927,415	1.5%		
				 19.9%
Public Works & Infrastructure	\$114,576,618	9.3%		
Waste Management & Recycling	\$39,297,743	3.2%		
Storm Water & Wastewater Treatment	\$31,711,377	2.6%		
Road Maintenance & Repair	\$29,234,553	2.4%		
Engineering Services	\$14,332,946	1.2%		
				 9.3%
Capital Project Funding	\$100,085,962	8.1%		
Transfer From Operating to Capital	\$52,908,715	4.3%		
Asset Management Plan	\$47,177,247	3.8%		
				 8.1%
Public Transportation	\$77,387,967	6.3%		
Local Bus & Transit Systems	\$51,637,102	4.2%		
Street Lighting & Traffic Control	\$18,938,368	1.5%		
Transportation Planning & Parking Enforcement	\$6,812,498	0.6%		
				 6.3%
Education & Libraries	\$72,832,675	5.9%		
Funding for School Boards	\$62,059,004	5.0%		
Public Libraries	\$10,773,671	0.9%		
				 5.9%
Parks & Recreation	\$63,020,287	5.1%		
Parks, Playgrounds & Green Spaces	\$35,372,097	2.9%		
Sports Facilities	\$15,542,290	1.3%		
Community Centers & Recreation Programs	\$9,382,542	0.8%		
Cultural Events	\$2,723,357	0.2%		
				 5.1%
Urban Planning & Zoning	\$21,576,370	1.8%		
Building Permits & Inspections	\$10,281,894	0.8%		
Land-Use Planning & Zoning Regulations	\$6,707,018	0.5%		
Economic Development Initiatives	\$4,587,458	0.4%		
				 1.8%
Total	\$1,229,177,000	100.0%		

GL Category	2026 Budget (Approved)	2027 Projected Change	2027 Projected Budget	2028 Projected Change	2028 Projected Budget	2029 Projected Change	2029 Projected Budget
Revenues							
Taxes - Municipal (Incl. Grants in Lieu)	(\$464,970,072)	(\$16,289,095)	(\$481,259,167)	(\$19,231,900)	(\$500,491,067)	(\$19,876,451)	(\$520,367,518)
Grants & Subsidies	(\$401,076,427)	\$0	(\$401,076,427)	\$0	(\$401,076,427)	\$0	(\$401,076,427)
User Fees, Permits & Charges	(\$160,211,614)	(\$3,364,444)	(\$163,576,058)	\$3,435,097	(\$167,011,155)	\$3,507,234	(\$170,518,389)
Taxes - Education	(\$54,406,958)	\$0	(\$54,406,958)	\$0	(\$54,406,958)	\$0	(\$54,406,958)
Recovery of Expenditures	(\$72,087,769)	(\$2,162,633)	(\$74,250,402)	\$2,227,512	(\$76,477,914)	\$2,294,337	(\$78,772,252)
Investment Income & Dividends	(\$49,472,223)	(\$1,484,167)	(\$50,956,390)	\$1,528,692	(\$52,485,081)	\$1,574,552	(\$54,059,634)
Transfers From Other Funds	(\$14,492,399)	\$0	(\$14,492,399)	\$0	(\$14,492,399)	\$0	(\$14,492,399)
Other Miscellaneous Revenue	(\$12,459,538)	(\$373,786)	(\$12,833,324)	\$385,000	(\$13,218,324)	\$396,550	(\$13,614,874)
Total Revenue	(\$1,229,177,000)	(\$23,674,124)	(\$1,252,851,124)	(\$26,808,201)	(\$1,279,659,325)	(\$27,649,125)	(\$1,307,308,450)
Expenses							
Salaries, Benefits & Related Costs	\$445,197,056	\$13,355,912	\$458,552,968	\$13,756,589	\$472,309,557	\$14,169,287	\$486,478,843
Transfers for Social Services	\$372,232,291	\$0	\$372,232,291	\$0	\$372,232,291	\$0	\$372,232,291
Transfers to Reserves & Capital Funds	\$122,649,657	\$3,679,490	\$126,329,147	\$6,213,727	\$132,542,874	\$6,436,817	\$138,979,691
Purchased Services	\$108,691,209	\$3,260,736	\$111,951,945	\$3,358,558	\$115,310,504	\$3,459,315	\$118,769,819
Transfers to Education Entities	\$54,406,958	\$0	\$54,406,958	\$0	\$54,406,958	\$0	\$54,406,958
Utilities, Insurance & Taxes	\$32,413,527	\$972,406	\$33,385,933	\$1,001,578	\$34,387,511	\$1,031,625	\$35,419,136
Transfers to External Agencies	\$33,697,850	\$1,010,936	\$34,708,786	\$1,041,264	\$35,750,049	\$1,072,501	\$36,822,551
Operating & Maintenance Supplies	\$23,610,422	\$708,313	\$24,318,735	\$729,562	\$25,048,297	\$751,449	\$25,799,746
Minor Capital	\$19,474,919	\$584,248	\$20,059,167	\$601,775	\$20,660,942	\$619,828	\$21,280,770
Financial Expenses	\$13,400,274	\$0	\$13,400,274	\$0	\$13,400,274	\$0	\$13,400,274
Other Miscellaneous Expenditures	\$3,402,837	\$102,085	\$3,504,922	\$105,148	\$3,610,070	\$108,302	\$3,718,372
Total Expenses	\$1,229,177,000	\$23,674,124	\$1,252,851,124	\$26,808,201	\$1,279,659,325	\$27,649,125	\$1,307,308,450
Total Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Total Municipal Tax Levy Requirement
(2027-2029 Estimated)

2027
3.1%

2028
3.6%

2029
3.6%

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

<u>Year</u>	<u>(in \$ millions)</u>	<u>Notes</u>
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
2025	\$119.5	(Subject to Final Audit)

Gross Debt Projections:

<u>Year</u>	<u>(in \$ millions)</u>
2026	\$126.9
2027	\$132.2
2028	\$125.7
2029	\$121.3
2030	\$116.5
2031	

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.

2026 APPROVED STAFF ESTABLISHMENT

Not Applicable

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Administration - Mayor's Office	\$500,846	\$501,015	\$169	0.0%
Total Net	\$500,846	\$501,015	\$169	0.0%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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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	\$38,500	\$38,500	\$0	0.0%

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	\$281,043	\$281,043	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$39,346	\$39,346	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$4,053	\$4,211	\$158	3.9%
3230 - Liability Insurance	\$384	\$395	\$11	2.9%
Total Expense	\$500,846	\$501,015	\$169	0.0%
Total Net	\$500,846	\$501,015	\$169	0.0%

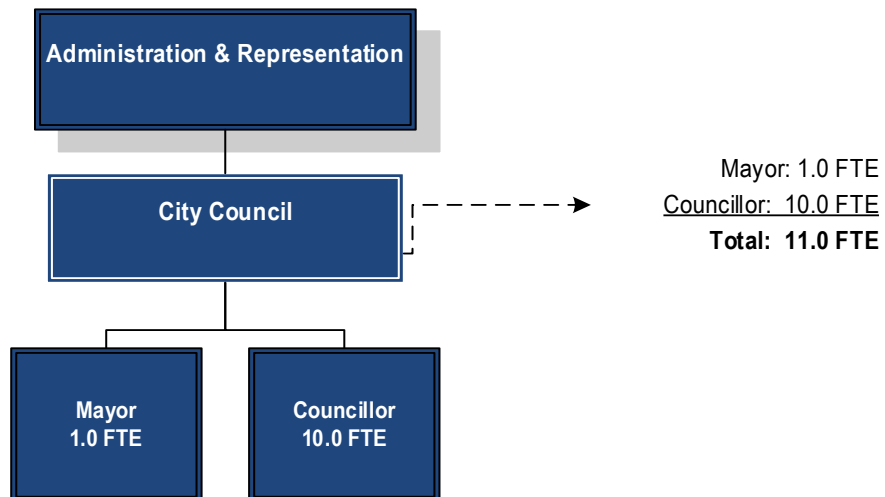
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Interdepartmental Reallocations	\$169	
Total Budget Impact			\$169	0.0

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).

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

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

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - City Council	\$915,708	\$978,838	\$63,130	6.9%
Council Committees	\$40,620	\$40,620	\$0	0.0%
Total Net	\$956,328	\$1,019,458	\$63,130	6.6%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Other Miscellaneous Revenue

6990 - Other General Revenue (\$181,991) (\$181,991) \$0 0.0%

Total Revenue (\$181,991) (\$181,991) \$0 0.0%

EXPENSES

Minor Capital

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

Operating & Maintenance Supplies

2010 - Office Supplies \$1,200 \$1,200 \$0 0.0%

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 \$10,000 \$10,000 \$0 0.0%

4295 - Public Relations \$54,420 \$54,420 \$0 0.0%

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 \$7,500 \$7,500 \$0 0.0%

2950 - Other Prof Services-External \$100 \$100 \$0 0.0%

2990 - Business Meeting Expense \$1,500 \$1,500 \$0 0.0%

3181-PC & Maint. Allocation \$11,000 \$11,000 \$0 0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$744,231	\$791,699	\$47,468	6.4%
8130 - Overtime - Salary	\$10,001	\$10,001	\$0	0.0%
8210 - Meal Allowance	\$3,500	\$3,500	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$245,597	\$261,261	\$15,664	6.4%
Utilities, Insurance & Taxes				
3230 - Liability Insurance	\$755	\$753	(\$2)	(0.3%)
Total Expense	\$1,138,319	\$1,201,449	\$63,130	5.5%
Total Net	\$956,328	\$1,019,458	\$63,130	6.6%

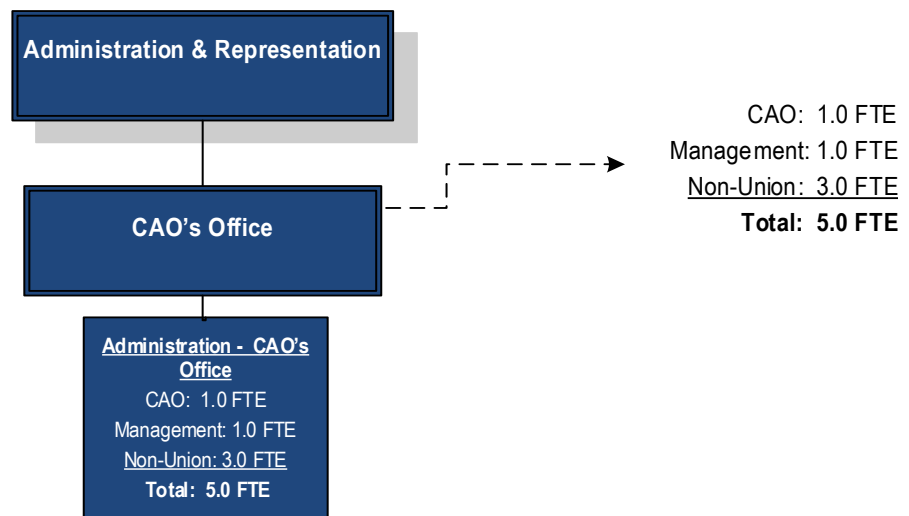
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$63,132	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$2)	
Total Budget Impact			\$63,130	0.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - CAO's Office			
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
			5.0
			5.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Administration - CAO's Office	\$1,185,623	\$1,285,960	\$100,337	8.5%
Total Net	\$1,185,623	\$1,285,960	\$100,337	8.5%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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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	\$1,963	\$1,963	\$0	0.0%
2170 - Operating and Other Supplies	\$50,000	\$50,000	\$0	0.0%

Other Miscellaneous Expenditures

4020 - Membership Fees & Dues	\$108,117	\$92,269	(\$15,848)	(14.7%)
4050 - Training Courses	\$500	\$500	\$0	0.0%
4155 - Conference Registration	\$2,500	\$2,500	\$0	0.0%

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	\$6,500	\$6,500	\$0	0.0%
2620 - Car Allowance	\$12,000	\$12,000	\$0	0.0%
2711 - Cell Phones	\$2,230	\$2,230	\$0	0.0%
2915 - Consulting Services - External	\$51,000	\$51,000	\$0	0.0%
2940 - Advertising	\$500	\$500	\$0	0.0%
2990 - Business Meeting Expense	\$19,764	\$19,764	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$935	\$935	\$0	0.0%
3181-PC & Maint. Allocation	\$5,000	\$5,000	\$0	0.0%

Salaries & Benefits

8110 - Salary-Reg.Full Time	\$683,926	\$771,407	\$87,481	12.8%
8130 - Overtime - Salary	\$1,750	\$1,750	\$0	0.0%
8150 - Salary-Temporary	\$2,278	\$2,278	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
8170 - Service Pay	\$325	\$0	(\$325)	(100.0%)
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	\$50	\$50	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$226,019	\$254,888	\$28,869	12.8%
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$4,123	\$4,262	\$139	3.4%
3230 - Liability Insurance	\$913	\$934	\$21	2.3%
Total Expense	\$1,185,623	\$1,285,960	\$100,337	8.5%
Total Net	\$1,185,623	\$1,285,960	\$100,337	8.5%

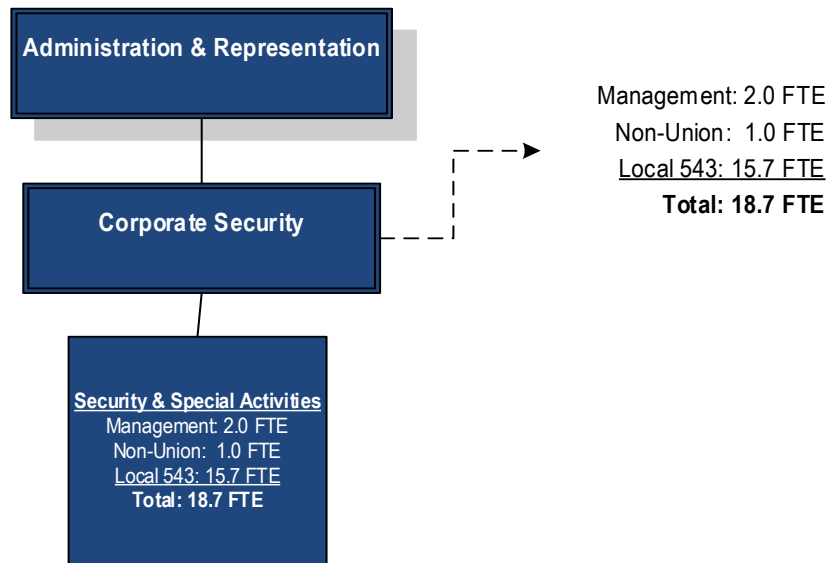
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$116,350	
MD 03-2026	2026-0315	Withdrawal from MEPCO and OMAA Corporate Memberships	(\$15,848)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$165)	
Total Budget Impact			\$100,337	0.0

DESCRIPTION

The Security and Special Activities Unit provides facilities management services to the City Hall Square campus and proactive and reactive security measures to the Corporation at large working synergistically with existing agencies, departments and tenants.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Security & Special Activities			
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
Administrative Clerk	RFT	Local 543	2.0
Caretaker	RFT	Local 543	8.0
Caretaker	RPT	Local 543	3.7
			18.7

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Security & Special Activities	\$1,806,110	\$1,773,090	(\$33,020)	(1.8%)
Total Net	\$1,806,110	\$1,773,090	(\$33,020)	(1.8%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

User Fees, Permits & Charges

6417 - Lease & Rental Revenue	(\$2,300,600)	(\$2,537,999)	(\$237,399)	10.3%
6450 - Parking Revenue - Monthly	(\$52,800)	(\$99,360)	(\$46,560)	88.2%
6651 - Fees and Recoveries INTERNAL	(\$168,200)	(\$81,526)	\$86,674	(51.5%)
6725 - Fees & Service Charges EXTERNAL	(\$6,751)	(\$6,752)	(\$1)	0.0%
Total Revenue	(\$2,528,351)	(\$2,725,637)	(\$197,286)	7.8%

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	\$80,000	\$80,000	\$0	0.0%
3176 - Facility Opns-Labour INTERNAL	\$104,200	\$0	(\$104,200)	(100.0%)

Other Miscellaneous Expenditures

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

2085 - Publications and Manuals	\$362	\$362	\$0	0.0%
2710 - Telephone Expenses	\$600	\$600	\$0	0.0%
2711 - Cell Phones	\$2,649	\$2,649	\$0	0.0%
2915 - Consulting Services - External	\$4,600	\$4,600	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$19,449	\$21,227	\$1,778	9.1%
2980 - Contracted Services	\$1,050,128	\$1,155,008	\$104,880	10.0%
3181 - PC & Maint. Allocation	\$20,200	\$18,720	(\$1,480)	(7.3%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
3250 - Licenses	\$27,469	\$27,469	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$980,006	\$1,141,039	\$161,033	16.4%
8115 - Salary-Reg.Part Time	\$339,619	\$224,231	(\$115,388)	(34.0%)
8170 - Service Pay	\$650	\$325	(\$325)	(50.0%)
8190 - Other Pay	\$10,000	\$10,000	\$0	0.0%
8282 - Employee Appreciation	\$200	\$200	\$0	0.0%
8290 - Clothing - Uniforms	\$4,000	\$4,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$384,531	\$416,904	\$32,373	8.4%
Transfers to Reserves & Capital Funds				
4250 - TRANSFER to Reserve Fund	\$274,000	\$274,000	\$0	0.0%
Utilities, Insurance & Taxes				
3010 - Utilities	\$907,342	\$987,342	\$80,000	8.8%
3210 - Building Insurance	\$55,938	\$61,178	\$5,240	9.4%
3230 - Liability Insurance	\$1,068	\$1,423	\$355	33.2%
4015 - Taxes	\$4,000	\$4,000	\$0	0.0%
Total Expense	\$4,334,461	\$4,498,727	\$164,266	3.8%
Total Net	\$1,806,110	\$1,773,090	(\$33,020)	(1.8%)

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$177,072	
MD 03-2026	2026-0254	Corporate Security User Fee Updates	(\$1)	
MD 03-2026	2026-0297	Increase Lease and Rental Revenue for 400 City Hall Square	(\$26,770)	
MD 03-2026	2026-0245	Alternative Service Delivery of Caretaking Services at 350 and 400 CHS	(\$82,527)	(1.0)
MD 03-2026	2026-0255	Adjustment of Security Guard Service at Service Canada 400 City Hall Squa	(\$58,104)	
MD 03-2026	2026-0256	Adjustment of Facility Staff Levels at 350 City Hall Square West	(\$75,046)	(1.0)
MD 03-2026	2026-0327	Adjustment of Security Guard Service Levels at 350 City Hall Square	(\$58,104)	
MD 03-2026	2026-0330	Addition to Corporate Security Staff compliment	\$0	1.0
MD 03-2026	n/a	Interdepartmental Reallocations	\$90,460	(0.5)
Total Budget Impact			(\$33,020)	(1.5)

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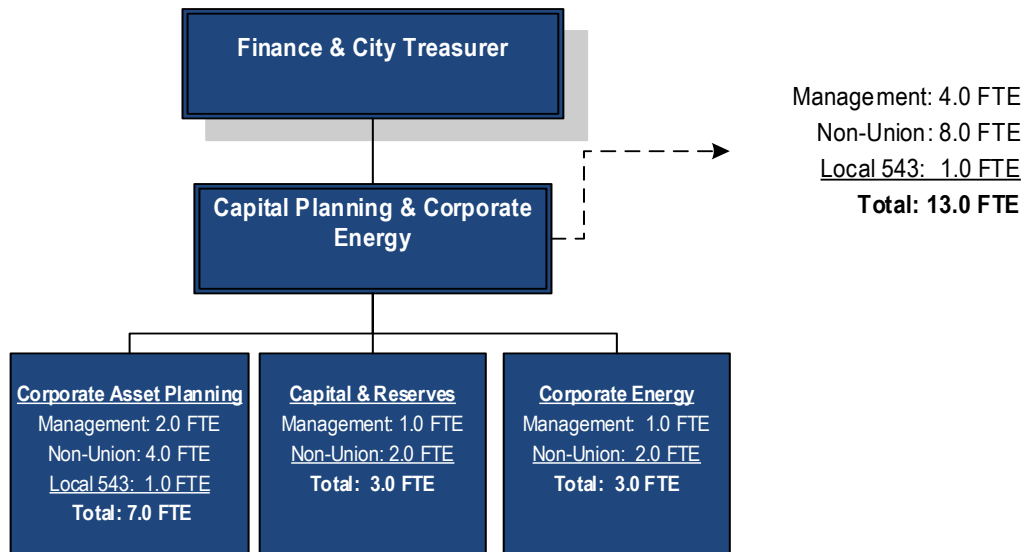
Treasury & Financial Accounting

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DESCRIPTION

The Capital 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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Corporate Asset Planning			
ED Capital Plan.& Corp. Energy/Deputy Treasurer	RFT	Management	1.0
Manager, Corporate Asset Planning	RFT	Management	1.0
Asset Coordinator	RFT	Non-Union	3.0
Capital Planning Administrator	RFT	Non-Union	1.0
Asset Planning Clerk	RFT	Local 543	1.0
			7.0
Capital & Reserves			
Manager, Strategic Capital Budget Development & Control	RFT	Management	1.0
Senior Capital Analyst	RFT	Non-Union	2.0
			3.0
Corporate Energy			
Manager of Energy Initiatives	RFT	Management	1.0
Project Admin. - Corp. Energy Initiatives	RFT	Non-Union	2.0
			3.0
			13.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Corporate Asset Planning	\$385,505	\$467,178	\$81,673	21.2%
Capital & Reserves	\$134,061	\$159,881	\$25,820	19.3%
Corporate Energy	\$202,922	\$219,562	\$16,640	8.2%
Total Net	\$722,488	\$846,621	\$124,133	17.2%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Recovery of Expenditures				
6740 - Recovery of Salaries-INTERNAL	(\$671,392)	(\$741,501)	(\$70,109)	10.4%
6742 - Recovery of Fringes INTERNAL	(\$221,560)	(\$245,357)	(\$23,797)	10.7%
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$70,057)	(\$399,634)	(\$329,577)	470.4%
User Fees, Permits & Charges				
6651 - Fees and Recoveries INTERNAL	(\$2,000)	(\$2,000)	\$0	0.0%
Total Revenue	(\$965,009)	(\$1,388,492)	(\$423,483)	43.9%

EXPENSES

Minor Capital

5125 - Computers - PCs	\$1,000	\$1,000	\$0	0.0%
5126 - Computer Software	\$330	\$330	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$400	\$400	\$0	0.0%
2060 - Computer Supplies	\$100	\$100	\$0	0.0%
2170 - Operating and Other Supplies	\$5,680	\$5,680	\$0	0.0%

Other Miscellaneous Expenditures

4020 - Membership Fees & Dues	\$5,370	\$6,370	\$1,000	18.6%
4050 - Training Courses	\$6,371	\$6,371	\$0	0.0%
4155 - Conference Registration	\$5,112	\$5,112	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Purchased Services				
2020 - Postage and Courier	\$100	\$100	\$0	0.0%
2070 - Imaging & Printing External	\$100	\$100	\$0	0.0%
2085 - Publications and Manuals	\$190	\$190	\$0	0.0%
2610 - Travel Expense	\$2,934	\$2,934	\$0	0.0%
2711 - Cell Phones	\$4,300	\$4,950	\$650	15.1%
2915 - Consulting Services - External	\$14,000	\$14,000	\$0	0.0%
2927 - Computer & SW Maint-External	\$74,440	\$90,440	\$16,000	21.5%
2990 - Business Meeting Expense	\$1,400	\$1,400	\$0	0.0%
3181 - PC & Maint. Allocation	\$10,000	\$13,000	\$3,000	30.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$1,114,823	\$1,563,708	\$448,885	40.3%
8130 - Overtime - Salary	\$2,400	\$2,400	\$0	0.0%
8190 - Other Pay	\$70,057	\$0	(\$70,057)	(100.0%)
8282 - Employee Appreciation	\$100	\$100	\$0	0.0%
8381 - Workers Comp. - Medical	\$400	\$400	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$367,890	\$516,028	\$148,138	40.3%
Total Expense	\$1,687,497	\$2,235,113	\$547,616	32.5%
Total Net	\$722,488	\$846,621	\$124,133	17.2%

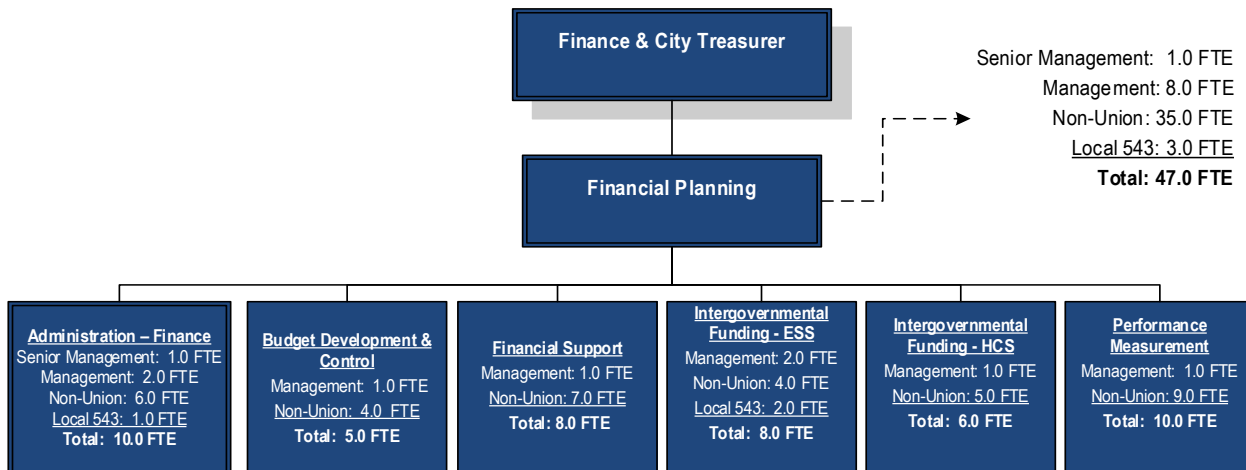
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$216,534	
MD 03-2026	2026-0135	Transition to Subscription Model for Questica Budgeting Software	\$16,000	
MD 03-2026	2026-0005	Increase Salary Recoveries in Asset Planning Department	(\$43,924)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$64,477)	3.0
Total Budget Impact			\$124,133	3.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Finance			
Commissioner, Finance & City Treasurer	RFT	Sr. Management	1.0
Senior Manager Financial Planning (ABC's)	RFT	Management	1.0
Manager of Administration	RFT	Management	1.0
Executive Initiative Coord.	RFT	Non-Union	1.0
Financial Planning Administrator	RFT	Non-Union	2.0
Executive Administrative Assistant	RFT	Non-Union	1.0
Financial Policy Coordinator	RFT	Non-Union	1.0
Financial Analyst	RFT	Non-Union	1.0
Administrative Clerk	RFT	Local 543	1.0
			10.0
Budget Development & Control			
Manager of Strategic Operating Budget Development & Control	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	2.0
Senior Financial Budget Analyst & System Administrator	RFT	Non-Union	1.0
Financial Analyst	RFT	Non-Union	1.0
			5.0
Financial Support			
Manager of Development Revenue & Financial Administration	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	4.0
Financial Analyst	RFT	Non-Union	3.0
			8.0
Intergovernmental Funding - Employment & Social Services			
Executive Director Fin Plng/Deputy Treasurer	RFT	Management	1.0
Mgr of Intergovernmental Funding– Employment, Social & Health S	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	3.0
Financial Analyst	RFT	Non-Union	1.0
Subsidy Claims Clerk	RFT	Local 543	1.0
Intermediate Clerk	RFT	Local 543	1.0
			8.0
Intergovernmental Funding - Housing & Children's Services			
Mgr of Intergovernmental Funding– Housing & Children's Services	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	2.0
Financial Analyst	RFT	Non-Union	3.0
			6.0

2026 APPROVED STAFF ESTABLISHMENT

Performance Measurement

Manager of Performance Measurement & Business Case Developn	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	5.0
Financial Analyst	RFT	Non-Union	4.0
			10.0
			47.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Finance	\$1,088,780	\$1,712,944	\$624,164	57.3%
Budget Development & Control	\$728,839	\$736,742	\$7,903	1.1%
Financial Support	\$1,131,213	\$960,361	(\$170,852)	(15.1%)
Intergovernmental Funding -ESS	\$449,193	\$506,022	\$56,829	12.7%
Intergovernmental Funding - HCS	\$1,325	\$1,319	(\$6)	(0.5%)
Performance Measurement	\$860,756	\$1,004,477	\$143,721	16.7%
Total Net	\$4,260,106	\$4,921,865	\$661,759	15.5%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$11,000)	(\$11,000)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$1,307,115)	(\$1,377,175)	(\$70,060)	5.4%
6742 - Recovery of Fringes INTERNAL	(\$431,017)	(\$470,317)	(\$39,300)	9.1%
6999 - Work Auth Recovery INTERNAL	(\$41,582)	(\$41,582)	\$0	0.0%
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$46,729)	(\$54,118)	(\$7,389)	15.8%
User Fees, Permits & Charges				
6690 - Wastewater Recoveries	(\$240,755)	(\$167,397)	\$73,358	(30.5%)
6692 - Stormwater Surcharge Recoveries	(\$177,069)	(\$304,649)	(\$127,580)	72.1%
Total Revenue	(\$2,255,267)	(\$2,426,238)	(\$170,971)	7.6%

EXPENSES

Minor Capital

5125 - Computers - PCs	\$3,763	\$4,263	\$500	13.3%
5126 - Computer Software	\$3,000	\$4,000	\$1,000	33.3%
5130 - Furniture & Furnishings	\$3,046	\$4,046	\$1,000	32.8%

Operating & Maintenance Supplies

2010 - Office Supplies	\$34,200	\$34,200	\$0	0.0%
2060 - Computer Supplies	\$400	\$400	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$46,397	\$20,197	(\$26,200)	(56.5%)
4050 - Training Courses	\$750	\$750	\$0	0.0%
4155 - Conference Registration	\$7,500	\$7,500	\$0	0.0%
Purchased Services				
2020 - Postage and Courier	\$28,008	\$28,008	\$0	0.0%
2070 - Imaging & Printing External	\$5,100	\$7,100	\$2,000	39.2%
2085 - Publications and Manuals	\$1,720	\$1,720	\$0	0.0%
2609 - Mileage and car allowance	\$9	\$9	\$0	0.0%
2610 - Travel Expense	\$11,241	\$11,241	\$0	0.0%
2620 - Car Allowance	\$6,450	\$6,450	\$0	0.0%
2711 - Cell Phones	\$3,218	\$2,568	(\$650)	(20.2%)
2940 - Advertising	\$50	\$50	\$0	0.0%
2950 - Other Professional Services - External	\$37,990	\$48,000	\$10,010	26.3%
2980 - Contracted Services	\$4,800	\$0	(\$4,800)	(100.0%)
2990 - Business Meeting Expense	\$1,100	\$2,100	\$1,000	90.9%
3120 - Rental Expense - EXTERNAL	\$3,500	\$3,500	\$0	0.0%
3181 - PC & Maint. Allocation	\$46,000	\$47,000	\$1,000	2.2%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$4,626,098	\$5,282,516	\$656,418	14.2%
8130 - Overtime - Salary	\$24,256	\$24,256	\$0	0.0%
8150 - Salary-Temporary	\$857	\$857	\$0	0.0%
8170 - Service Pay	\$2,600	\$2,600	\$0	0.0%
8190 - Other Pay	\$59,026	\$10,000	(\$49,026)	(83.1%)
8210 - Meal Allowance	\$128	\$128	\$0	0.0%
8282 - Employee Appreciation	\$690	\$690	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,526,742	\$1,743,345	\$216,603	14.2%
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$21,028	\$44,869	\$23,841	113.4%
3230 - Liability Insurance	\$5,706	\$5,740	\$34	0.6%
Total Expense	\$6,515,373	\$7,348,103	\$832,730	12.8%
Total Net	\$4,260,106	\$4,921,865	\$661,759	15.5%

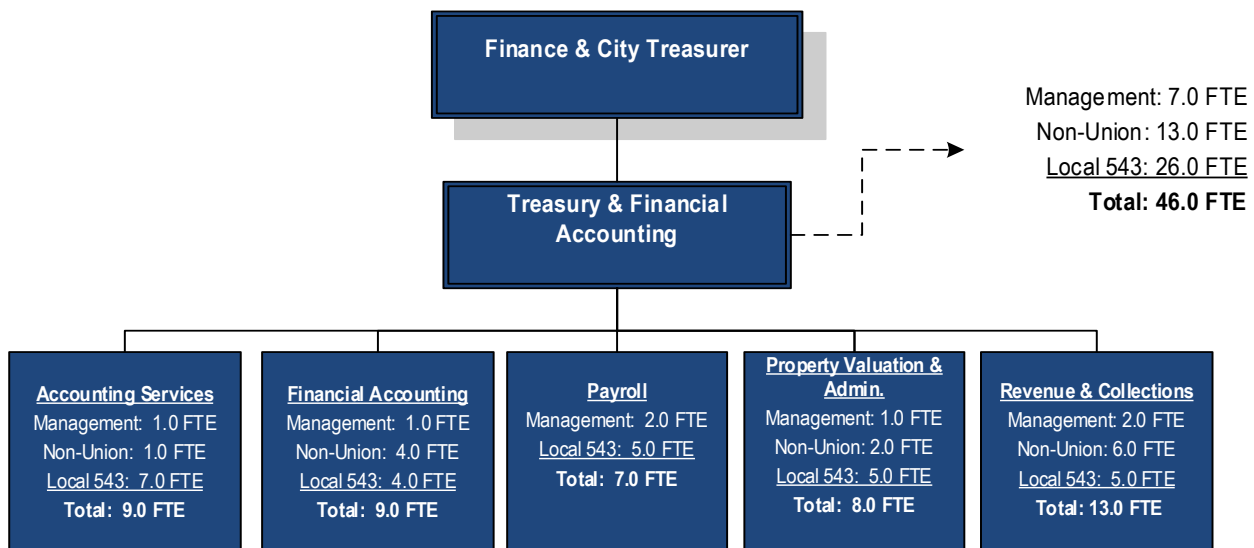
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$730,681	
MD 03-2026	2026-0024	Increase in Salary Recoveries in Financial Planning	(\$124,872)	
MD 03-2026	2026-0023	Elimination of the MBNC Benchmarking Initiative	(\$25,500)	
MD 03-2026	n/a	Interdepartmental Reallocations	\$81,450	2.0
Total Budget Impact			\$661,759	2.0

DESCRIPTION

The Treasury & Financial Accounting department is responsible for managing the organization's financial resources, ensuring accurate financial reporting, and maintaining strong internal controls. Its treasury function focuses on cash management, liquidity planning, debt and investment oversight, and banking relationships to ensure the organization can meet its financial obligations efficiently. The financial accounting function oversees the preparation of financial statements, compliance with accounting standards and regulatory requirements, and the integrity of the general ledger, including reconciliations and reporting.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Accounting Services			
Mgr. Accounting Services	RFT	Management	1.0
Financial Analyst	RFT	Non-Union	1.0
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
			9.0
Financial Accounting			
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
			9.0
Payroll			
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
			7.0
Property Valuation & Admin.			
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
Property Tax Clerk	RFT	Local 543	3.0
			8.0

2026 APPROVED STAFF ESTABLISHMENT

Revenue & Collections

Executive Director Treasury & Financial Accounting/Deputy Treasurer	RFT	Management	1.0
Manager, Revenue & Collections	RFT	Management	1.0
Senior Treasury Analyst & Financial System Coordinator	RFT	Non-Union	2.0
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	3.0
			13.0
			46.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Accounting Services	\$941,136	\$889,133	(\$52,003)	(5.5%)
Financial Accounting	\$937,394	\$767,763	(\$169,631)	(18.1%)
Payroll	\$703,150	\$759,765	\$56,615	8.1%
Property Valuation & Admin	(\$1,117,423)	(\$1,061,119)	\$56,304	5.0%
Revenue & Collections	\$840,251	\$1,007,326	\$167,075	19.9%
Total Net	\$2,304,508	\$2,362,868	\$58,360	2.5%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$251,701)	(\$271,701)	(\$20,000)	7.9%
6740 - Recovery of Salaries-INTERNAL	(\$711,168)	(\$684,798)	\$26,370	(3.7%)
6742 - Recovery of Fringes INTERNAL	(\$234,356)	(\$225,653)	\$8,703	(3.7%)

Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$207,619)	(\$131,592)	\$76,027	(36.6%)
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User Fees, Permits & Charges

6520 - Penalty - Accounts Receivable	\$0	(\$30,000)	(\$30,000)	n/a
6622 - Ownership Changes	(\$487,500)	(\$487,500)	\$0	0.0%
6623 - Letters of Default	(\$172,000)	(\$187,000)	(\$15,000)	8.7%
6624 - Tax Lien Registration Fees	(\$175,000)	\$0	\$175,000	(100.0%)
6630 - Tax Certificates	(\$56,000)	(\$60,000)	(\$4,000)	7.1%
6633 - Tax Information	(\$4,000)	(\$9,000)	(\$5,000)	125.0%
6650 - User Fees- External	(\$649,665)	(\$649,666)	(\$1)	0.0%
6651 - Fees and Recoveries - INTERNAL	(\$238,600)	(\$238,600)	\$0	0.0%
6653 - Dial-Up Service Fees	(\$450,000)	(\$406,000)	\$44,000	(9.8%)
6654 - Return Cheque Service Fee	(\$45,651)	(\$50,651)	(\$5,000)	11.0%
6657 - WSIB Admin Fee	(\$1,000)	\$0	\$1,000	(100.0%)
6658 - Collection Fees-Other Depts	(\$85,251)	(\$86,251)	(\$1,000)	1.2%
6661 - Expedited Tax Certificates	(\$8,100)	(\$38,100)	(\$30,000)	370.4%
6662 - Vacant Home Tax Revenue	(\$244,701)	(\$244,701)	\$0	0.0%
6700 - Extension Agreement	\$0	(\$5,000)	(\$5,000)	n/a
6701 - Payment of Proceed into Court	\$0	(\$2,000)	(\$2,000)	n/a
6702 - Tax Lien Reg (Other Class)	\$0	(\$20,000)	(\$20,000)	n/a
6703 - Tax Lien Reg (Res with House)	\$0	(\$95,000)	(\$95,000)	n/a
6704 - Tax Lien Reg (Vacant Land)	\$0	(\$20,000)	(\$20,000)	n/a
6705 - Tax Sales Fees	\$0	(\$15,000)	(\$15,000)	n/a

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
6706 - Tender Opening & Examination	\$0	(\$18,000)	(\$18,000)	n/a
Total Revenue	(\$4,022,312)	(\$3,976,213)	\$46,099	(1.1%)

EXPENSES

Financial Expenses

4540 - Bank Charges	\$3,500	\$3,500	\$0	0.0%
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Minor Capital

5113 - Ergonomic Equipment	\$1,000	\$1,000	\$0	0.0%
5125 - Computers - PCs	\$1,350	\$1,350	\$0	0.0%
5126 - Computer Software	\$5,096	\$5,096	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$1,850	\$1,850	\$0	0.0%
2060 - Computer Supplies	\$125	\$125	\$0	0.0%

Other Miscellaneous Expenditures

4020 - Membership Fees & Dues	\$17,345	\$17,345	\$0	0.0%
4025 - Document Registration	\$40,000	\$40,000	\$0	0.0%
4050 - Training Courses	\$4,137	\$4,137	\$0	0.0%
4155 - Conference Registration	\$9,888	\$9,888	\$0	0.0%

Purchased Services

2020 - Postage and Courier	\$175,725	\$268,725	\$93,000	52.9%
2070 - Imaging & Printing External	\$17,665	\$32,665	\$15,000	84.9%
2085 - Publications and Manuals	\$114	\$114	\$0	0.0%
2609 - Mileage and car allowance	\$44	\$183	\$139	315.9%
2610 - Travel Expense	\$7,400	\$7,400	\$0	0.0%
2620 - Car Allowance	\$100	\$100	\$0	0.0%
2711 - Cell Phones	\$9,407	\$9,407	\$0	0.0%
2915 - Consulting Services - External	\$84,555	\$84,555	\$0	0.0%
2940 - Advertising	\$4,300	\$4,300	\$0	0.0%
2950 - Other Prof Services-External	\$320,350	\$339,350	\$19,000	5.9%
2962 - Fees and Service Charges Exp	\$2,000	\$2,000	\$0	0.0%
2980 - Contracted Services	\$25,000	\$25,000	\$0	0.0%
2990 - Business Meeting Expense	\$150	\$150	\$0	0.0%
3181 -PC & Maint. Allocation	\$52,000	\$46,000	(\$6,000)	(11.5%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$4,106,545	\$4,073,348	(\$33,197)	(0.8%)
8130 - Overtime - Salary	\$14,695	\$14,556	(\$139)	(0.9%)
8170 - Service Pay	\$1,300	\$1,300	\$0	0.0%
8190 - Other Pay	\$64,574	(\$4)	(\$64,578)	(100.0%)
8210 - Meal Allowance	\$1,149	\$1,149	\$0	0.0%
8282 - Employee Appreciation	\$290	\$290	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,355,166	\$1,344,202	(\$10,964)	(0.8%)
Total Expense	\$6,326,820	\$6,339,081	\$12,261	0.2%
Total Net	\$2,304,508	\$2,362,868	\$58,360	2.5%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$651,218	
MD 03-2026	2026-0164	KPMG External Audit Fee Increase	\$13,000	
MD 03-2026	2026-0076	Increase for Postage and Courier Expenses	\$93,000	
MD 03-2026	2026-0077	Increase for Professional Services Budget	\$10,010	
MD 03-2026	2026-0201	WSIB Actuarial Fee Increase	\$6,000	
MD 03-2026	2026-0021	Decrease of Salary Recoveries in Financial Accounting	\$9,191	
MD 03-2026	2026-0022	Increase User Fees & Establish Accounts Receivable Collection User Fee	(\$30,000)	
MD 03-2026	2026-0036	Increase Taxation & Financial Projects User Fees	(\$1)	
MD 03-2026	2026-0182	Increase in Harmonized Sales Tax (HST) Rebate	(\$20,000)	
MD 03-2026	2026-0280	Additional Recovery from Interest on Investments	(\$64,678)	
MD 03-2026	2026-0381	Finance & City Treasurer Reorganization	(\$471,205)	(4.0)
MD 03-2026	n/a	Interdepartmental Reallocations	(\$138,175)	(3.0)
Total Budget Impact			\$58,360	(7.0)

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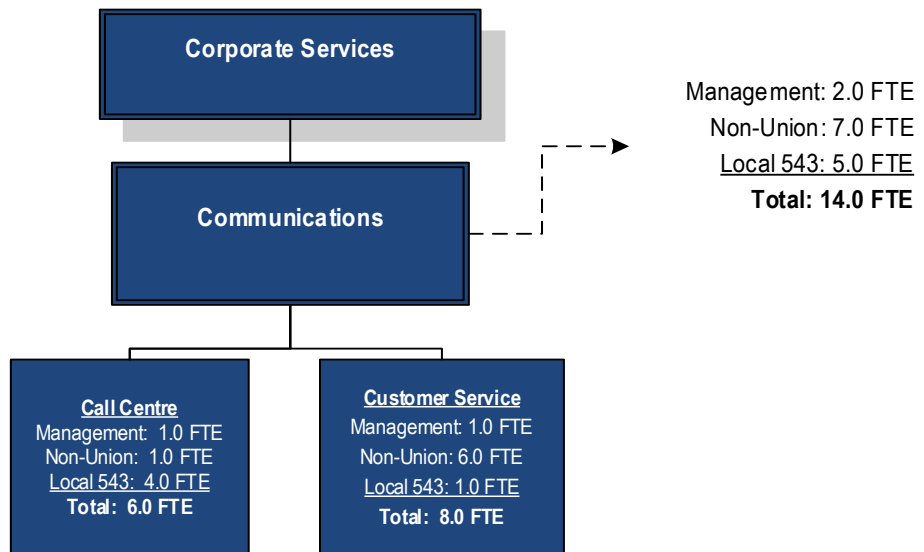
Legal

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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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Call Centre			
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
Administrative Clerk	RFT	Local 543	1.0
			6.0
Customer Service			
Senior Mgr.Communications&C/S	RFT	Management	1.0
Corp.Mktg & Communications Officer	RFT	Non-Union	4.0
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
			8.0
			14.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Call Centre	\$1,750,243	\$1,609,267	(\$140,976)	(8.1%)
Customer Service	\$1,380,763	\$1,169,683	(\$211,080)	(15.3%)
Total Net	\$3,131,006	\$2,778,950	(\$352,056)	(11.2%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Grants & Subsidies				
6330 - Other Municipal Grants & Fees	(\$90,000)	(\$90,000)	\$0	0.0%
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$215,033)	(\$250,033)	(\$35,000)	16.3%
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$8,001)	(\$172,002)	(\$164,001)	2049.8%
6740 - Recovery of Salaries-INTERNAL	(\$312,000)	(\$312,000)	\$0	0.0%
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$583,109)	\$0	\$583,109	(100.0%)
Total Revenue	(\$1,208,143)	(\$824,035)	\$384,108	(31.8%)

EXPENSES

Minor Capital

5111 - Machinery & Equipment -Non TCA	\$5,500	\$3,500	(\$2,000)	(36.4%)
5125 - Computers - PCs	\$150	\$150	\$0	0.0%
5126 - Computer Software	\$9,600	\$12,200	\$2,600	27.1%
5130 - Furniture & Furnishings	\$4,389	\$4,239	(\$150)	(3.4%)

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%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$3,820	\$3,820	\$0	0.0%
4050 - Training Courses	\$1,731	\$1,731	\$0	0.0%
4155 - Conference Registration	\$7,200	\$5,700	(\$1,500)	(20.8%)
4295 - Public Relations	\$1,000	\$500	(\$500)	(50.0%)
Purchased Services				
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	\$950	(\$950)	(50.0%)
2711 - Cell Phones	\$4,600	\$4,100	(\$500)	(10.9%)
2914 - Non-Occ Medical	\$1,500	\$1,500	\$0	0.0%
2940 - Advertising	\$15,970	\$15,970	\$0	0.0%
2950 - Other Prof Services-External	\$21,683	\$59,183	\$37,500	172.9%
2951 - INTERNAL Service Salary Allocn	\$312,000	\$312,000	\$0	0.0%
2980 - Contracted Services	\$1,185,411	\$1,182,803	(\$2,608)	(0.2%)
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	\$17,000	\$14,000	(\$3,000)	(17.6%)
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$1,467,055	\$1,455,051	(\$12,004)	(0.8%)
8115 - Salary-Reg.Part Time	\$134,872	\$0	(\$134,872)	(100.0%)
8130 - Overtime - Salary	\$5,000	\$5,000	\$0	0.0%
8140 - Overtime - Wages	\$878	\$878	\$0	0.0%
8150 - Salary-Temporary	\$66,134	\$5,678	(\$60,456)	(91.4%)
8170 - Service Pay	\$1,950	\$1,300	(\$650)	(33.3%)
8190 - Other Pay	\$520,045	\$0	(\$520,045)	(100.0%)
8282 - Employee Appreciation	\$230	\$230	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$517,667	\$480,965	(\$36,702)	(7.1%)
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$2,922	\$2,939	\$17	0.6%
3230 - Liability Insurance	\$2,810	\$2,466	(\$344)	(12.2%)
Total Expense	\$4,339,149	\$3,602,985	(\$736,164)	(17.0%)
Total Net	\$3,131,006	\$2,778,950	(\$352,056)	(11.2%)

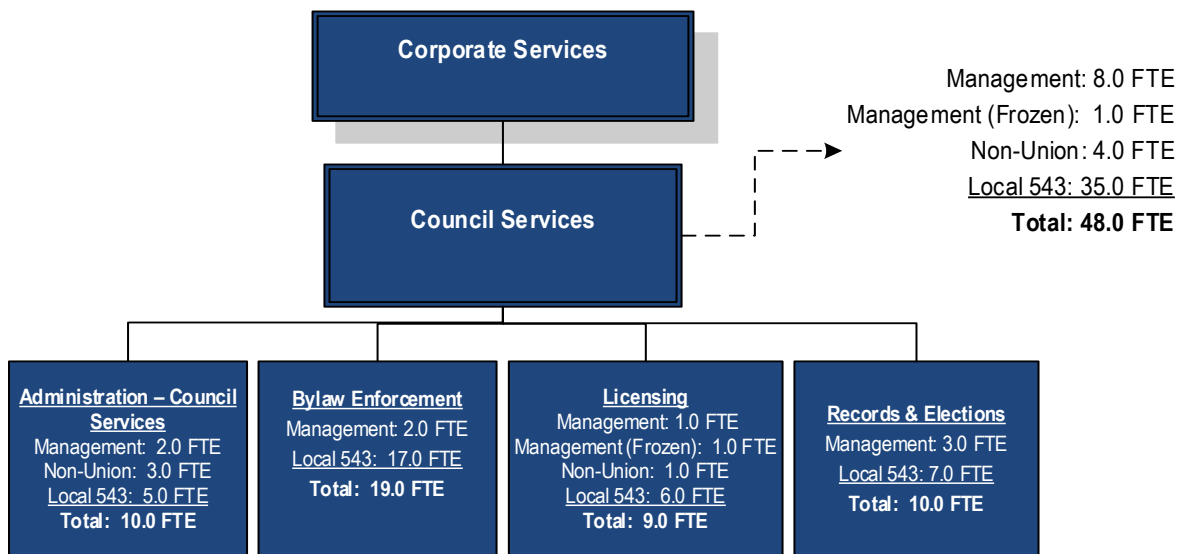
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$131,632	
MD 03-2026	2026-0326	E-Blast User Fee Increase	(\$1)	
MD 03-2026	2026-0343	Recovery for Corporate Marketing & Communication Officer	(\$164,000)	
MD 03-2026	2026-0063	Elimination of Staffing Corporate Communications	(\$143,632)	(1.0)
MD 03-2026	2026-0105	Elimination of Staffing within 311 Call Centre	(\$166,618)	(2.0)
MD 03-2026	2026-0062	Establish Budget for Corporate Online Engagement Tool – EngagementHQ	\$0	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$9,437)	
Total Budget Impact			(\$352,056)	(3.0)

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration Council Services			
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
			10.0
Bylaw Enforcement			
Supervisor of By-Law Enforcement	RFT	Management	2.0
Building By-Law Officer	RFT	Local 543	15.0
Building By-Law Enforcement Clerk	RFT	Local 543	1.0
By-Law Enforcement Clerk	RFT	Local 543	1.0
			19.0
Licensing			
Manager Licensing & Enforcement / Deputy Licensing Com	RFT	Management	1.0
Supervisor of Licensing (FROZEN)	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	2.0
Licensing Clerk	RFT	Local 543	1.0
			9.0
Records & Elections			
Mgr,Records,Elections,FOICoord	RFT	Management	1.0
Program Manger	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
Senior Issuer, Vital Statistics	RFT	Local 543	2.0
			10.0
			48.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Council Services	\$1,284,582	\$1,380,168	\$95,586	7.4%
Bylaw Enforcement	\$1,145,381	\$1,756,995	\$611,614	53.4%
Licensing	\$233,176	(\$66,763)	(\$299,939)	(128.6%)
Records & Elections	\$1,094,603	\$1,018,945	(\$75,658)	(6.9%)
Total Net	\$3,757,742	\$4,089,345	\$331,603	8.8%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Other Miscellaneous Revenue

6990 - Other General Revenue	(\$120,000)	(\$120,000)	\$0	0.0%
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Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$39,200)	(\$252,650)	(\$213,450)	544.5%
6740 - Recovery of Salaries-INTERNAL	(\$1,500)	(\$1,500)	\$0	0.0%
6742 - Recovery of Fringes-INTERNAL	(\$500)	(\$500)	\$0	0.0%
6988 _ Frozen Position Recovery	\$0	(\$112,249)	(\$112,249)	n/a

User Fees, Permits & Charges

6410 - Licenses & Permits	(\$2,321,126)	(\$2,533,393)	(\$212,267)	9.1%
6485 - Bylaw Fines - Courts	\$0	(\$36,550)	(\$36,550)	n/a
6650 - User Fees- External	(\$98,370)	(\$154,371)	(\$56,001)	56.9%
6725 - Fees & Service Charges EXTERNAL	(\$408,173)	(\$350,673)	\$57,500	(14.1%)

Total Revenue	(\$2,988,869)	(\$3,561,886)	(\$573,017)	19.2%
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EXPENSES

Minor Capital

2220 - Maintenance Parts & Materials	\$7,200	\$4,250	(\$2,950)	(41.0%)
5126 - Computer Software	\$500	\$33,785	\$33,285	6657.0%
5130 - Furniture & Furnishings	\$6,700	\$5,400	(\$1,300)	(19.4%)

Operating & Maintenance Supplies

2010 - Office Supplies	\$38,747	\$36,522	(\$2,225)	(5.7%)
2060 - Computer Supplies	\$1,932	\$1,932	\$0	0.0%
2180 - Program Supplies	\$1,000	\$1,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$6,800	\$5,000	(\$1,800)	(26.5%)
4050 - Training Courses	\$11,495	\$25,747	\$14,252	124.0%
4155 - Conference Registration	\$3,500	\$3,500	\$0	0.0%
Purchased Services				
2020 - Postage and Courier	\$39,350	\$39,550	\$200	0.5%
2070 - Imaging & Printing External	\$14,028	\$2,588	(\$11,440)	(81.6%)
2085 - Publications and Manuals	\$1,450	\$1,250	(\$200)	(13.8%)
2610 - Travel Expense	\$15,459	\$15,159	(\$300)	(1.9%)
2620 - Car Allowance	\$400	\$900	\$500	125.0%
2710 - Telephone Expenses	\$1,000	\$1,000	\$0	0.0%
2711 - Cell Phones	\$10,286	\$11,660	\$1,374	13.4%
2920 - Legal Services	\$1,000	\$1,000	\$0	0.0%
2940 - Advertising	\$65,214	\$23,500	(\$41,714)	(64.0%)
2943 - Commissions Expense	\$10,000	\$0	(\$10,000)	(100.0%)
2950 - Other Prof Services-External	\$1,146,350	\$1,170,257	\$23,907	2.1%
2962 - Fees and Service Charges Exp	\$7,565	\$8,565	\$1,000	13.2%
2980 - Contracted Services	\$51,850	\$54,350	\$2,500	4.8%
2990 - Business Meeting Expense	\$550	\$550	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$71,400	\$47,828	(\$23,572)	(33.0%)
3121 - GPS	\$5,849	\$7,313	\$1,464	25.0%
3140 - Vehicle Rent-Dedicated INTERNAL	\$194,685	\$231,518	\$36,833	18.9%
3181 - PC & Maint. Allocation	\$45,000	\$48,000	\$3,000	6.7%
3250 - Licenses	\$63,800	\$56,800	(\$7,000)	(11.0%)
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$3,394,155	\$4,013,955	\$619,800	18.3%
8112 - Frozen Position Salary	\$0	\$112,249	\$112,249	n/a
8130 - Overtime - Salary	\$28,527	\$32,417	\$3,890	13.6%
8140 - Overtime - Wages	\$200	\$200	\$0	0.0%
8150 - Salary-Temporary	\$19,808	\$17,220	(\$2,588)	(13.1%)
8170 - Service Pay	\$1,950	\$1,950	\$0	0.0%
8190 - Other Pay	\$6,700	\$6,700	\$0	0.0%
8210 - Meal Allowance	\$1,700	\$1,400	(\$300)	(17.6%)
8282 - Employee Appreciation	\$560	\$560	\$0	0.0%
8290 - Clothing - Uniforms	\$13,940	\$16,220	\$2,280	16.4%
8399 - Fringe Benefits (Dept.)	\$1,122,846	\$1,327,019	\$204,173	18.2%
Transfers to Reserves & Capital Funds				
4248 - TRANSFER to Reserve Account	\$300,000	\$250,000	(\$50,000)	(16.7%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3010 - Utilities	\$11,400	\$11,400	\$0	0.0%
3210 - Building Insurance	\$15,119	\$15,686	\$567	3.8%
3230 - Liability Insurance	\$6,596	\$5,331	(\$1,265)	(19.2%)
Total Expense	\$6,746,611	\$7,651,231	\$904,620	13.4%
Total Net	\$3,757,742	\$4,089,345	\$331,603	8.8%

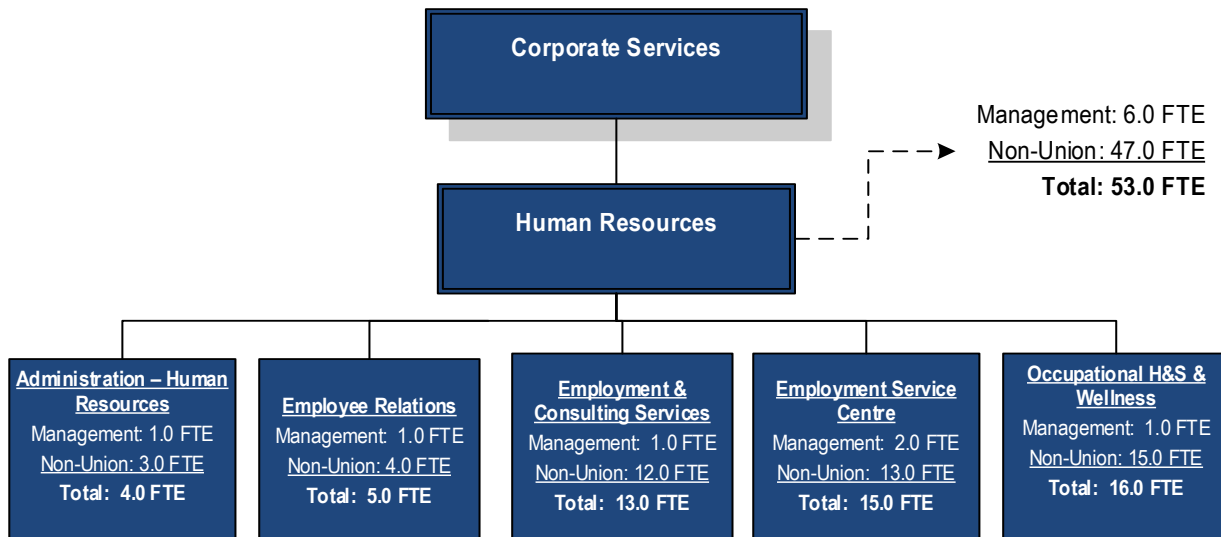
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$435,749	
MD 03-2026	2026-0042	Windsor Essex County Humane Society Animal Control Contact Fee Increas	\$21,407	
MD 03-2026	2026-0044	Voluntary Dog License Program	\$18,000	
MD 03-2026	2026-0043	Repeat Offender Fee Revenue Reduction	\$57,500	
MD 03-2026	2026-0100	Addition to Council Services Staff Compliment	\$0	1.0
MD 03-2026	2026-0102	Advertising Expense Reduction	(\$35,000)	
MD 03-2026	2026-0046	Transportation Network Company Licensing	(\$56,000)	
MD 03-2026	2026-0057	Business Licensing User Fee Review	(\$47,000)	
MD 03-2026	2026-0070	OLG Lottery Revenue Increase	(\$78,000)	
MD 03-2026	2026-0071	Public Vehicle Licensing Fees Inflationary Increase	(\$45,000)	
MD 03-2026	2026-0346	Increase to Council Services User Fees	(\$1)	
MD 03-2026	2026-0306	Elimination License Issuer Position	(\$89,792)	(1.0)
MD 03-2026	2026-0307	Elimination of Staffing in Council Services	(\$96,013)	(1.0)
MD 03-2026	2026-0308	Reduction of Funding for Staffing in Licensing Services	(\$106,863)	(1.0)
MD 03-2026	n/a	Interdepartmental Reallocations	\$352,616	5.0
Total Budget Impact			\$331,603	3.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Human Resources			
Ex Dir, 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
			4.0
Employee Relations			
Manager of Employee Relations	RFT	Management	1.0
Employee Relations Specialist	RFT	Non-Union	3.0
Employee Relations Coordinator	RFT	Non-Union	1.0
			5.0
Employment & Consulting Services			
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
			13.0
Employment Service Centre			
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
			15.0
Occupational H&S & Wellness			
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
			16.0
			53.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Human Resources	\$543,130	\$595,892	\$52,762	9.7%
Employee Relations	\$644,784	\$723,176	\$78,392	12.2%
Employment & Consulting Services	\$1,887,100	\$2,167,357	\$280,257	14.9%
Employment Service Centre	\$1,726,278	\$1,980,234	\$253,956	14.7%
Occupational H&S & Wellness	\$2,573,058	\$2,793,454	\$220,396	8.6%
Total Net	\$7,374,350	\$8,260,113	\$885,763	12.0%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$24,600)	(\$24,601)	(\$1)	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$475,615)	(\$497,624)	(\$22,009)	4.6%
6742 - Recovery of Fringes INTERNAL	(\$156,953)	(\$164,215)	(\$7,262)	4.6%
6998 Temporary Gapping	(\$125,049)	\$0	\$125,049	(100.0%)
User Fees, Permits & Charges				
6651 - Fees and Recoveries INTERNAL	(\$33,400)	(\$33,400)	\$0	0.0%
Total Revenue	(\$815,617)	(\$719,840)	\$95,777	(11.7%)

EXPENSES

Minor Capital

5111 - Machinery & Equipment -Non TCA	\$13,000	\$13,000	\$0	0.0%
5125 - Computers - PCs	\$6,750	\$6,750	\$0	0.0%
5126 - Computer Software	\$7,950	\$7,950	\$0	0.0%
5130 - Furniture & Furnishings	\$3,265	\$3,265	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$30,858	\$30,858	\$0	0.0%
2180 - Program Supplies	\$37,450	\$37,450	\$0	0.0%
2310 - Food and confections	\$100	\$100	\$0	0.0%

Other Miscellaneous Expenditures

4020 - Membership Fees & Dues	\$7,335	\$7,335	\$0	0.0%
4050 - Training Courses	\$38,864	\$38,864	\$0	0.0%
4155 - Conference Registration	\$3,200	\$3,200	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Purchased Services				
2020 - Postage and Courier	\$6,750	\$6,750	\$0	0.0%
2070 - Imaging & Printing External	\$4,950	\$4,950	\$0	0.0%
2085 - Publications and Manuals	\$7,601	\$7,601	\$0	0.0%
2609 - Mileage and car allowance	\$300	\$300	\$0	0.0%
2610 - Travel Expense	\$5,674	\$4,274	(\$1,400)	(24.7%)
2620 - Car Allowance	\$2,750	\$2,750	\$0	0.0%
2710 - Telephone Expenses	\$14,000	\$14,000	\$0	0.0%
2711 - Cell Phones	\$11,760	\$11,760	\$0	0.0%
2915 - Consulting Services - External	\$328,308	\$328,308	\$0	0.0%
2917 - Ergonomic Assessments	\$1,250	\$1,250	\$0	0.0%
2920 - Legal Services	\$0	\$25,000	\$25,000	n/a
2940 - Advertising	\$24,500	\$0	(\$24,500)	(100.0%)
2950 - Other Prof Services-External	\$402,470	\$408,870	\$6,400	1.6%
2962 - Fees and Service Charges Exp	\$1,500	\$1,500	\$0	0.0%
2990 - Business Meeting Expense	\$4,800	\$4,800	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$5,500	\$5,500	\$0	0.0%
3170 - Facility Rental INTERNAL	\$2,000	\$2,000	\$0	0.0%
3175 - Facility Rental EXTERNAL	\$15,000	\$15,000	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$250	\$250	\$0	0.0%
3181 - PC & Maint Allocation	\$53,000	\$53,000	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$5,146,323	\$5,634,739	\$488,416	9.5%
8130 - Overtime - Salary	\$4,295	\$4,295	\$0	0.0%
8150 - Salary-Temporary	\$14,503	\$14,503	\$0	0.0%
8170 - Service Pay	\$2,600	\$2,600	\$0	0.0%
8190 - Other Pay	\$2,425	\$136,244	\$133,819	5518.3%
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	\$540	\$540	\$0	0.0%
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	\$30,000	\$30,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,700,328	\$1,861,499	\$161,171	9.5%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Transfers to Reserves & Capital Funds				
4248 - TRANSFER to Reserve Account	\$150,100	\$150,100	\$0	0.0%
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$5,764	\$6,452	\$688	11.9%
3230 - Liability Insurance	\$5,417	\$5,809	\$392	7.2%
Total Expense	\$8,189,967	\$8,979,953	\$789,986	9.6%
Total Net	\$7,374,350	\$8,260,113	\$885,763	12.0%

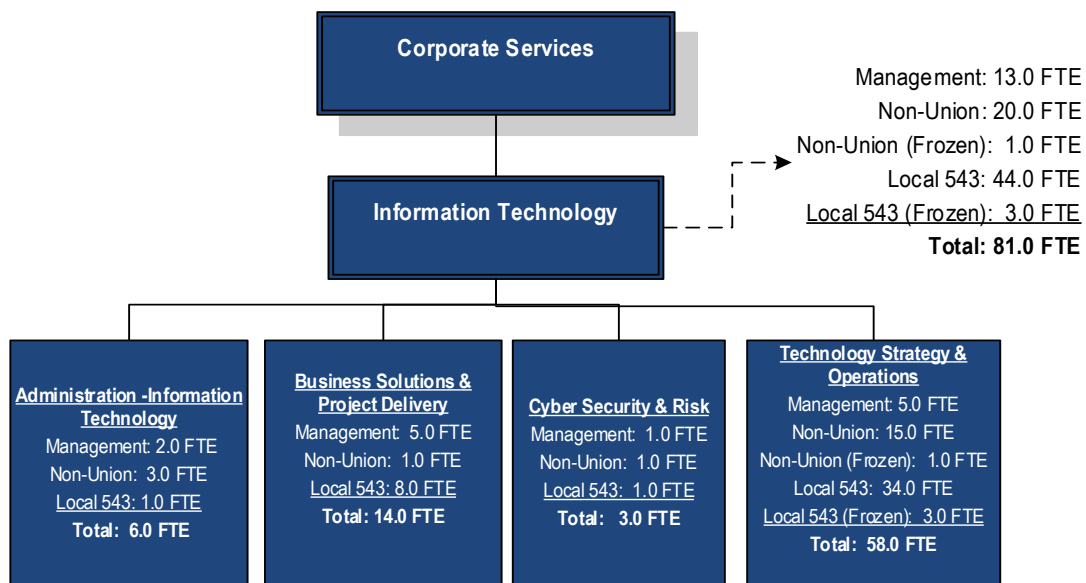
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$649,596	
MD 03-2026	2026-0030	Establish Dedicated Funding for Cognitive Demands Analysis	\$30,000	
MD 03-2026	2026-0033	Recoveries Related to Internal Support from Human & Health Services	(\$12,743)	
MD 03-2026	2026-0034	Increase in Human Resources & Employee Relations User Fees	(\$1)	
MD 03-2026	2026-0206	Elimination of Advertising for Job Postings and Job Fairs	(\$24,500)	
MD 03-2026	n/a	Interdepartmental Reallocations	\$243,411	
Total Budget Impact			\$885,763	0.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Information Technology			
Chief Information Officer/Ex Dir, Information Technology	RFT	Management	1.0
Senior Manager/Deputy CIO - Technology Strategy & Operations	RFT	Management	1.0
Administrator, Corporate Radio	RFT	Non-Union	1.0
Information Technology Contract Lifecycle Manager (FROZEN)	RFT	Non-Union	1.0
Administrative Assistant/Sec.	RFT	Non-Union	1.0
Technical Support Clerk	RFT	Local 543	1.0
			6.0
Business Solutions & Project Delivery			
Senior Manager/Deputy CIO - Business Solutions & Project Delivery	RFT	Management	1.0
Program Manager, Corporate Project	RFT	Management	4.0
Lead Technology Architect	RFT	Non-Union	1.0
Business Analyst	RFT	Local 543	8.0
			14.0
Cyber Security & Risk			
Senior Manager – Cybersecurity & Risk	RFT	Management	1.0
Information Technology Security Analyst	RFT	Non-Union	1.0
Business Analyst	RFT	Local 543	1.0
			3.0
Technology Strategy & Operations			
Manager, Technology Infrastructure	RFT	Management	1.0
Manager, Service Desk	RFT	Management	1.0
Manager, Corporate & Departmental Business Applications	RFT	Management	1.0
Manager- Digital & Web Services	RFT	Management	1.0
Supervisor, Service Desk	RFT	Management	1.0
Data Engineer (FROZEN)	RFT	Non-Union	1.0
Technical Support Analyst	RFT	Non-Union	15.0
Analyst Programmer	RFT	Local 543	11.0
Analyst Programmer (FROZEN)	RFT	Local 543	1.0
Enterprise Support Analyst	RFT	Local 543	8.0
User Experience & User Interface Specialist (FROZEN)	RFT	Local 543	1.0
Enterprise Support Analyst II (FROZEN)	RFT	Local 543	1.0
P.C. Support Analyst	RFT	Local 543	13.0
Tier 1 - Helpdesk	RFT	Local 543	2.0
			58.0
			81.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Administration - Info. Tech.	\$979,022	\$785,100	(\$193,922)	(19.8%)
Business Solutions & Project Delivery	\$1,879,381	\$1,771,622	(\$107,759)	(5.7%)
Cyber Security & Risk	\$0	\$495,362	\$495,362	n/a
Technology Strategy & Operations	\$6,976,498	\$7,288,143	\$311,645	4.5%
Total Net	\$9,834,901	\$10,340,227	\$505,326	5.1%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Recovery of Expenditures

6740 - Recovery of Salaries-INTERNAL	(\$1,512,974)	(\$1,582,629)	(\$69,655)	4.6%
6742 - Recovery of Fringes INTERNAL	(\$230,605)	(\$253,553)	(\$22,948)	10.0%
6988 - Frozen Position Recovery	\$0	(\$457,485)	(\$457,485)	n/a

Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$308,867)	\$0	\$308,867	(100.0%)
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User Fees, Permits & Charges

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

Total Revenue	(\$2,275,489)	(\$2,516,710)	(\$241,221)	10.6%
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EXPENSES

Minor Capital

2150 - Minor Apparatus & Tools	\$83,838	\$70,803	(\$13,035)	(15.5%)
5126 - Computer Software	\$429,252	\$457,187	\$27,935	6.5%

Operating & Maintenance Supplies

2010 - Office Supplies	\$5,191	\$5,191	\$0	0.0%
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Other Miscellaneous Expenditures

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

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Purchased Services				
2020 - Postage and Courier	\$50	\$50	\$0	0.0%
2085 - Publications and Manuals	\$100	\$100	\$0	0.0%
2609 - Mileage and car allowance	\$450	\$525	\$75	16.7%
2610 - Travel Expense	\$21,216	\$21,216	\$0	0.0%
2620 - Car Allowance	\$75	\$0	(\$75)	(100.0%)
2710 - Telephone Expenses	\$188,956	\$188,956	\$0	0.0%
2925 - Computer Maintenance	\$201,162	\$205,077	\$3,915	1.9%
2927 - Computer & SW Maint-External	\$34,449	\$34,449	\$0	0.0%
2950 - Other Prof Services-External	\$340,000	\$340,000	\$0	0.0%
2990 - Business Meeting Expense	\$2,749	\$2,749	\$0	0.0%
3181 - PC & Maint. Allocation	\$81,000	\$81,000	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$7,831,178	\$8,033,463	\$202,285	2.6%
8112 - Frozen Position Salary	\$0	\$457,485	\$457,485	n/a
8130 - Overtime - Salary	\$36,808	\$36,808	\$0	0.0%
8170 - Service Pay	\$5,200	\$3,900	(\$1,300)	(25.0%)
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	\$810	\$810	\$0	0.0%
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.)	\$2,584,287	\$2,651,044	\$66,757	2.6%
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$12,750	\$14,295	\$1,545	12.1%
3230 - Liability Insurance	\$6,787	\$7,747	\$960	14.1%
Total Expense	\$12,110,390	\$12,856,937	\$746,547	6.2%
Total Net	\$9,834,901	\$10,340,227	\$505,326	5.1%

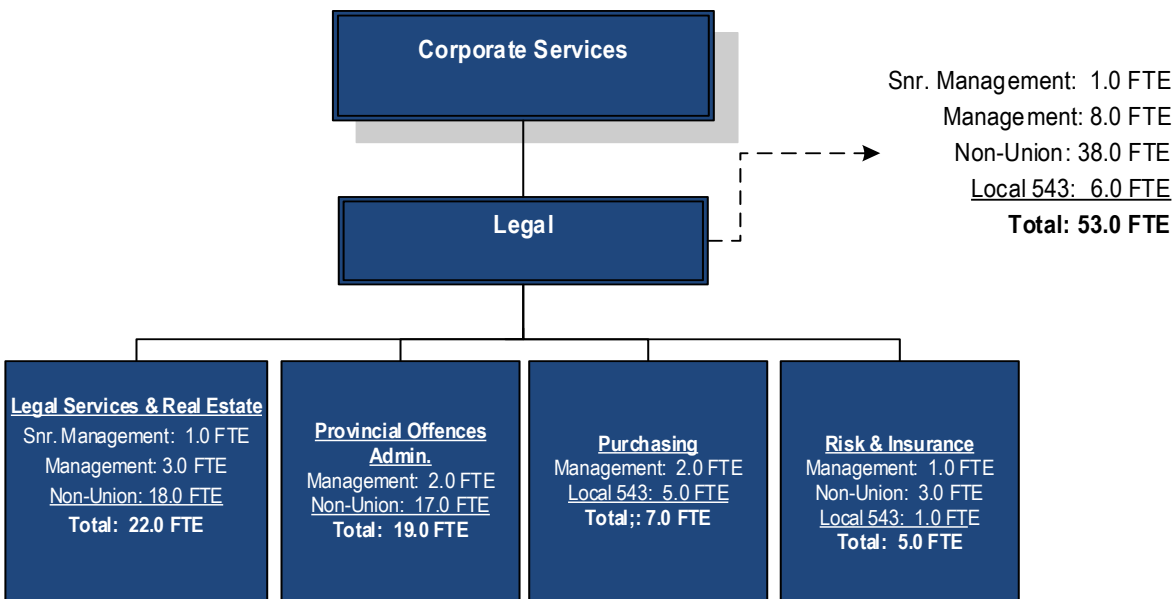
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$793,433	
MD 03-2026	2026-0078	Annualization of Corporate Technology Strategic Plan Positions	\$308,867	
MD 03-2026	2026-0079	Corporate Software Maintenance Fee Increase	\$18,815	
MD 03-2026	2026-0310	Increase in Information Technology Salary Recoveries	(\$35,490)	
MD 03-2026	2026-0080	Information Technology Staffing Review	(\$449,849)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$130,450)	0.0
Total Budget Impact			\$505,326	0.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Legal Services & Real Estate			
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. Real Estate/Corp	RFT	Non-Union	1.0
Legal Assistant-Litigation	RFT	Non-Union	1.0
Legal Assistant - Real Estate	RFT	Non-Union	1.0
			22.0
Provincial Offences Admin			
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
			19.0
Purchasing			
Purchasing Manager	RFT	Management	1.0
Supv, Purchasing	RFT	Management	1.0
Senior Buyer	RFT	Local 543	3.0
Buyer	RFT	Local 543	2.0
			7.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Risk & Insurance			
Deputy City Solicitor-POA, Purchasing & Risk Mgmt.	RFT	Management	1.0
Claims Administrator	RFT	Non-Union	3.0
Insurance & Risk Analyst	RFT	Local 543	1.0
			5.0
			53.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Legal Services & Real Estate	\$4,119,156	\$4,508,753	\$389,597	9.5%
Provincial Offenses Admin	(\$1,568,711)	(\$544,503)	\$1,024,208	(65.3%)
Purchasing	\$856,759	\$867,519	\$10,760	1.3%
Risk & Insurance	\$1,412,838	\$303,162	(\$1,109,676)	(78.5%)
Total Net	\$4,820,042	\$5,134,931	\$314,889	6.5%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$382,326)	(\$415,570)	(\$33,244)	8.7%
6740 - Recovery of Salaries-INTERNAL	(\$290,482)	(\$502,766)	(\$212,284)	73.1%
6742 - Recovery of Fringes-INTERNAL	(\$48,717)	(\$165,912)	(\$117,195)	240.6%
User Fees, Permits & Charges				
6485 - Bylaw Fines - Courts	(\$8,997,093)	(\$5,997,093)	\$3,000,000	(33.3%)
6650 - User Fees- External	(\$138,813)	(\$244,814)	(\$106,001)	76.4%
6651 - Fees and Recoveries INTERNAL	(\$6,818,583)	(\$7,352,740)	(\$534,157)	7.8%
Total Revenue	(\$16,676,014)	(\$14,678,895)	\$1,997,119	(12.0%)

EXPENSES

Financial Expenses

4540 - Bank Charges	\$81,869	\$81,869	\$0	0.0%
4560 - Collection Charges	\$102,900	\$102,900	\$0	0.0%

Minor Capital

5125 - Computers - PCs	\$4,067	\$4,067	\$0	0.0%
5126 - Computer Software	\$61,845	\$81,570	\$19,725	31.9%
5130 - Furniture & Furnishings	\$8,150	\$8,150	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$25,644	\$24,144	(\$1,500)	(5.8%)
2310 - Food and Confections	\$300	\$300	\$0	0.0%
3176 - Facility Opns-Labour INTERNAL	\$70,124	\$70,124	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$37,474	\$35,074	(\$2,400)	(6.4%)
4025 - Document Registration	\$12,345	\$12,345	\$0	0.0%
4050 - Training Courses	\$12,007	\$12,007	\$0	0.0%
4155 - Conference Registration	\$4,000	\$3,500	(\$500)	(12.5%)
4295 - Public Relations	\$490,477	\$469,059	(\$21,418)	(4.4%)
Purchased Services				
2020 - Postage and Courier	\$33,660	\$33,660	\$0	0.0%
2070 - Imaging & Printing External	\$12,000	\$12,000	\$0	0.0%
2085 - Publications and Manuals	\$51,365	\$51,365	\$0	0.0%
2215 - Bldg Maintenance Services	\$2,500	\$2,500	\$0	0.0%
2610 - Travel Expense	\$11,938	\$9,938	(\$2,000)	(16.8%)
2620 - Car Allowance	\$10,000	\$9,000	(\$1,000)	(10.0%)
2711 - Cell Phones	\$5,829	\$6,317	\$488	8.4%
2920 - Legal Services	\$416,950	\$427,950	\$11,000	2.6%
2927 - Computer & SW Maint. - External	\$14,100	\$14,100	\$0	0.0%
2940 - Advertising	\$3,000	\$12,000	\$9,000	300.0%
2950 - Other Prof Services-External	\$2,548,127	\$2,106,037	(\$442,090)	(17.3%)
2951 - INTERNAL Service Salary Allocn	\$351,659	\$0	(\$351,659)	(100.0%)
2980 - Contracted Services	\$430,000	\$0	(\$430,000)	(100.0%)
2990 - Business Meeting Expense	\$300	\$300	\$0	0.0%
2995 - Other Purchased Services	\$12,000	\$12,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$6,400	\$6,400	\$0	0.0%
3175 - Facility Rental EXTERNAL	\$316,000	\$316,000	\$0	0.0%
3181 - PC & Maint. Allocation	\$53,000	\$53,000	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$5,196,920	\$6,001,501	\$804,581	15.5%
8130 - Overtime - Salary	\$3,794	\$1,100	(\$2,694)	(71.0%)
8150 - Salary-Temporary	\$86,547	\$86,547	\$0	0.0%
8170 - Service Pay	\$975	\$975	\$0	0.0%
8190 - Other Pay	\$1,300	\$1,300	\$0	0.0%
8210 - Meal Allowance	\$100	\$100	\$0	0.0%
8282 - Employee Appreciation	\$600	\$600	\$0	0.0%
8380 - Workers Comp. - Admin.	\$900	\$900	\$0	0.0%
8381 - Workers Comp. - Medical	\$800	\$800	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,727,109	\$1,992,608	\$265,499	15.4%
Transfers to Reserves & Capital Funds				
4250 - Transfer to Reserve Fund	\$869,171	\$0	(\$869,171)	(100.0%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3010 - Utilities	\$111,844	\$0	(\$111,844)	(100.0%)
3200 - Insurance Premiums	\$6,197,276	\$6,405,128	\$207,852	3.4%
3210 - Building Insurance	\$13,602	\$18,029	\$4,427	32.5%
3230 - Liability Insurance	\$17,356	\$18,830	\$1,474	8.5%
3231 - Law Pro	\$22,521	\$22,521	\$0	0.0%
3235 - Claim Costs and Subrogation	\$2,055,211	\$1,285,211	(\$770,000)	(37.5%)
Total Expense	\$21,496,056	\$19,813,826	(\$1,682,230)	(7.8%)
Total Net	\$4,820,042	\$5,134,931	\$314,889	6.5%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$1,013,502	
MD 03-2026	2026-0054	Clear Risk Software Contract Fee Increase	\$12,325	
MD 03-2026	2026-0109	Insurance Premium Fee Increase	\$0	
MD 03-2026	2026-0052	Reduction to County Revenue Cost Share	(\$47,436)	
MD 03-2026	2026-0051	Increase in Legal User Fees	(\$1)	
MD 03-2026	2026-0053	Increase in Claims Subrogation Revenue	(\$159,316)	1.0
MD 03-2026	2026-0309	Increase in Legal Salary Recoveries	(\$36,800)	
MD 03-2026	2026-0364	New POA Collection Admin User Fee	(\$23,982)	
MD 03-2026	2026-0074	Alternative Funding for Increased Legal Claims	(\$770,000)	
MD 03-2026	2026-0325	Elimination of Staffing in Risk Management Services	(\$99,860)	(1.0)
MD 03-2026	2026-0342	Purchasing Department Reorganization	(\$70,190)	(1.0)
MD 03-2026	n/a	Interdepartmental Reallocations	\$496,647	1.0
Total Budget Impact			\$314,889	0.0

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Fire & Rescue

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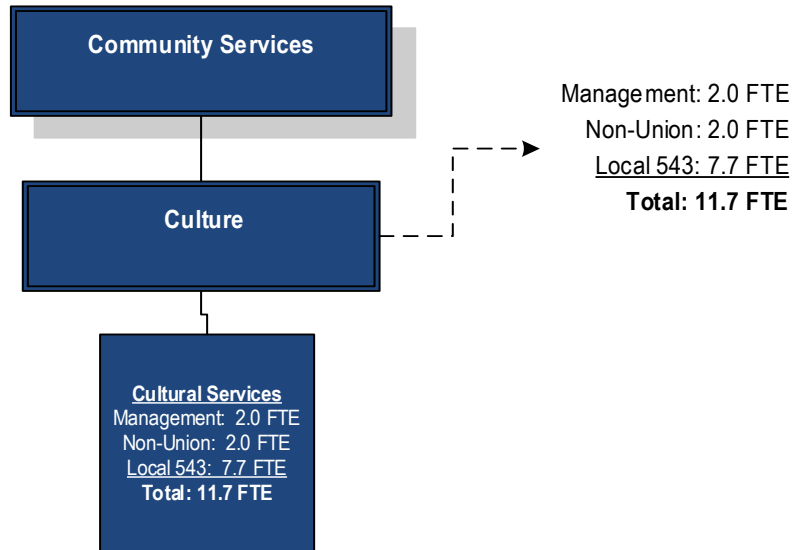
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DESCRIPTION

The Culture department plays a crucial role in fostering artistic expression, preserving heritage, and enhancing community engagement through various programs 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, public art, heritage and historical preservation, community engagement, and quality of life. These initiatives also contribute to community experiences, tourism, and economic development, while ensuring Windsor's cultural assets are accessible, inclusive, and reflective of the community it serves.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Cultural Affairs			
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	RFT	Local 543	1.0
Museum Assistant	RPT	Local 543	0.7
			<u>11.7</u>
			<u>11.7</u>

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Cultural Affairs	\$1,819,406	\$1,817,846	(\$1,560)	(0.1%)
Total Net	\$1,819,406	\$1,817,846	(\$1,560)	(0.1%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Grants & Subsidies

6310 - Ontario Specific Grants	(\$25,754)	(\$25,754)	\$0	0.0%
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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	(\$1,400)	(\$1,400)	\$0	0.0%
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User Fees, Permits & Charges

6417 - Lease & Rental Revenue	(\$12,413)	(\$8,816)	\$3,597	(29.0%)
6420 - Rental Income	(\$160,367)	(\$170,367)	(\$10,000)	6.2%
6435 - Commissions	(\$28,860)	(\$70,160)	(\$41,300)	143.1%
6460 - Sale Of Goods & Services	(\$15,500)	(\$15,500)	\$0	0.0%
6650 - User Fees- External	(\$83,816)	(\$83,817)	(\$1)	0.0%

Total Revenue	(\$342,010)	(\$389,714)	(\$47,704)	13.9%
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EXPENSES

Minor Capital

5111 - Machinery & Equipment -Non TCA	\$3,000	\$3,000	\$0	0.0%
5126 - Computer Software	\$2,909	\$1,400	(\$1,509)	(51.9%)
5130 - Furniture & Furnishings	\$4,000	\$4,000	\$0	0.0%
5250 - Artefact Acquisition	\$5,250	\$5,250	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$10,000	\$10,000	\$0	0.0%
2145 - Housekeeping Supplies	\$3,800	\$3,800	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
2170 - Operating and Other Supplies	\$24,550	\$21,144	(\$3,406)	(13.9%)
2180 - Program Supplies	\$6,050	\$6,050	\$0	0.0%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$2,300	\$2,300	\$0	0.0%
4025 - Document Registration	\$195	\$195	\$0	0.0%
4075 - Conservation	\$12,000	\$6,000	(\$6,000)	(50.0%)
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	\$8,615	(\$6,000)	(41.1%)
Purchased Services				
2020 - Postage and Courier	\$754	\$754	\$0	0.0%
2070 - Imaging & Printing External	\$1,500	\$1,500	\$0	0.0%
2620 - Car Allowance	\$4,270	\$2,200	(\$2,070)	(48.5%)
2710 - Telephone Expenses	\$8,230	\$8,230	\$0	0.0%
2711 - Cell Phones	\$2,800	\$2,800	\$0	0.0%
2925 - Computer Maintenance	\$6,930	\$6,930	\$0	0.0%
2940 - Advertising	\$29,350	\$26,620	(\$2,730)	(9.3%)
2950 - Other Prof Services-External	\$135,272	\$85,040	(\$50,232)	(37.1%)
2951 - INTERNAL Service Salary Allocn.	\$42,254	\$42,254	\$0	0.0%
2980 - Contracted Services	\$58,000	\$58,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$3,925	\$3,925	\$0	0.0%
3145 - VehicleRent-TempOther INTERNAL	\$5,500	\$5,500	\$0	0.0%
3150 - Vehicle Rental - External	\$2,000	\$0	(\$2,000)	(100.0%)
3175 - Facility Rental EXTERNAL	\$24,268	\$24,268	\$0	0.0%
3181 - PC & Maint. Allocation	\$11,655	\$11,655	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$813,767	\$947,660	\$133,893	16.5%
8115 - Salary-Reg.Part Time	\$78,132	\$33,926	(\$44,206)	(56.6%)
8140 - Overtime - Wages	\$500	\$500	\$0	0.0%
8160 - Hourly-Temporary	\$256,244	\$241,037	(\$15,207)	(5.9%)
8170 - Service Pay	\$325	\$325	\$0	0.0%
8190 - Other Pay	\$3,000	\$3,000	\$0	0.0%
8282 - Employee Appreciation	\$360	\$360	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$318,461	\$352,572	\$34,111	10.7%
Transfers to External Agencies				
4145 - Grants from City	\$123,000	\$138,000	\$15,000	12.2%
Transfers to Reserves & Capital Funds				
4250 - TRANSFER to Reserve Fund	\$22,080	\$22,080	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3010 - Utilities	\$65,500	\$65,500	\$0	0.0%
4015 - Taxes	\$6,670	\$3,170	(\$3,500)	(52.5%)
Total Expense	\$2,161,416	\$2,207,560	\$46,144	2.1%
Total Net	\$1,819,406	\$1,817,846	(\$1,560)	(0.1%)

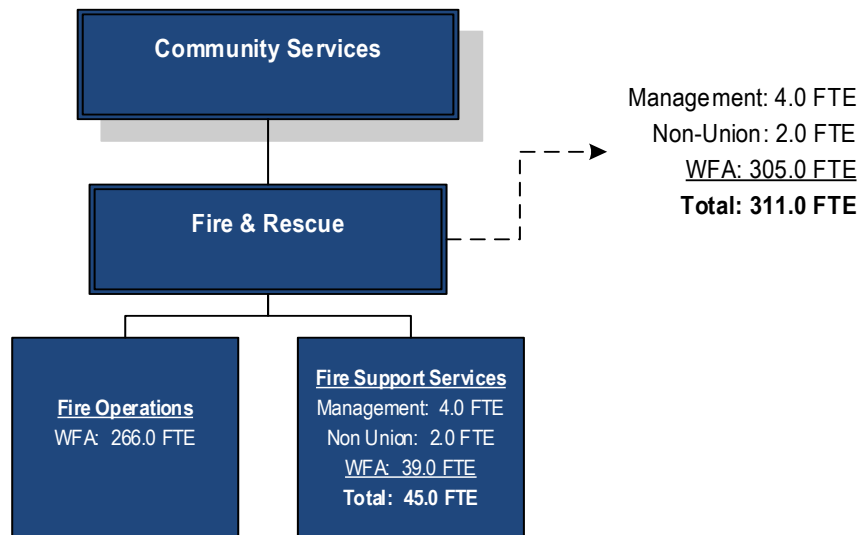
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$118,154	
MD 03-2026	2026-0221	Decrease in Lease Revenue from Willistead Coach House	\$12,413	
MD 03-2026	2026-0259	Culture Department Reductions	(\$50,811)	
MD 03-2026	2026-0260	Culture Increase from Lease Revenue & User Fees	(\$12,817)	
MD 03-2026	2026-0347	Increase in Revenue from Willistead	(\$47,300)	
MD 03-2026	2026-0349	Reduction in Sculpture Garden Seasonal Staffing	(\$25,468)	
MD 03-2026	n/a	Interdepartmental Reallocations	\$4,269	0.0
Total Budget Impact			(\$1,560)	0.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Fire Operations			
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	209.0
			266.0
Fire Support Services			
Fire Chief	RFT	Management	1.0
Deputy Fire Chief	RFT	Management	2.0
Assistant Deputy Fire Chief	RFT	Management	1.0
Manager Administrative Services	RFT	Management	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
			45.0
			311.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Fire Operations	\$48,461,571	\$48,377,226	(\$84,345)	(0.2%)
Fire Support Services	\$7,438,893	\$7,618,915	\$180,022	2.4%
Total Net	\$55,900,464	\$55,996,141	\$95,677	0.2%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Grants & Subsidies

6310 - Ontario Specific Grants	(\$555,250)	(\$635,100)	(\$79,850)	14.4%
6330 - Other Municipal Grants & Fees	(\$551,762)	(\$642,250)	(\$90,488)	16.4%

Other Miscellaneous Revenue

6910 - Donations	(\$1,000)	(\$1,000)	\$0	0.0%
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Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$21,250)	(\$21,250)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$69,965)	(\$69,965)	\$0	0.0%
6997 - Permanent Gapping Recovery	(\$150,000)	(\$150,000)	\$0	0.0%

Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$1)	\$0	\$1	(100.0%)
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User Fees, Permits & Charges

6650 - User Fees- External	(\$402,825)	(\$424,125)	(\$21,300)	5.3%
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Total Revenue	(\$1,752,053)	(\$1,943,690)	(\$191,637)	10.9%
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EXPENSES

Financial Expenses

4540 - Bank Charges	\$1,800	\$1,800	\$0	0.0%
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Minor Capital

2150 - Minor Apparatus & Tools	\$18,900	\$19,150	\$250	1.3%
2220 - Maintenance Parts & Materials	\$115,976	\$115,976	\$0	0.0%
5110 - Machinery & Equipment - TCA	\$209,000	\$196,500	(\$12,500)	(6.0%)
5111 - Machinery & Equipment -Non TCA	\$274,628	\$292,611	\$17,983	6.5%
5125 - Computers - PCs	\$2,500	\$2,500	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
5126 - Computer Software	\$8,550	\$8,550	\$0	0.0%
5130 - Furniture & Furnishings	\$35,100	\$55,100	\$20,000	57.0%
Operating & Maintenance Supplies				
2010 - Office Supplies	\$25,628	\$25,628	\$0	0.0%
2060 - Computer Supplies	\$5,960	\$5,960	\$0	0.0%
2115 - Motor Fuels	\$285,000	\$285,000	\$0	0.0%
2117 - Oils and Lubricants	\$18,000	\$18,000	\$0	0.0%
2145 - Housekeeping Supplies	\$72,002	\$72,001	(\$1)	(0.0%)
2170 - Operating and Other Supplies	\$159,581	\$158,581	(\$1,000)	(0.6%)
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	\$300,000	\$80,000	36.4%
2310 - Food and confections	\$5,250	\$5,250	\$0	0.0%
2360 - Promotional Material & Product	\$8,750	\$7,500	(\$1,250)	(14.3%)
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$10,405	\$10,405	\$0	0.0%
4050 - Training Courses	\$90,226	\$115,226	\$25,000	27.7%
4155 - Conference Registration	\$11,200	\$11,200	\$0	0.0%
Purchased Services				
2020 - Postage and Courier	\$11,450	\$11,450	\$0	0.0%
2070 - Imaging & Printing External	\$2,400	\$3,900	\$1,500	62.5%
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	\$97,268	\$97,268	\$0	0.0%
2710 - Telephone Expenses	\$64,870	\$64,870	\$0	0.0%
2711 - Cell Phones	\$19,079	\$19,079	\$0	0.0%
2925 - Computer Maintenance	\$8,504	\$8,504	\$0	0.0%
2927 - Computer & SW Maint-External	\$187,015	\$170,136	(\$16,879)	(9.0%)
2940 - Advertising	\$7,250	\$5,500	(\$1,750)	(24.1%)
2950 - Other Prof Services-External	\$78,671	\$78,671	\$0	0.0%
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	\$7,659	\$7,659	\$0	0.0%
2995 - Other Purchased Services	\$30,500	\$30,500	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$267,708	\$267,708	\$0	0.0%
3150 - Vehicle Rental - External	\$630	\$630	\$0	0.0%
3181 - PC & Maint. Allocation	\$308,000	\$311,000	\$3,000	1.0%
3250 - Licenses	\$6,000	\$6,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$35,455,867	\$35,806,161	\$350,294	1.0%
8111 - Non-Est. Positions	\$343,980	\$0	(\$343,980)	(100.0%)
8130 - Overtime - Salary	\$1,940,208	\$2,045,058	\$104,850	5.4%
8190 - Other Pay	\$484,732	\$587,818	\$103,086	21.3%
8192 - Shift Differential	\$100,000	\$100,000	\$0	0.0%
8210 - Meal Allowance	\$10,000	\$10,000	\$0	0.0%
8282 - Employee Appreciation	\$3,290	\$3,290	\$0	0.0%
8290 - Clothing - Uniforms	\$194,800	\$197,374	\$2,574	1.3%
8380 - Workers Comp. - Admin.	\$300,000	\$300,000	\$0	0.0%
8381 - Workers Comp. - Medical	\$515,586	\$300,000	(\$215,586)	(41.8%)
8383 - Workers Comp. - Pension	\$258,814	\$258,814	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$11,700,419	\$11,816,021	\$115,602	1.0%
Transfers to Reserves & Capital Funds				
4210 - Depreciation	\$1,700,758	\$1,700,758	\$0	0.0%
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%
Utilities, Insurance & Taxes				
3010 - Utilities	\$410,200	\$455,200	\$45,000	11.0%
3210 - Building Insurance	\$74,634	\$83,018	\$8,384	11.2%
3220 - Vehicle Insurance	\$27,464	\$26,881	(\$583)	(2.1%)
3230 - Liability Insurance	\$44,876	\$48,196	\$3,320	7.4%
Total Expense	\$57,652,517	\$57,939,831	\$287,314	0.5%
Total Net	\$55,900,464	\$55,996,141	\$95,677	0.2%

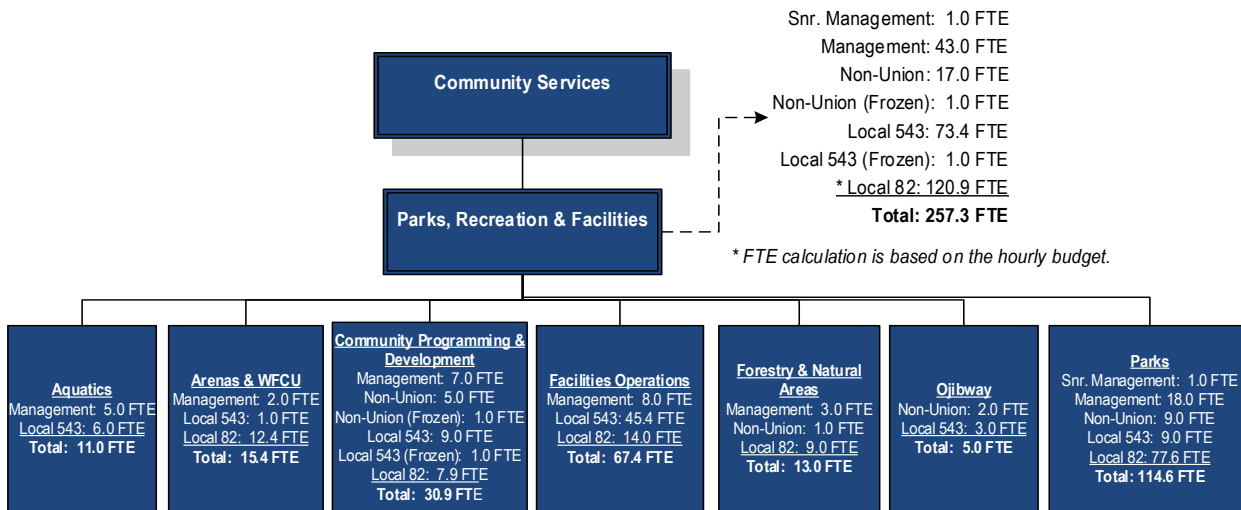
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$177,331	
MD 03-2026	2026-0049	Addition to WFRS Staff Compliment	\$309,872	3.0
MD 03-2026	2026-0048	WSIB Administration Expense Increase	\$337,269	
MD 03-2026	2026-0184	WFRS - Firefighter Training Tools	\$25,000	
MD 03-2026	2026-0050	WFRS User Fee Increase	(\$26,300)	
MD 03-2026	2026-0056	WFRS User Fee Update for Central Dispatch	(\$102,367)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$625,128)	
Total Budget Impact			\$95,677	3.0

DESCRIPTION

The Parks, Recreation and Facilities division is 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. In addition, the 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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Aquatics			
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	4.0
Recreation Centre Clerk	RFT	Local 543	2.0
			11.0
Arenas & WFCU			
Manager, Arenas & Recreation Facilities	RFT	Management	1.0
Supervisor, Community Programming	RFT	Management	1.0
Caretaker/Pool Maintenance Operator	RFT	Local 82	3.2
Recreation Centre Clerk	RFT	Local 543	1.0
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
			15.4
Community Programming & Development			
Manager, Community Programming & Development	RFT	Management	1.0
Supervisor, Community Programming	RFT	Management	5.0
Assistant Manager, Recreation Programming	RFT	Management	1.0
Client Support & Staff Development Coordinator (FROZEN)	RFT	Non-Union	3.0
Coordinator, Recreation Systems	RFT	Non-Union	1.0
Coordinator, Special Events	RFT	Non-Union	1.0
Coordinator, Community Programming	RFT	Non-Union	1.0
Recreation Assistant Aquatics (FROZEN)	RFT	Local 543	1.0
Seasonal & Sports Facilitator	RFT	Local 543	2.0
Recreation Assistant	RFT	Local 543	1.0
Caretaker/Pool Maintenance Operator	RFT	Local 82	5.7
Administrative Support Clerk	RFT	Local 543	1.0
Recreation Centre Clerk	RFT	Local 543	5.0
Rink Attendant "A" Full-Time	RFT	Local 82	2.2
			30.9
Facilities Operations			
Manager, Facility Operations	RFT	Management	1.0
Supervisor, Facilities	RFT	Management	6.0
Supervisor, Facilities - Huron Lodge	RFT	Management	1.0
Caretaker	RFT	Local 543	20.0
Maintenance Engineer	RFT	Local 543	1.0
Operating Engineer 4th Class	RFT	Local 543	6.0
Painter Brush	RFT	Local 543	1.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Roof Technologist	RFT	Local 543	1.0
Certified Carpenter	RFT	Local 82	4.0
Certified Electrician	RFT	Local 82	2.0
Certified Plumber	RFT	Local 82	3.0
Facilities Technician	RFT	Local 82	5.0
Administrative Support Clerk	RFT	Local 543	1.0
Community Services Clerk	RFT	Local 543	1.0
Caretaker	RPT	Local 543	13.6
Facility Person	RPT	Local 543	0.7
			67.4
Forestry & Natural Areas			
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
			13.0
Ojibway			
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
			5.0
Parks			
Commissioner - Community Services	RFT	Sr. Management	1.0
Executive Director of Parks, Recreation & Facilities	RFT	Management	1.0
Senior Manager, Parks Operations	RFT	Management	1.0
Senior Manager, Facilities & Recreation	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
Assistant Manager, Horticulture	RFT	Management	1.0
Supervisor, Facilities - WPL	RFT	Management	1.0
Supervisor Parks (General)	RFT	Management	4.0
Supervisor, Parks Projects	RFT	Management	3.0
Supervisor Parks (Horticulture)	RFT	Management	1.0
Supervisor Parks, Recreation & Facilities	RFT	Management	3.0
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

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Executive Administrative Assistant	RFT	Non-Union	1.0
Coordinator, Technical Support	RFT	Non-Union	2.0
Administrative Assistant	RFT	Non-Union	1.0
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
Administrative Support Clerk	RFT	Local 543	1.0
Financial Clerk	RFT	Local 543	1.0
Parks Clerk	RFT	Local 543	1.0
Parks Operations Assistant	RFT	Local 543	2.0
Senior Accounting Clerk	RFT	Local 543	2.0
			114.6
			257.3

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Aquatics	\$4,168,963	\$3,549,928	(\$619,035)	(14.8%)
Arenas & WFCU	\$3,672,911	\$2,046,263	(\$1,626,648)	(44.3%)
Community Programming & Development	\$3,097,520	\$4,229,397	\$1,131,877	36.5%
Facilities Operations	\$8,569,258	\$8,472,977	(\$96,281)	(1.1%)
Forestry & Natural Areas	\$1,755,340	\$1,769,994	\$14,654	0.8%
Ojibway	\$668,765	\$508,213	(\$160,552)	(24.0%)
Parks	\$21,807,574	\$22,328,141	\$520,567	2.4%
Total Net	\$43,740,331	\$42,904,913	(\$835,418)	(1.9%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Grants & Subsidies				
6310 - Ontario Specific Grants	(\$146,836)	(\$146,836)	\$0	0.0%
6330 - Other Municipal Grants & Fees	(\$363,000)	(\$223,000)	\$140,000	(38.6%)
Other Miscellaneous Revenue				
6642 - Membership Revenue	(\$571,424)	(\$577,424)	(\$6,000)	1.1%
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	(\$357,339)	(\$526,339)	(\$169,000)	47.3%
6993 - Advertising Revenue	(\$135,000)	(\$144,500)	(\$9,500)	7.0%
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$353,225)	(\$367,725)	(\$14,500)	4.1%
6740 - Recovery of Salaries-INTERNAL	(\$1,694,724)	(\$1,870,429)	(\$175,705)	10.4%
6742 - Recovery of Fringes INTERNAL	(\$298,540)	(\$404,985)	(\$106,445)	35.7%
6998 - Frozen Position Recovery	\$0	(\$165,497)	(\$165,497)	n/a
6999 - Work Auth Recovery INTERNAL	(\$3,312,753)	(\$3,228,187)	\$84,566	(2.6%)
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$608,649)	(\$223,433)	\$385,216	(63.3%)
7058 - TRANSFER From Reserve Account	(\$286,000)	(\$536,000)	(\$250,000)	87.4%
User Fees, Permits & Charges				
6417 - Lease & Rental Revenue	(\$1,187,878)	(\$1,211,930)	(\$24,052)	2.0%
6420 - Rental Income	(\$4,864,873)	(\$5,781,430)	(\$916,557)	18.8%
6430 - Concessions	(\$60,250)	(\$59,750)	\$500	(0.8%)
6435 - Commissions	(\$300,600)	(\$626,600)	(\$326,000)	108.4%
6460 - Sale Of Goods & Services	(\$613,868)	(\$606,868)	\$7,000	(1.1%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
6640 - Management Fees	(\$372,293)	(\$371,540)	\$753	(0.2%)
6650 - User Fees- External	(\$4,647,627)	(\$4,709,951)	(\$62,324)	1.3%
6651 - Fees and Recoveries INTERNAL	(\$3,936,882)	(\$4,499,681)	(\$562,799)	14.3%
6725 - Fees & Service Charges EXTERNAL	(\$2,280,155)	(\$2,587,195)	(\$307,040)	13.5%
Total Revenue	(\$26,428,416)	(\$28,905,800)	(\$2,477,384)	9.4%

EXPENSES

Financial Expenses

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

2150 - Minor Apparatus & Tools	\$228,824	\$218,824	(\$10,000)	(4.4%)
2220 - Maintenance Parts & Materials	\$921,755	\$846,755	(\$75,000)	(8.1%)
2230 - Infrastructure Maint. Material	\$1,174,407	\$1,009,645	(\$164,762)	(14.0%)
2510 - Building Repairs	\$0	\$1,500	\$1,500	n/a
2520 - Vehicle Repairs	\$6,000	\$6,000	\$0	0.0%
2530 - Equipment Repairs	\$69,540	\$71,040	\$1,500	2.2%
5111 - Machinery & Equipment -Non TCA	\$118,470	\$118,470	\$0	0.0%
5125 - Computers - PCs	\$3,500	\$3,500	\$0	0.0%
5126 - Computer Software	\$210,535	\$210,035	(\$500)	(0.2%)
5130 - Furniture & Furnishings	\$2,000	\$2,000	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$91,192	\$85,992	(\$5,200)	(5.7%)
2060 - Computer Supplies	\$4,610	\$4,610	\$0	0.0%
2110 - Linen	\$10,000	\$10,000	\$0	0.0%
2115 - Motor Fuels	\$633,366	\$631,866	(\$1,500)	(0.2%)
2117 - Oils and Lubricants	\$11,300	\$11,300	\$0	0.0%
2140 - Chemicals	\$313,770	\$307,610	(\$6,160)	(2.0%)
2145 - Housekeeping Supplies	\$452,980	\$472,860	\$19,880	4.4%
2147 - Caretaking	\$1,661,947	\$1,655,807	(\$6,140)	(0.4%)
2170 - Operating and Other Supplies	\$157,340	\$165,340	\$8,000	5.1%
2175 - First Aid Safety Supplies	\$41,350	\$40,350	(\$1,000)	(2.4%)
2180 - Program Supplies	\$478,663	\$468,018	(\$10,645)	(2.2%)
2250 - Vehicle Maint Parts/Materials	\$30,000	\$14,801	(\$15,199)	(50.7%)
2310 - Food and confections	\$33,487	\$33,487	\$0	0.0%
2350 - Beverages - alcoholic	(\$5,500)	\$0	\$5,500	(100.0%)
2360 - Promotional Material & Product	\$2,500	\$2,500	\$0	0.0%
2970 - Building Maintenance	\$1,700	\$87,700	\$86,000	5058.8%
3176 - Facility Opns-Labour INTERNAL	\$2,106,016	\$2,355,516	\$249,500	11.8%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$29,620	\$34,810	\$5,190	17.5%
4025 - Document Registration	\$500	\$500	\$0	0.0%
4050 - Training Courses	\$20,407	\$24,462	\$4,055	19.9%
4085 - Interpretation & Exhibition	\$700	\$700	\$0	0.0%
4155 - Conference Registration	\$10,450	\$10,450	\$0	0.0%
Purchased Services				
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	\$181,000	\$70,000	63.1%
2610 - Travel Expense	\$28,360	\$28,360	\$0	0.0%
2620 - Car Allowance	\$39,460	\$39,460	\$0	0.0%
2710 - Telephone Expenses	\$44,760	\$42,960	(\$1,800)	(4.0%)
2711 - Cell Phones	\$64,022	\$64,072	\$50	0.1%
2915 - Consulting Services - External	\$10,000	\$10,700	\$700	7.0%
2916 - INTERNAL Services- non-salary	\$267,813	\$305,632	\$37,819	14.1%
2925 - Computer Maintenance	\$17,515	\$17,815	\$300	1.7%
2940 - Advertising	\$245,267	\$193,967	(\$51,300)	(20.9%)
2943 - Commissions Expense	\$102,000	\$204,500	\$102,500	100.5%
2950 - Other Prof Services-External	\$1,371,328	\$1,417,784	\$46,456	3.4%
2951 - INTERNAL Service Salary Allocn	\$67,400	\$93,800	\$26,400	39.2%
2962 - Fees and Service Charges Exp	\$37,115	\$39,615	\$2,500	6.7%
2980 - Contracted Services	\$4,673,968	\$4,294,703	(\$379,265)	(8.1%)
2981 - Agreements	\$200,000	\$200,000	\$0	0.0%
2990 - Business Meeting Expense	\$4,655	\$4,655	\$0	0.0%
2995 - Other Purchased Services	\$893,000	\$920,640	\$27,640	3.1%
3120 - Rental Expense EXTERNAL	\$288,449	\$250,999	(\$37,450)	(13.0%)
3121 - GPS	\$35,538	\$35,048	(\$490)	(1.4%)
3140 - Vehicle Rent-Dedicated INTERNAL	\$2,299,580	\$2,334,659	\$35,079	1.5%
3145 - VehicleRent-TempOther INTERNAL	\$305,257	\$314,157	\$8,900	2.9%
3150 - Vehicle Rental - External	\$54,850	\$54,850	\$0	0.0%
3175 - Facility Rental External	\$130,000	\$132,112	\$2,112	1.6%
3181 - PC & Maint. Allocation	\$263,250	\$258,250	(\$5,000)	(1.9%)
3250 - Licenses	\$41,400	\$34,400	(\$7,000)	(16.9%)
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$11,454,651	\$11,921,407	\$466,756	4.1%
8112 - Frozen Position Salary	\$0	\$165,497	\$165,497	n/a
8115 - Salary-Reg.Part Time	\$796,810	\$864,566	\$67,756	8.5%
8120 - Hourly-Reg.Full Time	\$8,124,422	\$8,750,226	\$625,804	7.7%
8130 - Overtime - Salary	\$45,188	\$70,908	\$25,720	56.9%
8140 - Overtime - Wages	\$402,927	\$443,911	\$40,984	10.2%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
8150 - Salary-Temporary	\$153,044	\$186,044	\$33,000	21.6%
8160 - Hourly-Temporary	\$7,624,755	\$7,829,757	\$205,002	2.7%
8170 - Service Pay	\$4,225	\$2,925	(\$1,300)	(30.8%)
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	\$959,522	\$308,601	(\$650,921)	(67.8%)
8192 - Shift Differential	\$0	\$27,000	\$27,000	n/a
8210 - Meal Allowance	\$7,699	\$10,699	\$3,000	39.0%
8215 - Tool Allowance	\$0	\$1,000	\$1,000	n/a
8240 - Other Training Expenses	\$14,875	\$11,594	(\$3,281)	(22.1%)
8282 - Employee Appreciation	\$9,130	\$9,130	\$0	0.0%
8290 - Clothing - Uniforms	\$175,306	\$177,090	\$1,784	1.0%
8380 - Workers Comp. - Admin.	\$60,800	\$60,800	\$0	0.0%
8381 - Workers Comp. - Medical	\$19,168	\$21,168	\$2,000	10.4%
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.)	\$7,693,369	\$8,099,538	\$406,169	5.3%
Transfers for Social Services				
3569 - Repairs and Maintenance	\$6,000	\$6,000	\$0	0.0%
4230 - Special Projects - Social Service	\$363,000	\$373,000	\$10,000	2.8%
Transfers to External Agencies				
4145 - Grants from City	\$9,000	\$9,000	\$0	0.0%
Transfers to Reserves & Capital Funds				
4210 - Depreciation	\$934,399	\$934,399	\$0	0.0%
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	\$646,500	\$345,000	114.4%
Utilities, Insurance & Taxes				
3010 - Utilities	\$6,976,469	\$6,629,858	(\$346,611)	(5.0%)
3011 - Recoverable Utilities	\$1,801,000	\$1,907,009	\$106,009	5.9%
3210 - Building Insurance	\$862,044	\$945,040	\$82,996	9.6%
3220 - Vehicle Insurance	\$10,344	\$9,476	(\$868)	(8.4%)
3230 - Liability Insurance	\$528,309	\$591,109	\$62,800	11.9%
4015 - Taxes	\$40,510	\$44,010	\$3,500	8.6%
Total Expense	\$70,168,747	\$71,810,713	\$1,641,966	2.3%
Total Net	\$43,740,331	\$42,904,913	(\$835,418)	(1.9%)

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$2,225,825	
MD 03-2026	2026-0142	Negotiated Wage Adjustment for Part-Time Staff	\$240,346	
MD 03-2026	2026-0341	Park Naturalization - Martinique Park	\$1	
MD 03-2026	2026-0139	SUPIE Program Expansion	\$100,000	
MD 03-2026	2026-0069	Mackenzie Hall Parking Lease Termination	(\$36,000)	
MD 03-2026	2026-0318	Adjustment to Other Pay	(\$325,000)	
MD 03-2026	2026-0143	User Fee Updates - Parks, Facilities & Recreation	(\$251,001)	
MD 03-2026	2026-0250	Naming Rights Revenue	(\$25,000)	
MD 03-2026	2026-0261	Increase in Membership Revenues	(\$25,000)	
MD 03-2026	2026-0262	Rental Revenue Increase	(\$700,000)	
MD 03-2026	2026-0324	Management & Admin Revenue Increase - WJF	(\$25,000)	
MD 03-2026	2026-0340	Increase Recoveries from Capital Projects	(\$259,785)	
MD 03-2026	2026-0354	Reserve Transfer to Parks	(\$250,000)	
MD 03-2026	2026-0249	Reduction in Seasonal Staffing	(\$53,582)	
MD 03-2026	2026-0317	Reduction of Forestry Tree Nursery	(\$100,000)	
MD 03-2026	2026-0333	Reduction of Contracted / Profession Services	(\$350,840)	
MD 03-2026	2026-0335	Reduction of EC Row Maintenance	(\$124,000)	
MD 03-2026	2026-0336	Reduction of Funding for Staffing - Aquatics	(\$160,974)	
MD 03-2026	2026-0377	Parks, Recreation & Facilities Organizational Realignment	(\$482,135)	(4.0)
MD 03-2026	2026-0140	Geese Management Plan	\$0	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$233,273)	(1.0)
Total Budget Impact			(\$835,418)	(5.0)

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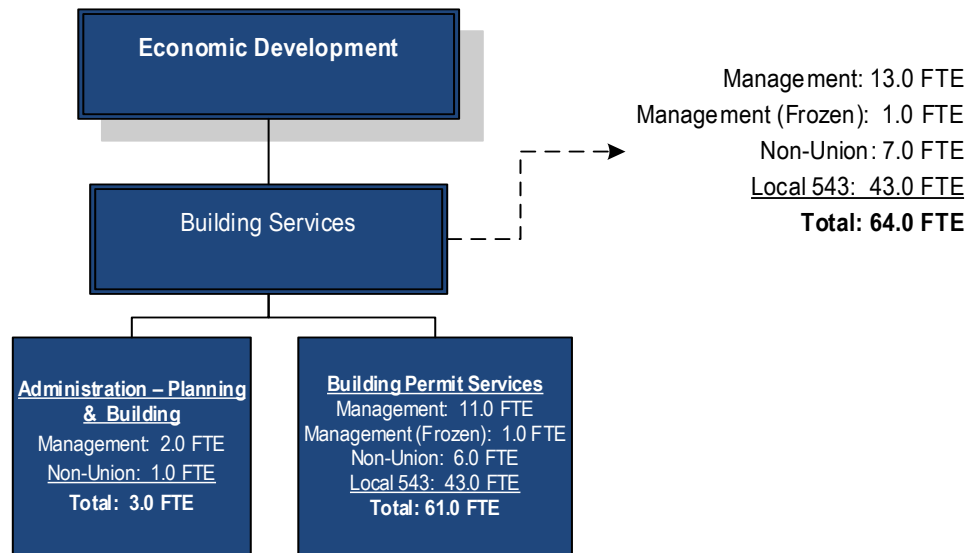
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DESCRIPTION

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Building			
Chief Building Official	RFT	Management	1.0
Manager of Administration	RFT	Management	1.0
Administrative Assistant	RFT	Non-Union	1.0
			3.0
Building Permit Services			
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 (FROZEN)	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
Development Services 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
			61.0
			64.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Building	\$557,534	\$453,288	(\$104,246)	(18.7%)
Building Bylaw Services	\$1,054,378	(\$12,500)	(\$1,066,878)	(101.2%)
Building Permit Services	(\$319,008)	(\$440,788)	(\$121,780)	38.2%
Total Net	\$1,292,904	\$0	(\$1,292,904)	(100.0%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$65,000)	(\$29,600)	\$35,400	(54.5%)
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$67,683)	(\$1)	\$67,682	(100.0%)
6988 - Frozen Position Recovery	\$0	(\$127,403)	(\$127,403)	n/a
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$1,668,581)	(\$1,997,516)	(\$328,935)	19.7%
User Fees, Permits & Charges				
6410 - Licenses & Permits	(\$5,998,698)	(\$6,804,103)	(\$805,405)	13.4%
6485 - Bylaw Fines - Courts	(\$136,550)	\$0	\$136,550	(100.0%)
6650 - User Fees- External	(\$93,483)	(\$55,485)	\$37,998	(40.6%)
Total Revenue	(\$8,029,995)	(\$9,014,108)	(\$984,113)	12.3%

EXPENSES

Financial Expenses

4540 - Bank Charges	\$82,740	\$82,740	\$0	0.0%
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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	\$12,000	\$12,000	\$0	0.0%
5126 - Computer Software	\$140,543	\$140,543	\$0	0.0%
5130 - Furniture & Furnishings	\$1,366	\$1,366	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Operating & Maintenance Supplies				
2010 - Office Supplies	\$11,654	\$11,654	\$0	0.0%
2060 - Computer Supplies	\$3,645	\$3,645	\$0	0.0%
2175 - First Aid Safety Supplies	\$1,000	\$1,000	\$0	0.0%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$17,481	\$17,481	\$0	0.0%
4050 - Training Courses	\$31,167	\$21,167	(\$10,000)	(32.1%)
4155 - Conference Registration	\$4,100	\$4,100	\$0	0.0%
Purchased Services				
2020 - Postage and Courier	\$10,478	\$10,478	\$0	0.0%
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	\$17,054	\$12,554	(\$4,500)	(26.4%)
2915 - Consulting Services - External	\$1,000	\$1,000	\$0	0.0%
2920 - Legal Services	\$5,000	\$5,000	\$0	0.0%
2950 - Other Prof Services-External	\$250	\$250	\$0	0.0%
2990 - Business Meeting Expense	\$500	\$500	\$0	0.0%
2995 - Other Purchased Services	\$1,620	\$1,620	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$3,516	\$3,516	\$0	0.0%
3121 - GPS	\$12,688	\$8,296	(\$4,392)	(34.6%)
3140 - Vehicle Rent-Dedicated INTERNAL	\$384,740	\$290,558	(\$94,182)	(24.5%)
3145 - Vehicle Rent-Temp Other INTERNAL	\$1,280	\$1,280	\$0	0.0%
3181 - PC & Maint. Allocation	\$74,000	\$64,000	(\$10,000)	(13.5%)
3250 - Licenses	\$207	\$207	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$6,221,021	\$5,990,757	(\$230,264)	(3.7%)
8112 - Frozen Position Salary	\$0	\$127,403	\$127,403	n/a
8130 - Overtime - Salary	\$8,692	\$8,692	\$0	0.0%
8170 - Service Pay	\$1,625	\$1,300	(\$325)	(20.0%)
8190 - Other Pay	\$148,266	\$148,266	\$0	0.0%
8210 - Meal Allowance	\$200	\$200	\$0	0.0%
8282 - Employee Appreciation	\$860	\$860	\$0	0.0%
8290 - Clothing - Uniforms	\$15,100	\$12,520	(\$2,580)	(17.1%)
8291 - Clothing Allowance	\$100	\$100	\$0	0.0%
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.)	\$2,052,942	\$1,976,944	(\$75,998)	(3.7%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$8,662	\$8,312	(\$350)	(4.0%)
3230 - Liability Insurance	\$7,770	\$4,167	(\$3,603)	(46.4%)
Total Expense	\$9,322,899	\$9,014,108	(\$308,791)	(3.3%)
Total Net	\$1,292,904	\$0	(\$1,292,904)	(100.0%)

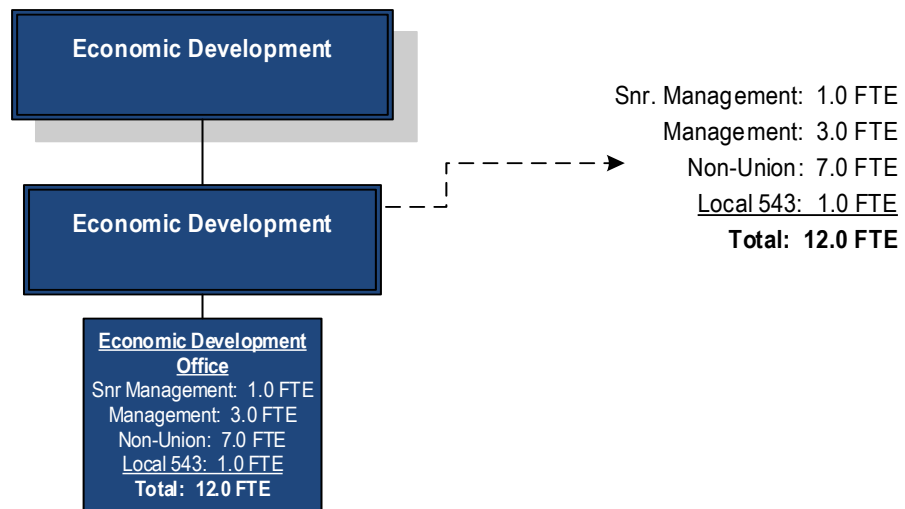
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$897,996	
MD 03-2026	2026-0171	User Fee Increase on Building By- Law and Building Inspection Violation Orc	(\$1)	
MD 03-2026	2026-0191	Increase in Building Permit Service's Permit Fees by 4%	\$0	
MD 03-2026	2026-0351	Building Reserve Transfer Adjustment	(\$598,099)	
MD 03-2026	2026-0356	Increase in Salary Budget Recoveries from the Building Permit Fee Reserve	(\$608,208)	
MD 03-2026	2026-0365	Transfer of Basement Flooding Subsidy Inspections to Public Works	(\$61,000)	
MD 03-2026	2026-0073	Transfer of Building By-Law Enforcement to Council Services Department	(\$380,575)	(5.0)
MD 03-2026	2026-0374	Reduction of Funding for Staffing in Policy & Regulatory Services	\$0	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$543,017)	(5.0)
Total Budget Impact			(\$1,292,904)	(10.0)

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Economic Development Office			
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
Administrative Assistant	RFT	Non-Union	1.0
Environment & Sustainability Coordinator	RFT	Local 543	1.0
			12.0
			12.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Economic Development Office	\$2,330,830	\$2,323,174	(\$7,656)	(0.3%)
Total Net	\$2,330,830	\$2,323,174	(\$7,656)	(0.3%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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Revenue

Recovery of Expenditures

6740 - Recovery of Salaries INTERNAL	\$0	(\$212,764)	(\$212,764)	n/a
6742 - Recovery of Fringes INTERNAL	\$0	(\$70,212)	(\$70,212)	n/a

Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$125,000)	\$0	\$125,000	(100.0%)
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User Fees, Permits & Charges

6690 - Sewer Surcharge Recoveries	(\$49,000)	(\$49,000)	\$0	0.0%
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Total Revenue	(\$174,000)	(\$331,976)	(\$157,976)	90.8%
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EXPENSES

Minor Capital

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

Operating & Maintenance Supplies

2010-Office Supplies	\$6,500	\$6,500	\$0	0.0%
2060 - Computer Supplies	\$3,100	\$3,100	\$0	0.0%
2170-Operating and Other Supplies	\$4,900	\$4,900	\$0	0.0%
2180-Program Supplies	\$500	\$500	\$0	0.0%
2310 - Food and Confections	\$500	\$500	\$0	0.0%
2360-Promotional Material & Product	\$8,000	\$8,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020-Membership Fees & Dues	\$8,450	\$8,450	\$0	0.0%
4050 - Training Courses	\$6,500	\$6,500	\$0	0.0%
4155 - Conference Registration	\$22,000	\$22,000	\$0	0.0%
Purchased Services				
2070 - Imaging & Printing External	\$200	\$200	\$0	0.0%
2085 - Publications and Manuals	\$200	\$200	\$0	0.0%
2609 - Mileage and Car Allowance	\$500	\$500	\$0	0.0%
2610 - Travel Expense	\$24,133	\$24,133	\$0	0.0%
2620 - Car Allowance	\$6,670	\$6,670	\$0	0.0%
2710 - Telephone Expenses	\$1,000	\$1,000	\$0	0.0%
2711 - Cell Phones	\$7,360	\$7,360	\$0	0.0%
2915 - Consulting Services - External	\$2,000	\$2,000	\$0	0.0%
2916 - INTERNAL Services - non salary	\$3,000	\$3,000	\$0	0.0%
2925 - Computer Maintenance	\$1,000	\$1,000	\$0	0.0%
2940 - Advertising	\$1,500	\$1,500	\$0	0.0%
2950 - Other Prof Services-External	\$4,000	\$4,000	\$0	0.0%
2980-Contracted Services	\$49,000	\$49,000	\$0	0.0%
2990 - Business Meeting Expense	\$8,860	\$8,860	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$1,500	\$1,500	\$0	0.0%
3170-Facility Rental INTERNAL	\$1,000	\$1,000	\$0	0.0%
3175 - Facility Rental EXTERNAL	\$5,000	\$5,000	\$0	0.0%
3181 - PC & Maint. Allocation	\$12,000	\$12,000	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$1,418,359	\$1,625,086	\$206,727	14.6%
8160-Hourly-Temporary	\$20,709	\$20,709	\$0	0.0%
8190 - Other Pay	\$245,977	\$245,977	\$0	0.0%
8210-Meal Allowance	\$235	\$235	\$0	0.0%
8282-Employee Appreciation	\$140	\$140	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$470,959	\$539,179	\$68,220	14.5%
Transfers to Reserves & Capital Funds				
4250 - TRANSFER to Reserve Fund	\$125,000	\$0	(\$125,000)	(100.0%)
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$4,409	\$4,615	\$206	4.7%
3230 - Liability Insurance	\$1,669	\$1,836	\$167	10.0%
Total Expense	\$2,504,830	\$2,655,150	\$150,320	6.0%
Total Net	\$2,330,830	\$2,323,174	(\$7,656)	(0.3%)

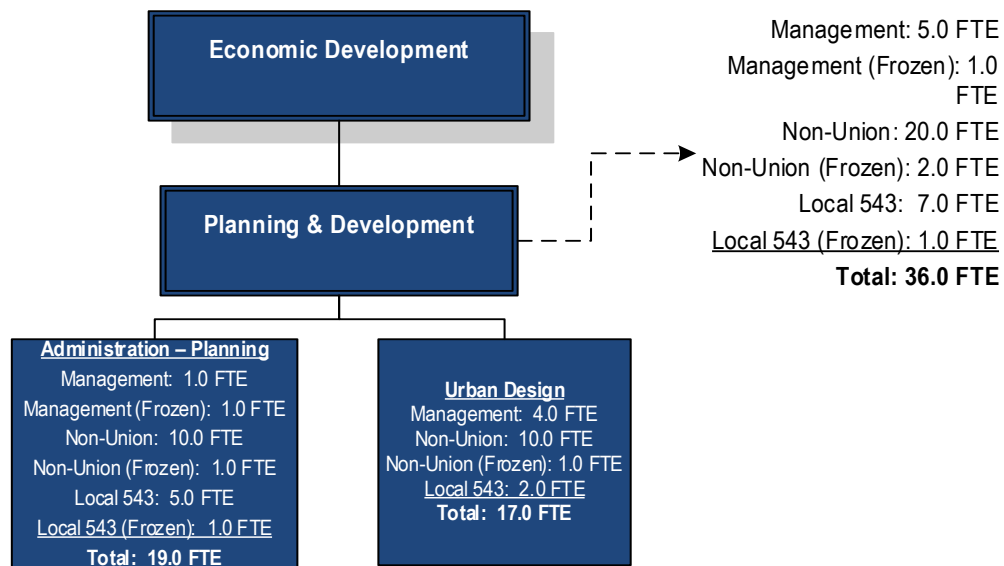
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$274,947	
MD 03-2026	2026-0264	Recovery of Economic Development Staff Salary Expenses	(\$282,976)	
MD 03-2026	n/a	Interdepartmental Reallocations	\$373	
Total Budget Impact			(\$7,656)	0.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Planning			
City Planner/Exec Dir Planning & Development Services	RFT	Management	1.0
Manager, Planning (Site Plan Control) (FROZEN)	RFT	Management	1.0
Planner III - Development	RFT	Non-Union	3.0
Planner III - Development (FROZEN)	RFT	Non-Union	1.0
Planner III - Site Plan Approval Officer	RFT	Non-Union	2.0
Planner II- Development Review	RFT	Non-Union	4.0
Administrative Assistant	RFT	Non-Union	1.0
Zoning Coordinator	RFT	Local 543	2.0
Sec/Treasurer Comm of Adj.	RFT	Local 543	1.0
Development Planning Tech (FROZEN)	RFT	Local 543	1.0
Comm. of Adjustment Clerk	RFT	Local 543	1.0
Clerk Steno Senior	RFT	Local 543	1.0
			19.0
Urban Design			
Deputy City Planner - Development	RFT	Management	1.0
Manager, Planning (Development Applications)	RFT	Management	1.0
Deputy City Planner Growth	RFT	Management	1.0
Manager, Planning (Land Info & Special Projects)	RFT	Management	1.0
Planner III - Economic Develop	RFT	Non-Union	1.0
Planner III - Land Information & Development Tracking (FROZEN)	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
Planner II-Research & Policy Support	RFT	Non-Union	1.0
Planner III-Special Projects	RFT	Non-Union	2.0
Planner III Senior Urban Design	RFT	Non-Union	1.0
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
			17.0
			36.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Administration - Planning	\$269,898	\$523,785	\$253,887	94.1%
Policy & Design	\$1,311,683	\$112,570	(\$1,199,113)	(91.4%)
Urban Design	\$1,583,565	\$2,346,149	\$762,584	48.2%
Total Net	\$3,165,146	\$2,982,504	(\$182,642)	(5.8%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Recovery of Expenditures

6740 - Recovery of Salaries INTERNAL	\$0	(\$197,183)	(\$197,183)	n/a
6742 - Recovery of Fringes INTERNAL	\$0	(\$27,600)	(\$27,600)	n/a
6988 - Frozen Position Recovery	\$0	(\$425,902)	(\$425,902)	n/a

Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$227,888)	\$0	\$227,888	(100.0%)
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User Fees, Permits & Charges

6410 - Licenses & Permits	(\$25,250)	(\$31,950)	(\$6,700)	26.5%
6650 - User Fees- External	(\$2,188,785)	(\$2,214,885)	(\$26,100)	1.2%

Total Revenue	(\$2,441,923)	(\$2,897,520)	(\$455,597)	18.7%
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EXPENSES

Financial Expenses

4540 - Bank Charges	\$3,400	\$3,400	\$0	0.0%
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Minor Capital

2150 - Minor Apparatus & Tools	\$300	\$300	\$0	0.0%
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%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Operating & Maintenance Supplies				
2010 - Office Supplies	\$13,556	\$13,556	\$0	0.0%
2060 - Computer Supplies	\$1,000	\$1,000	\$0	0.0%
2170 - Operating and Other Supplies	\$6,276	\$6,276	\$0	0.0%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$18,099	\$18,099	\$0	0.0%
4050 - Training Courses	\$21,979	\$11,979	(\$10,000)	(45.5%)
4155 - Conference Registration	\$8,200	\$8,200	\$0	0.0%
4295 - Public Relations	\$7,360	\$7,360	\$0	0.0%
Purchased Services				
2020 - Postage and Courier	\$4,940	\$4,940	\$0	0.0%
2070 - Imaging & Printing External	\$4,560	\$4,560	\$0	0.0%
2085 - Publications and Manuals	\$2,760	\$2,760	\$0	0.0%
2609 - Mileage and car allowance	\$4,624	\$4,624	\$0	0.0%
2610 - Travel Expense	\$16,115	\$16,115	\$0	0.0%
2620 - Car Allowance	\$6,206	\$6,206	\$0	0.0%
2710 - Telephone Expenses	\$1,702	\$1,702	\$0	0.0%
2711 - Cell Phones	\$5,277	\$5,277	\$0	0.0%
2920 - Legal Services	\$1,160	(\$9,840)	(\$11,000)	(948.3%)
2940 - Advertising	\$54,294	\$45,294	(\$9,000)	(16.6%)
2950 - Other Prof Services-External	\$46,592	\$13,492	(\$33,100)	(71.0%)
2990 - Business Meeting Expense	\$3,200	\$3,200	\$0	0.0%
2995 - Other Purchased Services	\$2,014	\$2,014	\$0	0.0%
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	\$36,000	(\$2,000)	(5.3%)
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$3,714,783	\$3,643,816	(\$70,967)	(1.9%)
8112 - Frozen Position Salary	\$0	\$425,902	\$425,902	n/a
8130 - Overtime - Salary	\$5,748	\$5,648	(\$100)	(1.7%)
8150 - Salary-Temporary	\$37,354	\$234,537	\$197,183	527.9%
8160 - Hourly-Temporary	\$312	\$312	\$0	0.0%
8170 - Service Pay	\$1,625	\$975	(\$650)	(40.0%)
8190 - Other Pay	\$220,228	\$2,340	(\$217,888)	(98.9%)
8210 - Meal Allowance	\$936	\$936	\$0	0.0%
8282 - Employee Appreciation	\$440	\$440	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,231,153	\$1,235,336	\$4,183	0.3%
Transfers to Reserves & Capital Funds				
4250 Transfer to Reserve Fund	\$55,200	\$55,200	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$7,927	\$8,252	\$325	4.1%
3230 - Liability Insurance	\$6,446	\$6,513	\$67	1.0%
3231 - Law Pro	\$3,640	\$3,640	\$0	0.0%
Total Expense	\$5,607,069	\$5,880,024	\$272,955	4.9%
Total Net	\$3,165,146	\$2,982,504	(\$182,642)	(5.8%)

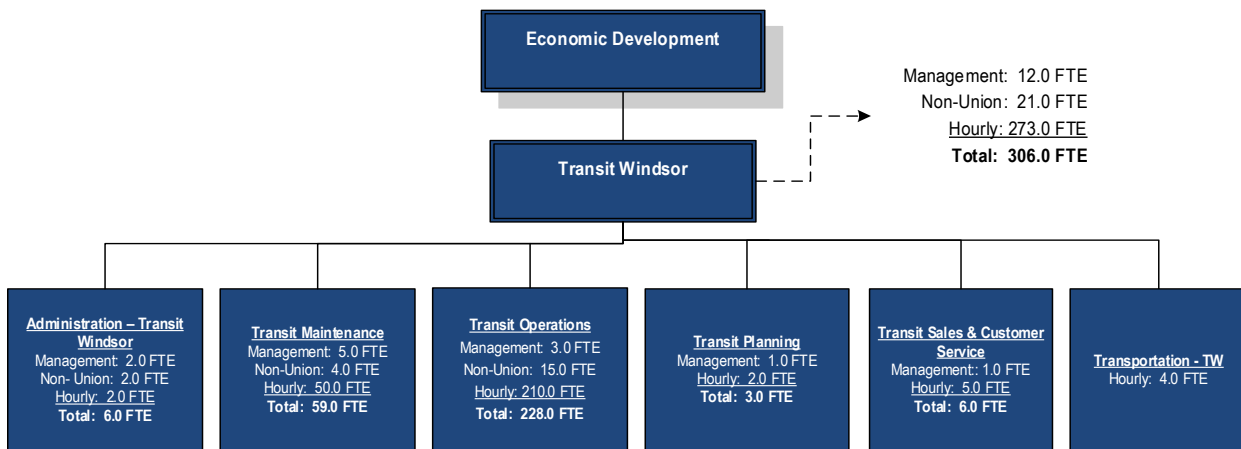
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$488,926	
MD 03-2026	2026-0195	Elimination of Staffing in Development Applications	(\$72,574)	(1.0)
MD 03-2026	2026-0174	New User Fees for Planning Department	(\$6,700)	
MD 03-2026	2026-0190	Planning User Fee Increase	(\$52,600)	
MD 03-2026	2026-0233	Community Improvement Plan (CIP) Administration User Fee	(\$29,500)	
MD 03-2026	2026-0274	Reduction in Funding for Staffing in Planning Administration & Urban Design	(\$408,253)	
MD 03-2026	2026-0194	One Time Funding for Temporary Planner II Positions	\$0	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$101,941)	(1.0)
Total Budget Impact			(\$182,642)	(2.0)

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration Transit Windsor			
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
			6.0
Transit Maintenance			
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	20.0
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
Service Line	RFT	TW-HRLY	12.0
Maintenance Stores	RFT	TW-HRLY	3.0
Maintenance/Stores Clerk	RFT	TW-HRLY	1.0
			59.0
Transit Operations			
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	209.0
Transportation Clerk	RFT	TW-HRLY	1.0
			228.0
Transit Planning			
Manager, Transit Planning	RFT	TW-NU1	1.0
Planning Analyst	RFT	TW-HRLY	2.0
			3.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Transit Sales & Customer Services			
Manager Sales & Marketing	RFT	TW-NU1	1.0
Marketing Coordinator	RFT	TW-HRLY	1.0
Customer Service Clerk	RFT	TW-HRLY	4.0
			6.0
Transportation - TW			
Operator	RFT	TW-HRLY	4.0
			4.0
			306.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Transit Windsor	\$1,156,810	\$1,168,346	\$11,536	1.0%
Transit Maintenance	\$15,268,062	\$14,527,636	(\$740,426)	(4.8%)
Transit Operations	(\$3,820,664)	(\$1,989,617)	\$1,831,047	(47.9%)
Transit Planning	\$400,719	\$415,351	\$14,632	3.7%
Transit Sales & Customer Service	\$1,113,460	\$1,214,393	\$100,933	9.1%
Transportation -TW	\$4,486	\$16,889	\$12,403	276.5%
Total Net	\$14,122,873	\$15,352,998	\$1,230,125	8.7%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Other Miscellaneous Revenue				
6993 - Advertising Revenue	(\$267,500)	(\$295,000)	(\$27,500)	10.3%
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$880,996)	(\$880,996)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$190,604)	(\$148,604)	\$42,000	(22.0%)
Transfers From Other Funds				
7052 - TRANSFER From Capital Projects	(\$300,000)	(\$300,000)	\$0	0.0%
7054 - TRANSFER From Reserve Funds	(\$6,539,085)	(\$4,928,125)	\$1,610,960	(24.6%)
User Fees, Permits & Charges				
6417 - Lease & Rental Revenue	(\$106,000)	(\$106,000)	\$0	0.0%
6475 - Transit Revenue	(\$21,768,052)	(\$21,820,014)	(\$51,962)	0.2%
Total Revenue	(\$30,052,237)	(\$28,478,739)	\$1,573,498	(5.2%)

EXPENSES

Financial Expenses

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

2150 - Minor Apparatus & Tools	\$87,540	\$87,540	\$0	0.0%
2220 - Maintenance Parts & Materials	\$236,637	\$145,237	(\$91,400)	(38.6%)
5126 - Computer Software	\$141,248	\$141,248	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$25,044	\$25,044	\$0	0.0%
2060 - Computer Supplies	\$6,000	\$6,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
2115 - Motor Fuels	\$4,837,737	\$4,110,337	(\$727,400)	(15.0%)
2117 - Oils and Lubricants	\$231,354	\$231,354	\$0	0.0%
2170 - Operating and Other Supplies	\$20,730	\$20,730	\$0	0.0%
2180 - Program Supplies	\$108,857	\$108,857	\$0	0.0%
2250 - Vehicle Maint Parts/Materials	\$1,952,143	\$1,974,143	\$22,000	1.1%
3176 - Facility Opns-Labour INTERNAL	\$184,052	\$184,052	\$0	0.0%
Other Miscellaneous Expenditures				
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%
Purchased Services				
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	\$22,691	\$22,691	\$0	0.0%
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	\$77,646	\$77,646	\$0	0.0%
2940 - Advertising	\$87,000	\$87,000	\$0	0.0%
2943 - Commissions Expense	\$225,700	\$240,100	\$14,400	6.4%
2950 - Other Prof Services-External	\$289,923	\$289,923	\$0	0.0%
2980 - Contracted Services	\$273,498	\$273,498	\$0	0.0%
2990 - Business Meeting Expense	\$5,000	\$5,000	\$0	0.0%
2995 - Other Purchased Services	\$2,000	\$2,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$270,450	\$270,450	\$0	0.0%
3161 - Towing	\$28,500	\$28,500	\$0	0.0%
3175 - Facility Rental EXTERNAL	\$32,500	\$32,500	\$0	0.0%
3181 - PC & Maint. Allocation	\$96,000	\$93,000	(\$3,000)	(3.1%)
3250 - Licenses	\$110,511	\$110,511	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$3,663,151	\$3,930,575	\$267,424	7.3%
8120 - Hourly-Reg.Full Time	\$20,275,799	\$20,688,833	\$413,034	2.0%
8130 - Overtime - Salary	\$62,337	\$62,337	\$0	0.0%
8140 - Overtime - Wages	\$356,373	\$433,373	\$77,000	21.6%
8160 - Hourly-Temporary	\$205,117	\$205,117	\$0	0.0%
8190 - Other Pay	(\$356,722)	(\$395,396)	(\$38,674)	10.8%
8192 - Shift Differential	\$133,080	\$189,977	\$56,897	42.8%
8195-Transit-Union Time Off	(\$30,600)	(\$91,800)	(\$61,200)	200.0%
8198-Phased in Wage Step Increments	(\$186,300)	(\$649,755)	(\$463,455)	248.8%
8199-Phased in Float Days	(\$38,634)	(\$38,634)	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
8210 - Meal Allowance	\$500	\$500	\$0	0.0%
8282 - Employee Appreciation	\$3,270	\$3,270	\$0	0.0%
8290 - Clothing - Uniforms	\$209,351	\$210,351	\$1,000	0.5%
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.)	\$7,928,591	\$8,153,115	\$224,524	2.8%
Transfers to Reserves & Capital Funds				
4248 - TRANSFER to Reserve Account	\$35,470	\$35,470	\$0	0.0%
4250 - TRANSFER to Reserve Fund	\$34,000	\$0	(\$34,000)	(100.0%)
Utilities, Insurance & Taxes				
3010 - Utilities	\$443,800	\$403,800	(\$40,000)	(9.0%)
3210 - Building Insurance	\$71,623	\$76,449	\$4,826	6.7%
3220 - Vehicle Insurance	\$1,034,216	\$1,063,295	\$29,079	2.8%
3230 - Liability Insurance	\$133,820	\$139,392	\$5,572	4.2%
4015 - Taxes	\$173,000	\$173,000	\$0	0.0%
Total Expense	\$44,175,110	\$43,831,737	(\$343,373)	(0.8%)
Total Net	\$14,122,873	\$15,352,998	\$1,230,125	8.7%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03/2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$1,313,283	
MD 03/2026	2026-0137	Addition to Transit Windsor Staff Compliment	\$198,562	2.0
MD 03/2026	2026-0392	Route 1000 - 2026 Calendar Year Return	\$110,000	
MD 03/2026	2026-0114	Decrease to Provincial Gas Tax Program Funding Budget	\$943,841	
MD 03/2026	2026-0118	Ontario Works Bus Pass Revenue Reduction	\$731,000	
MD 03/2026	2026-0119	U-Pass Revenue Decrease	\$597,940	
MD 03/2026	2026-0153	Transit Windsor Fuel Market Rate Decrease	(\$738,400)	
MD 03/2026	2026-0170	Contractual Decreases	(\$539,576)	
MD 03/2026	2026-0298	FareBox Upgrades Reserve Fund Transfer	(\$34,000)	
MD 03/2026	2026-0111	St. Clair College SaintsPass Revenue	(\$1,198,900)	
MD 03/2026	2026-0113	Annual Fare Increase	(\$713,500)	
MD 03/2026	2026-0152	Increase to Advertising Revenue	(\$27,500)	
MD 03/2026	2026-0172	New Smart Card Fee	(\$1)	
MD 03/2026	2026-0173	New Smart Card Replacement Fee	(\$1)	
MD 03/2026	2026-0151	Elimination of Positions - Tunnel Bus/Special Events Service	\$0	(6.0)
MD 03/2026	n/a	Interdepartmental Reallocations	\$587,377	
Total Budget Impact			\$1,230,125	(4.0)

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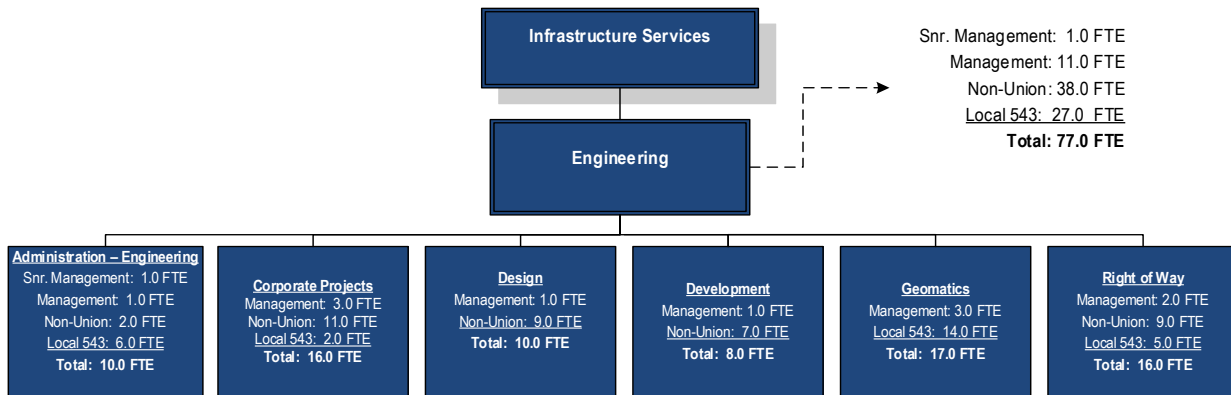
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DESCRIPTION

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Engineering			
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	5.0
Secretary Senior	RFT	Local 543	1.0
			10.0
Corporate Projects			
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	Non-Union	1.0
Administrative Assistant	RFT	Local 543	1.0
Development Clerk	RFT	Local 543	1.0
			16.0
Design			
Manager of Design	RFT	Management	1.0
Engineer III - Construction Standards Lead	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
			10.0
Development			
Manager of Development	RFT	Management	1.0
Development Engineer	RFT	Non-Union	2.0
Engineer III - Drainage Superintendent	RFT	Non-Union	1.0
Stormwater & Wastewater 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
			8.0
Geomatics			
Mgr, Geomatics	RFT	Management	1.0
GIS Supervisor	RFT	Management	1.0
Supv, Drafting	RFT	Management	1.0
CAD Tech III/Special Projects	RFT	Local 543	2.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
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	1.0
Print Room Operator	RFT	Local 543	1.0
Data Research Clerk	RFT	Local 543	1.0
			17.0
Right of Way			
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
			16.0
			77.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Engineering	\$923,141	\$1,043,038	\$119,897	13.0%
Corporate Projects	\$975,580	\$1,093,569	\$117,989	12.1%
Design	\$91,798	\$109,660	\$17,862	19.5%
Development	\$272,541	\$333,584	\$61,043	22.4%
Geomatics	\$855,236	\$736,823	(\$118,413)	(13.8%)
Right of Way	(\$341,514)	(\$326,565)	\$14,949	4.4%
Total Net	\$2,776,782	\$2,990,109	\$213,327	7.7%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$238,700)	(\$211,700)	\$27,000	(11.3%)
Recovery of Expenditures				
6740 - Recovery of Salaries-INTERNAL	(\$3,124,018)	(\$3,795,717)	(\$671,699)	21.5%
6742 - Recovery of Fringes-INTERNAL	(\$1,030,925)	(\$1,234,198)	(\$203,273)	19.7%
6999 - Work Auth Recovery INTERNAL	(\$16,190)	\$0	\$16,190	(100.0%)
User Fees, Permits & Charges				
6410 - Licenses & Permits	(\$920,436)	(\$945,216)	(\$24,780)	2.7%
6650 - User Fees- External	(\$569,859)	(\$585,813)	(\$15,954)	2.8%
6656 - GIS User Fees	(\$377,078)	(\$571,052)	(\$193,974)	51.4%
6672 - MOE Application & Review	(\$5,834)	(\$5,834)	\$0	0.0%
6690 - Wastewater Recoveries	(\$640,940)	(\$759,963)	(\$119,023)	18.6%
6692 - Stormwater Surcharge Recoveries	(\$1,336,975)	(\$1,466,052)	(\$129,077)	9.7%
Total Revenue	(\$8,260,955)	(\$9,575,545)	(\$1,314,590)	15.9%

EXPENSES

Financial Expenses

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

2530 - Equipment Repairs	\$3,252	\$2,500	(\$752)	(23.1%)
5125 - Computers - PCs	\$15,140	\$15,340	\$200	1.3%
5126 - Computer Software	\$163,183	\$166,983	\$3,800	2.3%
5130 - Furniture & Furnishings	\$11,102	\$11,102	\$0	0.0%
5410 - Construction Contracts - TCA	\$329,048	\$329,048	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Operating & Maintenance Supplies				
2010 - Office Supplies	\$16,788	\$13,488	(\$3,300)	(19.7%)
2060 - Computer Supplies	\$800	\$0	(\$800)	(100.0%)
2170 - Operating and Other Supplies	\$75,000	\$80,752	\$5,752	7.7%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$35,939	\$32,539	(\$3,400)	(9.5%)
4050 - Training Courses	\$11,181	\$13,901	\$2,720	24.3%
4155 - Conference Registration	\$11,240	\$12,480	\$1,240	11.0%
Purchased Services				
2020 - Postage and Courier	\$3,800	\$4,700	\$900	23.7%
2085 - Publications and Manuals	\$600	\$100	(\$500)	(83.3%)
2609 - Mileage and car allowance	\$700	\$700	\$0	0.0%
2610 - Travel Expense	\$21,887	\$21,387	(\$500)	(2.3%)
2620 - Car Allowance	\$17,949	\$18,949	\$1,000	5.6%
2711 - Cell Phones	\$25,029	\$23,549	(\$1,480)	(5.9%)
2915 - Consulting Services - External	\$500	\$500	\$0	0.0%
2916 - INTERNAL Services non salary	\$20,000	\$20,000	\$0	0.0%
2920 - Legal Services	\$4,069	\$4,069	\$0	0.0%
2940 - Advertising	\$2,000	\$1,000	(\$1,000)	(50.0%)
2950 - Other Prof Services-External	\$56,600	\$54,900	(\$1,700)	(3.0%)
2951 - INTERNAL Service Salary Allocn	\$50,960	\$50,600	(\$360)	(0.7%)
2990 - Business Meeting Expense	\$6,900	\$6,900	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$6,220	\$4,600	(\$1,620)	(26.0%)
3180 - Computer Rental - INTERNAL	\$1,000	\$1,000	\$0	0.0%
3181 - PC & Maint. Allocation	\$75,000	\$77,000	\$2,000	2.7%
3250 - Licenses	\$400	\$200	(\$200)	(50.0%)
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$7,354,413	\$8,410,804	\$1,056,391	14.4%
8130 - Overtime - Salary	\$6,480	\$6,480	\$0	0.0%
8150 - Salary-Temporary	\$62,527	\$154,124	\$91,597	146.5%
8190 - Other Pay	\$2,029	\$2,029	\$0	0.0%
8210 - Meal Allowance	\$100	\$100	\$0	0.0%
8282 - Employee Appreciation	\$800	\$800	\$0	n/a
8290 - Clothing - Uniforms	\$1,200	\$1,200	\$0	0.0%
8291 - Clothing Allowance	\$2,857	\$2,857	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$2,435,702	\$2,797,147	\$361,445	14.8%
Transfers to Reserves & Capital Funds				
4245 - TRANSFER to Capital Fund	\$182,590	\$198,544	\$15,954	8.7%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$13,223	\$13,764	\$541	4.1%
3230 - Liability Insurance	\$2,879	\$2,868	(\$11)	(0.4%)
Total Expense	\$11,037,737	\$12,565,654	\$1,527,917	13.8%
Total Net	\$2,776,782	\$2,990,109	\$213,327	7.7%

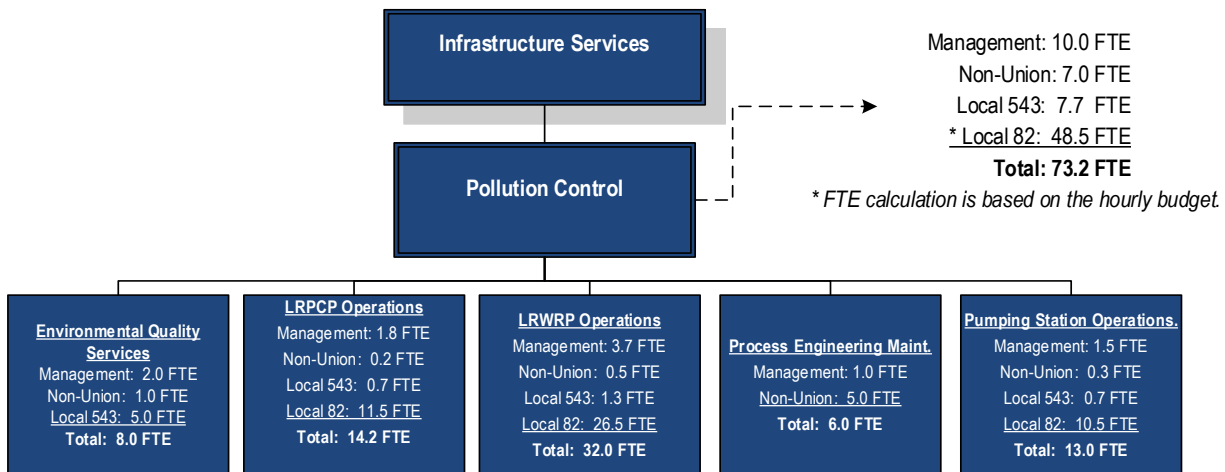
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$1,242,316	
MD 03-2026	2026-0038	Adjust Recoveries from Capital Projects - Engineering Department	(\$339,977)	
MD 03-2026	2026-0039	Adjust Recoveries from Wastewater & Stormwater Budgets - Engineering De	(\$99,735)	
MD 03-2026	2026-0040	User Fee Adjustments for Engineering Department	(\$27,780)	
MD 03-2026	2026-0047	Local Improvement Flat Rate User Fee Adjustments	\$0	
MD 03-2026	2026-0248	Increase GIS Surcharge	(\$193,974)	
MD 03-2026	2026-0319	Annual Recovery of Forfeited Indemnity Fees	(\$70,000)	
MD 03-2026	2026-0037	Temporary Project Coordinator Position	\$0	
MD 03-2026	2026-0041	Addition to Infrastructure Administrative Staff Compliment	\$0	2.0
MD 03-2026	2026-0108	Addition to Corporate Projects Staff Compliment	\$0	1.0
MD 03-2026	n/a	Interdepartmental Reallocations	(\$297,523)	(1.0)
Total Budget Impact			\$213,327	2.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Environmental Quality Services			
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
			8.0
LRPCP Operations			
Executive Director Pollution Control/Deputy City Engineer	RFT	Management	0.3
Mgr, Little River Poll Control	RFT	Management	1.0
Supv, Electrical Maintenance	RFT	Management	0.3
Supv, Mechanical Maintenance	RFT	Management	0.2
Admin Asst to ED of Pollution Control	RFT	Non-Union	0.3
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
Instrument Electrical/Electronic Technologist (GP)	RFT	Local 82	1.5
Caretaker - Yard Attendant	RFT	Local 82	1.0
Process Control Programmer	RFT	Local 543	0.3
Maintenance Clerk	RFT	Local 543	0.3
Clerk Intermediate	RFT	Local 543	0.2
			14.2
LRWRP Operations			
Executive Director Pollution Control/Deputy City Engineer	RFT	Management	0.5
Mgr, Lou Romano Water Reclama	RFT	Management	1.0
Supervisor, Relief & Staff Training	RFT	Management	1.0
Supv, Electrical Maintenance	RFT	Management	0.5
Supv, Mechanical Maintenance	RFT	Management	0.8
Admin Asst to ED of Pollution Control	RFT	Non-Union	0.5
Chief Wastewater Treatment Operator	RFT	Local 82	5.0
Pollution Control Millwright/Mechanic	RFT	Local 82	5.0
Pollution Control Mechanic Trainee	RFT	Local 82	3.0
Wastewater Treatment Operator (Step 4 - III or IV)	RFT	Local 82	10.0
Instrument Electrical/Electronic Technologist (GP)	RFT	Local 82	2.5
Caretaker - Yard Attendant	RFT	Local 82	1.0
Process Control Programmer	RFT	Local 543	0.5
Maintenance Clerk	RFT	Local 543	0.5
Clerk Intermediate	RFT	Local 543	0.4
			32.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Process Engineering Maint.			
Mgr, Process Eng & Maintenance	RFT	Management	1.0
Wastewater Collections Project Engineer	RFT	Non-Union	1.0
Pollution Control Project Engineer	RFT	Non-Union	4.0
			6.0
Pumping Stations Operations			
Executive Director Pollution Control/Deputy City Engineer	RFT	Management	0.3
Supervisor, Pump Station	RFT	Management	1.0
Supv, Electrical Maintenance	RFT	Management	0.3
Supv, Mechanical Maintenance	RFT	Management	0.1
Admin Asst to ED of Pollution Control	RFT	Non-Union	0.3
Wastewater Collection Operator (Step 3 - II)	RFT	Local 82	8.5
Instrument Electrical/Electronic Technologist (GP)	RFT	Local 82	1.0
Caretaker	RFT	Local 82	1.0
Process Control Programmer	RFT	Local 543	0.3
Maintenance Clerk	RFT	Local 543	0.3
Clerk Intermediate	RFT	Local 543	0.2
			13.0
			73.2

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
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
Total Net	\$0	\$0	\$0	n/a

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$960,000)	(\$984,692)	(\$24,692)	2.6%
Recovery of Expenditures				
6999 - Work Auth Recovery INTERNAL	(\$726,981)	(\$726,981)	\$0	0.0%
User Fees, Permits & Charges				
6410 - Licenses & Permits	(\$35,443)	(\$35,443)	\$0	0.0%
6670 - Sewage Treatment - Municipal	(\$4,413,324)	(\$3,784,128)	\$629,196	(14.3%)
6671 - Sewage Treatment - Septic Waste	\$0	(\$72,216)	(\$72,216)	n/a
6673 - Sewage Trmnt - Overstrength Surch	\$0	(\$256,980)	(\$256,980)	n/a
6674 - Sewage Treatment - Leachate	\$0	(\$420,000)	(\$420,000)	n/a
6690 - Wastewater Recoveries	(\$18,649,327)	(\$17,891,358)	\$757,969	(4.1%)
6692 - Stormwater Surcharge Recoveries	(\$2,659,854)	(\$3,629,479)	(\$969,625)	36.5%
Total Revenue	(\$27,444,929)	(\$27,801,277)	(\$356,348)	1.3%

EXPENSES

Minor Capital

2150 - Minor Apparatus & Tools	\$16,400	\$16,400	\$0	0.0%
2220 - Maintenance Parts & Materials	\$1,982,192	\$1,981,277	(\$915)	(0.0%)
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%
2115 - Motor Fuels	\$219,000	\$219,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
2117 - Oils and Lubricants	\$42,000	\$42,000	\$0	0.0%
2140 - Chemicals	\$3,344,736	\$3,464,736	\$120,000	3.6%
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%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$10,565	\$10,340	(\$225)	(2.1%)
4050 - Training Courses	\$25,000	\$25,000	\$0	0.0%
4155 - Conference Registration	\$12,000	\$12,000	\$0	0.0%
Purchased Services				
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	\$1,220	\$1,220	\$0	0.0%
2950 - Other Prof Services-External	\$549,420	\$549,420	\$0	0.0%
2951 - INTERNAL Service Salary Allocn	\$140,033	\$164,725	\$24,692	17.6%
2975 - Landfill Tipping Fees	\$25,000	\$25,000	\$0	0.0%
2980 - Contracted Services	\$2,688,000	\$2,688,000	\$0	0.0%
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 - Vehicle Rent-Dedicated INTERNAL	\$545,065	\$545,065	\$0	0.0%
3181 - PC & Maint. Allocation	\$72,240	\$73,240	\$1,000	1.4%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$2,557,129	\$2,984,686	\$427,557	16.7%
8115 - Salary-Reg.Part Time	\$36,182	\$39,690	\$3,508	9.7%
8120 - Hourly-Reg.Full Time	\$3,526,452	\$3,751,693	\$225,241	6.4%
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	\$325	\$325	\$0	0.0%
8175 - Service Pay - Hourly	\$4,620	\$4,620	\$0	0.0%
8190 - Other Pay	\$144,500	\$150,778	\$6,278	4.3%
8210 - Meal Allowance	\$9,900	\$9,900	\$0	0.0%
8282 - Employee Appreciation	\$780	\$780	\$0	0.0%
8290 - Clothing - Uniforms	\$19,000	\$20,022	\$1,022	5.4%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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.)	\$2,024,250	\$2,240,317	\$216,067	10.7%
Transfers to Reserves & Capital Funds				
4250 - TRANSFER to Reserve Fund	\$835,000	\$0	(\$835,000)	(100.0%)
Utilities, Insurance & Taxes				
3010 - Utilities	\$5,418,792	\$5,418,788	(\$4)	(0.0%)
3210 - Building Insurance	\$677,092	\$837,713	\$160,621	23.7%
3230 - Liability Insurance	\$15,112	\$21,618	\$6,506	43.1%
4015 - Taxes	\$1,275,142	\$1,275,142	\$0	0.0%
Total Expense	\$27,444,929	\$27,801,277	\$356,348	1.3%
Total Net	\$0	\$0	\$0	n/a

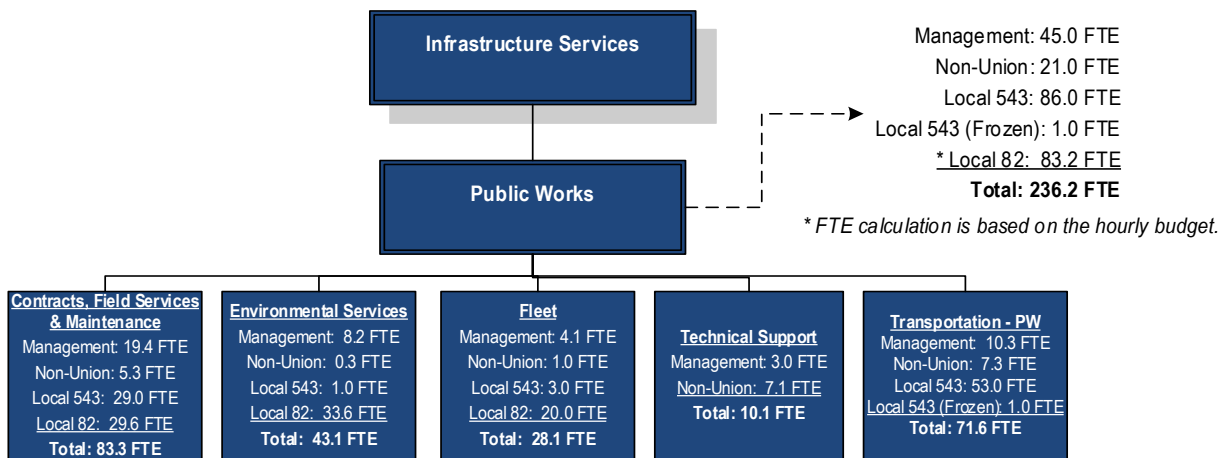
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$690,898	
MD 03-2026	2026-0331	Changes to Pollution Control Staff Compliment	\$0	1.0
MD 03-2026	2026-0299	Increase to the Recovery from Wastewater & Stormwater Budget - Salaries &	(\$537,344)	
MD 03-2026	2026-0337	Increase in Revenue Due to Change in Leachate Treatment Costing Method	\$0	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$153,554)	
Total Budget Impact			\$0	1.0

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Contracts, Field Services & Maintenance			
Executive Director, Operations/Deputy City Engineer	RFT	Management	0.3
Senior Manager, Contracts, Field Services, Maintenance	RFT	Management	1.0
Manager Contracts	RFT	Management	1.0
Manager Maintenance	RFT	Management	1.0
Manager Right of Way & Field Services	RFT	Management	1.0
Contracts, Supervisor	RFT	Management	4.0
Maintenance Supervisor	RFT	Management	7.0
Supervisor, Field Services	RFT	Management	3.0
Supervisor Enforcement	RFT	Management	1.0
Engineer I	RFT	Non-Union	3.0
Technologist I	RFT	Non-Union	2.0
Sec. to Ex Dir. of Operations	RFT	Non-Union	0.3
Construction Technologist	RFT	Local 543	10.0
Administrative Inspector	RFT	Local 543	6.0
Infrastructure Location Technician	RFT	Local 543	2.0
Construction Technician	RFT	Local 543	8.0
Secretary - Field Services	RFT	Local 543	1.0
Secretary - Contracts, Fleet & Maintenance	RFT	Local 543	2.0
Sewer Maintainer	RFT	Local 82	16.9
Road Maintainer	RFT	Local 82	8.9
Winter Control Operator	RFT	Local 82	3.9
			83.4
Environmental Services			
Executive Director, Operations/Deputy City Engineer	RFT	Management	0.2
Senior Manager, Environmental Services	RFT	Management	1.0
Supv, Environmental Services	RFT	Management	6.0
Manager, Waste Collection Contract	RFT	Management	1.0
Sec. to Ex Dir. of Operations	RFT	Non-Union	0.2
Clerk Intermediate	RFT	Local 543	1.0
Facility Operator	RFT	Local 82	14.2
Waste Collection Operator	RFT	Local 82	19.4
			43.1
Fleet			
Executive Director, Operations/Deputy City Engineer	RFT	Management	0.1
Senior Manager, Fleet	RFT	Management	1.0
Manager, Fleet	RFT	Management	1.0
Supervisor, Fleet	RFT	Management	2.0
Fleet Technology & Training Administrator	RFT	Non-Union	1.0
Sec. to Ex Dir. of Operations	RFT	Non-Union	0.1

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
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
			28.1

Technical Support

Executive Director, Operations/Deputy City Engineer	RFT	Management	0.1
Mgr, Technical Support	RFT	Management	1.0
Supervisor, IMS	RFT	Management	1.0
Supervisor, Technical Support	RFT	Management	1.0
Operations/Asset Analyst	RFT	Non-Union	7.0
Sec. to Ex Dir. of Operations	RFT	Non-Union	0.1
			10.1

Transportation - PW

Executive Director, Operations/Deputy City Engineer	RFT	Management	0.3
Senior Manager, Transportation	RFT	Management	1.0
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
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
Sec. to Ex Dir. of Operations	RFT	Non-Union	0.3
Administrative Penalty Screening Officer	RFT	Local 543	1.0
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
Transportation Data Technician	RFT	Local 543	1.0
Parking Maintenance Staff	RFT	Local 543	11.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Parking Technician	RFT	Local 543	2.0
Parking Violations Cashier	RFT	Local 543	2.0
Parking Violations Review Clk	RFT	Local 543	1.0
Senior Clerk	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	3.0
Traffic Technician	RFT	Local 543	1.0
Transportation Planner I	RFT	Local 543	2.0
Transportation Planner I (FROZEN)	RFT	Local 543	1.0
Transportation Technologist I	RFT	Local 543	2.0
Vision Zero Technician	RFT	Local 543	1.0
			<u>71.6</u>
			<u>236.3</u>

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Public Works	\$1,240,147	\$1,504,953	\$264,806	21.4%
Contracts, Field Services & Maintenance	\$10,268,719	\$10,021,938	(\$246,781)	(2.4%)
Environmental Services	\$11,517,597	\$9,614,481	(\$1,903,116)	(16.5%)
Fleet	(\$5,839)	(\$489,104)	(\$483,265)	8276.5%
Technical Support	\$386,552	\$434,528	\$47,976	12.4%
Transportation - PW	\$5,541,062	\$4,469,042	(\$1,072,020)	(19.3%)
Total Net	\$28,948,238	\$25,555,838	(\$3,392,400)	(11.7%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$1,199,213)	(\$934,910)	\$264,303	(22.0%)
Recovery of Expenditures				
6735 - Recovery Of Expenses EXTERNAL	(\$3,623,650)	(\$10,006,811)	(\$6,383,161)	176.2%
6740 - Recovery of Salaries-INTERNAL	(\$180,569)	(\$227,161)	(\$46,592)	25.8%
6742 - Recovery of Fringes INTERNAL	(\$41,764)	(\$57,081)	(\$15,317)	36.7%
6988 - Frozen Position Recovery	\$0	(\$64,756)	(\$64,756)	n/a
6999 - Work Auth Recovery INTERNAL	(\$4,698,658)	(\$5,009,506)	(\$310,848)	6.6%
Transfers From Other Funds				
7052 - TRANSFER From Capital Projects	(\$213,242)	(\$213,242)	\$0	0.0%
7054 - TRANSFER From Reserve Funds	(\$624,904)	(\$645,913)	(\$21,009)	3.4%
7055 - TRANSFER From Current Funds	(\$164,940)	(\$164,940)	\$0	0.0%
User Fees, Permits & Charges				
6410 - Licenses & Permits	\$0	(\$61,000)	(\$61,000)	n/a
6417 - Lease & Rental Revenue	(\$8,253,280)	(\$8,545,650)	(\$292,370)	3.5%
6440 - Parking Revenue - Daily	(\$3,423,187)	(\$3,889,237)	(\$466,050)	13.6%
6450 - Parking Revenue - Monthly	(\$1,355,567)	(\$1,355,567)	\$0	0.0%
6455 - Parking Revenue - Resid - Perm	(\$53,143)	(\$72,651)	(\$19,508)	36.7%
6460 - Sale of Goods & Services	(\$109,475)	(\$116,070)	(\$6,595)	6.0%
6480 - Parking Fines	(\$3,153,866)	(\$3,372,907)	(\$219,041)	6.9%
6482 - Red Light Cameras (RLC) Revenue	\$0	(\$3,000,000)	(\$3,000,000)	n/a
6483 - Parking Ticket-MTO Collections	(\$888,667)	(\$1,216,675)	(\$328,008)	36.9%
6650 - User Fees - External	(\$1,597,116)	(\$2,298,866)	(\$701,750)	43.9%
6651 - Fees and Recoveries INTERNAL	(\$1,603,803)	(\$1,673,803)	(\$70,000)	4.4%
6690 - Wastewater Recoveries	(\$3,169,565)	(\$3,384,671)	(\$215,106)	6.8%
6692 - Stormwater Surcharge Recoveries	(\$6,283,365)	(\$6,698,420)	(\$415,055)	6.6%
Total Revenue	(\$40,637,974)	(\$53,009,837)	(\$12,371,863)	30.4%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
EXPENSES				
Financial Expenses				
4540 - Bank Charges	\$2,175	\$2,175	\$0	0.0%
Minor Capital				
2150 - Minor Apparatus & Tools	\$80,244	\$80,244	\$0	0.0%
2220 - Maintenance Parts & Materials	\$164,319	\$164,319	\$0	0.0%
2230 - Infrastructure Maint. Material	\$2,926,173	\$3,048,534	\$122,361	4.2%
2510 - Building Repairs	\$3,700	\$3,700	\$0	0.0%
2520 - Vehicle Repairs	\$211,038	\$257,912	\$46,874	22.2%
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	\$2,258	\$2,558	\$300	13.3%
5126 - Computer Software	\$21,852	\$23,052	\$1,200	5.5%
5130 - Furniture & Furnishings	\$1,500	\$1,500	\$0	0.0%
5410 - Construction Contracts - TCA	\$37,882	\$37,882	\$0	0.0%
Operating & Maintenance Supplies				
2010 - Office Supplies	\$86,512	\$86,512	\$0	0.0%
2060 - Computer Supplies	\$2,300	\$2,300	\$0	0.0%
2115 - Motor Fuels	\$1,810,369	\$1,518,403	(\$291,966)	(16.1%)
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	\$114,886	\$119,196	\$4,310	3.8%
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	\$293,336	\$267,060	(\$26,276)	(9.0%)
2255 - Outside Vehicle Parts	\$588,926	\$576,502	(\$12,424)	(2.1%)
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	\$0	(\$1,500)	(100.0%)
Other Miscellaneous Expenditures				
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%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Purchased Services				
2020 - Postage and Courier	\$46,502	\$46,502	\$0	0.0%
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	\$16,652	\$16,652	\$0	0.0%
2711 - Cell Phones	\$49,228	\$49,828	\$600	1.2%
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	\$27,495	\$28,395	\$900	3.3%
2920 - Legal Services	\$46,465	\$93,465	\$47,000	101.2%
2940 - Advertising	\$4,000	\$4,000	\$0	0.0%
2950 - Other Prof Services-External	\$365,371	\$845,371	\$480,000	131.4%
2951 - INTERNAL Service Salary Allocn	\$124,813	\$124,813	\$0	0.0%
2957 - Fleet Car Washes	\$16,530	\$16,530	\$0	0.0%
2962 - Fees and Service Charges Exp	\$49,500	\$49,500	\$0	0.0%
2975 - Landfill Tipping Fees	\$0	\$54,912	\$54,912	n/a
2980 - Contracted Services	\$19,697,522	\$24,634,681	\$4,937,159	25.1%
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	\$70,336	\$70,336	\$0	0.0%
3140 - Vehicle Rent-Dedicated INTERNAL	\$4,713,918	\$5,031,734	\$317,816	6.7%
3145 - VehicleRent-TempOther INTERNAL	\$83,072	\$83,072	\$0	0.0%
3150 - Vehicle Rental - External	\$50,000	\$50,000	\$0	0.0%
3160 - Vehicle Rental Control	\$35,450	\$35,450	\$0	0.0%
3181 - PC & Maint. Allocation	\$239,202	\$236,202	(\$3,000)	(1.3%)
3250 - Licenses	\$126,094	\$130,344	\$4,250	3.4%
4046 - Park Enf - PMTO R/O Requests	\$160,000	\$160,000	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$13,238,516	\$14,645,858	\$1,407,342	10.6%
8112 - Frozen Position Salary	\$0	\$64,756	\$64,756	n/a
8120 - Hourly-Reg.Full Time	\$6,006,221	\$6,211,503	\$205,282	3.4%
8130 - Overtime - Salary	\$410,785	\$410,693	(\$92)	(0.0%)
8140 - Overtime - Wages	\$321,924	\$332,299	\$10,375	3.2%
8150 - Salary-Temporary	\$704,282	\$675,811	(\$28,471)	(4.0%)
8160 - Hourly-Temporary	\$265,739	\$265,739	\$0	0.0%
8170 - Service Pay	\$5,525	\$4,875	(\$650)	(11.8%)
8175 - Service Pay - Hourly	\$17,115	\$17,115	\$0	0.0%
8180 - Stand-by Pay	\$25,000	\$25,000	\$0	0.0%
8190 - Other Pay	\$279,394	\$194,723	(\$84,671)	(30.3%)
8192 - Shift Differential	\$81,850	\$86,343	\$4,493	5.5%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
8210 - Meal Allowance	\$20,716	\$20,716	\$0	0.0%
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	\$3,170	\$3,170	\$0	0.0%
8290 - Clothing - Uniforms	\$53,265	\$60,765	\$7,500	14.1%
8291 - Clothing Allowance	\$42,300	\$42,300	\$0	0.0%
8380 - Workers Comp. - Admin.	\$35,905	\$35,905	\$0	0.0%
8381 - Workers Comp. - Medical	\$44,400	\$44,400	\$0	0.0%
8382 - Workers Comp. - Salary	\$32,966	\$32,966	\$0	0.0%
8383 - Workers Comp. - Pension	\$132,010	\$132,010	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$6,486,600	\$7,014,778	\$528,178	8.1%
Transfers to Reserves & Capital Funds				
4210 - Depreciation	\$3,002,125	\$3,015,311	\$13,186	0.4%
4240 - Transfer to Current	\$6	\$3,389	\$3,383	56383.3%
4245 - TRANSFER to Capital Fund	\$270,103	\$363,221	\$93,118	34.5%
4250 - TRANSFER to Reserve Fund	\$2,030,853	\$3,124,026	\$1,093,173	53.8%
Utilities, Insurance & Taxes				
3010 - Utilities	\$403,382	\$403,382	\$0	0.0%
3210 - Building Insurance	\$108,180	\$116,013	\$7,833	7.2%
3220 - Vehicle Insurance	\$214,591	\$215,770	\$1,179	0.5%
3230 - Liability Insurance	\$1,940,695	\$1,911,728	(\$28,967)	(1.5%)
4015 - Taxes	\$400,557	\$400,557	\$0	0.0%
Total Expense	\$69,586,212	\$78,565,675	\$8,979,463	12.9%
Total Net	\$28,948,238	\$25,555,838	(\$3,392,400)	(11.7%)

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$2,496,482	
MD 03-2026	2026-0123	Removal of Revenue Budget for County & City Recycling Program	\$839,650	
MD 03-2026	2026-0329	Changes to Public Works Staff Compliment	\$28,193	0.0
MD 03-2026	2026-0132	Parking Enforcement Contracted Service Fee Increase	\$58,244	
MD 03-2026	2026-0179	Railway Crossing Protection Maintenance Fee Increase	\$35,135	
MD 03-2026	2026-0227	Increased Asset Maintenance Costs for Public Works Operations	\$147,663	
MD 03-2026	2026-0362	Diaper Disposal Program	\$93,843	
MD 03-2026	2026-0128	Fuel Budget Reduction in Fleet Services	(\$324,766)	
MD 03-2026	2026-0181	City Waste Collection Contract Cost Adjustments	(\$1,922,258)	
MD 03-2026	2026-0202	Waste Collection Agreement with Windsor Essex Community Housing Corp	(\$111,597)	1.0
MD 03-2026	2026-0258	Non-Eligible Source Recycling (NES) Cost Reductions	(\$131,884)	(2.0)
MD 03-2026	2026-0301	Yard Waste Collection Service Adjustment	(\$240,000)	
MD 03-2026	2026-0371	Municipal Road Winter Maintenance Cost Adjustments	(\$347,523)	
MD 03-2026	2026-0372	Elimination of Staffing within Public Works	(\$203,431)	(2.0)
MD 03-2026	2026-0127	Increase Waste Collection Revenue - Front End Loader & Roll-Off Truck Cus	(\$120,000)	
MD 03-2026	2026-0169	Recovery Adjustments Related to Public Works Recoverable Staff	(\$896,617)	
MD 03-2026	2026-0244	Increase Parking Ticket Fines	(\$61,246)	
MD 03-2026	2026-0270	User Fee Adjustments for Public Works	(\$612,040)	
MD 03-2026	2026-0305	Recovery Adjustments - Public Drop Off, Transfer Station & Organics Operat	(\$393,562)	
MD 03-2026	2026-0393	On-Street Parking Supply and Revenue Optimization	\$0	
MD 03-2026	2026-0235	Elimination of Staffing in Parking Permit Services	(\$49,544)	(1.0)
MD 03-2026	2026-0304	In-Source Industrial Printing and Laminating	(\$75,000)	
MD 03-2026	2026-0313	Traffic Enforcement - Administrative Penalty Program	(\$229,458)	1.0
MD 03-2026	2026-0178	Elimination of Seasonal Staffing for Technical Support	(\$14,872)	
MD 03-2026	2026-0379	Transportation Division Optimization	(\$64,756)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$1,293,056)	
Total Budget Impact			(\$3,392,400)	(3.0)

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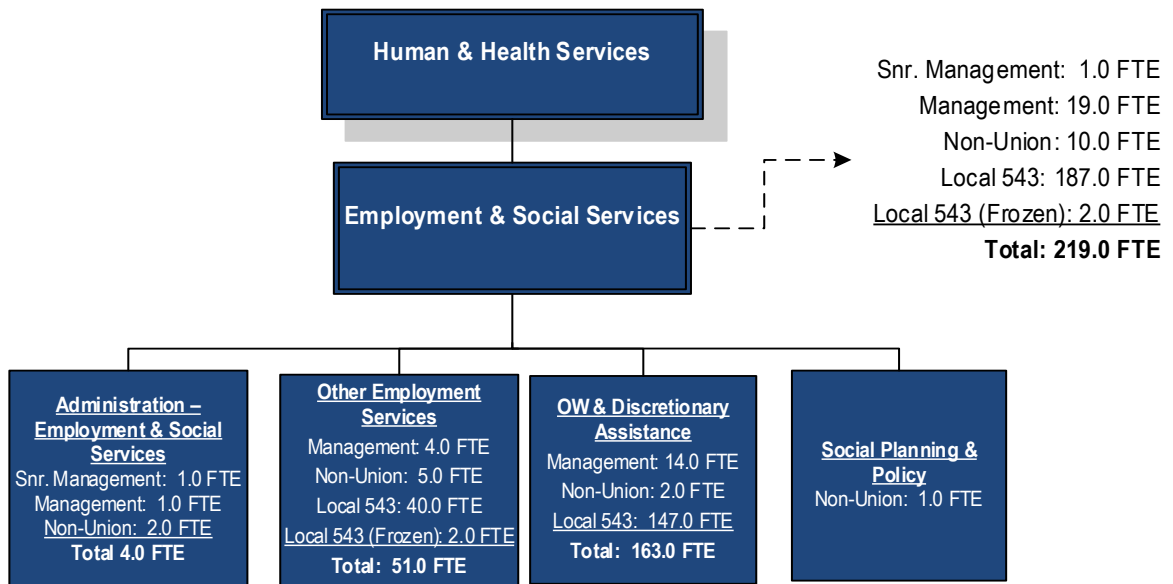
Huron Lodge

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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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Employment & Social Services			
Commissioner - Human & Health Services	RFT	Sr. 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
			4.0
Other Employment Services			
Manager, Integrated Employment Services	RFT	Management	1.0
Supv, Employment	RFT	Management	3.0
Staff Development Coordinator	RFT	Non-Union	1.0
Coordinator, 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
Information Analyst	RFT	Local 543	1.0
Intake Service Representative	RFT	Local 543	2.0
Intake Service Representative - Bilingual	RFT	Local 543	1.0
Job Developer	RFT	Local 543	8.0
Special Projects Coordinator	RFT	Local 543	3.0
Staff Trainer	RFT	Local 543	1.0
Resource Centre Greeter (Bilingual)(FROZEN)	RFT	Local 543	1.0
Resource Centre Greeter (FROZEN)	RFT	Local 543	1.0
Clerk Steno Intermediate	RFT	Local 543	1.0
Clerk Junior (Team)	RFT	Local 543	3.0
			51.00
OW & Discretionary Assistance			
EX Dir. 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, Staff Development	RFT	Non-Union	1.0
Administrative Assistant	RFT	Non-Union	1.0
Program Integrity Analyst	RFT	Local 543	10.0
Caseworker Discretionary Benefits	RFT	Local 543	3.0
Caseworker Discretionary Benefits - Bilingual	RFT	Local 543	1.0
Clerk - Leamington	RFT	Local 543	2.0
Clerk Junior (Fin)	RFT	Local 543	1.0
Clerk Junior (Team)	RFT	Local 543	10.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
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	3.0
Intake Service Representative Bilingual	RFT	Local 543	2.0
Intermediate Clerk	RFT	Local 543	1.0
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	91.0
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	4.0
			163.0
Social Planning & Policy			
Community Health Project Manager	RFT	Non-Union	1.0
			1.0
			219.0

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Community Development & Health Services	\$295,834	\$287,765	(\$8,069)	(2.7%)
Other Employment Services	\$0	\$134,797	\$134,797	n/a
OW & Discretionary Assistance	\$8,115,499	\$8,747,289	\$631,790	7.8%
Social Planning & Policy	\$124,030	\$146,708	\$22,678	18.3%
Total Net	\$8,535,363	\$9,316,559	\$781,196	9.2%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Grants & Subsidies				
6310 - Ontario Specific Grants	(\$150,072,011)	(\$148,615,530)	\$1,456,481	(1.0%)
6320 - Canada Specific Grants	(\$1,289,368)	(\$485,553)	\$803,815	(62.3%)
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$270,817)	(\$234,427)	\$36,390	(13.4%)
Recovery of Expenditures				
6340 - Net County Cost	(\$4,613,543)	(\$4,945,943)	(\$332,400)	7.2%
6735 - Recovery Of Expenses EXTERNAL	(\$1,583,535)	(\$1,442,450)	\$141,085	(8.9%)
6740 - Recovery of Salaries-INTERNAL	(\$682,762)	(\$562,147)	\$120,615	(17.7%)
6742 - Recovery of Fringes INTERNAL	(\$224,825)	(\$185,562)	\$39,263	(17.5%)
6988 - Frozen Position Recovery	\$0	(\$119,792)	(\$119,792)	n/a
Total Revenue	(\$158,736,861)	(\$156,591,404)	\$2,145,457	(1.4%)

EXPENSES

Financial Expenses

4540 - Bank Charges	\$65,747	\$71,900	\$6,153	9.4%
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Minor Capital

2150 - Minor Apparatus & Tools	\$2,400	\$2,400	\$0	0.0%
5113 - Ergonomic Equipment	\$14,232	\$5,000	(\$9,232)	(64.9%)
5125 - Computers - PCs	\$66,062	\$18,700	(\$47,362)	(71.7%)
5126 - Computer Software	\$5,249	\$10,100	\$4,851	92.4%
5130 - Furniture & Furnishings	\$132,694	\$92,200	(\$40,494)	(30.5%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Operating & Maintenance Supplies				
2010 - Office Supplies	\$117,202	\$66,286	(\$50,916)	(43.4%)
2060 - Computer Supplies	\$36,634	\$30,600	(\$6,034)	(16.5%)
2170 - Operating and Other Supplies	\$600	\$600	\$0	0.0%
2180 - Program Supplies	\$6,500	\$0	(\$6,500)	(100.0%)
2310 - Food and confections	\$970	\$2,500	\$1,530	157.7%
2360 - Promotional Material & Product	\$32,431	\$25,500	(\$6,931)	(21.4%)
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$17,534	\$28,700	\$11,166	63.7%
4050 - Training Courses	\$209,908	\$205,300	(\$4,608)	(2.2%)
4155 - Conference Registration	\$14,825	\$8,262	(\$6,563)	(44.3%)
Purchased Services				
2020 - Postage and Courier	\$93,474	\$76,400	(\$17,074)	(18.3%)
2085 - Publications and Manuals	\$500	\$500	\$0	0.0%
2609 - Mileage and car allowance	\$1,000	\$0	(\$1,000)	(100.0%)
2610 - Travel Expense	\$18,108	\$17,500	(\$608)	(3.4%)
2620 - Car Allowance	\$17,941	\$21,980	\$4,039	22.5%
2710 - Telephone Expenses	\$63,283	\$57,814	(\$5,469)	(8.6%)
2711 - Cell Phones	\$36,526	\$48,650	\$12,124	33.2%
2810 - Parking, Permits and Passes	\$500	\$9,800	\$9,300	1860.0%
2914 - Non-Occ Medical	\$10,400	\$11,100	\$700	6.7%
2915 - Consulting Services - External	\$10,000	\$10,000	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$90,000	\$90,000	\$0	0.0%
2920 - Legal Services	\$173,510	\$198,600	\$25,090	14.5%
2925 - Computer Maintenance	\$500	\$2,400	\$1,900	380.0%
2940 - Advertising	\$6,803	\$9,449	\$2,646	38.9%
2950 - Other Prof Services-External	\$510,030	\$506,700	(\$3,330)	(0.7%)
2951 - INTERNAL Service Salary Allocn	\$3,155,979	\$3,485,397	\$329,418	10.4%
2980 - Contracted Services	\$251,465	\$242,405	(\$9,060)	(3.6%)
2990 - Business Meeting Expense	\$43,873	\$45,600	\$1,727	3.9%
3120 - Rental Expense EXTERNAL	\$15,481	\$17,733	\$2,252	14.5%
3140 - Vehicle Rent-Dedicated INTERNAL	\$14,865	\$29,365	\$14,500	97.5%
3145 - VehicleRent-TempOther INTERNAL	\$14,455	\$0	(\$14,455)	(100.0%)
3150 - Vehicle Rental - External	\$5,243	\$5,300	\$57	1.1%
3170 - Facility Rental INTERNAL	\$1,530,111	\$1,544,452	\$14,341	0.9%
3175 - Facility Rental EXTERNAL	\$147,147	\$147,200	\$53	0.0%
3180 - Computer Rental - INTERNAL:	\$10,000	\$6,000	(\$4,000)	(40.0%)
3181 - PC & Maint. Allocation	\$221,000	\$219,000	(\$2,000)	(0.9%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$16,180,281	\$17,274,943	\$1,094,662	6.8%
8112 - Frozen Position Salary	\$0	\$119,792	\$119,792	n/a
8130 - Overtime - Salary	\$5,388	\$38,115	\$32,727	607.4%
8150 - Salary-Temporary	\$195,399	\$177,000	(\$18,399)	(9.4%)
8170 - Service Pay	\$8,775	\$6,581	(\$2,194)	(25.0%)
8190 - Other Pay	\$1,653,928	\$537,208	(\$1,116,720)	(67.5%)
8210 - Meal Allowance	\$432	\$200	(\$232)	(53.7%)
8220 - Education Allowance	\$2,733	\$1,187	(\$1,546)	(56.6%)
8282 - Employee Appreciation	\$3,190	\$3,190	\$0	0.0%
8380 - Workers Comp. - Admin.	\$19,404	\$16,000	(\$3,404)	(17.5%)
8381 - Workers Comp. - Medical	\$7,131	\$15,447	\$8,316	116.6%
8382 - Workers Comp. - Salary	\$41,600	\$46,300	\$4,700	11.3%
8383 - Workers Comp. - Pension	\$23,757	\$7,800	(\$15,957)	(67.2%)
8384 - Workers Comp - Ergonomic	\$11,613	\$1,011	(\$10,602)	(91.3%)
8399 - Fringe Benefits (Dept.)	\$5,366,855	\$5,725,507	\$358,652	6.7%
Transfers for Social Services				
2290 - Social Dev-Corporate Overhead	\$2,782,849	\$2,847,800	\$64,951	2.3%
3531 - Other Mandatory Benefits	\$79,700	\$75,400	(\$4,300)	(5.4%)
3532 - Employ Transition - Mandatory	\$1,321,200	\$970,200	(\$351,000)	(26.6%)
3533 - Drugs	\$3,000	\$2,500	(\$500)	(16.7%)
3534 - Hearing Aids Mandatory	\$18,200	\$1,400	(\$16,800)	(92.3%)
3535 - Diabetic Supplies	\$43,700	\$58,400	\$14,700	33.6%
3536 - Medical Supplies	\$1,900	\$0	(\$1,900)	(100.0%)
3537 - Surgical Supplies	\$9,500	\$2,500	(\$7,000)	(73.7%)
3538 - Medical Transportation	\$533,900	\$544,400	\$10,500	2.0%
3539 - Vision Care Dependant	\$17,100	\$28,400	\$11,300	66.1%
3540 - Indigent Transportation	\$5,500	\$2,800	(\$2,700)	(49.1%)
3541 - Wheelchair repairs	\$2,100	\$6,000	\$3,900	185.7%
3546 - Funeral and Burial	\$1,648,750	\$1,516,000	(\$132,750)	(8.1%)
3551 - Dental Discretionary	\$475,900	\$235,300	(\$240,600)	(50.6%)
3553 - Dentures and Repairs	\$152,500	\$47,000	(\$105,500)	(69.2%)
3556 - Prosthetic Appliances	\$43,600	\$82,300	\$38,700	88.8%
3560 - Glasses and Vision Care	\$43,700	\$73,100	\$29,400	67.3%
3562 - Financial Assistance	\$92,027,700	\$90,746,500	(\$1,281,200)	(1.4%)
3563 - Transition Child Benefit	\$1,677,400	\$1,748,400	\$71,000	4.2%
3573 - Special Allowance	\$31,132,942	\$32,027,764	\$894,822	2.9%
3576 - Personal Needs Allowance	\$22,700	\$26,900	\$4,200	18.5%
3580 - Other - Non-Health	\$866,551	\$967,200	\$100,649	11.6%
3582 - Other Health Assistance	\$480,800	\$411,300	(\$69,500)	(14.5%)
3595 - SS Purchase of Service	\$105,436	\$154,800	\$49,364	46.8%
4230 - Special Projects-Social Service	\$3,080,702	\$1,978,666	(\$1,102,036)	(35.8%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3210 - Building Insurance	\$2,067	\$2,281	\$214	10.4%
3230 - Liability Insurance	\$7,159	\$8,978	\$1,819	25.4%
Total Expense	\$167,272,224	\$165,907,963	(\$1,364,261)	(0.8%)
Total Net	\$8,535,363	\$9,316,559	\$781,196	9.2%

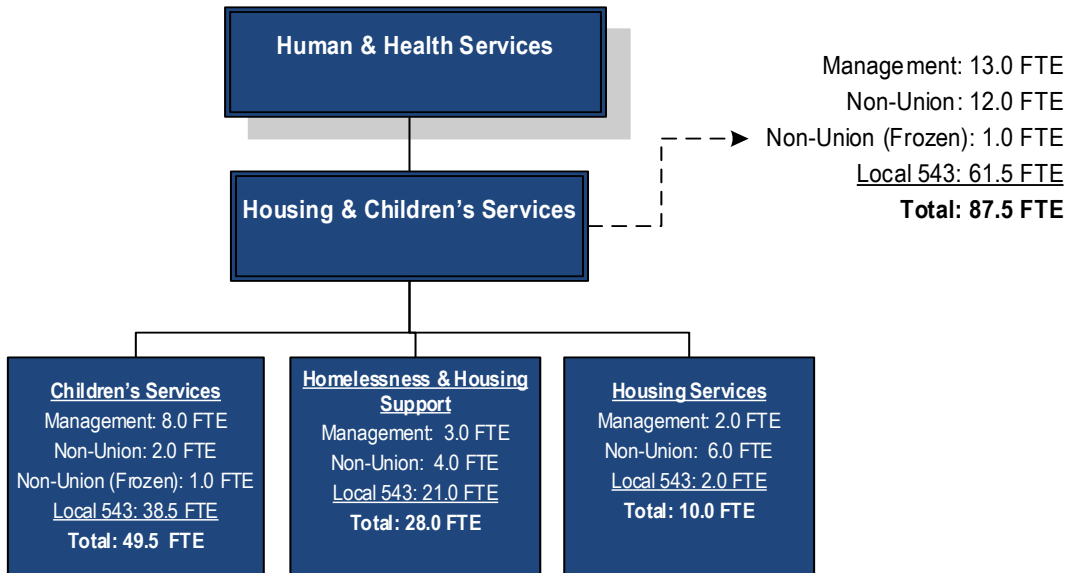
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$1,749,833	
MD 03-2026	2026-0072	Increase to Funeral & Burial Expense	\$20,000	
MD 03-2026	2026-0131	Reduction of Expense - Integrated Employment Services	(\$111,472)	
MD 03-2026	2026-0269	Elimination of Staffing in Employment & Social Services	(\$74,983)	(3.0)
MD 03-2026	2026-0219	Corporate Program Support Revenue Increase	(\$65,000)	
MD 03-2026	2026-0267	Revenue Increase - Ontario Works Program Delivery Budget	(\$400,000)	
MD 03-2026	2026-0218	Addition to Employment Services Staff Compliment	\$0	1.0
MD 03-2026	2026-0271	Addition to Ontario Works Staff Compliment	\$0	2.0
MD 03-2026	n/a	Interdepartmental Reallocations	(\$337,182)	(2.0)
Total Budget Impact			\$781,196	(2.0)

DESCRIPTION

Housing Services administers program requirements and funding for 7,300 units (includes Windsor Essex Community Housing Corporation units) and including over 32 social housing providers in Windsor and Essex County. The Homelessness & Housing Support area administers funding from all three levels of government and oversees various homelessness and supportive housing programs in Windsor and Essex County. The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. CMSMs are the designated child care and early years service system managers responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in their communities.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Children's Services			
Senior Manager	RFT	Management	1.0
Manager, Business Management & Compliance	RFT	Management	1.0
Manager, Program Management & Oversight	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 Coordinator (FROZEN)	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	2.0
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
Special Projects Co-ordinator	RFT	Local 543	2.0
			49.5
Homelessness & Housing Support			
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
Program Development Officer	RFT	Local 543	1.0
Social Worker (BSW)	RFT	Local 543	11.0
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
			28.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Housing Services			
Ex Dir, 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
Administrative Assistant	RFT	Non-Union	1.0
Program Development Officer	RFT	Local 543	1.0
Maint/Technical Support Person	RFT	Local 543	1.0
			10.0
			87.5

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Children's Services	\$2,784,265	\$3,537,478	\$753,213	27.1%
Homelessness & Housing Support	\$5,141,210	\$3,249,833	(\$1,891,377)	(36.8%)
Housing Services	\$10,346,357	\$9,538,353	(\$808,004)	(7.8%)
Total Net	\$18,271,832	\$16,325,664	(\$1,946,168)	(10.7%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Grants & Subsidies				
6310 - Ontario Specific Grants	(\$179,515,268)	(\$189,425,720)	(\$9,910,452)	5.5%
6320 - Canada Specific Grants	(\$9,094,535)	(\$6,646,018)	\$2,448,517	(26.9%)
Other Miscellaneous Revenue				
6990- Other General Revenue	\$0	(\$4,205,618)	(\$4,205,618)	n/a
Recovery of Expenditures				
6340 - Net County Cost	(\$8,070,098)	(\$9,626,683)	(\$1,556,585)	19.3%
6735 - Recovery Of Expenses EXTERNAL	(\$1,550,165)	(\$790,598)	\$759,567	(49.0%)
6740 - Recovery of Salaries-INTERNAL	(\$1,197,885)	(\$2,657,688)	(\$1,459,803)	121.9%
6742 - Recovery of Fringes INTERNAL	(\$395,302)	(\$854,884)	(\$459,582)	116.3%
6988 - Frozen Position Recovery	\$0	(\$112,603)	(\$112,603)	n/a
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$849,288)	(\$325,000)	\$524,288	(61.7%)
7058 - Transfer From Reserve Account	\$0	(\$300,000)	(\$300,000)	n/a
Total Revenue	(\$200,672,541)	(\$214,944,812)	(\$14,272,271)	7.1%

EXPENSES

Minor Capital

2220 - Maintenance Parts & Materials	\$7,000	\$9,000	\$2,000	28.6%
5111 - Machinery & Equipment -Non TCA	\$1,081	\$1,081	\$0	0.0%
5113 - Ergonomic Equipment	\$178	\$178	\$0	0.0%
5125 - Computers - PCs	\$24,922	\$38,506	\$13,584	54.5%
5126 - Computer Software	\$8,735	\$5,168	(\$3,567)	(40.8%)
5130 - Furniture & Furnishings	\$16,284	\$26,054	\$9,770	60.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Operating & Maintenance Supplies				
2010 - Office Supplies	\$58,645	\$30,895	(\$27,750)	(47.3%)
2060 - Computer Supplies	\$167	\$167	\$0	0.0%
2145 - Housekeeping Supplies	\$18,150	\$21,075	\$2,925	16.1%
2170 - Operating and Other Supplies	\$49,260	\$32,300	(\$16,960)	(34.4%)
2180 - Program Supplies	\$109,941	\$226,217	\$116,276	105.8%
2310 - Food and confections	\$48,320	\$72,420	\$24,100	49.9%
2360 - Promotional Material & Product	\$100,689	\$74,744	(\$25,945)	(25.8%)
2970 - Building Maintenance	\$3,650	\$11,000	\$7,350	201.4%
3176 - Facility Opns-Labour INTERNAL	\$10,000	\$10,000	\$0	0.0%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$18,043	\$19,889	\$1,846	10.2%
4025 - Document Registration	\$4,192	\$4,192	\$0	0.0%
4050 - Training Courses	\$31,834	\$8,550	(\$23,284)	(73.1%)
4071 - Social Housing Transfer Other	\$200,000	\$200,000	\$0	0.0%
4155 - Conference Registration	\$10,944	\$11,980	\$1,036	9.5%
Purchased Services				
2020 - Postage and Courier	\$1,036	\$861	(\$175)	(16.9%)
2070 - Imaging & Printing External	\$27,560	\$0	(\$27,560)	(100.0%)
2085 - Publications and Manuals	\$10,490	\$8,900	(\$1,590)	(15.2%)
2215 - Bldg Maintenance Services	\$26,500	\$23,000	(\$3,500)	(13.2%)
2610 - Travel Expense	\$27,251	\$36,059	\$8,808	32.3%
2620 - Car Allowance	\$75,243	\$67,367	(\$7,876)	(10.5%)
2710 - Telephone Expenses	\$31,956	\$39,462	\$7,506	23.5%
2711 - Cell Phones	\$28,427	\$29,632	\$1,205	4.2%
2914 - Non-Occ Medical	\$1,775	\$1,920	\$145	8.2%
2915 - Consulting Services - External	\$31,500	\$0	(\$31,500)	(100.0%)
2916 - INTERNAL Services- non-salary	\$8,200	\$9,533	\$1,333	16.3%
2920 - Legal Services	\$118,078	\$135,812	\$17,734	15.0%
2925 - Computer Maintenance	\$600	\$600	\$0	0.0%
2927 - Computers & SW Maint - External	\$18,920	\$22,345	\$3,425	18.1%
2940 - Advertising	\$18,800	\$123,950	\$105,150	559.3%
2950 - Other Prof Services-External	\$1,272,269	\$1,266,869	(\$5,400)	(0.4%)
2951 - INTERNAL Service Salary Allocn	\$2,150,048	\$3,025,669	\$875,621	40.7%
2980 -Contracted Services	\$1,271,242	\$1,077,279	(\$193,963)	(15.3%)
2990 - Business Meeting Expense	\$35,049	\$33,999	(\$1,050)	(3.0%)
3120 - Rental Expense EXTERNAL	\$46,180	\$19,234	(\$26,946)	(58.3%)
3150 - Vehicle Rental - External	\$2,531	\$1,722	(\$809)	(32.0%)
3170 - Facility Rental INTERNAL	\$418,381	\$503,181	\$84,800	20.3%
3175 - Facility Rental EXTERNAL	\$42,345	\$21,345	(\$21,000)	(49.6%)
3181 - PC & Maint. Allocation	\$90,500	\$87,500	(\$3,000)	(3.3%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$6,346,369	\$6,822,411	\$476,042	7.5%
8112 - Frozen Position Salary	\$0	\$112,603	\$112,603	n/a
8115 - Salary-Reg.Part Time	\$693,334	\$738,392	\$45,058	6.5%
8130 - Overtime - Salary	\$80,544	\$74,117	(\$6,427)	(8.0%)
8150 - Salary-Temporary	\$19,546	\$19,546	\$0	0.0%
8170 - Service Pay	\$1,300	\$1,300	\$0	0.0%
8190 - Other Pay	\$918,007	\$1,414,595	\$496,588	54.1%
8192 - Shift Differential	\$1,300	\$1,300	\$0	0.0%
8210 - Meal Allowance	\$3,560	\$3,208	(\$352)	(9.9%)
8380 - Workers Comp. - Admin.	\$2,624	\$2,624	\$0	0.0%
8381 - Workers Comp. - Medical	\$1,000	\$1,000	\$0	0.0%
8382 - Workers Comp. - Salary	\$22,412	\$22,412	\$0	0.0%
8383 - Workers Comp. - Pension	\$1,122	\$1,122	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$2,221,830	\$2,387,041	\$165,211	7.4%
Transfers for Social Services				
2290 - Social Dev-Corporate Overhead	\$200,000	\$200,000	\$0	0.0%
3510 - Hostels	\$9,523,479	\$6,924,073	(\$2,599,406)	(27.3%)
3571 - General Operating -CC-B	\$4,484,290	\$0	(\$4,484,290)	(100.0%)
3572 - Fee Subsidy -CC	\$5,405,167	\$5,944,987	\$539,820	10.0%
3573 - Special Allowance	\$30,638	\$677,759	\$647,121	2112.2%
3574 - Special Needs Res-CC	\$8,187,245	\$7,929,060	(\$258,185)	(3.2%)
3575 - Ontario Works Formal-CC	\$684,776	\$695,941	\$11,165	1.6%
3578 - General Operation-CC-A	\$0	\$3,902,345	\$3,902,345	n/a
3584 - Pay Equity -CC	\$407,919	\$407,919	\$0	0.0%
3585 - Capacity Building-CC	\$208,873	\$188,573	(\$20,300)	(9.7%)
3595 - SS Purchase of Service	\$504,690	\$934,689	\$429,999	85.2%
3599 - CWELCC-CC	\$1,544,942	\$1,929,200	\$384,258	24.9%
3600 - Wage Enhancement	\$720,187	\$697,400	(\$22,787)	(3.2%)
3603 - CC Minor Capital	\$6,469,374	\$3,203,896	(\$3,265,478)	(50.5%)
3605 - CWELCC Professional Learning	\$486,534	\$486,500	(\$34)	(0.0%)
4070 - Social Housing Transfers	\$11,884,850	\$12,641,424	\$756,574	6.4%
4072 - CHPI City	\$1,395,219	\$2,486,565	\$1,091,346	78.2%
4074 - Rent Supplement	\$3,617,320	\$3,337,523	(\$279,797)	(7.7%)
4136 - CC-Emerging Issues	\$0	\$11,695,527	\$11,695,527	n/a
4230 - Special Projects-Social Service	\$26,183,304	\$26,463,686	\$280,382	1.1%
4233 - CWELCC Cost Based	\$90,511,513	\$95,666,500	\$5,154,987	5.7%
4234 - CWELCC Cost Based Legacy	\$27,969,268	\$23,360,400	(\$4,608,868)	(16.5%)
4236 - Workforce Compensation	\$1,584,617	\$2,399,100	\$814,483	51.4%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3010 - Utilities	\$105,400	\$105,400	\$0	0.0%
3210 - Building Insurance	\$19,730	\$21,949	\$2,219	11.2%
3230 - Liability Insurance	\$25,174	\$28,734	\$3,560	14.1%
	\$218,944,373	\$231,270,476	\$12,326,103	5.6%
	\$18,271,832	\$16,325,664	(\$1,946,168)	(10.7%)

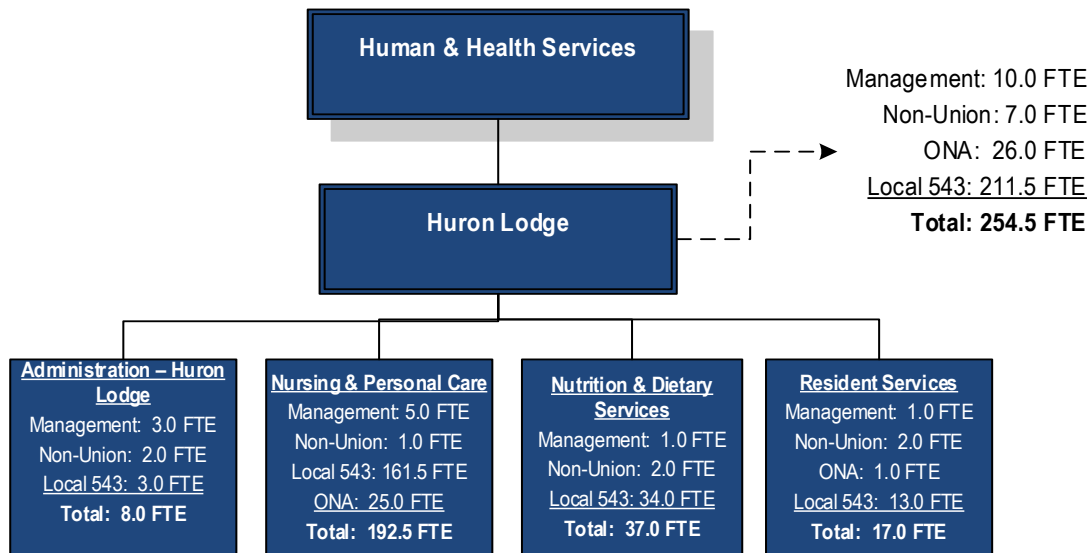
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$841,229	
MD 03-2026	2026-0089	Meadowbrook Rent Supplement	\$60,000	
MD 03-2026	2026-0204	Changes to Children Services Staff Compliment	\$197,605	2.0
MD 03-2026	2026-0086	Federal Block Funding Revenue Decrease	\$669,000	
MD 03-2026	2026-0266	Child Care Administration Revenue Loss	\$200,000	(3.0)
MD 03-2026	2026-0090	Residential Services Homes Per Diem Increase	\$450,000	
MD 03-2026	2026-0367	Elimination of Staffing in Housing Services	(\$103,880)	(1.0)
MD 03-2026	2026-0168	Increase in County Revenue for Housing Services	(\$155,000)	
MD 03-2026	2026-0203	Alternative Funding for P2P Poverty Reduction Strategy	(\$1,099,539)	
MD 03-2026	2026-0384	Elimination of Staffing in Policy & Planning	(\$197,605)	(3.0)
MD 03-2026	2026-0097	Homelessness and Supportive Housing Reduction	(\$2,626,537)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$181,441)	2.0
Total Budget Impact			(\$1,946,168)	(3.0)

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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Administration - Huron Lodge			
Ex Dir, 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
			8.0
Nursing & Personal Care			
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
			192.5
Nutrition & Dietary Services			
Supervisor Dietary Services & Nutrition Manager	RFT	Management	1.0
Coordinator Dietary Services & Nutrition Supervisor	RFT	Management	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
			37.0

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Resident Services			
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
			17.0
			254.5

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Administration - Huron Lodge	(\$4,200,200)	(\$4,329,488)	(\$129,288)	3.1%
Nursing & Personal Care	\$6,514,196	\$7,797,095	\$1,282,899	19.7%
Nutrition & Dietary Services	\$3,364,199	\$3,621,971	\$257,772	7.7%
Program Services	\$3,564,521	\$3,785,378	\$220,857	6.2%
Resident Services	\$890,115	\$979,600	\$89,485	10.1%
Total Net	\$10,132,831	\$11,854,556	\$1,721,725	17.0%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Grants & Subsidies

6310 - Ontario Specific Grants	(\$19,173,311)	(\$19,174,393)	(\$1,082)	0.0%
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Other Miscellaneous Revenue

6990 - Other General Revenue	(\$105,900)	(\$99,800)	\$6,100	(5.8%)
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User Fees, Permits & Charges

6417 - Lease & Rental Revenue	(\$27,066)	(\$27,978)	(\$912)	3.4%
6970 - H.L. Residents Revenue	(\$5,743,000)	(\$6,043,000)	(\$300,000)	5.2%

Total Revenue	(\$25,049,277)	(\$25,345,171)	(\$295,894)	1.2%
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EXPENSES

Minor Capital

2150 - Minor Apparatus & Tools	\$43,000	\$43,000	\$0	0.0%
2220 - Maintenance Parts & Materials	\$153,950	\$153,950	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$30,403	\$30,403	\$0	0.0%
5125 - Computers - PCs	\$2,052	\$2,052	\$0	0.0%
5126 - Computer Software	\$151,719	\$151,719	\$0	0.0%

Operating & Maintenance Supplies

2010 - Office Supplies	\$59,140	\$59,140	\$0	0.0%
2170 - Operating and Other Supplies	\$95,500	\$95,500	\$0	0.0%
2176 - Nursing Supplies	\$404,930	\$404,930	\$0	0.0%
2180 - Program Supplies	\$47,400	\$47,400	\$0	0.0%
2310 - Food and confections	\$1,259,604	\$1,336,058	\$76,454	6.1%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$83,081	\$83,081	\$0	0.0%
4050 - Training Courses	\$146,431	\$146,431	\$0	0.0%
Purchased Services				
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	\$2,911,732	\$2,929,166	\$17,434	0.6%
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	\$25,000	\$25,000	\$0	0.0%
2940 - Advertising	\$100	\$100	\$0	0.0%
2950 - Other Prof Services-External	\$688,426	\$688,426	\$0	0.0%
2951 - INTERNAL Service Salary Allocn	\$217,019	\$238,382	\$21,363	9.8%
2980 - Contracted Services	\$131,003	\$131,003	\$0	0.0%
2990 - Business Meeting Expense	\$500	\$500	\$0	0.0%
2995 - Other Purchased Services	\$13,000	\$13,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$14,600	\$14,600	\$0	0.0%
3181 - PC & Maint. Allocation	\$64,996	\$64,996	\$0	0.0%
3250 - Licenses	\$500	\$500	\$0	0.0%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$13,208,719	\$14,242,043	\$1,033,324	7.8%
8115 - Salary-Reg.Part Time	\$5,543,946	\$5,945,796	\$401,850	7.2%
8130 - Overtime - Salary	\$148,377	\$148,377	\$0	0.0%
8150 - Salary-Temporary	\$190,633	\$190,633	\$0	0.0%
8170 - Service Pay	\$9,913	\$8,288	(\$1,625)	(16.4%)
8190 - Other Pay	\$1,361,665	\$1,212,812	(\$148,853)	(10.9%)
8192 - Shift Differential	\$1,449,296	\$1,449,296	\$0	0.0%
8210 - Meal Allowance	\$2,500	\$2,500	\$0	0.0%
8260 - Pre-Employment Medical	\$100	\$100	\$0	0.0%
8282 - Employee Appreciation	\$2,700	\$2,700	\$0	0.0%
8290 - Clothing - Uniforms	\$50,900	\$50,900	\$0	0.0%
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%
8399 - Fringe Benefits (Dept.)	\$5,383,466	\$5,796,803	\$413,337	7.7%
Transfers for Social Services				
3536 - Medical Supplies	\$210,000	\$210,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3010 - Utilities	\$610,321	\$790,321	\$180,000	29.5%
3210 - Building Insurance	\$60,540	\$62,448	\$1,908	3.2%
3230 - Liability Insurance	\$8,994	\$31,421	\$22,427	249.4%
Total Expense	\$35,182,108	\$37,199,727	\$2,017,619	5.7%
Total Net	\$10,132,831	\$11,854,556	\$1,721,725	17.0%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$1,848,516	
MD 03-2026	2026-0246	Reduction of Expenses	(\$260,000)	
MD 03-2026	2026-0238	Increase in Annualized Ministry of Long-Term Care Funding	(\$100,000)	
MD 03-2026	n/a	Interdepartmental Reallocations	\$233,209	
Total Budget Impact			\$1,721,725	0.0

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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.

2026 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
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Not Applicable

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Banking & Interest Charges	(\$17,561,263)	(\$18,603,991)	(\$1,042,728)	5.9%
Corporate Expense Accounts	\$24,733,901	\$27,632,499	\$2,898,598	11.7%
Corporate Revenue Accounts	(\$46,968,620)	(\$54,322,661)	(\$7,354,041)	(15.7%)
Debt Charges	\$2,800,052	\$2,800,052	\$0	0.0%
Fringe Benefits	(\$1,302,783)	\$3,804,748	\$5,107,531	392.0%
Fund Transfers	\$84,522,881	\$84,727,673	\$204,792	0.2%
Leases	\$4,372,594	\$4,547,594	\$175,000	4.0%
Taxation - Levy	(\$200,000)	(\$6,020,879)	(\$5,820,879)	2910.4%
Taxation - Other	(\$2,218,000)	(\$2,218,000)	\$0	0.0%
Taxation -PIL Other	(\$1,960,000)	(\$1,960,000)	\$0	0.0%
Total Net (Prior to Assessment Growth)	\$46,218,762	\$40,387,035	(\$5,831,727)	(12.6%)
Assessment Growth		\$6,042,134	\$6,042,134	
Total Net	\$46,218,762	\$46,429,169	\$210,407	0.5%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Grants & Subsidies				
6310 - Ontario Specific Grants	(\$25,232,192)	(\$25,365,648)	(\$133,456)	0.5%
Investment Income & Dividends				
6530 - Investment Income - Own Funds	(\$3,600,000)	(\$3,600,000)	\$0	0.0%
6540 - Bank Deposit Interest Earned	(\$22,334,473)	(\$20,252,296)	\$2,082,177	(9.3%)
6560 - Dividends	(\$7,500,000)	(\$12,500,000)	(\$5,000,000)	66.7%
6985 - Casino Hosting Fee	(\$11,319,927)	(\$11,319,927)	\$0	0.0%
Other Miscellaneous Revenue				
6990 - Other General Revenue	(\$5,320,000)	(\$3,666,192)	\$1,653,808	(31.1%)
Recovery of Expenditures				
6735 - Recovery of Expenses EXTERNAL	(\$1,400,000)	(\$1,400,000)	\$0	0.0%
6995 - Automated Fringes Recovery	(\$94,628,183)	(\$99,126,501)	(\$4,498,318)	4.8%
6997 - Permanent Gapping Recovery	\$0	(\$2,500,000)	(\$2,500,000)	n/a
Taxes - Education				
6060 - Main Tax Levy - Public Eng.	(\$29,235,460)	(\$29,794,727)	(\$559,267)	1.9%
6070 - Main Tax Levy - Public Frch.	(\$624,213)	(\$636,154)	(\$11,941)	1.9%
6080 - Main Tax Levy - Separate Eng.	(\$19,250,688)	(\$19,618,949)	(\$368,261)	1.9%
6090 - Main Tax Levy - Sep Frch.	(\$4,275,342)	(\$4,357,128)	(\$81,786)	1.9%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Taxes - Municipal (Incl. Grants in Lieu)				
6010 - Main Municipal Tax Levy	\$1,915,000	(\$3,105,879)	(\$5,020,879)	(262.2%)
6011 - Mun. Tax Addition - Curr Yr	(\$2,343,000)	(\$3,143,000)	(\$800,000)	34.1%
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	(\$2,075,000)	(\$2,075,000)	\$0	0.0%
Transfers From Other Funds				
7054 - TRANSFER From Reserve Funds	(\$6,624,338)	(\$4,689,601)	\$1,934,737	(29.2%)
7055 - TRANSFER From Current Funds	(\$100,000)	(\$100,000)	\$0	0.0%
User Fees, Permits & Charges				
6417 - Lease & Rental Revenue	(\$180,407)	(\$180,407)	\$0	0.0%
6510 - Penalty - Taxes Receivable	(\$4,212,302)	(\$5,212,302)	(\$1,000,000)	23.7%
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	(\$14,608,837)	(\$14,673,837)	(\$65,000)	0.4%
Total Revenue	(\$258,812,425)	(\$273,180,611)	(\$14,368,186)	5.6%

EXPENSES

Financial Expenses

4510 - Debt Principal	\$5,490,103	\$5,490,103	\$0	0.0%
4530 - Temporary Financing Costs	\$12,000,000	\$10,016,132	(\$1,983,868)	(16.5%)
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	\$1,584,000	\$1,584,000	\$0	0.0%
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	\$687,030	\$687,030	\$0	0.0%

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	\$1,000	\$1,000	\$0	n/a
2925 - Computer Maintenance	\$13,000	\$13,000	\$0	0.0%
2927 - Computer & SW Maint-External	\$1,213,288	\$1,235,140	\$21,852	1.8%
2950 - Other Prof Services-External	\$1,239,900	\$1,301,900	\$62,000	5.0%
2951 - INTERNAL Service Salary Allocn	\$1,526,281	\$1,438,059	(\$88,222)	(5.8%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
2981 - Agreements	\$1,335,140	\$1,327,932	(\$7,208)	(0.5%)
2995 - Other Purchased Services	\$2,431,435	\$2,541,519	\$110,084	4.5%
3250 - Licenses	\$18,000	\$18,000	\$0	0.0%
Salaries & Benefits				
8111 - Non-Est. Positions	\$0	\$681,249	\$681,249	n/a
8181 - LTD Wages	\$2,131,000	\$2,000,000	(\$131,000)	(6.1%)
8190 - Other Pay	\$10,389,788	\$8,800,357	(\$1,589,431)	(15.3%)
8310 - Pensions - Contributory	\$30,515,800	\$33,100,000	\$2,584,200	8.5%
8340 - Group Life Insurance	\$2,190,530	\$1,900,000	(\$290,530)	(13.3%)
8345 - LTD Plan	\$70,000	\$100,000	\$30,000	42.9%
8350 - Sick Leave Gratuity	\$660,000	\$800,000	\$140,000	21.2%
8360 - Unemployment Insurance	\$4,591,120	\$4,657,060	\$65,940	1.4%
8370 - Canada Pension Plan	\$12,579,020	\$14,000,000	\$1,420,980	11.3%
8390 - Employer Health Tax	\$6,295,530	\$6,392,940	\$97,410	1.5%
8395 - Health Coverage	\$33,099,400	\$37,805,000	\$4,705,600	14.2%
8397-Fringe Benefit Allocation	\$2,758	\$0	(\$2,758)	(100.0%)
Transfers to Education Entities				
3610 - School Brd Pymts - Public Eng.	\$29,235,460	\$29,794,727	\$559,267	1.9%
3620 - School Brd Pymts - Separ. Eng.	\$19,250,688	\$19,618,949	\$368,261	1.9%
3630 - School Brd Pymts - Public Fren	\$624,213	\$636,154	\$11,941	1.9%
3640 - School Brd Pymts - Separ. Fren	\$4,275,342	\$4,357,128	\$81,786	1.9%
Transfers to External Agencies				
4145 - Grants from City	\$3,982,488	\$8,082,488	\$4,100,000	103.0%
Transfers to Reserves & Capital Funds				
4245 - TRANSFER to Capital Fund	\$2,840,851	\$2,988,545	\$147,694	5.2%
4248 - TRANSFER to Reserve Account	(\$1,310,000)	\$600,000	\$1,910,000	(145.8%)
4250 - TRANSFER to Reserve Fund	\$108,883,159	\$104,328,150	(\$4,555,009)	(4.2%)
Utilities, Insurance & Taxes				
3010 - Utilities	\$4,775,465	\$4,854,367	\$78,902	1.7%
3210 - Building Insurance	\$61,398	\$68,717	\$7,319	11.9%
Total Expense	\$305,031,187	\$313,567,646	\$8,536,459	2.8%
Total Net (Prior to Assessment Growth)	\$46,218,762	\$40,387,035	(\$5,831,727)	(12.6%)
Assessment Growth		\$6,042,134	\$6,042,134	
Total Net	\$46,218,762	\$46,429,169	\$210,407	0.5%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact	FTE Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	(\$5,030,980)	
MD 03-2026	2026-0010	Life Cycle Costing for Major Information Technology Costs	\$625,000	
MD 03-2026	2026-0014	Previously Approved Asset Management Plan (AMP)	\$5,869,100	
MD 03-2026	2026-0015	Previously Approved Local Residential Roads (LRR)	\$1,264,892	
MD 03-2026	2026-0380	Net Contractual & Pre-Approved Salary & Wage Adjustments	\$643,789	
MD 03-2026	2026-0011	Canada Pension Plan (CPP)	\$1,430,778	
MD 03-2026	2026-0012	Employment Insurance (EI)	\$65,940	
MD 03-2026	2026-0013	Employer Health Tax (EHT)	\$199,674	
MD 03-2026	2026-0006	Ontario Municipal Employees Retirement System (OMERS) Pension Fund	\$2,643,278	
MD 03-2026	2026-0007	Health & Dental Benefits	\$4,567,280	
MD 03-2026	2026-0016	Municipal Property Assessment Corporation (MPAC) Annual Fee Increase	\$110,084	
MD 03-2026	2026-0066	Corporate Salary & Wage Provision for Unsettled Contracts	\$740,000	
MD 03-2026	2026-0316	Increase in Community Improvement Plan Tax Rebates	\$4,100,000	
MD 03-2026	2026-0383	Ontario Municipal Partnership Fund (OMPF) Decrease	\$530,552	
MD 03-2026	2026-0008	Group Life Insurance	\$294,470	
MD 03-2026	2026-0009	Long Term Disability (LTD) Program	\$122,000	
MD 03-2026	2026-0017	Sick Leave Gratuity Payout	\$170,000	
MD 03-2026	2026-0018	Establish Airport Infrastructure Reserve Fund and Annual Transfer of Revenue	\$180,407	
MD 03-2026	2026-0019	Short Term Disability Program (STD)	\$32,000	
MD 03-2026	2026-0099	Change in Hours of Work per new Local 543 Collective Agreement	(\$312,690)	(4.0)
MD 03-2026	2026-0391	Reduction to Budget Stabilization Contingency	(\$379,200)	
MD 03-2026	2026-0302	Increased Revenue from New Property Assessment Growth	(\$5,020,879)	
MD 03-2026	2026-0357	Increase Interest Revenue	(\$1,000,000)	
MD 03-2026	2026-0358	Increase Revenue from In-Year Assessment Growth	(\$800,000)	
MD 03-2026	2026-0359	Increased Investment Yield from Windsor-Detroit Border Links Corporation	(\$3,500,000)	
MD 03-2026	2026-0360	Increase Investment Yield from Windsor Airport (YQG)	(\$1,500,000)	
MD 03-2026	n/a	Interdepartmental Reallocations	(\$11,877,222)	4.0
Total Budget Impact			(\$5,831,727)	0.0

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DESCRIPTION

Municipally funded agencies are independent or arm's-length organizations that receive financial support from the municipality to deliver specific services, programs, or mandates that align with the City's strategic priorities and community needs. While these agencies operate with their own governance structures, such as boards of directors, they are accountable to the municipality for the responsible use of public funds and the achievement of agreed-upon outcomes.

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

External Agencies	\$24,252,308	\$25,367,764	\$1,115,456	4.6%
Total Net	\$24,252,308	\$25,367,764	\$1,115,456	4.6%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$100,598)	(\$100,598)	\$0	0.0%
Total Revenue	(\$100,598)	(\$100,598)	\$0	0.0%

EXPENSES

Transfers to External Agencies

3596 - Land Ambulance	\$15,713,150	\$16,593,613	\$880,463	5.6%
4145 - Grants from City	\$8,639,756	\$8,874,749	\$234,993	2.7%
Total Expense	\$24,352,906	\$25,468,362	\$1,115,456	4.6%
Total Net	\$24,252,308	\$25,367,764	\$1,115,456	4.6%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact
MD 03-2026	n/a	Invest Windsor Essex	\$205,000
MD 03-2026	n/a	Essex Region Conservation Authority (ERCA)	(\$9,602)
MD 03-2026	n/a	Windsor Essex County Health Unit (WECHU)	\$39,595
MD 03-2026	n/a	Essex-Windsor Emergency Medical Services (EMS)	\$880,463
Total Budget Impact			\$1,115,456

DESCRIPTION

The Essex Windsor Solid Waste Authority (EWSWA) is a public agency responsible for the planning, management, and oversight of solid waste services within Windsor-Essex. Its primary mandate is to ensure the safe, efficient, and environmentally responsible collection, disposal, diversion, and processing of waste materials generated by residents, businesses, and institutions. EWSWA is governed by a board of management composed of elected officials from both the City of Windsor and the County of Essex, and operates independently or at arm's length from the municipalities.

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Essex Windsor Solid Waste Authority	\$11,606,028	\$11,494,941	(\$111,087)	(1.0%)
Total Net	\$11,606,028	\$11,494,941	(\$111,087)	(1.0%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

User Fees, Permits & Charges

6692 - Stormwater Surcharge Recoveries	(\$33,039)	(\$33,039)	\$0	0.0%
Total Revenue	(\$33,039)	(\$33,039)	\$0	0.0%

EXPENSES

Minor Capital

5110 - Machinery & Equipment - TCA	\$231,780	\$231,780	\$0	0.0%
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Purchased Services

2962 - Fees & Service Charges Expense	\$8,131,215	\$8,131,215	\$0	0.0%
2975 - Landfill Tipping Fees	\$3,086,072	\$2,974,985	(\$111,087)	(3.6%)
2980 - Contracted Services	\$190,000	\$190,000	\$0	0.0%

Total Expense	\$11,639,067	\$11,527,980	(\$111,087)	(1.0%)
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Total Net	\$11,606,028	\$11,494,941	(\$111,087)	(1.0%)
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2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact
MD 03-2026	n/a	Essex Windsor Solid Waste Authority (EWSWA)	(\$111,087)
Total Budget Impact			(\$111,087)

DESCRIPTION

The Windsor Essex Community Housing Corporation is a non-profit organization that is responsible for the provision, management, and maintenance of affordable rental housing for individuals and families with low to moderate incomes. Its primary mandate is to ensure access to safe, secure, and affordable housing, thereby supporting the overall well-being, stability, and inclusion of residents in the community. Community Housing Corporations play a vital role in addressing housing affordability, reducing homelessness, and fostering inclusive, diverse, and resilient communities.

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Windsor Essex Community Housing Corp.	\$18,207,291	\$17,759,021	(\$448,270)	(2.5%)
Total Net	\$18,207,291	\$17,759,021	(\$448,270)	(2.5%)

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Grants & Subsidies

6320 - Canada Specific Grants	(\$351,115)	(\$314,115)	\$37,000	(10.5%)
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Recovery of Expenditures

6340 - Net County Cost	(\$9,132,402)	(\$8,919,098)	\$213,304	(2.3%)
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Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$58,000)	\$0	\$58,000	(100.0%)
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Total Revenue	(\$9,541,517)	(\$9,233,213)	\$308,304	(3.2%)
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EXPENSES

Transfers for Social Services

4070 - Social Housing Transfers	\$25,671,768	\$24,915,194	(\$756,574)	(2.9%)
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Transfer to Reserves & Capital Funds

4248 - TRANSFER to Reserve Account	\$2,077,040	\$2,077,040	\$0	0.0%
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Total Expense	\$27,748,808	\$26,992,234	(\$756,574)	(2.7%)
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Total Net	\$18,207,291	\$17,759,021	(\$448,270)	(2.5%)
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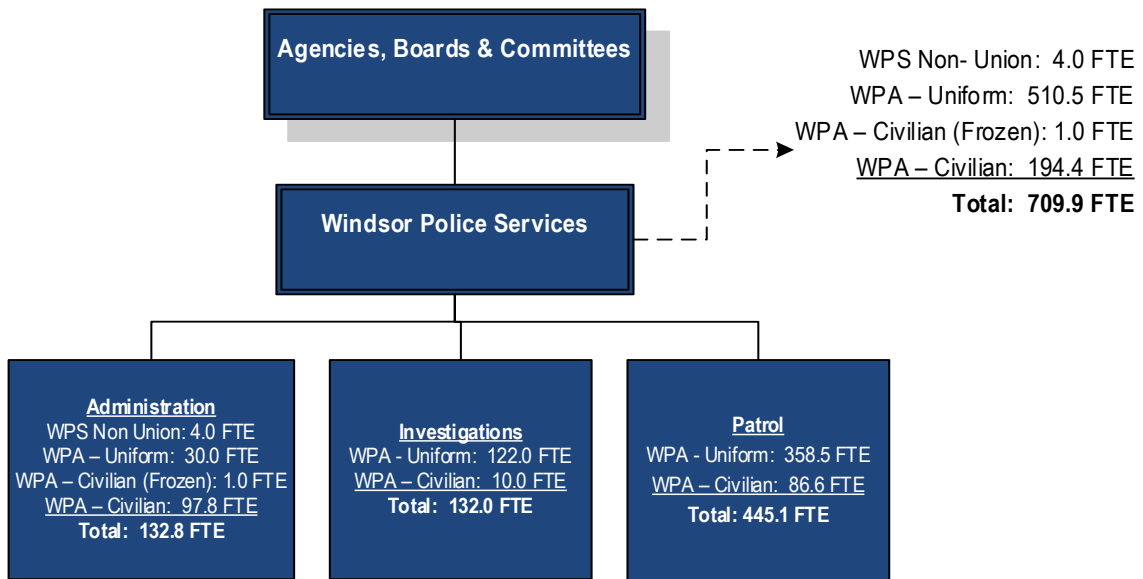
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact
MD 03-2026	n/a	Windsor Essex Community Housing Corporation	(\$448,270)
Total Budget Impact			(\$448,270)

DESCRIPTION

The Windsor Police Service (WPS) department is responsible for delivering a wide range of public safety and policing services, including crime prevention, law enforcement, victim support, public order maintenance, and emergency response. WPS is committed to serving the community with integrity, professionalism, and accountability. Operating in alignment with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code, WPS upholds the fundamental rights and freedoms of all individuals while working to ensure the safety and security of all persons and property within its jurisdiction.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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DIVISION

Administration - Police	\$31,711,712	\$33,237,322	\$1,525,610	4.8%
Investigations	\$21,107,293	\$23,425,359	\$2,318,066	11.0%
Patrol	\$58,215,712	\$60,603,969	\$2,388,257	4.1%
Total Net	\$111,034,717	\$117,266,650	\$6,231,933	5.6%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
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REVENUE

Grants & Subsidies

6310 - Ontario Specific Grants	(\$8,499,045)	(\$8,510,598)	(\$11,553)	0.1%
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Investment Income & Dividends

6985 - Casino Hosting Fee	(\$1,800,000)	(\$1,800,000)	\$0	0.0%
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Other Miscellaneous Revenue

6990 - Other General Revenue	(\$48,155)	(\$48,455)	(\$300)	0.6%
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Recovery of Expenditures

6735 - Recovery of Expenses EXTERNAL	(\$2,024,832)	(\$1,885,888)	\$138,944	(6.9%)
6740 - Recovery of Salaries - INTERNAL	(\$109,959)	(\$137,179)	(\$27,220)	24.8%
6742 - Recovery of Fringes - INTERNAL	(\$36,284)	(\$37,180)	(\$896)	2.5%
6988 - Frozen Position Recovery	\$0	(\$142,813)	(\$142,813)	n/a
6998 - Temporary Gapping	(\$1,178,905)	(\$855,000)	\$323,905	(27.5%)

User Fees, Permits & Charges

6460 - Sale of Goods & Services	(\$106,000)	(\$106,000)	\$0	0.0%
6610 - Police Certificates	(\$821,420)	(\$1,072,620)	(\$251,200)	30.6%
6651 - Fees and Recoveries INTERNAL	(\$560,368)	(\$565,178)	(\$4,810)	0.9%
6725 - Fees & Service Charges EXTERNAL	(\$6,885,476)	(\$7,089,242)	(\$203,766)	3.0%

Total Revenue	(\$22,070,444)	(\$22,250,153)	(\$179,709)	0.8%
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EXPENSES

Financial Expenses

4540 - Bank Charges	\$7,250	\$7,250	\$0	0.0%
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	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Minor Capital				
2220 - Maintenance Parts & Materials	\$32,000	\$47,800	\$15,800	49.4%
2520 - Vehicle Repairs	\$329,358	\$304,028	(\$25,330)	(7.7%)
5110-Machinery & Equipment - TCA	\$468,199	\$661,599	\$193,400	41.3%
5111-Machinery & Equipment -Non TCA	\$237,501	\$168,901	(\$68,600)	(28.9%)
5130-Furniture & Furnishings	\$37,000	\$37,000	\$0	0.0%
5410-Construction Contracts - TCA	\$50,000	\$50,000	\$0	0.0%
Operating & Maintenance Supplies				
2010 - Office Supplies	\$85,237	\$85,655	\$418	0.5%
2060 - Computer Supplies	\$254,002	\$332,262	\$78,260	30.8%
2115 - Motor Fuels	\$908,043	\$758,168	(\$149,875)	(16.5%)
2170 - Operating and Other Supplies	\$66,266	\$66,407	\$141	0.2%
2175 - First Aid Safety Supplies	\$13,425	\$13,425	\$0	0.0%
2180 - Program Supplies	\$56,741	\$70,048	\$13,307	23.5%
2255 - Outside Vehicle Parts	\$250,000	\$250,000	\$0	0.0%
2310 - Food and Confections	\$6,000	\$6,000	\$0	0.0%
2970 - Building Maintenance	\$826,829	\$1,011,829	\$185,000	22.4%
3165 - Inventory Variance	\$3,000	\$3,000	\$0	0.0%
3176 - Facility Opns-Labour INTERNAL	\$33,805	\$33,805	\$0	0.0%
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$71,247	\$71,847	\$600	0.8%
4050 - Training Courses	\$526,974	\$590,356	\$63,382	12.0%
4295 - Public Relations	\$15,491	\$35,798	\$20,307	131.1%
Purchased Services				
2020 - Postage and Courier	\$28,434	\$28,537	\$103	0.4%
2070 - Imaging & Printing External	\$39,825	\$39,825	\$0	0.0%
2085 - Publications and Manuals	\$31,060	\$31,219	\$159	0.5%
2609 - Mileage and Car Allowance	\$6,700	\$6,700	\$0	0.0%
2610 - Travel Expense	\$294,725	\$299,725	\$5,000	1.7%
2620 - Car Allowance	\$29,400	\$29,400	\$0	0.0%
2710 - Telephone Expenses	\$279,690	\$332,690	\$53,000	18.9%
2711 - Cell Phones	\$288,075	\$292,075	\$4,000	1.4%
2915 - Consulting Services - External	\$38,000	\$70,000	\$32,000	84.2%
2920 - Legal Services	\$145,629	\$277,376	\$131,747	90.5%
2940 - Advertising	\$4,450	\$3,450	(\$1,000)	(22.5%)
2950 - Other Profe Services External	\$938,470	\$1,015,753	\$77,283	8.2%
2957 - Fleet Car Washes	\$16,000	\$16,000	\$0	0.0%
2980 - Contracted Services	\$1,961,974	\$2,639,954	\$677,980	34.6%
2990 - Business Meeting Expense	\$20,970	\$20,970	\$0	0.0%
2995 - Other Purchased Services	\$211,286	\$281,820	\$70,534	33.4%
3120 - Rental Expenses EXTERNAL	\$1,505,082	\$1,505,271	\$189	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
3175 - Facility Rental EXTERNAL	\$52,600	\$52,600	\$0	0.0%
3250 - Licenses	\$24,670	\$24,769	\$99	0.4%
4030 - Prisoner - Custody	\$103,293	\$105,045	\$1,752	1.7%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$82,377,689	\$84,097,940	\$1,720,251	2.1%
8112 - Frozen Position Salary	\$0	\$142,813	\$142,813	n/a
8115 - Salary-Reg-Part Time	\$1,464,843	\$1,562,965	\$98,122	6.7%
8130 - Overtime - Salary	\$1,297,638	\$2,312,809	\$1,015,171	78.2%
8150 - Salary-Temporary	\$484,000	\$495,906	\$11,906	2.5%
8190 - Other Pay	\$1,507,430	\$2,073,606	\$566,176	37.6%
8192 - Shift Differential	\$281,191	\$283,729	\$2,538	0.9%
8193 - Coach Officer Pay	\$45,500	\$45,500	\$0	0.0%
8194 - Court Overtime	\$500,000	\$500,000	\$0	0.0%
8197 - WPS Retiree Court Attendance	\$0	\$12,000	\$12,000	n/a
8210 - Meal Allowance	\$45,420	\$45,420	\$0	0.0%
8220 - Education Allowance	\$22,750	\$22,750	\$0	0.0%
8221 - Police Education Allowance	\$21,400	\$21,400	\$0	0.0%
8240 - Other Training Expenses	\$275,800	\$275,800	\$0	0.0%
8260 - Pre Employment Medical	\$17,000	\$17,000	\$0	0.0%
8290 - Clothing - Uniforms	\$574,236	\$586,966	\$12,730	2.2%
8291 - Clothing Allowance	\$127,350	\$127,350	\$0	0.0%
8345 - LTD Plan	\$432,000	\$432,000	\$0	0.0%
8380 - Workers Comp. - Admin.	\$284,114	\$609,264	\$325,150	114.4%
8381 - Workers Comp. - Medical	\$200,000	\$375,000	\$175,000	87.5%
8382 - Workers Comp. - Salary	\$18,000	\$342,000	\$324,000	1800.0%
8383 - Workers Comp. - Pension	\$434,000	\$434,000	\$0	0.0%
8390-Employer Health Tax	\$12,000	\$12,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$27,516,058	\$28,103,089	\$587,031	2.1%
Transfers to Reserves & Capital Funds				
4250 - TRANSFER to Reserve Fund	\$3,168,000	\$3,168,000	\$0	0.0%
4255 - TRANSFER to Trust Fund	\$246,960	\$246,960	\$0	0.0%
Utilities, Insurance & Taxes				
3010 - Utilities	\$1,008,892	\$938,892	(\$70,000)	(6.9%)
3210 - Building Insurance	\$26,309	\$29,254	\$2,945	11.2%
3220 - Vehicle Insurance	\$230,051	\$241,351	\$11,300	4.9%
3230 - Liability Insurance	\$187,829	\$282,682	\$94,853	50.5%
Total Expense	\$133,105,161	\$139,516,803	\$6,411,642	4.8%
Total Net	\$111,034,717	\$117,266,650	\$6,231,933	5.6%

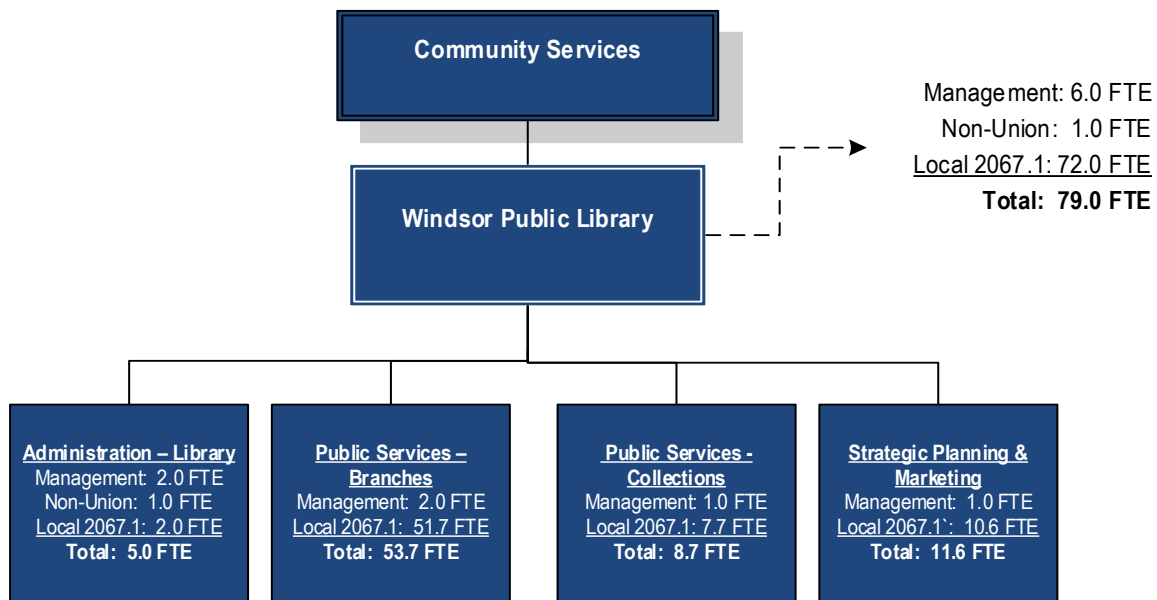
2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$2,737,663
MD 03-2026	2026-0375	WPS Fuel Expense Decrease - Move to Crawford Yard	(\$50,000)
MD 03-2026	2026-0268	WPS Net Revenue Increase	(\$131,989)
MD 03-2026	2026-0373	Reorganization	(\$406,749)
MD 03-2026	2026-0376	Manager Fleet & Logistics	(\$142,813)
MD 03-2026	2026-0273	WPS Net Budget Mitigation	(\$237,300)
MD 03-2026	2026-0272	WPS Net Expense Increases	\$4,216,809
MD 03-2026	2026-0289	WPS Civilian Digital Forensic Examiner	\$142,482
MD 03-2026	2026-0290	WPS PPT Information Services Clerk	\$73,153
MD 03-2026	n/a	Interdepartmental Reallocations	\$30,677
Total Budget Impact			\$6,231,933

DESCRIPTION

The Windsor Public Library 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.

2026 ORGANIZATION STRUCTURE (BUDGETED FTE's)



	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
DIVISION				
Administration - Library	\$1,742,000	\$1,744,284	\$2,284	0.1%
Public Services - Branches	\$3,845,015	\$3,946,286	\$101,271	2.6%
Public Services - Collections	\$1,881,800	\$1,773,344	(\$108,456)	(5.8%)
Strategic Planning & Marketing	\$1,092,221	\$1,097,122	\$4,901	0.4%
Total Net	\$8,561,036	\$8,561,036	\$0	0.0%

Account	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
REVENUE				
Grants & Subsidies				
6310 - Ontario Specific Grants	(\$625,912)	(\$625,912)	\$0	0.0%
6330 - Other Municipal Grants & Fees	(\$150,000)	(\$150,000)	\$0	0.0%
Other Miscellaneous Revenue				
6910 - Donations	(\$25,712)	(\$35,000)	(\$9,288)	36.1%
6950 - Proceed-Disposal of non-TCA	(\$7,000)	(\$7,000)	\$0	0.0%
User Fees, Permits & Charges				
6417 - Lease & Rental Revenue	(\$2,000)	(\$9,000)	(\$7,000)	350.0%
6725 - Fees&Service Charges EXTERNAL	(\$57,300)	(\$57,300)	\$0	0.0%
Total Revenue	(\$867,924)	(\$884,212)	(\$16,288)	1.9%

EXPENSES

Financial Expenses

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

5111 - Machinery & Equipment -Non TCA	\$10,500	\$2,500	(\$8,000)	(76.2%)
5125 - Computers - PCs	\$1,000	\$1,000	\$0	0.0%
5126 - Computer Software	\$11,000	\$4,000	(\$7,000)	(63.6%)
5130 - Furniture & Furnishings	\$18,920	\$5,000	(\$13,920)	(73.6%)

Operating & Maintenance Supplies

2010 - Office Supplies	\$20,250	\$14,000	(\$6,250)	(30.9%)
2060 - Computer Supplies	\$5,300	\$850	(\$4,450)	(84.0%)
2115 - Motor Fuels	\$4,000	\$4,000	\$0	0.0%

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
2145 - Housekeeping Supplies	\$31,600	\$31,600	\$0	0.0%
2170 - Operating and Other Supplies	\$22,000	\$16,000	(\$6,000)	(27.3%)
2180 - Program Supplies	\$81,121	\$54,334	(\$26,787)	(33.0%)
2250 - Vehicle Maint Parts/Materials	\$24,000	\$6,800	(\$17,200)	(71.7%)
2310 - Food and confections	\$1,500	\$1,500	\$0	0.0%
2970 - Building Maintenance	\$230,854	\$100,000	(\$130,854)	(56.7%)
Other Miscellaneous Expenditures				
4020 - Membership Fees & Dues	\$13,000	\$13,000	\$0	0.0%
4050 - Training Courses	\$2,000	\$0	(\$2,000)	(100.0%)
4155 - Conference Registration	\$3,000	\$0	(\$3,000)	(100.0%)
4295 - Public Relations	\$20,204	\$10,000	(\$10,204)	(50.5%)
Purchased Services				
2020 - Postage and Courier	\$4,300	\$1,300	(\$3,000)	(69.8%)
2070 - Imaging & Printing External	\$34,000	\$7,500	(\$26,500)	(77.9%)
2085 - Publications and Manuals	\$968,700	\$1,081,166	\$112,466	11.6%
2609 - Mileage and car allowance	\$2,000	\$100	(\$1,900)	(95.0%)
2610 - Travel Expense	\$10,000	\$0	(\$10,000)	(100.0%)
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	\$15,000	(\$2,750)	(15.5%)
2927 - Computer & SW Maint-External	\$225,500	\$225,500	\$0	0.0%
2950 - Other Prof Services-External	\$39,900	\$31,200	(\$8,700)	(21.8%)
2951 - INTERNAL Service Salary Allocn	\$506,720	\$300,000	(\$206,720)	(40.8%)
2962 - Fees and Service Charges Exp	\$48,289	\$7,500	(\$40,789)	(84.5%)
2980 - Contracted Services	\$62,084	\$75,000	\$12,916	20.8%
3140 - VehicleRent-Dedicated INTERNAL	\$19,425	\$20,008	\$583	3.0%
3181 - PC & Maint. Allocation	\$77,430	\$78,030	\$600	0.8%
Salaries & Benefits				
8110 - Salary-Reg.Full Time	\$4,087,666	\$4,395,576	\$307,910	7.5%
8115 - Salary-Reg.Part Time	\$687,568	\$654,667	(\$32,901)	(4.8%)
8160 - Hourly-Temporary	\$450,593	\$380,000	(\$70,593)	(15.7%)
8192 - Shift Differential	\$11,050	\$7,500	(\$3,550)	(32.1%)
8282 - Employee Appreciation	\$1,130	\$1,130	\$0	0.0%
8290 - Clothing - Uniforms	\$5,400	\$5,400	\$0	0.0%
8390-Employer Health Tax	\$95,204	\$100,705	\$5,501	5.8%
8395-Health Coverage	\$408,310	\$425,690	\$17,380	4.3%
8398 - Fringe benefits-Departmental	\$783,825	\$1,064,124	\$280,299	35.8%
Transfers to Reserves & Capital Funds				
4250 - TRANSFER to Reserve Fund	\$7,000	\$0	(\$7,000)	(100.0%)

	2025 Budget	2026 Budget	\$ Budget Change	% Budget Change
Utilities, Insurance & Taxes				
3010 - Utilities	\$170,200	\$170,200	\$0	0.0%
3210 - Building Insurance	\$165,379	\$93,147	(\$72,232)	(43.7%)
3220 - Vehicle Insurance	\$452	\$878	\$426	94.2%
3230 - Liability Insurance	\$6,236	\$6,743	\$507	8.1%
Total Expense	\$9,428,960	\$9,445,248	\$16,288	0.2%
Total Net	\$8,561,036	\$8,561,036	\$0	0.0%

2026 RECONCILIATION OF BUDGET CHANGES

Res.#	Issue #	Issue Description	\$ Budget Impact
MD 03-2026	n/a	Contractual / Pre-Approved Salary & Wage Adjustments	\$238,864
MD 03-2026	2026-0159	Increase Library Services Representative (LSR) from 0.8 to 1.0 FTE	\$14,869
MD 03-2026	2026-0160	Increase in Library Material Costs at WPL	\$100,000
MD 03-2026	2026-0353	Increase in WPL Fringe Benefits	\$295,673
MD 03-2026	2026-0162	Decrease Funding to Windsor Public Library	(\$646,812)
MD 03-2026	2026-0158	Increase Graphic Designer Position From 20 hours to 35 hours	\$29,383
MD 03-2026	n/a	Interdepartmental Reallocations	(\$31,977)
Total Budget Impact			\$0