

2025 Approved Budget





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Land Acknowledgement

We acknowledge the land on which the County of Essex is located is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples.

We specifically recognize Caldwell First Nation and other First Nations which have provided significant historical and contemporary contributions to this region.

We also value the contributions of all Original Peoples of Turtle Island, who have been living and working on this land from time immemorial.

Our Strategic Plan

Mission

Through meaningful partnerships, strong advocacy, and informed decision-making we deliver fair and valuable regional programs and services for our communities.

Vision

The County of Essex strives to be a regional champion and trusted partner in delivering services for the success of our local communities and residents.

Values

Accountability

Inclusion

Teamwork

Equity

Champion

Service Excellence

County of Essex Council

Warden Hilda MacDonald (Leamington)
Deputy Warden Joe Bachetti (Tecumseh)
Mayor Michael Prue (Amherstburg)
Deputy Mayor Chris Gibb (Amherstburg)
Mayor Sherry Bondy (Essex)
Deputy Mayor Rob Shepley (Essex)
Mayor Dennis Rogers (Kingsville)

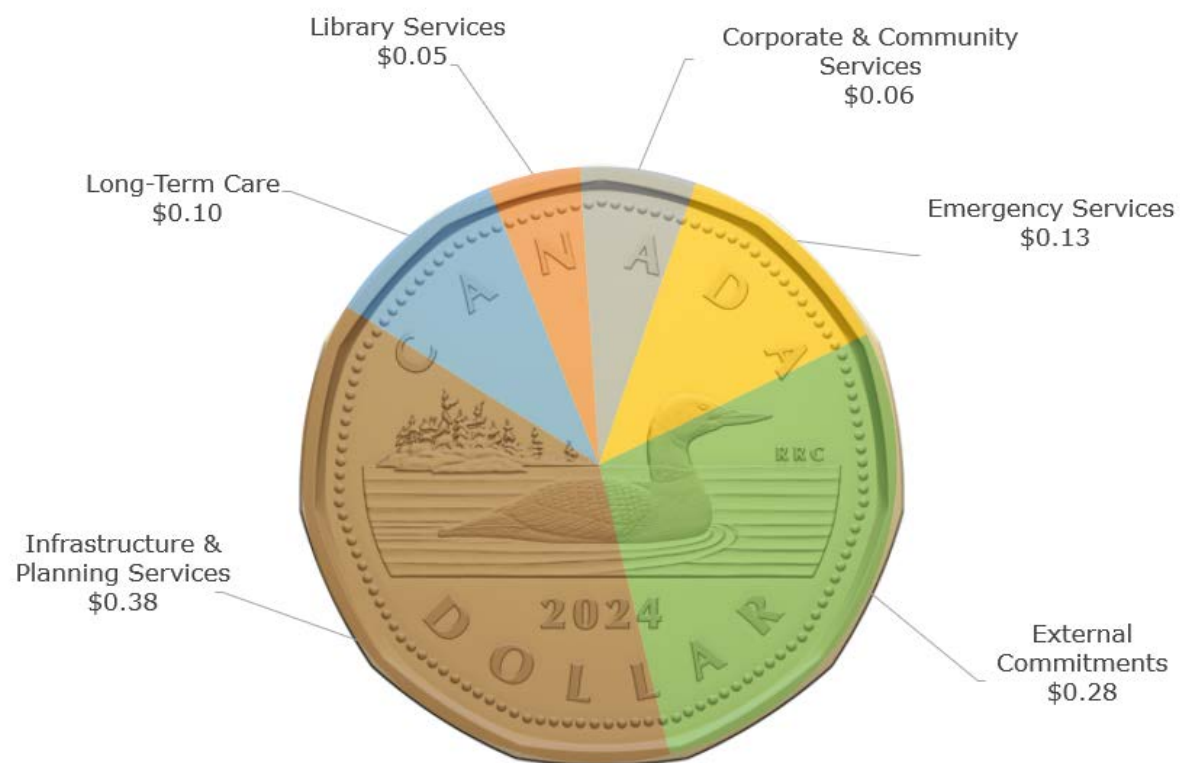
Deputy Mayor Kimberly DeYong (Kingsville)
Mayor Tracy Bailey (Lakeshore)
Deputy Mayor Kirk Walstedt (Lakeshore)
Mayor Crystal Meloche (LaSalle)
Deputy Mayor Mike Akpata (LaSalle)
Deputy Mayor Larry Verbeke (Leamington)
Mayor Gary McNamara (Tecumseh)



2025 Budget Summary

Budget Summary	2024 Budget	2024 Projection	2025 Budget
Operating Expenditures	\$157,321,130	\$153,872,020	\$165,829,870
Operating Recoveries	75,577,720	86,653,300	80,832,840
Contribution to Reserves	3,822,810	18,347,500	7,737,210
Net Operating Budget:	\$85,566,220	\$85,566,220	\$92,734,240
Capital Expenditures	\$110,362,240	\$77,949,620	\$116,830,100
Capital Recoveries	23,354,960	14,495,870	9,745,870
Contribution (from) Reserves	(40,291,310)	(16,737,780)	(59,774,780)
Net Capital Budget:	\$46,715,970	\$46,715,970	\$47,309,450
County Responsibility	\$132,282,190	\$132,282,190	\$140,043,690

Where Tax Levy Dollars Go



Treasurer's Report





Administrative Report

To: Warden MacDonald and Members of Essex County Council

From: Melissa Ryan, CPA, Director, Financial Services/Treasurer

Date: Thursday, November 28, 2024

Subject: 2025 Budget Overview - Treasurer's Report (Amended)

Report #: 2024-1128-FIN-R24-MR

Purpose

The purpose of this report is to provide County Council with a clear summary of the proposed 2025 Budget, outlining the main financial priorities, allocation of funds, and key objectives for the upcoming year. In addition, it identifies potential risks and challenges, offering insight to help Council make informed decisions. This report ensures that the budget aligns with the County's strategic goals and community needs, while highlighting expected operating and capital activities.

Background

The preparation of the annual estimates for Essex County is governed by Section 289 of the Municipal Act, 2001, S.O. 2001, c.25, which mandates that upper-tier municipalities must prepare and adopt a budget each year. This budget must include estimates of all sums required during the year for municipal purposes, while also addressing any previous year's surpluses or deficits and determining appropriate reserves.

Budget Process

The County's annual budgeting process is conducted in a multi stage process throughout the year to ensure a comprehensive and strategic financial plan.

Budget Planning and Review Stages

The formal budgeting process started in May which entails periodic meetings with Administration to address various aspects of budget development.

These discussions include:

- **Formulation of Key Budgeting Assumptions:** SLT, Finance, and the CAO collaborate to develop critical assumptions that provide the foundation for a well-informed financial plan. This ensures that all participants have a shared understanding of the economic environment, projected costs, and revenue expectations.
- **Examination of Departmental Work Plans:** Administration closely reviews the work plans of each department, ensuring that budget requests align with organizational goals and objectives. Resource requirements are identified to support the successful execution of projects, while also identifying any potential gaps or inefficiencies.
- **Establishment of a Budget Presentation Timetable:** A collaborative effort ensures that a structured timetable is developed for budget presentations. This process is designed to facilitate transparent communication with Council and the public, allowing for adequate time to review and deliberate on the proposed budget.
- **Enhancements in Form and Content:** As part of a continuous improvement process, the team also looks for ways to refine the form and content of the budget document. This includes improving clarity and accessibility while ensuring that the budget aligns with the County's strategic priorities.

2025 Budget Development Timetable

The 2025 Budget development process is summarized as follows:

- **February 2024-** In 2024, an important addition was made to this process: a debrief meeting after the 2024 Budget was passed. This session allowed for a review of lessons learned and facilitated a discussion on opportunities for improvement in the upcoming year.
- **May 2024-** The Senior Leadership Team (SLT) held a pre-budget discussion meeting. This meeting focused on analyzing potential changes based on feedback and insights from the prior year's budget cycle. SLT also solicited feedback from its entire group to identify ways to enhance the budget process for 2025, ensuring it was more collaborative and responsive to organizational and Council needs.
- **May 2024** – The 2025 budget development begins. Financial Services reviews budget assumptions, prior-year budget documents, and projected year-end balances. Detailed wage and benefit schedules are

prepared, and operational staff begin compiling supporting calculations and projections for each department.

- **August 2024** – The Manager of Accounting-Administration/Deputy Treasurer, Director of Financial Services/Treasurer, and the CAO meet to review overall tax rate goals and identify areas of strategic focus for the 2025 Budget.
- **August 2024** – Department Heads submit draft business cases for significant projects, operational changes, or service enhancements. These proposals are then reviewed by the Finance team and the CAO for possible inclusion in the draft budget.
- **September 2024** – Preliminary departmental estimates undergo a detailed administrative review. This review includes Department Heads, Financial Analysts, the Director of Financial Services/Treasurer and the Manager of Accounting-Administration/Deputy Treasurer. The goal is to determine any necessary revisions that align the budget with corporate objectives.
- **October 2024** – A comprehensive final administrative review is conducted, in collaboration with the Senior Leadership Team. This ensures a cohesive and unified approach to the proposed budget presentation for Council. The inclusive nature of this process provides all departments the opportunity to review their budgets, facilitating an exchange of ideas and insights to ensure strategic alignment.
- **November 6, 2024** – The 2025 Pre-Budget Report and 2025 Proposed Staffing Report are presented to Council at the regular scheduled Council Meeting to provide information about the upcoming budget deliberation day.
- **November 2024** – The Proposed 2025 County Budget documents are released to Council (Nov.7) and the public (Nov.14). These documents are posted on the County website and made available at the County Administration Building for public review.
- **November 28, 2024** – Final budget deliberation.

The Budget Report is segregated into the following departments:

- Community Services/Residential Services Homes
- Sun Parlor Home
- Emergency Medical Services & Emergency Coordination
- EMS

- Community Paramedicine Long-Term Care
- Emergency Management
- Infrastructure and Planning Services
 - Infrastructure
 - Planning
- Library Services
- General Government Services
 - Council Services
 - Corporate Management (CAO's Office, Legislative & Legal Services)
 - Financial Services
 - Information Technology Services
 - Human Resources
- External Commitments

Each section of the Budget Report consists of two parts: a high-level narrative and a detailed breakdown of departmental requirements.

For each department, the budget starts by outlining operating expenditures, followed by any recoveries or contributions to/from reserves. This provides the net operating costs, which, along with the net capital costs, determine the total contribution required from the County, referred to as the Total Departmental Requirement. Totals are summarized by department and presented in the 2025 Budget Summary.

The County's operating estimates cover two main functions:

- Directly delivered services
- Funding for external agencies

These external commitments are either mandatory (by legislation) or discretionary (determined by Council). Budget estimates assume that current service levels are sufficient, and any proposed enhancements are put forward only when there's a risk or gap in meeting required standards. One-time costs are typically funded through the Rate Stabilization Reserve, while provincial funds are allocated for various capital projects and initiatives.

Budget estimates are developed using a mix of incremental budgeting and modified zero-based budgeting, where ongoing expenses are projected based on current trends, while discretionary items are fully reviewed and justified each year. As always, there is an inherent element of risk, and estimates are prepared with careful consideration of potential impacts on service delivery and financial outcomes.

Ultimately, the budget aims to position the County of Essex as a lively, sustainable, and healthy community by:

- Delivering services that meet evolving community needs
- Operating efficiently and responsibly
- Leading community-building efforts
- Managing growth to create a thriving, livable county

The 2025 Budget reflects Council's overall strategic direction and core values, ensuring service delivery while preparing for future challenges.

Discussion

The 2025 Budget reflects Administration's commitment to accountability, transparency, and sound financial management. Below are explanations identifying key issues affecting our budget, focusing on risks, financial implications, challenges, opportunities, and external factors that will shape operations in 2025 and beyond. This thorough review helps us stay aligned with our goal of responsible governance and fiscal responsibility.

Inflation

Although inflation began stabilizing in 2024, it continues to present challenges, requiring increased funding to maintain service levels and achieve long-term goals. In September 2024, Canada's annual CPI inflation rate dropped to 1.6%, down from 2% in the previous month, the lowest since February 2021. This decline was primarily driven by falling gasoline prices due to lower crude oil costs, which extended deflationary trends in transportation. Additionally, slower rent price growth helped ease shelter inflation, though persistent price increases in food—especially at restaurants and grocery stores—remain a concern.

Despite the overall easing of inflation, the 2025 Budget must still account for price increases. Vendors are continuing to raise prices to compensate for prior years of limited adjustments, often incorporating inflationary factors into contract negotiations. If rising costs for goods and services exceed budget forecasts, any overruns will be managed using the Rate Stabilization Reserves to keep projects and services on track, as outlined in our Reserve Management policy.

The Industrial Construction Cost Index (ICCI) adds complexity to budgeting, reflecting rising costs in construction materials and labor. In 2024, the Industrial Product Price Index (IPPI) increased by 2.3% year-over-year, driven by global inflation and supply chain disruptions. These increases impact both general goods and construction inputs, complicating capital planning and financial forecasts.

For 2025, moderate increases are expected for both the IPPI and ICCI, though at a slower pace as inflation stabilizes and supply chain issues ease. However, the County should remain prepared, as many vendors are still adjusting prices upward, which may influence contract negotiations and procurement planning. By factoring in these trends, the 2025 budget aims to ensure that projects are completed within allocated funds, despite ongoing cost pressures.

Growth

Essex County is seeing substantial growth driven by major investments in the electric vehicle (EV) and manufacturing sectors. The NextStar Energy battery plant, set to start production in mid-2025, will generate over 2,500 jobs, positioning the region as a key player in the EV supply chain. Additional investments include DS Actimo Canada's \$60 million facility creating 96 jobs, Kautex Textron's nearly \$23 million plant, and Ford's expansion of the Windsor Engine Complex, adding 150 jobs by 2026.

Beyond automotive, Highbury Canco Corp. is investing \$26.5 million in its Leamington plant, creating 20 jobs, and healthcare infrastructure is advancing with the New Windsor Essex Hospital anticipated to begin construction in 2026.

While this growth brings exciting opportunities, it also presents challenges for the County. The rapid pace of development and inflationary pressures are likely to strain the County's capital plans. The need for infrastructure to support the growing population and workforce will require careful re-

evaluation of funding models and timelines. The County, built on a foundation of slow and steady growth, faces additional pressure on the tax base unless alternative funding sources can be secured to manage the accelerated development needs. Administration looks forward to the outcome of the Development Charges Background Study which could open up a new revenue stream to support future growth.

Human Resource Management

The County of Essex has made significant strides in becoming an employer of choice, driven by a strong commitment to competitive compensation and a supportive workplace culture. In 2024, the County approved market-based salary increases for non-union staff and completed wage negotiations for one of five union groups, with two additional agreements finalized in 2023. These adjustments demonstrate our dedication to providing fair wages, robust benefits, and a work environment that promotes well-being and job satisfaction.

Building on these improvements, the County has also prioritized implementing action items from the employee engagement survey, which is spearheading activities and changes to further enhance workplace culture. This feedback-driven approach aims to increase staff morale and improve retention, reinforcing a culture of respect, collaboration, and professional growth.

With anticipated retirements and opportunities for promotions ahead, it remains crucial to maintain this supportive environment to ensure business continuity and preserve institutional knowledge. As we move into 2025, our focus will be on continuing to foster a positive workplace while advancing recruitment strategies to attract talent in a competitive job market. By upholding our reputation for fair compensation and a thriving workplace culture, the County is well-positioned to retain and grow its workforce, ensuring the County remains a top employer for years to come.

Fiscally Responsible Government

In addition to the previously mentioned inflationary and growth pressures, Essex County grapples with escalating financial challenges stemming from substantial increases in operational costs, internal capital needs (related to growth and asset replacement), infrastructure demands for facilities and roadways (both replacement and expansion), as well as constrained

provincial funding, competing requests for new County-wide initiatives, and regional capital projects. Furthermore, the indefinite deferral of property value reassessment has led to modest in-year growth only. The Province continues its review of the property assessment and taxation system. To date, the Province has identified three areas of priority through the consultation process: affordable rental housing, student housing, and information sharing. Provincewide property tax reassessments will continue to be deferred until this work is complete. These collective pressures will significantly influence Council decisions regarding program delivery, priorities, and service levels throughout 2025 and beyond. Despite these challenges, the County maintains established service delivery standards that effectively balance resident needs while minimizing the impact of rising costs on the community's property tax base.

During the 2025 Budget development, Administration has been guided by fundamental principles previously endorsed by Council, namely:

- **The current levels of service being delivered to the community are appropriate. Unless otherwise explained, enhancements are proposed to maintain service levels and achieve Provincial service level targets.**
- **The Corporation is prepared to maintain its commitment to the community as represented by current discretionary funding levels (i.e. external commitments).**
- **In making decisions with respect to the 2025 Budget, consideration has been given to the consequences of such decisions upon the Corporation's future financial stability.**

Standard and Poor's, a leading financial market intelligence provider and the Corporation's credit rating agency, recently affirmed the County of Essex's AAA credit rating with a stable outlook (November 2024). The recognition underscores the County's robust financial practices, including healthy budgetary performances, disciplined financial management, a pay-as-you-go capital funding strategy, and substantial liquidity holdings, all contributing to the County's creditworthiness.

These sound financial stewardship principles have positioned the County in a firm position, enabling effective management of tax rates year over year. Additionally, a solid reserve policy and balanced reserves play a crucial role in fiscal responsibility and long-term sustainability. Establishing reserves for managing uncertainties, addressing asset management lifecycle costs, and seizing future opportunities provides the Corporation with flexibility and

financial strength during periods of fiscal challenge. Appendix A offers a summary of the Corporation's Reserves, showcasing the projected 2024 year-end balance and the impact of changes resulting from the Proposed 2025 Budget.

2025 Budget

As noted above, Administration initiated the formal budget process in May of 2024, and after gathering all departmental requests, the initial levy increase was a total of \$17,313,080.

Following a thorough review of the budget and current service levels by Finance, the CAO, and the Senior Leadership Team (SLT), we have made significant reductions bringing the current proposed levy increase to \$7,761,500, a reduction in potential spending of \$9,551,580.

Provided in Chart 1, below, is a condensed summary of the 2025 Budget, compared to 2024 Budget and Projected Actuals (see Appendix B for full Budget Summary Comparison). Operations are budgeted to require \$92.7 million while the Corporation's Capital program is budgeted to require \$47.3 million. The Total County Requirement proposed in the 2025 Budget is \$140.0 million representing a **tax rate increase of 3.61%**.

Chart 1: Budget Summary (excerpt from Appendix B)

Budget Summary	2024 Budget	2024 Projection	2025 Budget
Operating Expenditures	\$157,321,130	\$153,872,020	\$165,829,870
Operating Recoveries	75,577,720	86,653,300	80,832,840
Contribution to Reserves	3,822,810	18,347,500	7,737,210
Net Operating Budget:	\$85,566,220	\$85,566,220	\$92,734,240
Capital Expenditures	\$110,362,240	\$77,949,620	\$116,830,100
Capital Recoveries	23,354,960	14,495,870	9,745,870
Contribution (from) Reserves	(40,291,310)	(16,737,780)	(59,774,780)
Net Capital Budget:	\$46,715,970	\$46,715,970	\$47,309,450
County Responsibility	\$132,282,190	\$132,282,190	\$140,043,690

For 2025, the County of Essex is challenged by a number of key operating conditions and capital expenditures imposing a year-over-year increase in net levy requirements. Offsetting these expenditures, in part, are savings achieved through: a net positive change in Current Value Assessment / assessment growth and various departmental cost reductions / containment initiatives proposed throughout the departmental Budgets.

Highlighted in Chart 2 and discussed in the following pages are various external influences or County of Essex specific conditions giving rise to a **levy increase of \$7,761,500.**

Of the total budget increase, approximately \$4 million is allocated to contractual salary/benefit increases presented to Council during 2023 and 2024. Additional significant increases include close to \$1 million for the state of good repair program, and \$600,000 aimed at closing the asset management plan's spending gap. Other notable allocations include a \$1.7 million increase for social housing operations, just under \$1 million for anticipated social services cost increases, and an additional \$680,000 contribution to the new hospital reserve.

Most of the remaining increases are driven by inflationary pressures. This is a lean budget with minimal room for significant service enhancements. Administration worked hard to balance all priorities within a realistic budget framework for the year.

The proposed 2025 Budget was structured to strategically utilize the in-year assessment growth to fund growth related operational and capital cost increases. The in-year growth for 2024 was a 2.15% increase (2.12% for 2023, 2.22% for 2022) in weighted assessment. Chart 2 below highlights the increases to the expiring levy proposed in 2025.

Chart 2: Summary of Levy Impacts

Budget Summary	Levy Impact
County Levy 2024	132,282,190
Community Services	0
Sun Parlor Home	0
Emergency Services	1,655,930
Infrastructure & Planning Services	746,680
Library Services	250,810
General Government Services	1,007,850
External Commitments	4,100,230
County Levy 2025	<u>\$140,043,690</u>

Community Services/ Residential Services Homes

The Community Services / Residential Services Homes budget for 2025 is set at \$762,680, maintaining a \$0 net levy increase by absorbing all cost pressures within the 2024 base budget. However, this department remains at risk due to its reliance on provincial funding, specifically HPP funding received from the City of Windsor on behalf of the Province.

The Residential Services Homes Program partners with 10 homes across Essex County, providing financial aid for 230 subsidized beds, with County staff ensuring quality standards through regular inspections. However, inflation, minimum wage increases, and COVID-19 protocols are heightening financial pressures on providers. Many homes are at full capacity, posing a significant relocation risk for subsidized residents if closures occur. The County continues to seek new provider partnerships to address this challenge.

Through a funding partnership with the City of Windsor, the County is actively involved in homelessness initiatives, with funding secured to support shelter and outreach services. Increased service demands, however, may

require further financial support from the County if additional provincial funds are unavailable and service levels are expected to stay the same.

On affordable housing, the County is collaborating with Windsor on a Regional Affordable Housing Strategy expected to be complete in early 2025, with some anticipated County-specific action items. This work is funded by reserves for 2025, with levy funding planned for 2026.

Additionally, the County supports two local housing projects: Augustine Villas, with six new affordable units in Kingsville, and The Bridge's tiny home expansion, which is backed by a \$2 million social housing capital reserve investment approved by Council in 2024. There is also the annual \$48,000 commitment to The Bridge for the tiny home community, which started in 2022 and will last 20 years.

Sun Parlor Home

In 2025, Sun Parlor Home will continue to provide essential long-term care for 206 Essex County residents, offering 24-hour nursing care and specialized services for residents with high-acuity needs, including dementia. The Home's 380 full- and part-time team members, along with volunteers and allied health professionals, are dedicated to maintaining residents' safety, dignity, and quality of life within eight distinct neighborhoods, one of which provides secure care for individuals with severe dementia and Alzheimer's.

With an aging population and increasingly complex care requirements, the demand for specialized services and staffing continues to rise. The Home faces ongoing challenges due to inflationary pressures on food, supplies, and utilities, as well as the need for consistent building maintenance given its age and layout. Capital maintenance is prioritized to sustain service quality until redevelopment is viable.

The proposed 2025 Budget includes investments in maintaining current service levels while enhancing the dining and palliative care programs to improve the resident experience. Additionally, the budget reflects increases to meet provincially mandated staffing hours under the Fixing Long-Term Care Act, though funding does not fully cover the target of 4 hours of care per resident per day.

Emergency Medical Services

The Essex-Windsor EMS (EWEMS) net budget for 2025 is proposed at \$17,503,930, representing a 10.45% increase over the 2024 budget. This increase reflects EWEMS's commitment to maintaining service standards, expanding mental wellness programs, and enhancing logistics support to ensure equipment and vehicle readiness. The department has prioritized hiring, with a specific focus on onboarding additional paramedics to address increased demand.

EWEMS is actively collaborating with the Windsor Essex Ontario Health Team (WEOHT) and other regional health partners, leveraging alternative care models that reduce emergency department pressure by stabilizing patients at home. In 2025, the department will continue efforts to streamline processes, expand community paramedicine services, and support high-risk populations in need of emergency medical care. The department also remains proactive in enhancing community safety, locating public access defibrillators, and promoting CPR awareness to improve cardiac arrest survival rates.

Infrastructure and Planning Services

The 2025 Infrastructure & Planning Services (IPS) budget is set at \$52.8 million County responsibility, reflecting a 1.44% increase over the previous year to meet the growing demands of Essex County's infrastructure and planning needs. This budget supports the expansion and maintenance of core infrastructure such as 1,500 km of roads, 84 bridges, and over 400 km of active transportation routes, ensuring safe and efficient travel options for residents. Key projects include the continued development of County Road 42/43, new road safety measures, and ongoing work on active transportation initiatives like the County-Wide Active Transportation System (CWATS), which aims to connect communities through cycling and walking routes.

IPS is also prioritizing facility maintenance and growth planning to support the County's long-term strategic objectives. The Facilities Management division will address increasing building maintenance needs, focusing on updates like second-floor meeting room renovations at the Civic Centre to meet accessibility and modern standards. The Planning Services division, meanwhile, will continue its work on regional development projects, including progressing through the new County Official Plan, which will guide sustainable growth, and a Regional Employment Land Strategy to attract

new businesses. Overall, IPS is balancing critical maintenance and expansion needs to support Essex County's quality of life while fostering sustainable, inclusive growth.

Library

The 2025 Essex County Library (ECL) budget is set at \$7 million, a 3.71% increase from 2024, to support the library's mission of connecting residents across seven municipalities with information, entertainment, and lifelong learning resources. Through its 14 branches and a 24/7 online platform, ECL offers a combination of physical and digital resources, including an expanded collection of eBooks, eMagazines, and databases. The library is governed by the Essex County Library Board, and its mission and strategic goals are focused on inclusivity, accessibility, and fostering community engagement through dynamic programming and services.

To address upcoming challenges, ECL's 2025–2030 Strategic Plan emphasizes accessibility in programming and spaces, heightened cyber security measures, and continued expansion of collections. Following recent cyber attacks on other Canadian libraries, ECL is prioritizing staff and public training on cyber security risks.

General Government

The General Government area plays a central role in providing leadership, financial planning, risk management, and policy setting for the entire Corporation. Here are the highlights of the proposed 2025 budget in relation to the individual areas that encompass General Government Services.

The proposed 2025 Budget for Council Services is \$907,740, which is an increase of 56.32% over 2024. The budget includes adjustments for Council salaries and benefits, reflecting the updated rates set by Council in 2024. Increases are also planned for conference and meeting budgets, conference-related expenses due to AMCTO conference hosting duties, and expected rises in membership fees, mileage reimbursements, and closed captioning costs for Council meetings.

The proposed 2025 Budget for Corporate Management, net of recoveries, totals \$2,894,900. This represents an increase of \$418,760, or 16.9%, over the 2024 Budget, largely due to increases in wages and benefits obligations. Corporate Management combines the operations of the Office of the Chief Administrative Officer (CAO) and the Director of Legislative and Legal

Services. The CAO leads the County strategically and advises Council and the Senior Leadership Team, while the Director manages the Legal Services Division, Office of the Clerk, and Communications.

The proposed 2025 Budget for Financial Services, net of recoveries, is \$128,200, a decrease of \$731,200, or 85.1%, from the 2024 Budget. The main reason for the decrease over the 2024 base budget is an increase made to the investment income budget line item to account for anticipated investment income in 2025. Financial Services, led by the Director of Financial Services/Treasurer, oversees County finances, procurement, and risk management to ensure resources are used efficiently to support community services.

The proposed 2025 Budget for IT Services, net of recoveries, is \$2,894,070, representing a 31% increase of \$683,970 from the 2024 Budget. The main drivers of the increase are: staffing costs increases, the addition of a business analyst as well as increases in digital transformation projects including cloud migration and enhanced cyber security. In 2024, IT Services became an independent department, positioning it to support the County's digital transformation by prioritizing data management, security, and cross-departmental technology integration which will continue in 2025.

The proposed 2025 Budget for Human Resources, net of recoveries is \$1,234,620, an increase of \$309,280 (33.4%) over the 2024 Budget. The main contributor of the increase is staffing cost increases. The 2025 Budget reflects strategic investments in employee development, well-being, and workforce planning to support the County's goals effectively. The HR Department ensures employee satisfaction, development, and retention, aligned with the County's mission and goals. Key initiatives include training, recruitment, and policy review.

External Commitments

The Corporation's support of regional initiatives is proposed to continue in the 2025 Budget. The proposed 2025 Budget for External Commitments totals \$39,855,700, an increase of \$4,100,230 (11.5%) from 2024. Key drivers of this increase include a 13% rise in the Social Services budget due to changes in the Child Care administrative funding formula, an 11.5% increase for Social Housing operations prompted by additional funding requests from the Windsor Essex Community Housing Corporation, and slight increases of 1% and 2% for costs related to the Windsor Essex County Health Unit and property assessment, respectively. Additionally, an annual increase of \$680,000 has been allocated to the New Windsor Essex Hospital

Reserve. These adjustments reflect the County's commitment to meeting both legislated and discretionary obligations while ensuring community well-being.

Reserve Management Policy Targets

In 2024, the County introduced a Reserve Management Policy to provide guidance for responsible management of reserve funds. This policy helps ensure that financial decisions support the County's long-term needs and that reserves are maintained at appropriate levels. If our reserves fall below target levels in any given year, Administration will put a plan in place to bring them back to a stable level.

For the 2025 Budget, the County is generally on track to meet its reserve targets, which reflects positive progress. However, as identified in the 2024 report, the capital reserve is still underfunded, presenting a challenge in meeting capital replacement needs. While work is being done to address this gap, affordability and tax rate sensitivity impact the speed at which the gap can be reduced.

We will continue to monitor reserve levels closely throughout the year, making adjustments to rebuild reserves when possible. This approach will help us maintain a balance between meeting future needs and supporting current financial stability.

Budget Risk Factors

It is important to highlight for Council that there are risk factors inherent with any budget, in most cases beyond the control or discretion of Administration or Council. Key economic realities potentially impacting operations include, but are not limited to:

- Provincial funding constraints in service areas related to Public Health, EMS, Social Services, Social Housing, Community Services and Long-Term Care
- EMS delivery issues related to hospital emergency off-load delays
- EMS call volume – demographics & response time framework

- Service requirements to care for an increasingly frail and higher level of acuity resident complement at Sun Parlor Home
- Increase in social service caseloads
- Winter control maintenance costs
- Province-wide municipal insurance issues
- Cost of fuel, medical and other supplies necessary across a diverse set of operating programs, specifically in EMS, Sun Parlor Home and Infrastructure & Planning Services
- Further escalation in the cost to construct and maintain linear assets
- Persistent global and domestic inflation
- Operational impact of US Exchange rate and higher import fees
- Interest earned on investments
- Premium increases for WSIB and other statutory deductions
- Health & welfare premiums (usage & escalation in service costs)
- Outstanding collective bargaining / arbitration results
- Social Housing – advanced timelines for capital renewal requirements and/or addressing of need to increase housing inventory

These outlined risks could significantly influence the proposed budget's outcome. Should any additional requirements arise during the fiscal year that exceed the proposed 2025 Budget, Council will be informed, and a funding strategy will be developed to address these necessary items.

County Levy & Tax Rates

Over the past decade the County Levy has increased, due in large part, to address expansion requirements of the County roadway and active transportation infrastructure and more recently, service enhancements to address growth, demographics and systemic health related issues/services. Also impacting annual levy increases is the commitment towards the New Windsor Essex Hospital System. Further, as the County assessment increases relative to the City, a greater shift of costs is transferred from the City to the

County for shared programs including: Social Services, Social Housing and Emergency Medical Services.

Although the County Levy has steadily grown over the years, tax rates remain fairly constant, due in large part, to prudent financial management decisions and moderate but stable growth in assessment in the County of Essex over this same period.

The extreme impacts of inflation and their projected persistence at even a moderate degree have made it challenging for Administration to maintain service levels in 2025 without an increase to the levy. Growth in the region is also a significant factor in the year over year levy requirement increase. In the absence of development charges, the cost of growth is born primarily on the Corporation's tax rate.

The consolidation of the departmental budget estimates produces a residential tax rate for County purposes for 2025, assuming no significant change in tax policy, of **.0056000128**.

Chart 3 illustrates the change in County taxes for every \$300,000 of assessed value.

Chart 3: Residential Tax Rate Comparison, 2024-2025

Year	Assessed Value	Res. Tax Rate	Taxes	Tax Change
2024	\$300,000	.0054049275	\$1,621.48	
2025	\$300,000	.0056000128	\$1,680.00	\$58.52

Financial Implications

Administration believes this budget represents a practical plan that's been carefully put together in consultation with all County departments. It's designed to keep the County running smoothly under current conditions, balance demands for services, and prepare us for future growth.

The approach focuses on:

- **Maintaining Service and Responsiveness:** We've made sure the budget supports essential services, while being mindful of the impact on taxpayers. The goal is to continue delivering quality services without putting too much financial strain on residents.
- **Planning for the Future:** This budget helps us keep up with our long-term commitments, like funding the New Windsor Essex Hospital

System and addressing necessary infrastructure repairs. We're focused on being proactive with our capital investments, so we don't fall behind on projects that improve the community.

- **Keeping Inflation in Check:** We've taken inflation into account, with plans to manage rising costs without reducing service quality. By setting aside contingency funds, we're better equipped to handle unexpected expenses as the economy continues to change.
- **Protecting Financial Stability:** This budget preserves the County's solid financial foundation. We're using reserves cautiously and sticking to a strategy that prevents major tax hikes down the road. This way, we can continue investing in necessary areas without compromising future budgets.

A large part of the County's spending is tied to services we're legally required to provide. Past experience shows that if we cut services too deeply or delay essential projects, it can lead to bigger costs and risks later. This budget strikes a balance, keeping us compliant while also moving forward on priority projects.

Despite external pressures like inflation and increased costs, we believe the proposed increase in the levy is manageable and will help the County keep up with both immediate and future needs. This budget not only supports the community today but also helps us prepare for tomorrow, without the need for big tax adjustments in the future.

Consultations

Hoa Du, Financial Analyst

Terry Deehan, Financial Analyst

Kelli Schmidt, Financial Analyst

Kelly Robinson, Financial Analyst

Heidi McLeod, CPA, CA, Manager, Accounting - Administration/Deputy Treasurer
County Senior Leadership Team (SLT)

Strategic Plan Alignment

Working as Team Essex County	Growing as Leaders in Public Service Excellence	Building a Regional Powerhouse
<ul style="list-style-type: none"> ☒ Scaling Sustainable Services through Innovation ☒ Focusing "Team Essex County" for Results ☒ Advocating for Essex County's Fair Share 	<ul style="list-style-type: none"> ☒ Being an Employer with Impact ☒ A Government Working for the People ☒ Promoting Transparency and Awareness 	<ul style="list-style-type: none"> ☒ Providing Reliable Infrastructure for Partners ☒ Supporting Dynamic and Thriving Communities Across the County ☒ Harmonizing Action for Growth ☒ Advancing Truth and Reconciliation

Recommendation

That Essex County Council receive report number 2024-1128-FIN-R24-MR, 2025 Budget Overview- Treasurer's Report, as information and for public deliberation.

Approvals

Respectfully Submitted,

Melissa Ryan

Melissa Ryan, CPA, Director, Financial Services/Treasurer

Concurred With,

Sandra Zwiers

Sandra Zwiers, MAcc, CPA, CA, Chief Administrative Officer

Appendix	Title
Appendix A	Reserve Schedule

Appendix	Title
Appendix B	2025 Budget Summary Comparison

Community Services





Community Services / Residential Services Homes



Service Delivery Promise

The Community Services Department includes the delivery of the Residential Services Homes Program, investments in affordable housing and the oversight of County Homelessness Programs.

The Residential Services Homes program provides financial assistance to County residents who require residential care and assistance with daily living activities. This program is supported by the Province through the City of Windsor's Human and Health Services department as part of the Homelessness Prevention Program (HPP). This program is a discretionary service for the County of Essex.

Effective April 1, 2024, the County of Essex gained oversight of the County Homelessness Programs which include the Essex County Homelessness Hub, the County Emergency Shelter Program and the County Outreach Worker. These programs are funded through the Homelessness Prevention Program (HPP) funding allocation received by the City of Windsor, our Regional Consolidated Service Manager.

Level of Service Statement

The Residential Services Homes Program is provided through purchase of service agreements with ten (10) rest and retirement homes throughout Essex County. In 2024, the program provided financial assistance to subsidize an average of 230 beds in these contracted homes.

Quality is measured through the completion of yearly inspections by County staff who assess the homes' compliance with the Residential Services Homes Standards. Staff visit the homes regularly on a scheduled and unscheduled basis to monitor compliance and quality of care.

Opportunities, Challenges and Risks for 2025

Ongoing Financial Pressures for Residential Services Homes

Inflation rates and cost of living increases will continue to have a significant impact on Residential Services Homes Providers. In addition, providers have indicated that the minimum wage increases, as well as pay increases necessary to remain competitive and retain healthcare staff have resulted in significant financial pressures. Further, Residential Services Homes are expected to continue following various congregate setting COVID-19 protocols while experiencing outbreaks without additional funding to offset these additional costs.

Some Residential Services Homes Providers have indicated having great difficulty maintaining their financial viability in the absence of a funding increase. Other providers, those who are designated Registered Retirement Homes, have decreased the number of subsidized beds in their homes to be able to increase their private pay beds in order to be financially viable.

Lack of Capacity with Current Residential Services Homes Providers

The majority of the Residential Services Homes Providers are at full capacity and unable to absorb additional subsidies. This poses a significant risk: if any of the homes need to cease their operations, there are few options to relocate subsidized residents. In August 2024, the County issued a Request for Information to seek potential new providers to address this risk. The County did not receive any responses from interested parties. County Administration continues to proactively seek new opportunities with existing providers and new potential partners.

County Homelessness Programs

Effective April 1st, 2024, the County entered into a funding agreement with the Regional Consolidated Service Manager, the City of Windsor, and received funding to administer County Homelessness Programs - more specifically, the County Emergency Shelter Program, the County Outreach Worker and the Essex County Homelessness Hub. These programs are delivered by Family Services Windsor-Essex through a funding agreement with the County and the County provides administrative oversight.

With the homelessness needs rising regionally, there is a risk that the funding required to deliver these programs will need to increase to meet service demands. County Administration continues to advocate with the Regional Consolidated Service Manager and upper levels of government to receive additional funding to meet County resident needs.

Regional Affordable Housing Strategy

In 2025, the County will continue to be a partner in the design and development of the Regional Affordable Housing Strategy. A consulting firm has been engaged and County staff have been working collaboratively with City of Windsor staff to help guide the work and to ensure that the needs of all municipalities in the County are being addressed through the development of the strategy. The consultants are expected to be completed their work in early 2025 and County staff will continue their collaboration with City of Windsor staff to implement the recommendations supported by County Council.

Affordable Housing Projects

County staff have been involved in the development of two affordable housing projects located in the county. Augustine Villas, located in Kingsville, has completed the construction of 6 affordable housing units. After experiencing construction delays, it is anticipated that occupancy will occur in early 2025.

In addition, The Bridge (Bridges of Erie Shores) will be expanding their tiny house community to include 38 homes over the next two years. During the 2024 budget deliberations, County Council approved a \$2 million capital investment to be drawn from the Social Housing Repair and Renewal reserve. One million dollars was allocated in 2024 and the remainder will be allocated in 2025. This previously approved recommendation allows County Council to make a capital investment to support a much-needed housing project.

Proposed 2025 Budget Plan

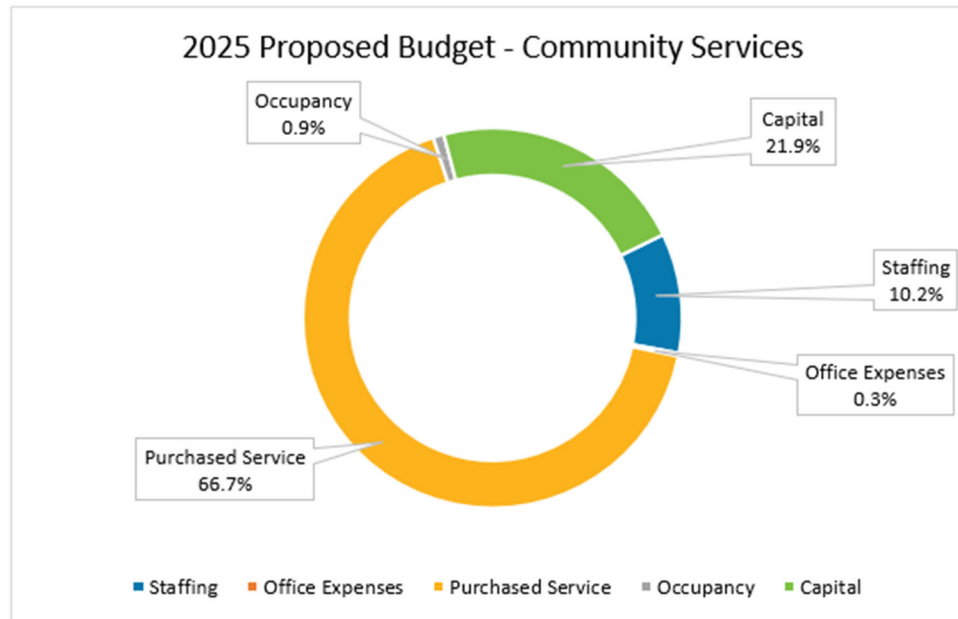
The proposed 2025 Budget recognizes significant growth experienced by the Community Services department, which will continue with the delivery of the County Homelessness Programs and the development of the Regional Affordable Housing Strategy.

In addition, the proposed 2025 Budget reflects the 20-year operational funding commitment that was previously approved by County Council to support The Bridge's 12 supportive housing units. The commitment includes a \$48,000 annual contribution to this project which started in 2022.

The proposed 2025 budget also includes expenditures and offsetting revenue for the delivery of the County Homelessness Programs.

Funding from the Social Housing Repair and Renewal capital reserve is designated for the \$1 million investment in The Bridge's 38-unit housing project.

The graph on the following page illustrates the key areas of proposed 2025 Budget spending in Community Services / Residential Services Homes.



Overall, the proposed 2025 Budget for Community Services / Residential Services Homes, net of recoveries, totals \$762,680 (an increase of \$0 (0%) over the 2024 Budget of \$762,680).

Alignment with Strategic Plan Initiatives

Advocating for Essex County's Fair Share

County Administration's efforts to secure its own funding to deliver homelessness programs in the county was a result of the County "Advocating for Essex County's Fair Share". In addition, County Administration continues to seek dedicated funding from upper levels of government to address the unique housing and homelessness needs of the rural communities in the County of Essex.

A Government Working for the People

With the continuation of the Essex County Homelessness Hub and the other homelessness programs, the County of Essex is ensuring that the needs of its most vulnerable residents are addressed. Further, with investments in affordable housing and the Residential Services Homes Program, the County of Essex is providing housing options to low income residents who wouldn't be able to afford other types of housing available in county communities.

Community Services / Residential Services Homes

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
10-500-1101	Full-Time Salaries	341,000	297,300	305,700	273,330	0	32,370
10-500-1105	Students	10,500	10,500	12,600	0	0	12,600
Category	Total Salaries & Wages	351,500	307,800	318,300	273,330	0	44,970
Benefits							
10-500-1201	Employment Insurance	5,400	5,200	4,400	0	0	4,400
10-500-1202	Canada Pension Plan	16,300	14,700	13,800	0	0	13,800
10-500-1203	OMERS	34,600	27,000	32,700	0	0	32,700
10-500-1204	Employer Health Tax	6,900	5,800	6,300	0	0	6,300
10-500-1205	Health Insurance	32,100	27,400	23,400	0	0	23,400
10-500-1206	Group Insurance	2,100	1,500	1,800	0	0	1,800
10-500-1207	Long-Term Disability Insurance	5,800	4,800	5,400	0	0	5,400
10-500-1208	Short-Term Disability Insurance	3,400	2,300	2,100	0	0	2,100
10-500-1209	WSIB	1,800	1,500	1,500	0	0	1,500
Category	Total Benefits	108,400	90,200	91,400	0	0	91,400
Staff Expense							
10-500-3001	Mileage	12,000	12,000	12,000	0	0	12,000
10-500-3002	Training	6,000	6,000	6,000	0	0	6,000
10-500-3099	Other	1,000	500	1,000	0	0	1,000
10-500-3695	Administration Fees	35,700	35,700	36,500	0	0	36,500
Category	Total Staff Expense	54,700	54,200	55,500	0	0	55,500
Office Expense							
10-500-3101	Telephone	3,300	3,300	3,400	0	0	3,400
10-500-3103	Office Supplies	1,500	1,500	1,500	0	0	1,500
10-500-3199	Other - Provider Meetings	1,400	0	1,400	0	0	1,400
10-500-3450	Facility Lease	36,590	36,590	41,860	0	0	41,860
Category	Total Office Expense	42,790	41,390	48,160	0	0	48,160
Lease & Maintenance							
10-500-3202	Computer Maintenance	14,110	6,110	4,130	0	0	4,130
10-500-3203	Computer Lease & Maintenance	1,300	1,300	1,400	0	0	1,400
Category	Total Lease & Maintenance	15,410	7,410	5,530	0	0	5,530

Community Services / Residential Services Homes

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Purchased Services							
10-500-3303	Legal & Consulting	2,500	0	500	0	0	500
10-500-3330	Municipal Discretionary & Client Transportation	10,000	14,900	19,250	0	0	19,250
10-500-3338	Translation Services	1,000	0	0	0	0	0
10-500-5112	Homelessness Programs	429,440	507,100	612,500	612,500	0	0
10-500-5113	The Bridge	48,000	48,000	48,000	0	0	48,000
10-500-5130	Residential Services Homes Per Diem	2,242,630	2,692,300	2,362,510	1,913,870	0	448,640
Category	Total Purchased Services	2,733,570	3,262,300	3,042,760	2,526,370	0	516,390
Category	Total Operating Expenditures	3,306,370	3,763,300	3,561,650	2,799,700	0	761,950
Recoveries							
10-500-6321	Safe Restart	62,500	641,180	367,500	0	0	0
10-500-6361	Provincial Subsidy	2,104,990	1,957,570	1,917,200	0	0	0
10-500-6362	Homelessness Programs	386,250	397,270	515,000	0	0	0
10-500-6640	Residential Services Homes Per Diem	0	10,700	0	0	0	0
Category	Total Recoveries	2,553,740	3,006,720	2,799,700	0	0	0
Contributions to (from) Reserves							
10-500-6821	Health Benefit Rate Stabilization Reserve	(2,250)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(2,250)	0	0	0	0	0
Net Operating Expenditures		750,380	756,580	761,950	2,799,700	0	761,950

Community Services / Residential Services Homes

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other	Reserve	Levy
Capital Expenditures							
10-500-3801	Equipment	12,300	6,100	730	0	0	730
10-500-3831	Civic Centre - Office Renovations	50,000	50,000	0	0	0	0
10-500-5113	The Bridge	1,000,000	1,000,000	1,000,000	0	1,000,000	0
Category	Total Capital Expenditures	1,062,300	1,056,100	1,000,730	0	1,000,000	730
Contributions to (from) Reserves							
10-500-6810	Capital Reserve	(50,000)	(50,000)	0	0	0	0
10-500-6810	Capital Reserve - Social Housing Renewal	(1,000,000)	(1,000,000)	(1,000,000)	0	0	0
Category	Total Contributions to (from) Reserves	(1,050,000)	(1,050,000)	(1,000,000)	0	0	0
Net Capital Expenditures		12,300	6,100	730	0	1,000,000	730
Total Departmental Requirement		762,680	762,680	762,680	2,799,700	1,000,000	762,680



Sun Parlor Home





Sun Parlor Home for Senior Citizens

Service Delivery Promise

The Sun Parlor Home is the municipal long-term care home, owned and operated by the Corporation of the County of Essex. The Home was originally established in 1901 as the County House of Refuge and has a long history of caring for others. Today, the Sun Parlor Home is first and foremost a home to 206 residents, cared for by more than 380 dedicated team members.



Level of Service Statement

Who We Are

The Sun Parlor Home is a municipally run home with 206 long-term care beds. This means that 206 diverse residents requiring 24-hour nursing and personal long-term care reside within the Home at any given time. The Home principally serves the communities of Essex County including Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington, and Tecumseh. In the Home, there are a total of eight neighbourhoods, including a secure area of 30 beds for people with severe dementia and Alzheimer's disease.

The demographics and statistics for 2024 are as follows:

- Residents moved into Sun Parlor Home from all municipalities within Essex County
- 93% of our residents have some form of dementia
- 85% of residents require extensive assistance or are totally dependent on team members for care
- 42 team members hired this year to date.

The Sun Parlor Home has approximately 380 full-time and part-time team members. There are also many volunteers and allied health professionals at the Home on a daily basis to provide support and perform specialized tasks.

What We Do

We provide a safe and secure home that operates 24 hours a day, 365 days a year, providing a continuum of care and services to enhance quality of life by responding to individual resident needs. The diverse resident population including the aging demographic, acuity and complexity of resident care needs continues to increase with a corresponding increase in demand for specialized services. We strive to enhance quality of life for the residents in each and every interaction. With continued focus on innovative care delivery as well as team member wellbeing and workplace culture, Sun Parlor Home is committed to providing care and services that supports residents' rights to safety, dignity, wellness and quality of life.

We are proud of our Home and continuously strive to provide high quality, responsive, individualized and innovative care to meet the increasingly complex needs of our residents.

Why We Do It

The need for long-term care services is becoming increasingly important within the healthcare system as the population ages. The demographics of the population are changing, acuity and complexity of resident care needs are rising and the demand for specialized services continue to increase. The Sun Parlor Home must provide increasingly complex interventions for residents with responsive behaviour, associated dementias and mental illness.

Opportunities, Challenges and Risks for 2025

Steadily growing aging demographic pressures, increasing acuity and complexity of resident care needs continues to drive the need for additional specialized services. These challenges are being felt within the broader healthcare system which further impacts long-term care. Level of care of our residents continues to increase and the need for additional team members to provide their activities of daily living also increases.

Due to its age and layout, maintaining the Home in a state of good repair continues to be a challenge. An adequate maintenance plan helps to ensure the safety, security and comfort of residents, mitigates risk to the County and supports compliance with legislated requirements.

The home spending has made efficient use of additional Provincial funding incentives and opportunities in order to increase direct hours of care to residents while maintaining a fiscally responsible budget.

Proposed 2025 Budget Plan

The proposed 2025 Budget will enable the Home to support Essex County seniors by meeting the growing demand for long-term care services. Legislative, service delivery and funding changes announced by the provincial government present the largest challenges to the Home's operations.

The proposed 2025 Budget reflects the enhanced level of nursing staff to meet the direct hours of care targets for 2025. The Ministry funding supports defined nursing care staffing targets to be achieved over 4 years until March 31, 2025. It is important to note that Ministry funding will not likely ever fully fund 4 hours of care per resident per day at the Home given the negotiated rates of pay.

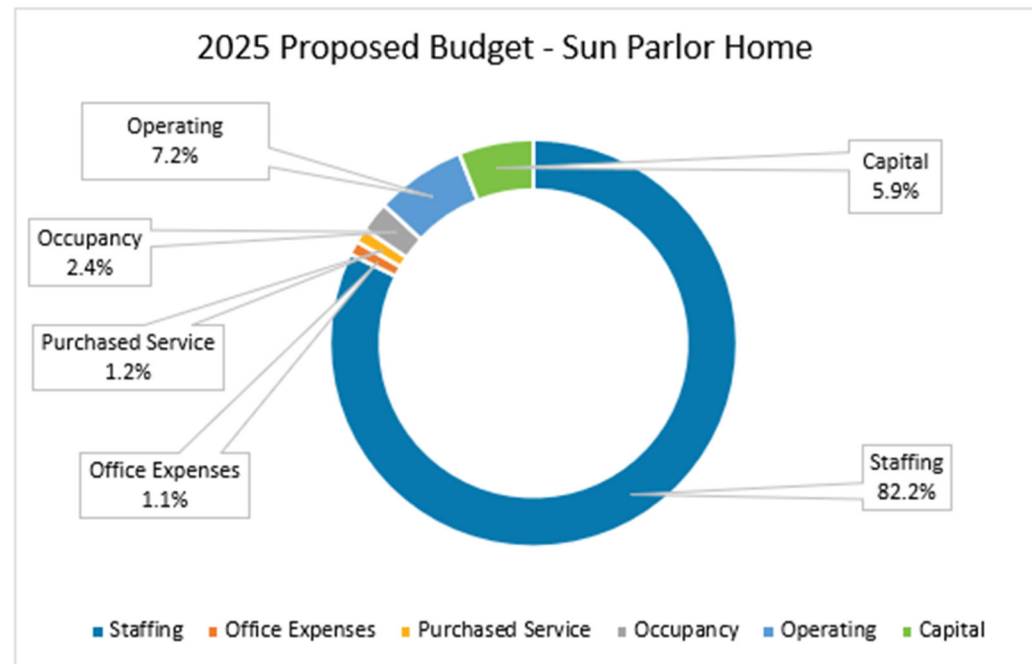
The proposed 2025 Budget looks to maintain current levels of service while making enhancements to the dining experience for the residents. The Home continues to support the use of emotion-focused models of care and further development of the Palliative Care program within the Home to improve the care experience for residents.

To ensure our infrastructure is responsibly maintained, the execution of the capital maintenance plan during 2025 sets priorities to maintain the existing service level and maintain the Home in a state of good repair until redevelopment is possible.

The Fixing Long-Term Care Act, 2021 requires ongoing programs including emergency management plan, palliative, Infection Prevention and Control (IPAC) and quality improvement initiatives. These requirements continue to be mandatory and the Ministry of Long-Term Care does provide direct funding for most of these requirements.

Inflationary pressures continue to have a significant effect on the day-to-day operations and these additional costs in food, supplies and utilities are reflected in the proposed 2025 Budget. Further pressure on the budget is evident in contractual salary increases and benefit increases.

The graph on the following page illustrates the key areas of proposed 2025 Budget spending at the Sun Parlor Home:



Overall, the proposed 2025 Budget for Sun Parlor Home, net of recoveries, totals \$14,096,340 (an increase of \$0 (0%) over the 2024 Budget of \$14,096,340).

Alignment with Strategic Plan Initiatives

Scaling Sustainable Services through Innovation

The Sun Parlor Home developed the proposed 2025 Budget based on identified priorities necessary to ensure sustainable care delivery. It seeks to maintain levels of service while making enhancements to meet the level of care needs of our residents. The proposed 2025 Budget supports innovation in long-term care while navigating the sector's constantly fluctuating funding dynamics.

Being an Employer with Impact

Every team member plays an important role in the care of our residents. We recognize that the Home's success is deeply interwoven with the compassion, caring, dedication and talent of our team members. This budget supports the ongoing people strategy to provide the resources, tools and opportunities for team members to be successful. Through ongoing education, training, development opportunities, employee engagement initiatives and a strong culture of continuous improvement we are able to enable team member growth.

We strive to create a positive and inclusive workplace culture and build a home where everyone feels respected, valued and empowered.

A Government Working for the People

It is well known that seniors are the fastest growing segment of the population. The Sun Parlor Home is committed to providing long-term care and services within the context of a rapidly changing long-term care landscape.

It is important that we respond to community need/demands for specialized complex health care needs, behaviours, dementia and mental health. This requires increased education, training and new approaches to care.

We continue to develop, based on research and best practices, enhanced end-of-life care to support residents and their family members.

We are committed to support quality of life and care for residents by recognizing the cultural, religious, sexual orientation and gender diversity of each resident.

Sun Parlor Home - Summary

Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating Expenditures						
Administration	1,991,280	2,046,090	2,334,190	204,600	282,360	1,847,230
Nursing & Personal Care	21,727,440	21,675,720	22,691,420	15,190,700	26,800	7,473,920
Life Enrichment	1,508,900	1,557,860	1,600,330	1,389,900	9,000	201,430
Food & Nutrition	4,032,600	4,105,600	4,365,370	1,155,300	8,000	3,202,070
Laundry	1,160,000	1,101,700	1,169,740	2,000	0	1,167,740
Housekeeping	1,839,400	1,838,600	1,905,830	85,300	0	1,820,530
Maintenance	1,911,900	1,647,700	1,928,470	95,470	0	1,833,000
Total Operating Expenditures	34,171,520	33,973,270	35,995,350	18,123,270	326,160	17,545,920
Provincial Subsidy						
Nursing & Personal Care	7,447,400	7,763,660	7,841,400	0	0	0
Program & Support	918,050	944,250	949,600	0	0	0
Food	907,530	966,400	982,700	0	0	0
Accommodation	4,306,790	4,405,000	4,631,100	0	0	(4,631,100)
Equalization Adjustment	210,500	211,110	210,500	0	0	(210,500)
Total Provincial Subsidy	13,790,270	14,290,420	14,615,300	0	0	(4,841,600)
Total Resident Revenue	(4,399,300)	(4,400,000)	(4,692,000)	0	0	0
Net Provincial Subsidy	9,390,970	9,890,420	9,923,300	0	0	(4,841,600)

Sun Parlor Home - Summary

Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Recoveries						
Provincial - Pay Equity Funding	33,800	33,800	33,800	0	0	(33,800)
Provincial - Global Increase	566,200	582,400	585,770	0	0	0
Provincial - Pandemic Funding	0	171,840	42,900	0	0	0
Provincial - Medication Safety Technology	10,000	21,100	24,200	0	0	0
Provincial - Physician On-Call	21,760	22,220	21,400	0	0	0
Provincial - High Intensity Needs	354,400	682,210	721,000	0	0	0
Provincial - RAI Early Adopter	112,040	114,970	114,700	0	0	0
Provincial - RN, RPN, PSW Staffing Supplement	2,998,370	4,148,890	4,228,800	0	0	0
Provincial - Allied Health Supplement	382,640	410,820	379,000	0	0	0
Provincial - Supporting Professional Growth Fund	6,840	32,370	12,100	0	0	0
Provincial - PSW Funding	230,080	232,020	232,300	0	0	0
Provincial - PSW Wage Enhancement	895,900	979,070	1,006,800	0	0	0
Provincial - Comprehensive Minor Capital	20,600	20,600	20,600	0	0	0
Provincial - Registered Nurse (RN)	106,010	106,010	106,000	0	0	0
Provincial - Behavioural Supports Ontario	146,980	146,980	147,000	0	0	0
Provincial - Clinical Decision Support Tools	10,000	32,700	0	0	0	0
Preferred Accommodation	1,000,000	1,236,000	1,170,000	0	0	(1,170,000)
Safe Restart	467,480	473,180	417,200	0	0	0
Departmental Recoveries	295,410	862,260	289,800	0	0	0
Total Recoveries	7,658,510	10,309,440	9,553,370	0	0	(1,203,800)
Total Recoveries (incl. Resident Revenue)	21,448,780	24,599,860	24,168,670	0	0	(6,045,400)
Contributions to (from) Reserves						
Donation Reserve	(9,000)	(6,000)	(9,000)	0	0	0
Capital Reserve	0	2,550,020	1,014,520	0	0	0
Health Benefit Rate Stabilization Reserve	(93,700)	0	0	0	0	0
Rate Stabilization Reserve	(105,000)	0	(317,160)	0	0	0
Total Contributions to (from) Reserves	(207,700)	2,544,020	688,360	0	0	0
Net Operating Expenditures	12,515,040	11,917,430	12,515,040	18,123,270	326,160	11,500,520

Sun Parlor Home - Summary

Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures						
Administration	133,400	113,500	234,800	10,500	139,800	84,500
Nursing & Personal Care	21,500	21,500	21,500	0	0	21,500
Life Enrichment	5,000	5,000	5,000	1,000	0	4,000
Food & Nutrition	32,300	32,300	32,300	1,000	0	31,300
Maintenance	95,500	95,500	95,500	500	0	95,000
Other Capital	1,190,200	790,220	1,875,650	36,100	(519,970)	2,359,520
Total Capital Expenditures	1,477,900	1,058,020	2,264,750	49,100	(380,170)	2,595,820
Recoveries						
Provincial - Comprehensive Minor Capital	185,460	206,060	36,100	0	0	0
Donations	1,000	1,000	1,000	0	0	0
Other	7,300	17,000	12,000	0	0	0
Total Recoveries	193,760	224,060	49,100	0	0	0
Contributions to (from) Reserves						
Donation Reserve	0	(2,360)	0	0	0	0
Capital Reserve	297,160	999,940	(634,350)	0	0	0
Structural Compliance Reserve	0	(252,600)	0	0	0	0
Total Contributions to (from) Reserves	297,160	744,980	(634,050)	0	0	0
Net Capital Expenditures	1,581,300	1,578,940	1,581,300	49,100	(380,170)	2,595,820
Total Departmental Requirement	14,096,340	13,496,370	14,096,340	18,172,370	(54,010)	14,096,340

Sun Parlor Home - Administration

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-100-1101	Full-Time Salaries	667,300	622,800	658,400	74,300	33,400	550,700
D01-100-1103	Full-Time Hourly	264,800	354,600	392,800	0	8,840	383,960
Category	Total Salaries & Wages	932,100	977,400	1,051,200	74,300	42,240	934,660
Benefits							
D01-100-1201	Employment Insurance	13,200	13,600	14,200	1,400	885	11,915
D01-100-1202	Canada Pension Plan	40,200	40,100	43,800	4,200	2,020	37,580
D01-100-1203	OMERS	97,100	93,500	112,600	6,900	3,700	102,000
D01-100-1204	Employer Health Tax	18,200	19,000	20,500	1,400	770	18,330
D01-100-1205	Health Insurance	101,900	94,300	118,500	22,700	7,700	88,100
D01-100-1206	Group Insurance	5,700	5,300	6,500	400	250	5,850
D01-100-1207	Long-Term Disability Insurance	18,000	20,800	30,700	1,900	1,450	27,350
D01-100-1208	Short-Term Disability Insurance	7,200	6,700	7,200	500	200	6,500
D01-100-1209	WSIB	15,300	11,300	15,100	1,200	645	13,255
Category	Total Benefits	316,800	304,600	369,100	40,600	17,620	310,880
Staff Expense							
D01-100-3001	Mileage	3,000	3,000	3,000	0	0	3,000
D01-100-3002	Training & Conferences	18,000	14,000	18,000	0	0	18,000
D01-100-3003	Membership Fees	29,100	29,100	30,000	0	0	30,000
D01-100-3099	Other	8,000	12,000	15,500	2,000	0	13,500
Category	Total Staff Expense	58,100	58,100	66,500	2,000	0	64,500
Office Expense							
D01-100-3101	Telephone	35,400	35,400	56,800	26,500	0	30,300
D01-100-3103	Office Supplies	39,900	39,900	36,960	0	0	36,960
Category	Total Office Expense	75,300	75,300	93,760	26,500	0	67,260
Lease & Maintenance							
D01-100-3201	Equipment Maintenance	1,000	1,000	1,000	0	0	1,000
D01-100-3202	Computer Maintenance	229,200	229,200	253,300	0	0	253,300
Category	Total Lease & Maintenance	230,200	230,200	254,300	0	0	254,300

Sun Parlor Home - Administration

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Purchased Services							
D01-100-3301	Consultant Fees	60,000	10,000	211,000	0	201,000	10,000
D01-100-3302	Audit Fees	12,260	12,260	12,630	0	0	12,630
D01-100-3303	Legal Fees	10,000	68,500	20,000	0	0	20,000
D01-100-3309	Staff Medicals	6,000	4,500	6,000	0	0	6,000
Category	Total Purchased Services	88,260	95,260	249,630	0	201,000	48,630
Occupancy Expense							
D01-100-3440	Property Taxes	5,000	5,120	5,200	960	0	4,240
D01-100-3441	Insurance	105,300	98,540	96,700	18,240	0	78,460
Category	Total Occupancy Expense	110,300	103,660	101,900	19,200	0	82,700
Other Expense							
D01-100-3306	Payroll Services	36,220	40,570	71,800	0	21,500	50,300
D01-100-3504	Bad Debt Expense	5,000	32,000	5,000	0	0	5,000
D01-100-3622	Outbreak & Pandemic Supplies	106,000	106,000	42,000	42,000	0	0
D01-100-3627	Quality Management Program	6,000	6,000	6,000	0	0	6,000
D01-100-3660	Health & Safety	22,000	10,000	18,000	0	0	18,000
D01-100-3699	Other	5,000	7,000	5,000	0	0	5,000
Category	Total Other Expense	180,220	201,570	147,800	42,000	21,500	84,300
Category	Total Operating Expenditures	1,991,280	2,046,090	2,334,190	204,600	282,360	1,847,230
Recoveries							
D01-100-6321	Safe Restart	196,180	196,180	141,900	0	0	0
D01-100-6710	Rental Income	17,400	17,400	19,200	0	0	0
D01-100-6729	Donations	2,000	2,000	2,000	0	0	0
D01-100-6723	Telephone	26,500	26,500	26,500	0	0	0
D01-100-6799	Miscellaneous	15,000	21,200	15,000	0	0	0
Category	Total Recoveries	257,080	263,280	204,600	0	0	0
Contributions to (from) Reserves							
D01-100-6801	Rate Stabilization Reserve	(98,100)	0	(282,360)	0	0	0
D01-100-6821	Health Benefit Rate Stabilization Reserve	(10,000)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(108,100)	0	(282,360)	0	0	0
Net Operating Expenditures		1,626,100	1,782,810	1,847,230	204,600	282,360	1,847,230

Sun Parlor Home - Administration

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
D01-100-3801	Equipment	133,400	113,500	234,800	10,500	139,800	84,500
Category	Total Capital Expenditures	133,400	113,500	234,800	10,500	139,800	84,500
	Recoveries						
D01-100-6726	Export of Electricity	5,300	15,000	10,000	0	0	0
D01-100-6750	Sale of Surplus Equipment	500	500	500	0	0	0
Category	Total Recoveries	5,800	15,500	10,500	0	0	0
	Contributions to (from) Reserves						
D01-100-6810	Capital Reserve	(43,100)	(13,500)	(139,800)	0	0	0
Category	Total Contributions to (from) Reserves	(43,100)	(13,500)	(139,800)	0	0	0
	Net Capital Expenditures	84,500	84,500	84,500	10,500	139,800	84,500
	Total Departmental Requirement	1,710,600	1,867,310	1,931,730	215,100	422,160	1,931,730

Sun Parlor Home - Nursing

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-200-1101	Full-Time Salaries (Mgt, RAI & RN)	1,810,000	1,608,880	1,936,800	1,774,920	0	161,880
D01-200-1102	Part-Time Salaries (RN)	1,078,500	1,073,800	1,286,700	773,600	0	513,100
D01-200-1103	Full-Time Hourly (PSW, RPN, Ward Clerks)	6,199,000	5,627,100	6,401,900	6,356,100	0	45,800
D01-200-1104	Part-Time Hourly (PSW, RPN, Ward Clerks)	6,027,800	6,917,400	6,229,900	4,740,880	0	1,489,020
D01-200-1107	Pandemic Pay	944,700	1,167,800	946,900	822,000	0	124,900
Category	Total Salaries & Wages	16,060,000	16,394,980	16,802,200	14,467,500	0	2,334,700
Benefits							
D01-200-1201	Employment Insurance	317,400	311,900	336,700	12,800	0	323,900
D01-200-1202	Canada Pension Plan	851,200	822,000	899,200	48,900	0	850,300
D01-200-1203	OMERS	1,273,200	1,171,100	1,375,100	62,500	14,600	1,298,000
D01-200-1204	Employer Health Tax	310,800	315,100	327,600	16,000	0	311,600
D01-200-1205	Health Insurance	946,400	905,400	968,700	0	7,700	961,000
D01-200-1206	Group Insurance	51,200	34,400	38,400	0	800	37,600
D01-200-1207	Long-Term Disability Insurance	484,000	410,000	571,800	31,000	2,800	538,000
D01-200-1208	Short-Term Disability Insurance	5,400	4,400	6,200	0	900	5,300
D01-200-1209	WSIB	287,500	252,100	275,200	13,600	0	261,600
Category	Total Benefits	4,527,100	4,226,400	4,798,900	184,800	26,800	4,587,300
Staff Expense							
D01-200-3001	Mileage	3,500	3,500	3,500	0	0	3,500
D01-200-3002	Training & Conferences	40,000	20,000	40,000	0	0	40,000
D01-200-3003	Membership Fees	10,400	10,400	10,900	0	0	10,900
D01-200-3008	IT Support Allocation	98,940	98,940	103,200	0	0	103,200
D01-200-3301	Consulting	3,000	0	0	0	0	0
Category	Total Staff Expense	155,840	132,840	157,600	0	0	157,600
Lease & Maintenance							
D01-200-3203	Copier Lease & Maintenance	2,800	2,800	2,800	0	0	2,800
D01-200-3204	Resident Charting Software	46,700	46,700	52,720	24,200	0	28,520
Category	Total Lease & Maintenance	49,500	49,500	55,520	24,200	0	31,320

Sun Parlor Home - Nursing

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating							
D01-200-3620	Medical Supplies	150,000	150,000	153,000	1,300	0	151,700
D01-200-3621	Incontinence Supplies - Disposables	160,000	170,000	170,000	0	0	170,000
D01-200-3622	Outbreak & Pandemic Supplies	150,000	150,000	150,000	150,000	0	0
D01-200-3623	High Intensity Needs (Claims Based)	320,000	250,000	249,200	249,200	0	0
D01-200-3624	High Intensity Needs (Per Diem Based)	60,000	60,000	60,000	51,700	0	8,300
D01-200-3625	Home Physician	33,000	33,000	33,000	0	0	33,000
D01-200-3626	Physician On-Call	21,400	21,400	21,400	21,400	0	0
D01-200-3627	Quality Management Expenditures	15,000	15,000	15,000	15,000	0	0
D01-200-3628	Falls Prevention Equipment	20,600	20,600	20,600	20,600	0	0
D01-200-3699	Other	5,000	2,000	5,000	5,000	0	0
Category	Total Operating	935,000	872,000	877,200	514,200	0	363,000
Category	Total Operating Expenditures	21,727,440	21,675,720	22,691,420	15,190,700	26,800	7,473,920
Recoveries							
D01-200-6301	Subsidy - Nursing & Personal Care	7,447,400	7,763,660	7,841,400	0	0	0
D01-100-6302	Subsidy - Global Increase	520,900	535,800	445,200	0	0	0
D01-200-6303	Subsidy - RN, RPN, & PSW Staffing Supplement	2,998,370	4,148,890	4,228,800	0	0	0
D01-200-6304	Subsidy - Supporting Professional Growth	6,840	32,370	12,100	0	0	0
D01-200-6306	Subsidy - RAI - MDS Early Adopter	112,040	114,970	114,700	0	0	0
D01-200-6307	Subsidy - Registered Nurse (RN)	106,010	106,010	106,000	0	0	0
D01-200-6308	Subsidy - PSW Funding	230,080	232,020	232,300	0	0	0
D01-200-6309	Subsidy - PSW Wage Enhancement	895,900	979,070	1,006,800	0	0	0
D01-200-6310	Subsidy - Behavioural Supports Ontario	146,980	146,980	147,000	0	0	0
D01-200-6311	Subsidy - Clinical Decision Support Tools	10,000	32,700	0	0	0	0
D01-200-6312	Subsidy - High Intensity Needs (Per Diem)	50,400	52,210	51,700	0	0	0
D01-200-6313	Subsidy - High Int. Needs (Claims Based)	304,000	630,000	669,300	0	0	0
D01-200-6314	Subsidy - Integrated Technology Solutions	10,000	21,100	24,200	0	0	0
D01-200-6315	Subsidy - Physician On-Call	21,760	22,220	21,400	0	0	0
D01-200-6321	Safe Restart	150,000	150,000	150,000	0	0	0
D01-200-6322	Subsidy - Pandemic Funding	0	171,840	42,900	0	0	0
D01-200-6330	Subsidy - Comprehensive Minor Capital	20,600	20,600	20,600	0	0	0
D01-200-6720	Quality Management Recoveries	26,300	26,300	21,300	0	0	0
D01-200-6799	Miscellaneous	55,000	92,000	55,000	0	0	0
Category	Total Recoveries	13,112,580	15,278,740	15,190,700	0	0	0

Sun Parlor Home - Nursing

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Contributions to (from) Reserves							
D01-200-6801	Rate Stabilization Reserve	0	0	(26,800)	0	0	0
D01-200-4110	Capital Reserve	0	2,550,020	1,014,520	0	(1,014,520)	1,014,520
D01-200-6821	Health Benefit Rate Stabilization Reserve	(52,800)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(52,800)	2,550,020	987,720	0	(1,014,520)	1,014,520
Net Operating Expenditures		8,562,060	8,947,000	8,488,440	15,190,700	(987,720)	8,488,440
Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D01-200-3801	Equipment	21,500	21,500	21,500	0	0	21,500
Category	Total Capital Expenditures	21,500	21,500	21,500	0	0	
Net Capital Expenditures		21,500	21,500	21,500	0	0	21,500
Total Departmental Requirement		8,583,560	8,968,500	8,509,940	15,190,700	(987,720)	8,509,940

Sun Parlor Home - Life Enrichment

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-210-1101	Full-Time Salaries	288,800	316,900	328,600	328,600	0	0
D01-210-1103	Full-Time Hourly	553,100	535,000	571,900	571,000	0	900
D01-210-1104	Part-Time Hourly	152,000	191,600	155,300	154,200	0	1,100
Category	Total Salaries & Wages	993,900	1,043,500	1,055,800	1,053,800	0	2,000
Benefits							
D01-210-1201	Employment Insurance	18,500	19,700	19,700	9,700	0	10,000
D01-210-1202	Canada Pension Plan	50,800	53,000	53,700	26,600	0	27,100
D01-210-1203	OMERS	90,200	92,200	99,600	49,700	0	49,900
D01-210-1204	Employer Health Tax	19,400	20,100	20,600	10,300	0	10,300
D01-210-1205	Health Insurance	99,000	102,700	106,100	53,000	0	53,100
D01-210-1206	Group Insurance	5,200	5,000	4,400	2,200	0	2,200
D01-210-1207	Long-Term Disability Insurance	41,600	40,500	50,200	25,000	0	25,200
D01-210-1208	Short-Term Disability Insurance	2,100	2,100	2,300	1,200	0	1,100
D01-210-1209	WSIB	18,000	16,200	17,500	8,700	0	8,800
Category	Total Benefits	344,800	351,500	374,100	186,400	0	187,700
Staff Expense							
D01-210-3001	Mileage	500	500	500	0	0	500
D01-210-3002	Training & Conferences	5,000	5,000	5,000	5,000	0	0
Category	Total Staff Expense	5,500	5,500	5,500	5,000	0	500
D01-210-3201	Equipment Maintenance	500	500	500	0	0	500
Purchased Services							
D01-210-3307	Chaplain Services	14,000	11,660	14,000	3,290	0	10,710
D01-210-3308	Physiotherapist Services	108,700	108,700	108,700	108,700	0	0
D01-210-3309	Transportation	15,000	10,000	15,000	6,000	9,000	0
Category	Total Purchased Services	137,700	130,360	137,700	117,990	9,000	10,710
Operating							
D01-210-3630	Entertainment	10,000	10,000	10,000	10,000	0	0
D01-210-3631	Program Supplies	11,500	11,500	11,730	11,710	0	20
D01-210-3632	Event Expenditures	4,000	4,000	4,000	4,000	0	0
D01-210-3699	Other	1,000	1,000	1,000	1,000	0	0
Category	Total Operating	26,500	26,500	26,730	26,710	0	20
Category	Total Operating Expenditures	1,508,900	1,557,860	1,600,330	1,389,900	9,000	201,430

Sun Parlor Home - Life Enrichment

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Recoveries							
D01-210-6301	Subsidy - Program & Support Subsidy	918,050	944,250	949,600	0	0	0
D01-100-6302	Subsidy - Global Increase	0	0	41,000	0	0	0
D01-210-6305	Subsidy - Allied Health Supplement	382,640	410,820	379,000	0	0	0
D01-210-6316	Subsidy - Physiotherapy Funding - Exercise	20,310	20,360	20,300	0	0	0
D01-210-6729	Donations - Life Enrichment	0	1,300	0	0	0	0
Category	Total Recoveries	1,321,000	1,376,730	1,389,900	0	0	0
Contributions to (from) Reserves							
D01-210-6821	Health Benefit Rate Stabilization Reserve	(5,600)	0	0	0	0	0
D01-210-6830	Donations Reserve	(9,000)	(6,000)	(9,000)	0	0	0
Category	Total Contributions to (from) Reserves	(14,600)	(6,000)	(9,000)	0	0	0
Net Operating Expenditures		173,300	175,130	201,430	1,389,900	9,000	201,430
Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D01-210-3801	Equipment	5,000	5,000	5,000	1,000	0	4,000
Category	Total Capital Expenditures	5,000	5,000	5,000	1,000	0	4,000
Recoveries							
D01-210-6729	Donations - Life Enrichment	1,000	1,000	1,000	0	0	0
Category	Total Recoveries	1,000	1,000	1,000	0	0	0
Net Capital Expenditures		4,000	4,000	4,000	1,000	0	4,000
Total Departmental Requirement		177,300	179,130	205,430	1,390,900	9,000	205,430

Sun Parlor Home - Food and Nutrition

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-220-1101	Full-Time Salaries	200,000	213,800	231,000	2,000	8,000	221,000
D01-220-1103	Full-Time Hourly	942,800	939,400	974,300	0	0	974,300
D01-220-1104	Part-Time Hourly	1,001,000	999,400	1,104,700	82,000	0	1,022,700
Category	Total Salaries & Wages	2,143,800	2,152,600	2,310,000	84,000	8,000	2,218,000
Benefits							
D01-220-1201	Employment Insurance	44,600	44,000	48,500	0	0	48,500
D01-220-1202	Canada Pension Plan	114,800	112,000	124,200	0	0	124,200
D01-220-1203	OMERS	196,500	174,300	200,500	0	0	200,500
D01-220-1204	Employer Health Tax	41,900	40,900	45,100	0	0	45,100
D01-220-1205	Health Insurance	158,900	164,500	154,800	0	0	154,800
D01-220-1206	Group Insurance	6,900	5,900	5,800	0	0	5,800
D01-220-1207	Long-Term Disability Insurance	63,800	61,900	76,500	0	0	76,500
D01-220-1208	Short-Term Disability Insurance	1,500	1,400	1,600	0	0	1,600
D01-220-1209	WSIB	38,500	33,100	37,500	0	0	37,500
Category	Total Benefits	667,400	638,000	694,500	0	0	694,500
Staff Expense							
D01-220-3001	Mileage	3,000	1,500	3,000	0	0	3,000
D01-220-3002	Training & Conferences	9,000	5,000	9,000	0	0	9,000
Category	Total Staff Expense	12,000	6,500	12,000	0	0	12,000
D01-220-3201	Equipment Maintenance	18,700	18,700	18,700	0	0	18,700
D01-220-3301	Consultant Fees - Dietitian	66,700	66,700	69,300	0	0	69,300
Operating							
D01-220-3622	Outbreak & Pandemic Supplies	20,000	20,000	20,000	20,000	0	0
D01-220-3639	Vending	10,000	10,000	4,000	4,000	0	0
D01-220-3640	Food	984,900	1,074,000	1,116,960	1,047,300	0	69,660
D01-220-3641	Dishes, Cutlery and Smallwares	34,000	34,000	34,000	0	0	34,000
D01-220-3642	Cleaning Supplies	40,000	50,000	50,000	0	0	50,000
D01-220-3650	Service Contracts	33,600	33,600	34,410	0	0	34,410
D01-220-3699	Other	1,500	1,500	1,500	0	0	1,500
Category	Total Operating	1,124,000	1,223,100	1,260,870	1,071,300	0	189,570
Category	Total Operating Expenditures	4,032,600	4,105,600	4,365,370	1,155,300	8,000	3,202,070

Sun Parlor Home - Food and Nutrition

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Recoveries							
D01-220-6301	Subsidy - Food	907,530	966,400	982,700	0	0	0
D01-100-6302	Subsidy - Global Increase	28,310	29,100	82,000	0	0	0
D01-220-6321	Safe Restart	20,000	20,000	20,000	0	0	0
D01-220-6721	Food Rebates	58,000	58,000	64,000	0	0	0
D01-220-6722	Vending	13,000	9,000	4,600	0	0	0
D01-220-6799	Miscellaneous	2,000	2,000	2,000	0	0	0
Category	Total Recoveries	1,028,840	1,084,500	1,155,300	0	0	0
Contributions to (from) Reserves							
D01-220-6801	Rate Stabilization Reserve	(6,900)	0	(8,000)	0	0	0
D01-220-6821	Health Benefit Rate Stabilization Reserve	(11,800)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(18,700)	0	(8,000)	0	0	0
Net Operating Expenditures		2,985,060	3,021,100	3,202,070	1,155,300	8,000	3,202,070
Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D01-220-3801	Equipment	32,300	32,300	32,300	1,000	0	31,300
Category	Total Capital Expenditures	32,300	32,300	32,300	1,000	0	31,300
Recoveries							
D01-220-6750	Sale of Surplus Equipment	1,000	1,000	1,000	0	0	0
Category	Total Recoveries	1,000	1,000	1,000	0	0	0
Net Capital Expenditures		31,300	31,300	31,300	1,000	0	31,300
Total Departmental Requirement		3,016,360	3,052,400	3,233,370	1,156,300	8,000	3,233,370

Sun Parlor Home - Laundry

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-230-1103	Full-Time Hourly	405,500	398,600	419,100	0	0	419,100
D01-230-1104	Part-Time Hourly	394,400	374,500	402,900	0	0	402,900
Category	Total Salaries & Wages	799,900	773,100	822,000	0	0	822,000
Benefits							
D01-230-1201	Employment Insurance	17,300	16,100	18,100	0	0	18,100
D01-230-1202	Canada Pension Plan	44,100	40,600	45,600	0	0	45,600
D01-230-1203	OMERS	64,200	51,200	57,900	0	0	57,900
D01-230-1204	Employer Health Tax	15,600	14,500	16,100	0	0	16,100
D01-230-1205	Health Insurance	109,500	104,500	96,300	0	0	96,300
D01-230-1206	Group Insurance	2,500	2,300	2,000	0	0	2,000
D01-230-1207	Long-Term Disability Insurance	26,000	21,500	30,500	0	0	30,500
D01-230-1209	WSIB	14,500	12,300	13,600	0	0	13,600
Category	Total Benefits	293,700	263,000	280,100	0	0	280,100
Staff Expense							
D01-230-3001	Mileage	300	0	300	0	0	300
D01-230-3002	Training	1,200	0	1,200	0	0	1,200
Category	Total Staff Expense	1,500	0	1,500	0	0	1,500
Operating							
D01-230-3622	Outbreak & Pandemic Supplies	2,000	2,700	2,000	2,000	0	0
D01-230-3642	Cleaning & Laundry Supplies	35,400	35,400	36,100	0	0	36,100
D01-230-3643	Linen Replacement	27,000	27,000	27,540	0	0	27,540
D01-230-3699	Other	500	500	500	0	0	500
Category	Total Operating	64,900	65,600	66,140	2,000	0	64,140
Category	Total Operating Expenditures	1,160,000	1,101,700	1,169,740	2,000	0	1,167,740
Recoveries							
D01-230-6321	Safe Restart	2,000	2,700	2,000	0	0	0
D01-230-6799	Miscellaneous	0	2,500	0	0	0	0
Category	Total Recoveries	2,000	5,200	2,000	0	0	0
Contributions to (from) Reserves							
D01-230-6821	Health Benefit Rate Stabilization Reserve	(11,900)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(11,900)	0	0	0	0	0
Net Operating Expenditures		1,146,100	1,096,500	1,167,740	2,000	0	1,167,740
Total Departmental Requirement		1,146,100	1,096,500	1,167,740	2,000	0	1,167,740

Sun Parlor Home - Housekeeping

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-240-1103	Full-Time Hourly	693,300	637,300	717,700	31,280	0	686,420
D01-240-1104	Part-Time Hourly	637,200	686,800	651,300	0	0	651,300
Category	Total Salaries & Wages	1,330,500	1,324,100	1,369,000	31,280	0	1,337,720
Benefits							
D01-240-1201	Employment Insurance	28,600	27,800	30,100	640	0	29,460
D01-240-1202	Canada Pension Plan	73,200	70,700	75,900	1,740	0	74,160
D01-240-1203	OMERS	107,700	104,900	115,500	2,790	0	112,710
D01-240-1204	Employer Health Tax	25,900	24,800	26,700	600	0	26,100
D01-240-1205	Health Insurance	107,200	119,600	114,300	4,560	0	109,740
D01-240-1206	Group Insurance	4,200	2,600	3,400	140	0	3,260
D01-240-1207	Long-Term Disability Insurance	43,900	43,500	52,300	2,250	0	50,050
D01-240-1209	WSIB	24,000	22,100	22,600	500	0	22,100
Category	Total Benefits	414,700	416,000	440,800	13,220	0	427,580
Staff Expense							
D01-240-3001	Mileage	500	0	500	0	0	500
D01-240-3002	Training	1,200	0	1,200	0	0	1,200
Category	Total Staff Expense	1,700	0	1,700	0	0	1,700
Operating							
D01-240-3622	Outbreak & Pandemic Supplies	40,000	46,500	40,800	40,800	0	0
D01-240-3642	Cleaning & Laundry Supplies	51,500	51,500	52,530	0	0	52,530
D01-240-3699	Other	1,000	500	1,000	0	0	1,000
Category	Total Operating	92,500	98,500	94,330	40,800	0	53,530
Category	Total Operating Expenditures	1,839,400	1,838,600	1,905,830	85,300	0	1,820,530
Recoveries							
D01-240-6321	Safe Restart	81,300	86,300	85,300	0	0	0
D01-240-6799	Miscellaneous	0	300	0	0	0	0
Category	Total Recoveries	81,300	86,600	85,300	0	0	0
Contributions to (from) Reserves							
D01-240-6821	Health Benefit Rate Stabilization Reserve	(1,600)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(1,600)	0	0	0	0	0
Net Operating Expenditures		1,756,500	1,752,000	1,820,530	85,300	0	1,820,530
Total Departmental Requirement		1,756,500	1,752,000	1,820,530	85,300	0	1,820,530

Sun Parlor Home - Maintenance

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D01-250-1103	Full-Time Hourly	409,900	355,500	417,200	0	0	417,200
D01-250-1104	Part-Time Hourly	201,600	103,600	209,000	0	0	209,000
Category	Total Salaries & Wages	611,500	459,100	626,200	0	0	626,200
Benefits							
D01-250-1201	Employment Insurance	13,000	9,500	13,600	0	0	13,600
D01-250-1202	Canada Pension Plan	34,000	21,400	35,000	0	0	35,000
D01-250-1203	OMERS	50,600	30,100	47,000	0	0	47,000
D01-250-1204	Employer Health Tax	12,000	8,900	12,300	0	0	12,300
D01-250-1205	Health Insurance	59,400	50,700	61,100	0	0	61,100
D01-250-1206	Group Insurance	2,500	1,400	2,000	0	0	2,000
D01-250-1207	Long-Term Disability Insurance	26,300	15,000	30,500	0	0	30,500
D01-250-1209	WSIB	11,100	6,200	10,400	0	0	10,400
Category	Total Benefits	208,900	143,200	211,900	0	0	211,900
Staff Expense							
D01-250-3001	Mileage	500	500	500	0	0	500
D01-250-3002	Training	1,000	0	1,000	0	0	1,000
Category	Total Staff Expense	1,500	500	1,500	0	0	1,500
Occupancy							
D01-250-3401	Repairs & Maintenance - Building	137,500	137,500	140,250	6,300	0	133,950
D01-250-3410	Building Maintenance Supplies	63,000	63,000	64,260	3,400	0	60,860
D01-250-3420	Repairs & Maintenance - Grounds	12,000	12,000	12,000	540	0	11,460
D01-250-3430	Gas	159,600	156,000	159,600	0	0	159,600
D01-250-3431	Hydro	329,100	316,500	329,100	0	0	329,100
D01-250-3432	Water	29,100	24,700	29,100	0	0	29,100
D01-250-3433	Sewage	103,200	85,600	87,300	0	0	87,300
Category	Total Occupancy	833,500	795,300	821,610	10,240	0	811,370
Operating							
D01-250-3602	Vehicle Operation	7,000	100	7,000	0	0	7,000
D01-250-3622	Outbreak & Pandemic Supplies	18,000	18,000	18,000	18,000	0	0
D01-250-3650	Service Contracts	173,400	173,400	173,960	7,830	0	166,130
D01-250-3651	Cable TV	57,500	57,500	67,700	59,400	0	8,300
D01-250-3699	Other	600	600	600	0	0	600
Category	Total Operating	256,500	249,600	267,260	85,230	0	182,030
Category	Total Operating Expenditures	1,911,900	1,647,700	1,928,470	95,470	0	1,833,000

Sun Parlor Home - Maintenance

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Recoveries						
D01-100-6302	Subsidy - Global Increase	16,990	17,500	17,570	0	0	0
D01-250-6321	Safe Restart	18,000	18,000	18,000	0	0	0
D01-250-6724	Cable TV	59,400	59,400	59,400	0	0	0
D01-250-6799	Miscellaneous	500	524,000	500	0	0	0
Category	Total Recoveries	94,890	618,900	95,470	0	0	0
Net Operating Expenditures		1,817,010	1,028,800	1,833,000	95,470	0	1,833,000
Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
D01-250-3801	Equipment	95,500	95,500	95,500	500	0	95,000
Category	Total Capital Expenditures	95,500	95,500	95,500	500	0	95,000
	Recoveries						
D01-250-6750	Sale of Surplus Equipment	500	500	500	0	0	0
Category	Total Recoveries	500	500	500	0	0	0
	Contributions to (from) Reserves						
D01-250-6830	Donations Reserve	0	(2,360)	0	0	0	0
Category	Total Contributions to (from) Reserves	0	(2,360)	0	0	0	0
Net Capital Expenditures		95,000	92,640	95,000	500	0	95,000
Total Departmental Requirement		1,912,010	1,121,440	1,928,000	95,970	0	1,928,000

Sun Parlor Home - Other Capital

Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Building						
Doors	100,000	100,000	100,000	0	100,000	0
Flooring - Dining Room / Servery	50,000	20,000	50,000	0	50,000	0
Flooring - Hallways	50,000	0	100,000	0	100,000	0
Flooring - Resident Rooms	50,000	0	150,000	0	150,000	0
Infection Control	50,000	40,000	50,000	36,100	13,900	0
LED Lighting	40,000	40,000	50,000	0	50,000	0
Lounges	10,000	10,000	45,000	0	45,000	0
Resident Washrooms	77,500	25,000	0	0	0	0
Roof	40,000	0	0	0	0	0
Tub Rooms	100,000	70,000	100,000	0	100,000	0
Windows	100,000	0	100,000	0	100,000	0
Total Building	667,500	305,000	745,000	36,100	708,900	0
Direct Resident Care						
Air Mattresses	10,000	32,000	20,000	0	20,000	0
Bath Tubs	35,000	35,000	70,000	0	70,000	0
Ceiling Lifts	14,000	14,000	28,000	0	28,000	0
Floor Lifts	0	0	12,000	0	12,000	0
Euroflushers	0	0	30,000	0	30,000	0
Hospital Beds	50,000	50,000	50,000	0	50,000	0
Hygiene Systems (Tub & Shower Chairs)	20,000	20,000	105,000	0	105,000	0
Mattresses	25,000	25,000	25,000	0	25,000	0
Total Direct Resident Care	154,000	176,000	340,000	0	340,000	0
Exterior						
Fence	150,000	0	0	0	0	0
Sidewalks	100,000	40,000	0	0	0	0
Total Exterior	250,000	40,000	0	0	0	0

Sun Parlor Home - Other Capital

Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Furniture & Appliances						
Café Furniture	0	0	15,000	0	15,000	0
Dishes	10,000	10,000	50,000	0	50,000	0
Dishwashers	6,000	6,000	6,400	0	6,400	0
Documentation Area & Treatment Room Furniture	0	0	50,000	0	50,000	0
Drapery & Window Coverings	20,000	20,000	0	0	0	0
Garburator	7,700	7,700	10,000	0	10,000	0
Laundry - Washers	0	1,300	0	0	0	0
Laundry - Dryers	17,000	17,000	0	0	0	0
Ovens, Combi Ovens & Steam Kettles	38,000	42,500	43,350	0	43,350	0
Resident Dining Room Furniture	0	86,500	0	0	0	0
Family relaxation & gathering room	0	25,000	0	0	0	0
Family meeting & dining room	0	11,020	0	0	0	0
Steam Tables	0	0	7,000	0	7,000	0
Worktop Cooler (kitchen)	0	0	6,600	0	6,600	0
Total Furniture & Appliances	98,700	227,020	188,350	0	188,350	0
Information Technology						
Nurse Call & Patient Wandering System	0	0	596,800	0	536,800	60,000
Total Information Technology	0	0	596,800	0	536,800	60,000
Mechanical						
Building System Controls	10,000	3,900	0	0	0	0
Water softener	0	20,300	0	0	0	0
Total Mechanical	10,000	24,200	0	0	0	0
Vehicles & Equipment						
Floor Scrubbers	0	0	5,500	0	5,500	0
Electrostatic Sprayer	0	8,000	0	0	0	0
Tractors / Winter Control	10,000	10,000	0	0	0	0
Total Vehicles & Equipment	10,000	18,000	5,500	0	5,500	0
Total Capital Expenditures	1,190,200	790,220	1,875,650	36,100	1,779,550	60,000

Sun Parlor Home - Other Capital

Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Recoveries						
Comprehensive Minor Capital Program	185,460	206,060	36,100	0	0	0
Total Recoveries	185,460	206,060	36,100	0	0	0
Contributions to (from) Reserves						
Structural Compliance Reserve	0	(252,600)	0	0	0	0
Capital Reserve	(944,740)	(271,560)	(1,779,550)	0	0	0
Capital Reserve – Asset Management	1,285,000	1,285,000	1,285,000	0	(1,285,000)	1,285,000
Total Contributions to (from) Reserves	340,260	760,840	(494,550)	0	(1,285,000)	1,285,000
Net Capital Expenditures	1,345,000	1,345,000	1,345,000	36,100	494,550	1,345,000
Total Departmental Requirement	1,345,000	1,345,000	1,345,000	36,100	494,550	1,345,000



Emergency Services





Emergency Services

Departmental Overview

2024 was a successful year and a realignment for Essex-Windsor EMS (EWEMS) operations and future focus. Chief Justin Lammers completed his first year as Chief, and Deputy Chief Ziad Fatallah settled into the Planning and Physical Resources department.

Recruitment efforts were bolstered and a spring recruitment brought in a new wave of Paramedics to carry out the mission. Budget enhancements for 2024 were implemented, including 16 full-time Paramedics staffing 2 new ambulances in the deployment plan. Through collaborative engagement with CUPE 2974.2, Letters of Understanding were created to maximize operational efficiencies while respecting the importance of work-life balance as much as an emergency service can. Proudly, Essex-Windsor EMS approved 97% of vacation requests throughout the summer, providing a much-needed break for the team.

The leadership team at Essex-Windsor EMS continues to review operational processes to ensure they are aligned with best practice and eagerly awaits the conclusion of the 2025 Master Plan.

The proposed 2025 Budget builds on the need for increased mental wellness supports, increased support in logistics to improve vehicle and equipment readiness, and identifies areas of risk and challenges ahead.

Funding sources for Essex-Windsor EMS remain the same under the following three programs:

- Essex-Windsor EMS
- Community Paramedicine Long-Term Care
- Emergency Management

Service Delivery Promise

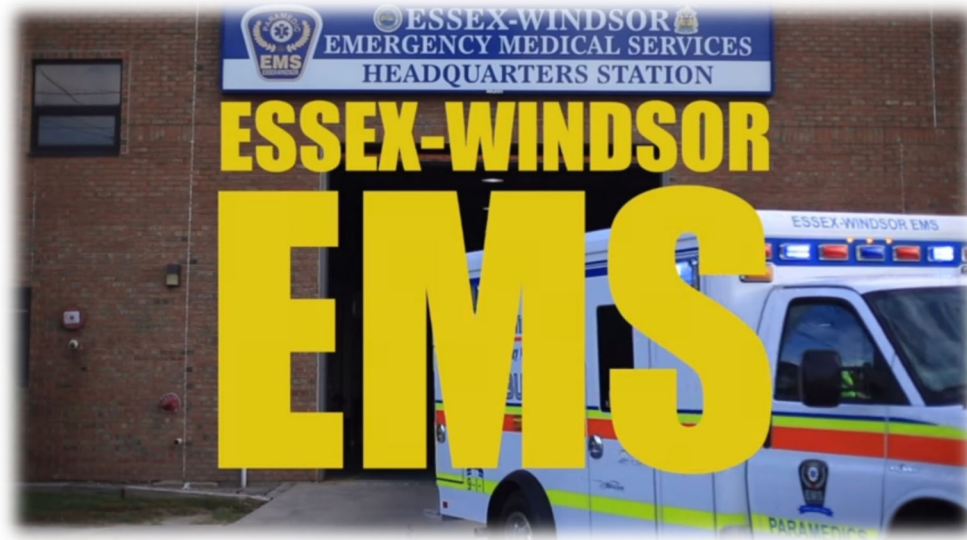
EWEMS is responsible for the provision of land ambulance services for the County of Essex, City of Windsor and Township of Pelee. EWEMS is committed to providing the highest quality Emergency Medical Services in a manner that is accessible, accountable, responsive, seamless and integrated.

In 2024, it is projected that Essex-Windsor EMS will have responded to approximately 65,600 clients requiring paramedic services, interventions, treatment, transport or assistance. This equates to a 6.5% increase in urgent responses and an 8% decrease in low-acuity responses from 2023.

In 2024, the Mobile Integrated Healthcare Community Paramedicine (MIH-CP) program continued to focus on individuals who use paramedic services frequently. Their main focus is to connect these individuals to systems and supports within our community, stabilize them in their place of residence and decrease unnecessary calls to 911. The decrease in low acuity responses in 2024 can be attributed to the work of the MIH-CP program, as well as the ongoing work of health system partners through the Windsor Essex Ontario Health Team (WEOHT).

EWEMS also oversees the services of Emergency Management, Preparedness and Coordination. Emergency Management is responsible for ensuring that the County of Essex is prepared for situations that are likely to have an impact on the County, or any local municipal partners. Emergency Management collaborates with and supports other municipal service providers, community agencies, provincial ministries, organizations and responders to ensure the communities within Essex County are prepared and can respond to any current or potential threats.

Emergency Medical Services



Level of Service Statement

Essex-Windsor EMS is committed to providing the highest quality emergency medical pre-hospital care to the citizens of the County of Essex, the City of Windsor and the Township of Pelee.

Our purpose is to foster fiscally responsible, quality care by:

- Maintaining mutually supportive relationships with other emergency services and health care agencies in our community.
- Participating in public education for prevention and awareness.
- Providing continuous quality improvement to ensure the highest standards are achieved.
- Supporting our employees by providing them with the tools and methods to accomplish the highest quality of care.

Opportunities, Challenges and Risks for 2025



Opportunities for 2025 include ongoing recruitment, health system partner collaboration through the WEOHT, leveraging new models of care to further decrease low acuity responses, increasing employee wellness supports for staff and improving out-of-hospital cardiac arrest survival rates.

Recruitment efforts continue as the Province is short roughly 400 Paramedics per year, due to a low output of College Paramedic Programs and high demands of Paramedic Services. Ongoing efforts to position Essex-Windsor EMS as a unique employer aim to answer the question, "Why Windsor?". While the Ministry of Colleges and Universities has increased Paramedic Program seats, the relationship between St. Clair College has never been stronger and it's a true collaboration that ensures those students who are enrolled, are successful.

Essex-Windsor EMS continues to be an active partner on the WEOHT and actively engages in initiatives to

promote improving community health, overall system efficiency and supporting regional initiatives. Early discussions with Ontario Health reveal an opportunity to improve responses to patients in the community who are deemed palliative. Implementing an alternate model of care will provide these patients with the most appropriate care while alleviating the need to transport them to emergency departments. Initiatives like this are one example of the innovation that is improving EMS responses and decreasing demands on hospital emergency departments without the expense of adding additional resources.

Spikes in call volumes and offload delays will continue to strain available resources and alternate models of care will continue to be investigated and deployed where possible. Continued evaluation and growth of the Community Assessment Triage Team (CATT) will allow Essex-Windsor EMS to continue safely diverting unnecessary transports to the emergency departments. It should be noted that periods of Codes Red and Black have significantly reduced from previous years and hospital administration is actively engaged in decreasing offload delays.

Improving the mental wellness of all staff continues to be a priority and there are opportunities within 2025 to improve the caliber of support. Currently, the Ability and Wellness Specialist supports employees who are off work due to illness/injury and supports them on their re-integration into the workplace. Research continues to show the importance of supporting Paramedics in the workplace and strategies to ensure a long working lifetime are strongly needed.

Improving out-of-hospital cardiac arrest survival rates will continue through engaging members of the public, both in residential and commercial settings, to locate and install Public Access Defibrillators (PAD) and undergo CPR awareness training. Efforts made in 2024 located close to 1,000 PADs, from a list of 400 previously. These locations are shared with the Central Ambulance Communications Centre (CACC) so that callers to 911 are better prepared to locate and utilize a defibrillator when required. The next phase of this project includes investigating the feasibility of equipping members of the public with defibrillators to support closing the gap from the time of the call to 911, to an individual arriving at the patient's side with a defibrillator.

Challenges remain in the over-prioritization of ambulance responses due to an outdated 911 call-handling triage tool, but this will eliminate itself in 2027 when the Central Ambulance Communication Centre upgrades to a new, modern triaging tool under the direction of the Province. Until then, revisions to the deployment plan will continue to support efficiencies where possible. Essex-Windsor EMS continues to engage the Ministry of Health in transferring responsibility for CACC from the Province to the County of Essex to further improve system efficiency.

Proposed 2025 Budget Plan

The proposed 2025 Budget reflects the ongoing attention to asset management and includes the replacement of seven ambulances, two early response vehicles, and two District Chief vehicles. Additionally, one new ambulance is included to support the addition of the 16 full-time Paramedic enhancement approved in the 2024 Budget.

42 new Stryker Stretchers will replace the aging fleet of stretchers. The Peer Support Team will have increased support through the Breakwater Institute and auditing of electronic patient care records for ongoing quality assurance will occur through the Southwest Ontario Regional Base Hospital.

Two positions have been requested to support the front-end growth Essex-Windsor EMS has experienced over the past few years. While adding resources to the front lines is critical, the effects place a strain on the back end and supports must be considered.

First, adding a Manager, Employee Wellness will address the critical need for embedded mental health supports, address high psychological demands of work, prevent occupational Stress Injuries (OSI) and support the Paramedic Services Peer Support Team. As call volumes and staffing compliments increase, so do exposures to critical incidents, operational pressures and the subsequent need to increase employee support.

A Manager, Employee Wellness will allow for proactive support including having a real-time pulse on all employees and what they are experiencing based on operational data already being collected. In addition, proactive supports include the following:

- Acknowledge the moral and ethical components inherent to the organization;
- Promote an ethical and psychologically safe workplace culture;
- Arrange access to diverse support services for addressing the psychological impact of potentially morally injurious events (PMIE);
- Establish and support evidence-based policies to guide morally and ethically difficult decision-making;
- Prepare the organization to make difficult moral and ethical decisions by developing and implementing explicit training and support focused on moral-ethical decision-making that includes skills for accepting the inevitability of imperfect solutions;
- Support time for team building and decompression, particularly after PMIE exposures; and,
- If possible, rotate staff between vocational roles to mitigate the impact of potentially prolonged PMIE exposure(s).

All of the above must be taken seriously and led by someone who is the subject matter expert on evidence-based best practices and legislative requirements. The current state requires many individuals to do the best they can to support the employees, amongst many other operational requirements, including the volunteerism of the Peer Support Team.

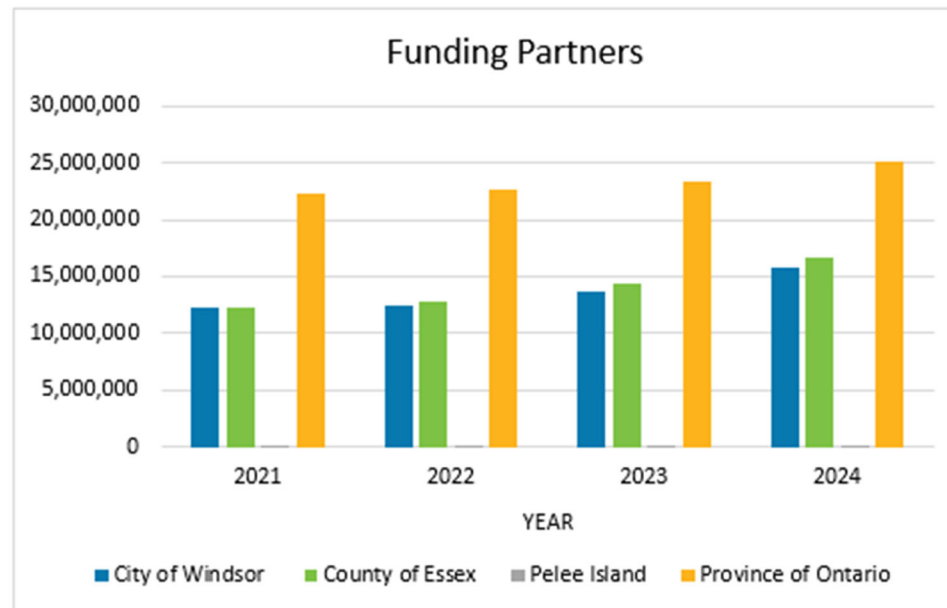
Secondly, adding a Logistics Technician will allow the Planning & Physical Resources department to ensure ambulances are in a state of readiness when needed and legislative requirements around patient care equipment and supplies are met. Essex-Windsor EMS successfully passed the 2024 Land Ambulance Service Review, but observations around vehicle and equipment readiness were noted and this position is one mechanism to mitigate future risk. In 2019, the Master Plan recommended the enhancement of a Logistics Technician, but unfortunately, COVID-19 paused any growth and when the environment stabilized, enhancements were needed the most on the front lines.

Supply chain backlogs continue to extend the life of in-service vehicles which increases the need for repairs and maintenance. As well, recent vehicle enhancements have increased the count of vehicles within the fleet. This results in increased pressures on the department and meeting legislated requirements is becoming more difficult. Adding one additional Logistics Technician aims to provide the following:

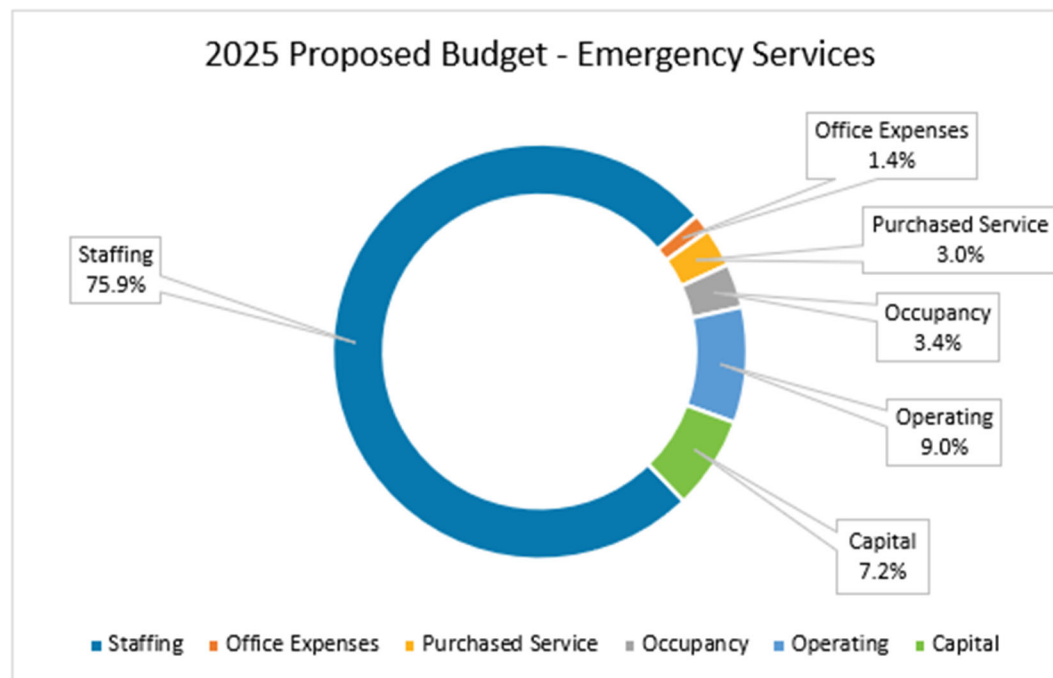
- Improve the speed at which emergency response vehicles are placed into operational readiness;
- Improve the speed at which supplies that are required for patient care are available to Paramedics;
- Implement a new process whereby every ambulance is rotated through an inventory reset, equipment inspection, and deep cleaning;
- Reduce the amount of expired consumables; and,
- Improve the ability to respond to last-minute departmental requests without interrupting the regular flow of business.

From a funding standpoint, the proposed 2025 Budget assumes the provincial funding formula used in 2024 will remain in place. The Province changed the 2021 formula to exclude inflationary increases which historically formed part of the funding calculation. The Provincial funding model is structured to provide 50% funding of EMS services.

The following chart illustrates the funding partners' share over the past 4 years:



The graph below illustrates the key areas of proposed 2025 Budget spending for Emergency Services:



Overall, the proposed 2025 Budget for Emergency Services, net of recoveries, totals \$17,503,930 (an increase of \$1,655,930 (10.45%) over the 2024 Budget of \$15,848,000).

Alignment with Strategic Plan Initiatives

Working as Team Essex County

EWEMS will scale sustainable services by continuing to leverage alternate models of care that improve system efficiency and continue to work closely with the WEOHT and other systems partners. EWEMS continues to investigate and advocate for the transfer of responsibility of the CACC from the Province to the County of Essex. Opportunities to engage in discussions with Ministry Officials will continue to be explored.

Growing as Leaders in Public Service Excellence

Enhancing employee engagement and retention will occur through working collaboratively with the CUPE 2974.2 executives. Review of opportunities to improve general working conditions, work-life balance and unique opportunities to make Essex-Windsor EMS an employer of choice is ongoing. Improving service delivery will be investigated with the results of the 2025 Master Plan and ongoing deployment plan review. The enhancements of a Manager, Employee Wellness and Logistics Technician will provide the necessary support to keep employees safe at work and equipment in a ready state.

Keeping the public informed will occur through traditional social media engagement, ongoing speaking events and reports to the County Council that update on the current state of affairs within EMS.

Building a Regional Powerhouse

Actively participating in WEOHT allows Essex-Windsor EMS to be an active partner in collaborating with all health service providers in our region. Opportunities to participate in community events with the Local Municipal Partners promote the growth and development of those communities.

Coordinating actions with County of Essex departments allows Essex-Windsor EMS to streamline processes and realize efficiencies for improved levels of service.

Advancing Truth and Reconciliation

Advancing Truth and Reconciliation will occur by participating in education and awareness opportunities and growing our relationship with Caldwell First Nation. Early discussions with Caldwell First Nation have shown many opportunities to collaborate for community well-being, including opportunities in Community Paramedicine. Being a collaborative partner that listens to understand, Essex-Windsor EMS sees training opportunities for all staff through this relationship.

Community Paramedicine Long-Term Care



In 2021 the Province of Ontario's Ministry of Long-Term Care announced funding for the Community Paramedicine Long-Term Care Program (CPLTC). The MIH Program incorporates CPLTC services. CPLTC began operations in May 2021. CPLTC provides services to individuals who are waiting for placement in a long-term care home or who are soon to be eligible for long-term care placement. This initiative is part of the province's modernization plan to address systemic barriers in long-term care bed development and the growing demand for long-term care.

CPLTC is currently staffed by:

- Two full-time VPN paramedics, 12 hours per day, 7 days per week
- One clerk, 8 hours per day, 5 days per week
- One Registered Nurse/Paramedic District Chief, 8 hours per day, five days per week
- One quarter of a Captain, 10 hours per week
- One data analyst, 7.5 hours per day, 5 days per week

The CPLTC program is funded 100% by the Ministry of Long-Term Care. The County of Essex has received \$3,196,000 in one-time funding over the initial four-year Transfer Payment agreement (2020-2024). The Ministry has granted \$1,966,800 in additional one-time funding for a 2-year period over 2024-25 and 2025-26. The proposed 2025 Budget reflects the 2024 projections and proposed 2025 allocation of the 100% funding model.

Emergency Management



Proposed 2025 Budget Plan

The proposed 2025 Budget for Emergency Management, net of recoveries, totals \$255,070 (an increase of \$7,730 (3.13%) over the 2024 Budget of \$247,340).

Alignment with Strategic Plan Initiatives

Working as Team Essex County

Emergency Management continues to engage all Local Municipal Partners in training opportunities related to Emergency Management and Incident Management Systems. Work with the Legacy Oil and Gas Well funding through the Ministry of Natural Resources and Forestry (MNRF) will continue into 2025, thereby improving the ability of our region to respond to disasters.

Growing as Leaders in Public Service

The legislative requirements of Emergency Management are under continuous review and streamlining those requirements alongside opportunities for enhancement that are relevant to the needs of our region is occurring. Maintaining a strong public presence with all facets of Emergency Management will ensure the public is informed of the risks that pertain to them as well as how to be best prepared.

Building a Regional Powerhouse

Legacy Oil and Gas Well funding through MNRF continues to bolster the capabilities of all Local Municipal Partner (LMP) Fire Departments in managing Hydrogen Sulfide releases. Additional funding opportunities will be explored and shared with all LMPs.

Advancing Truth and Reconciliation

Participating in County of Essex Truth and Reconciliation initiatives will continue.

Emergency Services

Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating Expenditures						
Emergency Medical Services	54,696,700	53,168,160	57,067,450	41,743,070	200,000	15,124,380
Community Paramedicine - LTC	983,400	841,950	983,400	983,400	0	0
Emergency Management	249,640	668,280	479,340	225,000	0	254,340
Total Operating Expenditures	55,929,740	54,678,390	58,530,190	42,951,470	200,000	15,378,720
Recoveries						
Emergency Medical Services	39,490,100	38,782,990	41,743,070	0	0	0
Community Paramedicine - LTC	983,400	841,950	983,400	0	0	0
Emergency Management	6,400	429,270	225,000	0	0	0
Safe Restart - EMS (CoE Only)	1,272,800	781,600	0	0	0	0
Health Benefit Rate Stabilization	266,070	0	0	0	0	0
Total Recoveries	42,018,770	40,835,810	42,951,470	0	0	0
Contributions to (from) Reserve						
Emergency Medical Services	0	0	(200,000)	0	0	0
Total Contributions to (from) Reserve	0	0	(200,000)	0	0	0
Net Operating Expenditures	13,910,970	13,842,580	15,378,720	42,951,470	200,000	15,378,720

Emergency Services

Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures						
Emergency Medical Services	3,747,600	3,627,900	4,546,700	772,990	2,978,030	795,680
Emergency Management	4,100	4,060	730			730
Total Capital Expenditures	3,751,700	3,631,960	4,547,430	772,990	2,978,030	796,410
Recoveries						
Emergency Medical Services	2,948,100	3,183,640	3,196,190	0	0	0
Total Recoveries	2,948,100	3,183,640	3,196,190	0	0	0
Contributions to (from) Reserve						
Emergency Medical Services	1,133,430	1,552,830	773,970	2,423,200	(3,752,000)	1,328,800
Total Contributions to (from) Reserve	1,133,430	1,552,830	773,970	2,423,200	(3,752,000)	1,328,800
Net Capital Expenditures	1,937,030	2,001,150	2,125,210	3,196,190	(773,970)	2,125,210
Total Departmental Requirement	15,848,000	15,843,730	17,503,930	46,147,660	(573,970)	17,503,930

Emergency Medical Services

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D02-XXX-1101	Full-Time Salaries	3,859,900	4,479,000	4,826,100	3,336,700	0	1,489,400
D02-XXX-1103	Full-Time Hourly	22,335,700	18,056,000	22,059,900	16,611,630	0	5,448,270
D02-XXX-1104	Part-Time Hourly	7,762,600	10,799,000	9,063,100	6,398,300	0	2,664,800
Category	Total Salaries & Wages	33,958,200	33,334,000	35,949,100	26,346,630	0	9,602,470
Benefits							
D02-XXX-1201	Employment Insurance	456,900	438,000	488,800	354,900	0	133,900
D02-XXX-1202	Canada Pension Plan	1,422,000	1,332,000	1,516,100	1,102,100	0	414,000
D02-XXX-1203	OMERS	3,140,500	2,852,000	2,980,100	2,255,100	0	725,000
D02-XXX-1204	Employer Health Tax	662,200	650,000	697,200	508,900	0	188,300
D02-XXX-1205	Health Insurance	2,525,800	2,243,000	2,344,000	1,788,000	0	556,000
D02-XXX-1206	Group Insurance	178,500	162,600	155,700	121,500	0	34,200
D02-XXX-1207	Long-Term Disability Insurance	675,700	750,800	942,600	631,600	0	311,000
D02-XXX-1208	Short-Term Disability Insurance	24,300	19,920	22,800	17,300	0	5,500
D02-XXX-1209	WSIB	1,653,600	1,579,000	1,718,200	1,216,400	0	501,800
Category	Total Benefits	10,739,500	10,027,320	10,865,500	7,995,800	0	2,869,700
Staff Expense							
D02-XXX-3001	Mileage	2,500	1,700	2,500	1,900	0	600
D02-XXX-3002	Training & Conferences	116,500	101,500	93,400	75,300	0	18,100
D02-XXX-3003	Membership Fees	6,900	6,000	6,900	5,100	0	1,800
D02-XXX-3005	Out of Town Meal Allowance	4,000	600	2,000	2,000	0	0
D02-XXX-3007	Tuition Reimbursement	0	0	36,000	17,500	0	18,500
D02-XXX-3099	Other / Criminal Records Check	8,800	10,800	8,800	6,500	0	2,300
Category	Total Staff Expense	138,700	120,600	149,600	108,300	0	41,300
Office Expense							
D02-XXX-3101	Telephone	55,000	63,250	72,970	49,600	0	23,370
D02-XXX-3103	Office Supplies	42,900	33,800	42,900	31,900	0	11,000
D02-XXX-3110	Advertising	1,500	4,800	3,500	2,100	0	1,400
D02-XXX-3320	Internet Connectivity	17,900	16,000	17,900	13,300	0	4,600
Category	Total Office Expense	117,300	117,850	137,270	96,900	0	40,370

Emergency Medical Services

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Lease & Maintenance							
D02-XXX-3202	Computer Maintenance	536,800	515,000	623,120	387,900	0	235,220
D02-XXX-3203	Copier Lease & Maintenance	13,600	11,000	13,600	10,100	0	3,500
Category	Total Lease & Maintenance	550,400	526,000	636,720	398,000	0	238,720
Purchased Services							
D02-XXX-3301	Consultant Fees	190,000	185,000	255,000	75,600	200,000	(20,600)
D02-XXX-3303	Legal Expenses	150,000	150,000	150,000	111,400	0	38,600
D02-XXX-3305	Employee Assistance	62,000	25,000	76,600	46,100	0	30,500
D02-XXX-3306	Payroll Services	44,000	35,300	72,200	32,700	0	39,500
D02-XXX-3310	Transporation	12,000	9,500	12,000	8,900	0	3,100
D02-XXX-3311	Public Relations / Employee Recognition	20,000	20,000	20,000	14,900	0	5,100
D02-XXX-3312	ER Nursing	1,206,400	1,087,890	1,123,940	1,123,940	0	0
D02-XXX-3313	High Priority Community Services	0	5,000	0	0	0	0
D02-XXX-3322	Janitorial Services	91,700	91,700	93,150	68,800	0	24,350
Category	Total Purchased Services	1,776,100	1,609,390	1,802,890	1,482,340	200,000	120,550
Occupancy							
D02-XXX-3401	Repairs & Maintenance	240,000	260,000	240,000	178,300	0	61,700
D02-XXX-3413	Medical Waste Disposal	6,000	6,800	6,900	4,900	0	2,000
D02-XXX-3431	Utilities	218,300	237,800	225,000	165,400	0	59,600
D02-XXX-3441	Insurance	483,200	455,500	449,240	342,500	0	106,740
D02-XXX-3442	Insurance Deductibles	50,000	1,000	30,000	27,400	0	2,600
D02-XXX-3450	Facility Lease	1,183,700	1,195,200	1,208,930	643,800	0	565,130
Category	Total Occupancy	2,181,200	2,156,300	2,160,070	1,362,300	0	797,770

Emergency Medical Services

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating							
D02-XXX-3601	Repairs & Maintenance - Equipment	445,500	425,000	420,000	318,600	0	101,400
D02-XXX-3602	Repairs & Maintenance - Vehicle	671,700	695,600	691,700	508,700	0	183,000
D02-XXX-3603	Vehicle Fuel	950,000	940,000	950,000	705,700	0	244,300
D02-XXX-3620	Medical Supplies & Equipment	1,000,000	1,060,000	1,080,000	781,700	0	298,300
D02-XXX-3622	Pandemic Supplies	4,000	4,000	4,000	3,000	0	1,000
D02-XXX-3642	Cleaning Supplies	55,000	70,000	70,000	48,100	0	21,900
D02-XXX-3644	Laundry - Linen	240,000	166,500	200,000	158,900	0	41,100
D02-XXX-3645	Laundry - Uniforms	200,000	215,000	200,000	148,600	0	51,400
D02-XXX-3646	Uniforms	180,000	210,000	230,000	158,000	0	72,000
D02-XXX-3647	Oxygen	60,000	60,000	60,000	44,600	0	15,400
D02-XXX-3648	Tiered Medical Response	58,500	60,000	66,000	47,100	0	18,900
D02-XXX-3695	Administration fees	381,400	381,400	388,100	286,600	0	101,500
D02-XXX-3699	IT Maintenance & Support / HR	989,200	989,200	1,006,500	743,200	0	263,300
Category	Total Operating	5,235,300	5,276,700	5,366,300	3,952,800	0	1,413,500
Category	Total Operating Expenditures	54,696,700	53,168,160	57,067,450	41,743,070	200,000	15,124,380
Recoveries							
D02-XXX-6340	Dedicated ER Nurse	1,206,400	1,087,890	1,123,940	0	0	0
D02-XXX-6340	PSRN Funding	0	53,930	0	0	0	0
D02-XXX-6341	Province - Operating	23,595,400	23,689,200	26,056,300	0	0	0
D02-XXX-6342	Community Paramedicine	220,500	261,330	237,800	0	0	0
D02-XXX-6343	High Priority Community Service	0	5,000	0	0	0	0
D02-XXX-6510	Service Partners - Operating	14,427,800	13,586,840	14,285,030	0	0	0
D02-XXX-6650	Special Events	20,000	28,000	20,000	0	0	0
D02-XXX-6799	Miscellaneous	20,000	70,800	20,000	0	0	0
Category	Total Recoveries	39,490,100	38,782,990	41,743,070	0	0	0
Contributions to (from) Reserves							
D02-XXX-6815	Vehicle & Equipment Reserve	0	0	(200,000)	0	0	0
Category	Total Contributions to (from) Reserves	0	0	(200,000)	0	0	0
Net Operating Expenditures		15,206,600	14,385,170	15,124,380	41,743,070	200,000	15,124,380

Emergency Medical Services

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
D02-XXX-3801	Equipment	1,443,300	1,319,000	2,001,540	241,340	1,516,030	244,170
D02-XXX-3804	Vehicles	2,304,300	2,308,900	2,545,160	531,650	1,462,000	551,510
Category	Total Capital Expenditures	3,747,600	3,627,900	4,546,700	772,990	2,978,030	795,680
	Recoveries						
D02-XXX-6341	Province - Capital	1,545,100	1,551,280	1,675,000	0	0	0
D02-XXX-6510	Service Partners - Capital	1,403,000	1,392,360	1,521,190	0	0	0
D02-XXX-6750	Sale of Surplus Equipment	0	240,000	0	0	0	0
Category	Total Recoveries	2,948,100	3,183,640	3,196,190	0	0	0
	Contributions to (from) Reserves						
D02-XXX-4115	Vehicle & Equipment Reserve - Asset Management	3,507,130	3,776,530	3,752,000	2,423,200	(3,752,000)	1,328,800
D02-XXX-6815	Vehicle & Equipment Reserve	(2,373,700)	(2,223,700)	(2,978,030)	0	0	0
Category	Total Contributions to (from) Reserves	1,133,430	1,552,830	773,970	2,423,200	(3,752,000)	1,328,800
	Net Capital Expenditures	1,932,930	1,997,090	2,124,480	3,196,190	(773,970)	2,124,480
	Operational Recoverie (COE Only)						
D02-XXX-6321	Safe Restart	1,272,800	781,600	0	0	0	0
D02-XXX-6821	Health Benefit Rate Stabilization Reserve	266,070	0	0	0	0	0
Category	Total Operational Recoveries	1,538,870	781,600	0	0	0	0
	Total Departmental Requirement	15,600,660	15,600,660	17,248,860	44,939,260	(573,970)	17,248,860

Community Paramedicine Long-Term Care

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds
	Salaries & Wages				
D02-300-110X	Full-Time Salaries	599,600	536,000	560,000	560,000
Category	Total Salaries & Wages	599,600	536,000	560,000	560,000
	Benefits				
D02-300-1201	Employment Insurance	8,300	7,900	7,600	7,600
D02-300-1202	Canada Pension Plan	25,700	23,000	24,200	24,200
D02-300-1203	OMERS	62,800	53,000	57,700	57,700
D02-300-1204	Employer Health Tax	11,700	10,500	11,000	11,000
D02-300-1205	Health Insurance	51,300	33,400	34,000	34,000
D02-300-1206	Group Insurance	3,900	3,200	3,100	3,100
D02-300-1207	Long-Term Disability Insurance	15,000	12,000	16,400	16,400
D02-300-1208	Short-Term Disability Insurance	1,600	950	1,300	1,300
D02-300-1209	WSIB	29,500	25,500	25,900	25,900
Category	Total Benefits	209,800	169,450	181,200	181,200
	Staff Expense				
D02-300-3002	Training	18,700	15,000	25,000	25,000
Category	Total Staff Expense	18,700	15,000	25,000	25,000
	Office Expense				
D02-300-3103	Office Supplies	16,000	5,500	30,000	30,000
D02-300-3203	Copier Lease & Maintenance	0	600	2,000	2,000
D02-300-3202	Computer Maintenance	69,200	49,500	80,000	80,000
Category	Total Office Expense	85,200	55,600	112,000	112,000
	Operating				
D02-300-3603	Vehicle Operations	16,900	16,900	25,000	25,000
D02-300-3646	Uniforms	1,700	1,000	1,700	1,700
D02-300-3620	Medical Supplies	51,500	48,000	70,000	70,000
Category	Total Operating	70,100	65,900	96,700	96,700
Category	Total Operating Expenditures	983,400	841,950	974,900	974,900

Community Paramedicine Long-Term Care

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds
	Capital Expenditures				
D02-300-3801	Equipment	0	0	8,500	8,500
Category	Total Capital Expenditures	0	0	8,500	8,500
	Recoveries				
D02-300-6301	Provincial Subsidy	983,400	841,950	983,400	983,400
Category	Total Recoveries	983,400	841,950	983,400	983,400
Total	Departmental Requirement	0	0	0	0

Emergency Management Coordination

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D02-310-1101	Full-Time Hourly	73,900	78,200	76,600	0	0	76,600
D02-310-1104	Part-Time Hourly	21,300	18,000	21,800	0	0	21,800
Category	Total Salaries & Wages	95,200	96,200	98,400	0	0	98,400
Benefits							
D02-310-1201	Employment Insurance	1,710	1,860	1,810	0	0	1,810
D02-310-1202	Canada Pension Plan	4,740	5,600	4,970	0	0	4,970
D02-310-1203	OMERS	6,930	7,100	7,180	0	0	7,180
D02-310-1204	Employer Health Tax	1,860	1,900	1,920	0	0	1,920
D02-310-1205	Health Insurance	8,540	8,500	8,540	0	0	8,540
D02-310-1206	Group Insurance	520	500	470	0	0	470
D02-310-1207	Long-Term Disability Insurance	2,310	2,200	2,380	0	0	2,380
D02-310-1209	WSIB	480	480	500	0	0	500
Category	Total Benefits	27,090	28,140	27,770	0	0	27,770
Staff Expense							
D02-310-3001	Mileage	2,500	1,600	2,500	0	0	2,500
D02-310-3002	Training	2,500	2,020	2,500	0	0	2,500
D02-310-3003	Membership Fees	600	680	600	0	0	600
D02-310-3099	Municipal / Emergency / EOC Training	2,000	2,080	2,000	0	0	2,000
Category	Total Staff Expense	7,600	6,380	7,600	0	0	7,600
Staff Expense							
D02-310-3101	Telephone	1,200	1,200	1,200	0	0	1,200
D02-310-3103	Office Supplies	200	100	200	0	0	200
D02-310-3105	Subscriptions & Reference Material	800	550	800	0	0	800
D02-310-3199	Other - Public Safety Awareness	2,850	2,850	3,170	0	0	3,170
Category	Total Office Expense	5,050	4,700	5,370	0	0	5,370
Lease & Maintenance							
D02-310-3202	Computer Maintenance	2,500	1,540	2,500	0	0	2,500
Category	Total Lease & Maintenance	2,500	1,540	2,500	0	0	2,500

Emergency Management Coordination

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating							
D02-310-3601	Radio License Renewal	300	300	300	0	0	300
D02-310-3622	Pandemic Supplies	6,400	10,000	10,000	10,000	0	0
D02-310-3694	Special Projects	0	413,700	215,000	215,000	0	0
Category	Total Operating	6,700	424,000	225,300	225,000	0	300
Purchased Services							
D02-310-3314	HAZMAT	40,000	40,000	40,000	0	0	40,000
D02-310-3314	Web EOC / MutualLink	0	0	6,500	0	0	6,500
D02-310-3314	Transnomis	36,900	38,640	36,900	0	0	36,900
D02-310-3315	Red Cross / Social Services Support Agreement	20,000	20,000	20,000	0	0	20,000
D02-310-3316	Mass Notification System	8,600	8,680	9,000	0	0	9,000
Category	Total Purchased Services	105,500	107,320	112,400	0	0	112,400
Category	Total Operating Expenditures	249,640	668,280	479,340	225,000	0	254,340
Recoveries							
D02-310-6321	Safe Restart	6,400	10,000	10,000	0	0	0
D02-310-6302	Special Projects Grant	0	419,270	215,000	0	0	0
Category	Total Recoveries	6,400	429,270	225,000	0	0	0
Net Operating Expenditures		243,240	239,010	254,340	225,000	0	254,340
Account Number	Capital Category	2024 Budget	2023 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D02-310-3801	Equipment	4,100	4,060	730	0	0	730
Category	Total Capital Expenditures	4,100	4,060	730	0	0	730
Net Capital Expenditures		4,100	4,060	730	0	0	730
Total Departmental Requirement		247,340	243,070	255,070	225,000	0	255,070

Infrastructure and Planning Services





Infrastructure & Planning Services

Service Delivery Promise

The people of Essex County deserve first priority as we raise and educate families in an area that offers good quality jobs, education, recreation, culture and opportunity, all while considering each other and the environment around us.

Infrastructure & Planning Services (IPS) will strive toward development, and infrastructure that is reliable and supports dynamic and thriving communities across the County.

IPS has the responsibility to build and manage buildings and infrastructure, and to support and encourage land development that is sustainable, safe and responsible. Our work is part of everyday life and we strive to enhance the quality of life for the people of the County.

Service is delivered through several divisions and processes: policy, planning, construction, maintenance, traffic operations, permits and facility management. With a continued focus on mobility, asset management, service delivery, and our people and culture, the IPS department will continue toward harmonizing policy and procedure to provide responsible planning, transportation and facilities services.

Level of Service Statement

The goal of our services is to execute to a level that maintains infrastructure in a state of good repair, considers the integration of sound planning, design and construction, includes multi-modal transportation facilities, delivers

quality and timely service, supports the County's strategic goals & directions and adapts to changing cultures & challenges.

The Engineering and Roads divisions maintain approximately 1,500 km of various classes of road, 84 bridges, 126 large drainage culverts, 42 traffic control systems, a single pedestrian crossover and over 400 km of bike lanes/trails/routes.



Facilities Management provides custodial, building maintenance, energy and construction services to County-owned facilities. The division continues to invest in tools and technology to meet and improve our level of service with an increasing number of work orders annually.

The Planning group offers advisory services to the County Council on county-wide land use, economic development and strategic planning matters. It is responsible for preparing responses to provincial policies and programs and acts as the provincial approval authority for various planning applications as required by legislation. By fostering a collaborative and regional approach, the Planning group supports the development of the entire county, working closely with our Local Municipal Partners.

Opportunities, Challenges and Risks for 2025

Key Challenges Affecting Infrastructure & Planning Services

- Service level expectations and the ability to keep up with day to day maintenance demands at appropriate service levels for the road network and facilities;
- Projected population and job growth rates, along with the anticipated pace of development;
- Shortages within the labour force;
- Increased operating and construction costs due to the economy;
- The current and projected funding gap for renewals and replacements; and,
- Emerging demands and ability to apply Corridor Management strategies while supporting local development.

Infrastructure Objectives

The Infrastructure division will continue or initiate various studies, designs and construction projects to support the County's strategies for asset management, CWATS (County-Wide Active Transportation System), and roadway capacity improvements. Our objectives include:

- Continuous support of the good asset management through the State of Good Repair program (Roads, Bridges and Culverts);
- CWATS program;
- Continued work on County Road 42 and County Road 43; and
- Design work on County Road 22

Design & Construction

Typically, 35 km of existing roadways are rehabilitated through Cold In-Place Recycling with Expanded Asphalt Mix (CIREAM), overlays or milling and paving projects. Aging infrastructure and rising material costs challenge our ability to balance service levels with affordability. Our Asset Management Plan (AMP) addresses the need for a comprehensive 25-year strategy.

The division continues to seek opportunities to design, operate and maintain accessible infrastructure. Meeting and exceeding accessibility standards to provide mobility options for all remains an evolving practice.

The proposed budget includes several bridge and culvert renewal projects. In 2025, our programs will continue with 33 km of road rehabilitation, integrated with initiatives to enhance delivery, efficiency, and overall outcomes from both engineering and community perspectives.

Additional active transportation facilities, traffic signal control improvements, and projects addressing competing demands for the right-of-way are also proposed.

Population growth, aging infrastructure, rising congestion and increasing concerns for road safety are putting pressure on existing land transportation networks, challenging road authorities.

As the number of users and trips in the network continue to grow and the desired levels of service increase, the demand for expansion and maintenance intensifies. The proposed 2025 Budget includes for a number of projects such as:

- **County Road 42/43 Phase 3 Construction**

Construction of a roundabout at the intersection of CR 42/43 and road improvements north along CR 43 to the City of Windsor Limits.

- **County Road 46 at Rochester Townline Roundabout**

Following assembly of necessary lands, construction of the roundabout will commence in 2025.

- **County Road 22 Corridor in Lakeshore**

The next steps to complete this project include detailed design, property acquisition and construction. The detailed design and consulting work will also address sanitary sewer and watermain infrastructure, as requested by the Municipality of Lakeshore.

Transportation Planning and Development

The division manages long range planning projects such as Master Plans, Environmental Assessments and other intergovernmental initiatives. 2025 will bring continued work on:

- CWATS Master Plan
- Transportation Master Plan
- Road Rationalization
- County Road 46 Environmental Assessment

Requests for improvements in road safety for all users—especially pedestrians, schoolchildren, older adults, and cyclists—have increased. Resources are directed to respond to requests, as determined by the Director of Infrastructure & Planning Services, in consideration of legislated requirements/compliance, Council direction, best management practices, recommendations from engineers and need.

Regular assessment and analysis of the County road network have identified areas of concern, including intersection operation, poor visibility, excessive speed and the need for pedestrian facilities. Together, these assessments, numerous requests and the base plan create an ever-changing list of improvement opportunities that Administration actively addresses. The proposed 2025 Budget includes additional funding to design and implement road safety enhancements such as traffic signals.

Planning Objectives

A new County Official Plan is anticipated to be approved and in place by the beginning of 2025. This plan will include a comprehensive set of interrelated policies that are fiscally and environmentally responsible, contributing to a sustainable, healthy and vibrant County.

Attracting new businesses to the region is a challenge to economic development as every community is vying to attract the few companies that are locating or re-locating to this area. The Planning division will lead the advancement of a Regional Employment Land Strategy.

The Planning division will continue with: guidelines for the Community Improvement Plan policies in the County Official Plan and strategies identified in the Regional Energy Plan.

The Planning Services division acts as the one-window, directly determining when to consult with various Ministries during the development of local Official Plans and on specific planning matters. The Planning division is also the Approval Authority for plans of subdivision/condominium, local Official Plans and Amendments and Part Lot Control Exemption from the Province.

Proposed 2025 Budget Plan

The proposed 2025 Budget, net of recoveries and contributions, totals \$55,909,050 (an increase of \$3,896,680 (7.49%) over the 2024 Budget of \$52,012,370). A strong focus is placed on successful completion of expansionary roadwork projects, with only inflationary increases in most other areas.

The departmental gross expenditures of \$126,235,180 are summarized as follows:

Operating Expenditures:

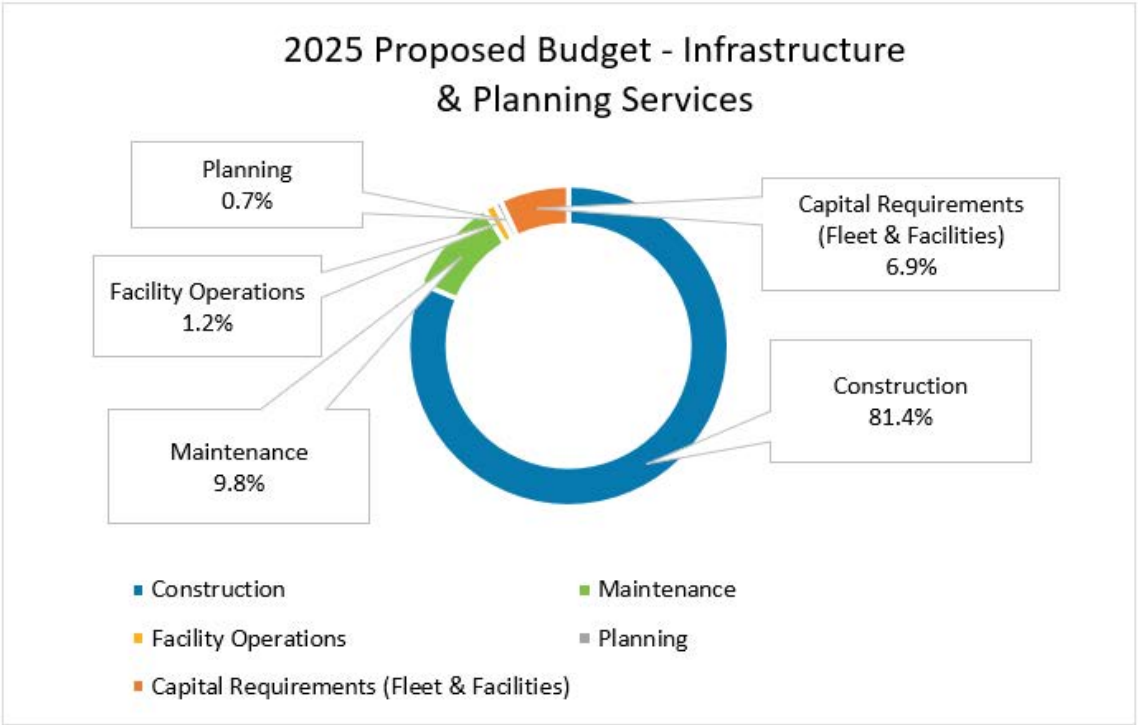
Construction	\$ 2,659,800
Maintenance Operations	\$ 12,149,300
Facility Operations	\$ 1,340,690
Planning	\$ 836,700

Capital Expenditures:

Construction	\$ 98,119,210
Maintenance Operations	\$ 20,000
Facility Operations	\$ 99,000
Planning	\$ 7,500
Capital Requirements (Fleet & Facilities)	\$ 8,602,980

(see Appendices C, D, E and F for budget details and maps)

The graph below illustrates the key areas of proposed 2025 Budget spending in Infrastructure and Planning Services:



Roads Maintenance Operations Program

This program consists of subprograms with a total expenditure of \$8,551,000. The following are the subprograms and corresponding expenditure levels:

Summer (roadside, pavement, drainage, bridge/culvert)	\$ 3,655,000
Winter (patrol, plowing, salting)	\$ 2,750,000
Traffic/Safety Devices	\$ 976,000
Equipment Maintenance	\$ 1,170,000



Regular roadside maintenance activities include:

- Mowing/brushing, tree trimming, ditching, surface sweeping & grading of shoulders;
- Pot hole patching and spray patching, which helps eliminate minor imperfections in the road surface to improve life cycle;
- Guidepost installation and maintenance;
- Centreline marking/painting;
- Sign/signal maintenance;
- Catchbasin flushing; and
- Phragmites control.



Winter maintenance standards establish service levels for snow and ice control across the County, addressing various classes and priorities of roadways and paths to ensure the safe and efficient movement of people, goods, and services within the community. These service levels account for differences in traffic conditions and the associated risk management required for each class of roadway and path. The County uses the Minimum Maintenance Standards for Municipal Highways as a framework and benchmark for determining these service level standards.

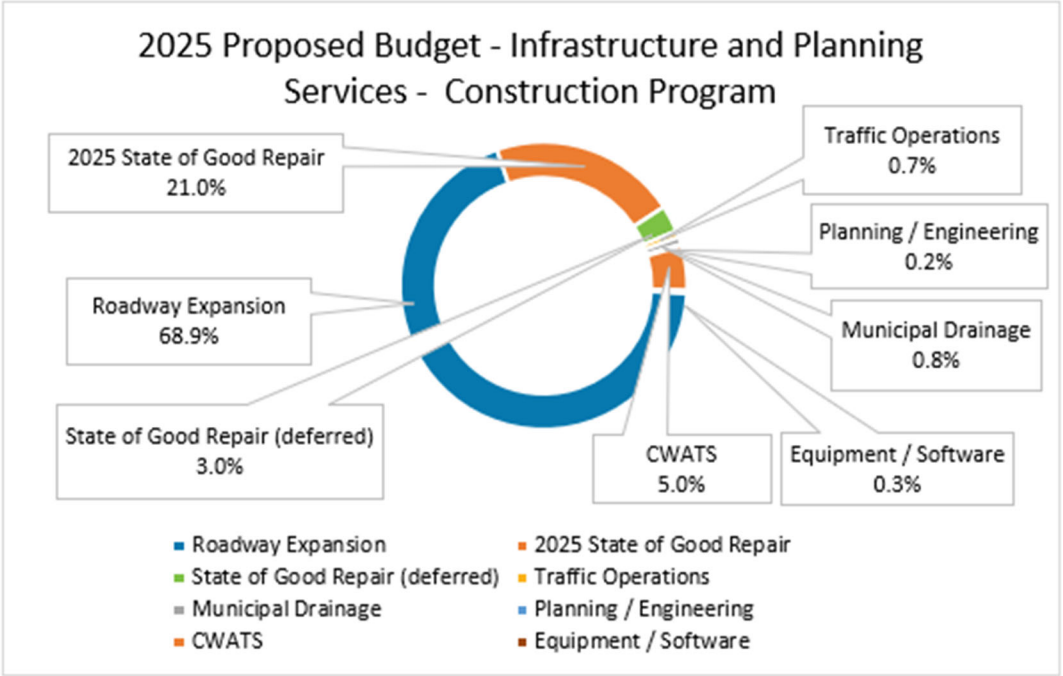


Construction Capital Program

The program consists of seven sub programs with a total expenditure level of \$98,119,210. The following are the subprograms and corresponding expenditure levels:

Roadway Expansion	\$ 67,604,780
2025 State of Good Repair	\$ 20,648,830
State of Good Repair (deferred)	\$ 2,966,400
Traffic Operations	\$ 710,600
Municipal Drainage	\$ 800,000
Planning/Engineering	\$ 197,600
CWATS	\$ 4,900,000
Equipment and Software	\$ 291,000

The graph below illustrates the key areas of proposed 2025 Budget spending in the Infrastructure and Planning Services, Construction Program:



The program includes environmental assessments, engineering studies, preliminary and detailed design assignments.

The 2025 Annual Capital Budget encompasses new capital projects and previously approved projects, prioritized through the capital budget process based on factors such as funding availability, readiness to proceed and the County’s capacity to deliver. The Multi-Year Capital Budget represents the total of all approved multi-year capital project budgets. A revised strategy may be necessary once the Transportation Master Plan update is complete. Work plans also include data collection and analysis to support road network management. This program supports construction projects related to highway capacity expansion, rehabilitation, municipal drains, County Connecting Links and intersection improvements.

The State of Good Repair program was developed in consideration of the pavement condition survey and our Asset Management Plan.

A significant sub-program is the delivery of the annual CWATS program including construction projects, educational initiatives and monitoring activities.

Traffic Signal Operations provide guidance on various signal operations practices to promote consistent, safe and efficient control of traffic signals within the County for all road users. Traffic Operations is responsible for:

- Operation of the County's traffic control systems;
- Maintenance and repair of streetlights;
- Implementation of signal timing changes; and
- Signal coordination, modifications, construction timings and special event timings.

Fleet & Facilities Capital

This program consists of sub programs with a total expenditure of \$8,602,980. The following are the sub programs and corresponding expenditure levels:

Fleet & Equipment	\$ 5,947,980
Facility Renewal	\$ 2,655,000

Facilities Management offers custodial, security, building maintenance, energy and construction services for County facilities. The division continues to invest in tools and technology to effectively manage the increasing number of work orders received each year. The security system will be enhanced through the implementation of picture ID employee security cards, which will allow staff to access secured areas of the Civic Centre. Additionally, more cameras will be installed to address coverage gaps.

The proposed 2025 Budget includes the cost of reconstructing the second-floor meeting rooms, which have remained largely unchanged for many years and can no longer adequately support the staff and demands of County business. The renovations will enhance the efficient use of floor space and meeting areas while addressing employee safety, security and accessibility. Additionally, improvements to the air handling and lighting systems will bring them up to modern standards.



The Roads division continues to direct the lifecycle management of the County's fleet including the acquisition, maintenance and disposal of vehicles and equipment while ensuring compliance with Provincial legislation. Fleet Services will continue to pursue ways to offset budget pressures through the development of preventative maintenance programs. As per the AMP, the estimates include:

- Replacement of various pickup trucks;
- Replacement of various pieces of equipment (loader, lawn tractor, wood chipper, float trailer, crash truck, enclosed construction trailer);
- Replacement of two tandem cab & chassis;
- Replacement of line painting truck; and
- Replacement of shop gantry cranes

Planning Services

Planning Services anticipates an increase in revenues from subdivision and condominium application fees due to the number of developments currently in the pre-consultation phase. This increase in revenue will help offset operational costs and continue funding the Official Plan Review Reserve.

Initiated in 2024, the Development Charges Background Study is expected to be completed in 2025.

The proposed 2025 Budget includes funding for the Planning division to complete a Specialty Crop Study, which focuses on the cultivation and market potential of non-traditional crops often grown in smaller volumes compared to conventional crops. This study aims to identify opportunities for farmers to diversify their production and increase profitability by exploring specialty crops such as herbs, fruits, vegetables and ornamental plants.

Alignment with Strategic Plan Initiatives

Leveraging our core values of accountability, equity, teamwork, service excellence, respect and enthusiasm, the IPS department aligns seamlessly with the Goals and Directions of our Strategic Plan.

Working as Team Essex County/Providing Reliable Infrastructure for Partners

As Team Essex County, the IPS department promotes collaboration with our Local Municipal Partners (LMPs) in pavement rehabilitation and full reconstruction projects. LMPs are encouraged to participate whenever possible to take advantage of the benefits offered by larger paving contracts. Additionally, the County collaborates with LMPs to install services such as water and sewer systems during County road reconstruction projects, which helps reduce restoration costs.

Supporting Dynamic and Thriving Communities Across the County

Regional functional groups are established and hosted by the County of Essex in partnership with LMP administrations, particularly in Engineering and Planning, with quarterly meetings held to foster communication.

Advocating for Essex County's Fair Share/Focusing "Team Essex County" for Results

Recently, team members from the IPS department have intensified efforts to engage upper levels of government to advocate for Essex County's fair share of provincial and federal funding.

Following the completion of the latest County Official Plan process in 2024, our Planning division will continue to lead initiatives such as:

- The Regional Employment Land Strategy process to promote economic development;
- A background study for a new Development Charges by-law;
- Community Improvement Plans for heavy industrial areas;
- Community Improvement Plans for commercial and residential lands; and
- Harmonized planning and development policies for the region.

IPS looks forward to an exciting 2025.

Infrastructure and Planning Services Summary

Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating Expenditures						
Construction	2,482,900	2,557,700	2,659,800	157,200	0	2,502,600
Maintenance Operations	12,006,000	12,333,700	12,149,300	2,600,000	0	9,549,300
Facility Operations	1,302,960	1,284,740	1,340,690	1,048,400	0	292,290
Planning	996,700	749,700	836,700	20,000	295,250	521,450
Total Operating Expenditures	16,788,560	16,925,840	16,986,490	3,825,600	295,250	12,865,640
Recoveries						
Construction	134,200	134,200	157,200	0	0	0
Maintenance Operations	2,603,000	2,652,500	2,600,000	0	0	0
Facility Operations	993,500	998,500	1,048,400	0	0	0
Planning	92,000	320,110	80,000	60,000	0	0
Total Recoveries	3,822,700	4,105,310	3,885,600	60,000	0	0
Contributions to (from) Reserves						
Capital Reserve	0	(54,840)	0	0	0	0
Rate Stabilization Reserve	(40,370)	(37,100)	0	0	0	0
Official Plan Review Reserve	(60,160)	(31,650)	0	0	(60,000)	0
Rate Stabilization Reserve - Planning	(413,200)	(3,460)	(235,250)	0	0	0
Health Benefits Rate Stabilization Reserve	(54,800)	0	0	0	0	0
Total Contributions to (from) Reserves	(568,530)	(127,050)	(235,250)	0	(60,000)	0
Net Operating Expenditures	12,397,330	12,693,480	12,865,640	3,885,600	235,250	12,865,640

Infrastructure and Planning Services Summary

Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures						
Construction	94,397,250	63,861,240	98,119,210	5,170,480	57,187,740	35,760,990
Maintenance Operations	20,000	20,000	20,000	0	0	20,000
Facility Operations	212,540	383,280	99,000	60,000	13,000	26,000
Planning	7,450	8,900	7,500	0	0	7,500
Fleet and Facilities	6,965,000	5,423,030	8,602,980	0	6,374,060	2,228,920
Total Capital Expenditures	101,602,240	69,696,450	106,848,690	5,230,480	63,574,800	38,043,410
Recoveries						
Construction	19,030,700	9,917,140	5,170,480	0	0	0
Maintenance Operations	0	0	0	0	0	0
Facility Operations	40,000	60,670	60,000	0	0	0
Planning	0	0	0	0	0	0
Fleet and Facilities	254,000	146,860	308,600	308,600	0	0
Total Recoveries	19,324,700	10,124,670	5,539,080	308,600	0	0
Contributions to (from) Reserves						
Capital Reserve	(9,263,040)	(4,256,200)	(9,425,460)	0	(2,158,600)	1,850,000
Roadway Expansion Reserve	(32,545,860)	(14,941,540)	(51,508,140)	0	0	0
Rate Stabilization Reserve	(853,600)	(781,020)	(482,600)	0	0	0
Total Contributions to (from) Reserves	(42,662,500)	(19,978,760)	(61,416,200)	0	(2,158,600)	1,850,000
Net Capital Expenditures	39,615,040	39,593,020	39,893,410	5,539,080	61,416,200	39,893,410
Total Departmental Requirement	52,012,370	52,286,500	52,759,050	9,424,680	61,651,450	52,759,050

Infrastructure and Planning Services - Construction and Engineering

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D03-400-1101	Full-Time Salaries	1,511,900	1,560,200	1,625,700	0	0	1,625,700
D03-400-1105	Students	44,700	40,500	47,200	0	0	47,200
Category	Total Salaries & Wages	1,556,600	1,600,700	1,672,900	0	0	1,672,900
Benefits							
D03-400-1201	Employment Insurance	21,500	22,000	22,700	0	0	22,700
D03-400-1202	Canada Pension Plan	64,000	62,100	67,300	0	0	67,300
D03-400-1203	OMERS	146,800	155,600	164,800	0	0	164,800
D03-400-1204	Employer Health Tax	30,400	31,400	32,700	0	0	32,700
D03-400-1205	Health Insurance	169,600	164,500	144,300	0	0	144,300
D03-400-1206	Group Insurance	9,400	9,400	8,600	0	0	8,600
D03-400-1207	Long-Term Disability Insurance	30,900	30,100	27,100	0	0	27,100
D03-400-1208	Short-Term Disability Insurance	14,400	14,400	10,300	0	0	10,300
D03-400-1209	WSIB	7,300	7,100	7,500	0	0	7,500
Category	Total Benefits	494,300	496,600	485,300	0	0	485,300
Staff Expense							
D03-400-3001	Mileage	2,000	2,000	2,000	2,000	0	0
D03-400-3002	Training & Conferences	77,000	35,000	50,000	50,000	0	0
D03-400-3003	Membership Fees	13,500	12,700	12,300	12,300	0	0
D03-400-3004	Clothing Allowance	4,000	4,200	4,800	4,800	0	0
D03-400-3099	Other	1,300	1,300	1,300	1,300	0	0
Category	Total Staff Expense	97,800	55,200	70,400	70,400	0	0
Office Expense							
D03-400-3101	Telephone	14,400	10,500	14,400	14,400	0	0
D03-400-3103	Office Supplies	8,000	8,000	8,000	8,000	0	0
D03-400-3199	Other	800	800	800	800	0	0
Category	Total Office Expense	23,200	19,300	23,200	23,200	0	0
Lease & Maintenance							
D03-400-3202	Computer Maintenance	191,300	228,350	253,400	63,600	0	189,800
Category	Total Lease & Maintenance	191,300	228,350	253,400	63,600	0	189,800
Purchased Service							
D03-400-3303	Legal Fees	10,000	50,000	40,000	0	0	40,000
D03-400-3503	Credit Card Fees	10,000	10,250	9,100	0	0	9,100
Category	Total Purchased Service	20,000	60,250	49,100	0	0	49,100

Infrastructure and Planning Services - Construction and Engineering

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Occupancy							
D03-400-3450	Facility Lease	97,700	95,300	103,500	0	0	103,500
Category	Total Occupancy	97,700	95,300	103,500	0	0	103,500
Operating							
D03-400-3612	Engineering Supplies	2,000	2,000	2,000	0	0	2,000
Category	Total Operating	2,000	2,000	2,000	0	0	2,000
Category	Total Operating Expenditures	2,482,900	2,557,700	2,659,800	157,200	0	2,502,600
Recoveries							
D03-400-6301	Ministry of Natural Resources	27,000	27,000	50,000	0	0	0
D03-400-6601	Permit Fees, Signs & Maps	100,000	100,000	100,000	0	0	0
D03-400-6799	Miscellaneous	7,200	7,200	7,200	0	0	0
Category	Total Recoveries	134,200	134,200	157,200	0	0	0
Contributions to (from) Reserves							
D03-400-6801	Rate Stabilization Reserve	(25,950)	(25,950)	0	0	0	0
D03-400-6821	Health Benefit Rate Stabilization Reserve	(46,700)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(72,650)	(25,950)	0	0	0	0
Net Operating Expenditures		2,276,050	2,397,550	2,502,600	157,200	0	2,502,600

Infrastructure and Planning Services - Construction and Engineering

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures (see Appendices C, D & E)							
D03-400-3801	Equipment	559,300	318,950	291,000	0	210,000	81,000
D03-400-EX000X	Roadway Expansion Program	58,197,500	30,988,300	67,604,780	1,092,000	49,883,140	16,629,640
D03-400-RR000X	2025 State of Good Repair Program	19,665,550	14,938,140	20,648,830	4,078,480	0	16,570,350
D03-400-RR000X	State of Good Repair Program - Carryover / LMP	8,709,000	10,658,760	2,966,400	0	2,966,400	0
D03-400-TO000X	Traffic Operations Program	410,600	410,600	710,600	0	330,600	380,000
D03-400-MD0001	Municipal Drain Projects	800,000	800,000	800,000	0	800,000	0
D03-400-PE000X	Planning / Engineering	375,300	327,720	197,600	0	197,600	0
D03-400-CW000X	CWATS Program	5,680,000	5,418,770	4,900,000	0	2,800,000	2,100,000
Category	Total Capital Expenditures	94,397,250	63,861,240	98,119,210	5,170,480	57,187,740	35,760,990
Recoveries							
D03-400-RR000X	Construction Program	19,030,700	8,956,250	5,170,480	0	0	0
D03-400-CW000X	CWATS Program	0	960,890	0	0	0	0
Category	Total Recoveries	19,030,700	9,917,140	5,170,480	0	0	0
Contributions to (from) Reserves							
D03-400-6801	Rate Stabilization Reserve	(853,600)	(781,020)	(482,600)	0	0	0
D03-400-6810	Capital Reserve	(5,932,000)	(2,322,750)	(5,197,000)	0	0	0
D03-400-6812	Roadway Expansion Reserve	(32,545,860)	(14,941,540)	(51,508,140)	0	0	0
Category	Total Contributions to (from) Reserves	(39,331,460)	(18,045,310)	(57,187,740)	0	0	0
Net Capital Expenditures		36,035,090	35,898,790	35,760,990	5,170,480	57,187,740	35,760,990
Total Departmental Requirement		38,311,140	38,296,340	38,263,590	5,327,680	57,187,740	38,263,590

Infrastructure and Planning Services - Maintenance Operations

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D03-110-1101	Full-Time Salaries	663,600	737,200	722,400	0	0	722,400
D03-110-1103	Full-Time Hourly	2,638,800	2,661,100	2,840,400	0	0	2,840,400
D03-110-1105	Students	115,400	106,900	113,100	0	0	113,100
Category	Total Salaries & Wages	3,417,800	3,505,200	3,675,900	0	0	3,675,900
Benefits							
D03-110-1201	Employment Insurance	51,400	52,430	56,500	0	0	56,500
D03-110-1202	Canada Pension Plan	157,500	157,500	171,600	0	0	171,600
D03-110-1203	OMERS	294,000	309,800	327,700	0	0	327,700
D03-110-1204	Employer Health Tax	66,700	68,400	71,600	0	0	71,600
D03-110-1205	Health Insurance	416,900	406,000	359,000	0	0	359,000
D03-110-1206	Group Insurance	19,000	19,000	18,300	0	0	18,300
D03-110-1207	Long-Term Disability Insurance	72,800	71,200	57,600	0	0	57,600
D03-110-1208	Short-Term Disability Insurance	35,200	35,500	21,800	0	0	21,800
D03-110-1209	WSIB	58,300	58,600	62,100	0	0	62,100
Category	Total Benefits	1,171,800	1,178,430	1,146,200	0	0	1,146,200
Staff Expense							
D03-110-3001	Mileage	1,500	1,500	1,500	0	0	1,500
D03-110-3002	Training & Conferences	53,700	53,700	53,700	0	0	53,700
D03-110-3003	Membership Fees	2,000	1,800	2,000	0	0	2,000
D03-110-3004	Clothing Allowance	38,000	35,800	35,100	0	0	35,100
D03-110-3099	Other	1,800	1,000	1,800	0	0	1,800
Category	Total Staff Expense	97,000	93,800	94,100	0	0	94,100
Office Expense							
D03-110-3101	Telephone	13,500	13,200	18,300	0	0	18,300
D03-110-3103	Office Supplies	4,000	400	4,000	0	0	4,000
D03-110-3320	Communications Services	11,100	9,600	10,000	0	0	10,000
D03-110-3321	Answering & Security Services	3,500	3,000	3,500	0	0	3,500
D03-110-3199	Other	500	500	500	0	0	500
Category	Total Office Expense	32,600	26,700	36,300	0	0	36,300

Infrastructure and Planning Services - Maintenance Operations

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Lease & Maintenance							
D03-110-3203	Copier Lease & Maintenance	5,000	6,000	5,500	0	0	5,500
D03-110-3202	Computer Maintenance	28,400	20,000	15,300	0	0	15,300
D03-110-3220	Tool & Tool Repairs	15,000	18,000	15,000	0	0	15,000
D03-110-3221	Radio Communications Maintenance	67,800	66,720	65,600	0	0	65,600
Category	Total Lease & Maintenance	116,200	110,720	101,400	0	0	101,400
Occupancy							
D03-110-3401	Repairs & Maintenance - Facilities	75,000	78,000	75,000	0	0	75,000
D03-110-3322	Janitorial Services & Supplies	42,000	36,000	34,400	0	0	34,400
D03-110-3431	Utilities	75,000	66,000	55,700	0	0	55,700
D03-110-3441	Insurance	470,600	452,650	511,900	0	0	511,900
D03-110-3442	Insurance Deductibles	75,000	75,000	75,000	0	0	75,000
Category	Total Occupancy	737,600	707,650	752,000	0	0	752,000
Operating							
D03-110-3622	Pandemic Supplies	3,000	2,500	0	0	0	0
D03-110-3660	Health & Safety	5,500	5,500	7,500	0	0	7,500
D03-110-3699	Other	500	500	500	0	0	500
Category	Total Operating	9,000	8,500	8,000	0	0	8,000
D03-110-3698	Labour Allocation - Union Employees	(2,092,000)	(1,901,800)	(2,215,600)	0	0	(2,215,600)
Maintenance Operations (See Appendix F)							
D03-110-BC0001	Bridges & Culverts	180,000	215,000	180,000	0	0	180,000
D03-110-RM000X	Roadside Maintenance	1,925,000	1,890,000	1,960,000	0	0	1,960,000
D03-110-PR000X	Pavement Maintenance	1,115,000	1,105,000	1,115,000	0	0	1,115,000
D03-110-WC000X	Winter Control	2,750,000	2,700,000	2,750,000	1,430,000	0	1,320,000
D03-110-RM000X	Safety Devices	435,000	468,300	435,000	0	0	435,000
D03-110-RM000X	Traffic Operations	541,000	596,200	541,000	0	0	541,000
D03-110-RM000X	Miscellaneous	400,000	400,000	400,000	0	0	400,000
D03-110-3601	Equipment Maintenance	1,170,000	1,230,000	1,170,000	1,170,000	0	0
Category	Total Maintenance Operations	8,516,000	8,604,500	8,551,000	2,600,000	0	5,951,000
Category	Total Operating Expenditures	12,006,000	12,333,700	12,149,300	2,600,000	0	9,549,300

Infrastructure and Planning Services - Maintenance Operations

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Recoveries						
D03-110-6321	Safe Restart	3,000	2,500	0	0	0	0
D03-110-3613	Equipment Utilization Recovery	2,600,000	2,650,000	2,600,000	0	0	0
Category	Total Recoveries	2,603,000	2,652,500	2,600,000	0	0	0
	Contributions to (from) Reserves						
D03-110-6810	Capital Reserve	0	(54,840)	0	0	0	0
Category	Total Contributions to (from) Reserves	0	(54,840)	0	0	0	0
Net Operating Expenditures		9,403,000	9,626,360	9,549,300	2,600,000	0	9,549,300
Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
D03-110-3801	Equipment	20,000	20,000	20,000	0	0	20,000
Category	Total Capital Expenditures	20,000	20,000	20,000	0	0	20,000
Net Capital Expenditures		20,000	20,000	20,000	0	0	20,000
Total Departmental Requirement		9,423,000	9,646,360	9,569,300	2,600,000	0	9,569,300

Infrastructure and Planning Services - Facilities Operations

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D03-410-1101	Full-Time Salaries	398,500	374,050	401,400	137,610	0	263,790
D03-410-1104	Part-Time Hourly	33,400	32,310	36,400	25,000	0	11,400
D03-410-1105	Students	13,800	10,250	13,500	0	0	13,500
Category	Total Salaries & Wages	445,700	416,610	451,300	162,610	0	288,690
Benefits							
D03-410-1201	Employment Insurance	7,300	6,920	7,800	7,800	0	0
D03-410-1202	Canada Pension Plan	24,100	22,640	24,700	24,700	0	0
D03-410-1203	OMERS	40,400	38,250	42,000	42,000	0	0
D03-410-1204	Employer Health Tax	8,700	8,140	8,800	8,800	0	0
D03-410-1205	Health Insurance	41,500	40,250	38,500	38,500	0	0
D03-410-1206	Group Insurance	2,400	2,210	2,200	2,200	0	0
D03-410-1207	Long-Term Disability Insurance	7,600	7,490	6,900	6,900	0	0
D03-410-1208	Short-Term Disability Insurance	4,000	3,710	2,600	2,600	0	0
D03-410-1209	WSIB	2,200	2,090	2,300	2,300	0	0
Category	Total Benefits	138,200	131,700	135,800	135,800	0	0
Staff Expense							
D03-410-3001	Mileage	500	400	500	500	0	0
D03-410-3002	Training	8,000	8,000	8,000	8,000	0	0
D03-410-3003	Association Membership Fees	800	700	1,200	1,200	0	0
D03-410-3004	Clothing Allowance	3,100	3,000	2,700	2,700	0	0
D03-410-3099	Other	500	500	500	500	0	0
Category	Total Staff Expense	12,900	12,600	12,900	12,900	0	0
Office Expense							
D03-410-3101	Telephone	3,900	3,500	4,900	4,900	0	0
D03-410-3103	Office Supplies	700	700	500	500	0	0
D03-410-3199	Other	500	500	4,500	4,500	0	0
Category	Total Office Expense	5,100	4,700	9,900	9,900	0	0
Lease & Maintenance							
D03-410-3202	Computer Maintenance	36,700	35,800	34,500	34,500	0	0
D03-410-3220	Tool & Tool Repairs	1,500	2,000	1,500	1,500	0	0
Category	Total Lease & Maintenance	38,200	37,800	36,000	36,000	0	0

Infrastructure and Planning Services - Facilities Operations

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Occupancy							
D03-410-3322	Janitorial Service	215,510	221,300	229,700	229,700	0	0
D03-410-3401	Repairs & Maintenance - Building	55,000	60,000	62,700	62,700	0	0
D03-410-3402	Elevator Maintenance	4,000	4,000	4,000	4,000	0	0
D03-410-3403	HVAC Controls Maintenance	35,000	34,200	20,000	20,000	0	0
D03-410-3404	Chiller Maintenance	0	0	13,000	13,000	0	0
D03-410-3405	Boiler Maintenance	1,500	500	2,000	2,000	0	0
D03-410-3406	Water Treatment Maintenance	3,800	3,800	4,100	4,100	0	0
D03-410-3407	Generator Maintenance	14,450	14,450	15,590	15,590	0	0
D03-410-3408	Alarm Monitoring (Security)	3,100	3,100	3,100	3,100	0	0
D03-410-3409	Document Destruction / Shredding	15,000	17,980	15,000	14,400	0	600
D03-410-3411	Janitorial Supplies	14,000	14,000	16,000	16,000	0	0
D03-410-3412	Fire Extinguisher/Fire Alarm Maintenance	3,500	3,500	5,600	5,600	0	0
D03-410-3413	Garbage Disposal	5,000	4,000	5,000	5,000	0	0
D03-410-3420	Repairs & Maintenance - Grounds	20,000	15,000	15,000	15,000	0	0
D03-410-3421	Snow Removal	7,000	5,000	9,000	9,000	0	0
D03-410-3430	Gas	43,000	50,000	45,000	45,000	0	0
D03-410-3431	Hydro	210,000	216,000	220,000	220,000	0	0
D03-410-3432	Water/Sewage	7,000	7,000	7,000	7,000	0	0
Category	Total Occupancy	656,860	673,830	691,790	691,190	0	600
Operating							
D03-410-3622	Pandemic Supplies	5,000	5,000	0	0	0	0
D03-410-3660	Health and Safety	1,000	2,500	3,000	0	0	3,000
Category	Total Operating	6,000	7,500	3,000	0	0	3,000
Category	Total Operating Expenditures	1,302,960	1,284,740	1,340,690	1,048,400	0	292,290
Recoveries							
D03-410-6321	Safe Restart	5,000	5,000	0	0	0	0
D03-410-6726	Export of Electricity	15,000	20,000	20,000	0	0	0
D03-410-6710	Facility Lease	968,500	968,500	1,023,400	0	0	0
D03-410-6799	Miscellaneous	5,000	5,000	5,000	0	0	0
Category	Total Recoveries	993,500	998,500	1,048,400	0	0	0
Contributions to (from) Reserves							
D03-410-6801	Rate Stabilization Reserve	(14,420)	(11,150)	0	0	0	0
D03-410-6821	Health Benefit Rate Stabilization Reserve	(2,750)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(17,170)	(11,150)	0	0	0	0
Net Operating Expenditures		292,290	275,090	292,290	1,048,400	0	292,290

Infrastructure and Planning Services - Facilities Operations

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D03-410-3801	Equipment & Software Purchases	26,000	30,000	26,000	0	0	26,000
D03-410-3810	Capital - Civic Centre Facility	186,540	353,280	73,000	60,000	13,000	0
Category	Total Capital Expenditures	212,540	383,280	99,000	60,000	13,000	26,000
Recoveries							
D03-410-6321	Safe Restart	40,000	60,670	60,000	0	0	0
Category	Total Recoveries	40,000	60,670	60,000	0	0	0
Contributions to (from) Reserves							
D03-410-4110	Capital Reserve - Asset Management	650,000	650,000	650,000	0	(650,000)	650,000
D03-410-6810	Capital Reserve	(146,540)	(261,400)	(13,000)	0	0	0
	Total Contributions to (from) Reserves	503,460	388,600	637,000	0	(650,000)	650,000
Net Capital Expenditures		676,000	711,210	676,000	60,000	(637,000)	676,000
Total Departmental Requirement		968,290	986,300	968,290	1,108,400	(637,000)	968,290

Infrastructure and Planning Services - Planning

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
D03-420-1101	Full-Time Salaries	307,700	316,100	383,000	0	0	383,000
D03-420-1104	Part-Time Hourly	17,000	0	0	0	0	0
D03-420-1105	Students	13,800	12,800	15,800	0	0	15,800
Category	Total Salaries & Wages	338,500	328,900	398,800	0	0	398,800
Benefits							
D03-420-1201	Employment Insurance	4,500	3,900	4,400	0	0	4,400
D03-420-1202	Canada Pension Plan	13,500	11,400	12,900	0	0	12,900
D03-420-1203	OMERS	33,200	34,200	43,500	0	0	43,500
D03-420-1204	Employer Health Tax	6,600	6,400	7,800	0	0	7,800
D03-420-1205	Health Insurance	31,700	22,800	23,100	0	0	23,100
D03-420-1206	Group Insurance	2,000	1,900	2,100	0	0	2,100
D03-420-1207	Long-Term Disability Insurance	5,100	4,700	6,600	0	0	6,600
D03-420-1208	Short-Term Disability Insurance	2,500	2,300	2,500	0	0	2,500
D03-420-1209	WSIB	1,600	1,400	1,800	0	0	1,800
Category	Total Benefits	100,700	89,000	104,700	0	0	104,700
Staff Expense							
D03-420-3001	Mileage	2,000	1,200	2,000	2,000	0	0
D03-420-3002	Training & Conferences	14,800	8,000	14,800	14,800	0	0
D03-420-3003	Memberships	1,400	1,400	3,300	3,200	0	100
D03-420-3099	Other	1,000	800	750	0	0	750
Category	Total Staff Expense	19,200	11,400	20,850	20,000	0	850
Office Expense							
D03-420-3101	Telephone	2,500	2,500	3,100	0	0	3,100
D03-420-3103	Office Supplies	2,500	2,000	1,500	0	0	1,500
Category	Total Office Expense	5,000	4,500	4,600	0	0	4,600
Lease & Maintenance							
D03-420-3202	Computer Maintenance	9,900	3,000	2,500	0	0	2,500
Category	Total Lease & Maintenance	9,900	3,000	2,500	0	0	2,500

Infrastructure and Planning Services - Planning

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Purchased Services							
D03-420-3303	Legal Fees	0	5,000	10,000	0	0	10,000
D03-420-3301	Consultant Fees - OP Review	18,510	20,000	0	0	0	0
D03-420-3301	Consultant Fees - OP Review	71,650	71,650	0	0	0	0
D03-420-3301	Consultant Fees - Floodplain Mapping Updates	149,240	96,300	0	0	0	0
D03-420-3301	Consultant Fees - Speciality Crop Study	60,000	0	60,000	0	60,000	0
D03-420-3301	Consultant Fees - Reg. Employment Land Strategy	60,000	20,000	40,000	0	40,000	0
D03-420-3301	Consultant Fees - DC Background Study & By-Law	0	25,440	25,250	0	25,250	0
D03-420-3301	Energy Plan - Implementation of Priority Projects	100,000	37,010	120,000	0	120,000	0
D03-420-3301	Shoreline Coastal Resilience Plan	0	37,500	50,000	0	50,000	0
D03-420-3301	Senior Planning Consultant	64,000	0	0	0	0	0
Category	Total Purchased Services	523,400	312,900	305,250	0	295,250	10,000
Category	Total Operating Expenditures	996,700	749,700	836,700	20,000	295,250	521,450
Recoveries							
D03-420-6340	Special Projects Grant	0	228,110	0	0	0	0
D03-420-6717	Planning Application Fees	60,000	60,000	80,000	60,000	0	0
D03-420-6799	Miscellaneous	32,000	32,000	0	0	0	0
	Total Recoveries	92,000	320,110	80,000	60,000	0	0
Contributions to (from) Reserves							
D03-420-6801	Rate Stabilization Reserve	(413,200)	(3,460)	(235,250)	0	0	0
D03-420-6821	Health Benefit Rate Stabilization Reserve	(5,350)	0	0	0	0	0
D03-420-6823	Official Plan Review Reserve	(90,160)	(91,650)	(60,000)	0	0	0
D03-420-4123	Official Plan Review Reserve	30,000	60,000	60,000	0	(60,000)	0
	Total Contributions to (from) Reserves	(478,710)	(35,110)	(235,250)	0	(60,000)	0
Net Operating Expenditures		425,990	394,480	521,450	80,000	235,250	521,450

Infrastructure and Planning Services - Planning

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
D03-420-3801	Equipment	7,450	8,900	7,500	0	0	7,500
Category	Total Capital Expenditures	7,450	8,900	7,500	0	0	7,500
	Net Capital Expenditures	7,450	8,900	7,500	0	0	7,500
	Total Departmental Requirement	433,440	403,380	528,950	80,000	235,250	528,950

Infrastructure and Planning Services - Fleet and Facilities

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D03-110-3805	Pickups (2022 / 2023)	0	130,960	0	0	0	0
D03-110-3805	Pickups - ½ Ton	136,000	167,300	360,000	0	102,170	257,830
D03-110-3805	Pickups - ¾ Ton	75,000	71,450	160,000	0	56,420	103,580
D03-110-3805	Pickups - 1½ Ton	200,000	30,660	345,000	0	222,280	122,720
D03-110-3805	Panel Van	80,000	16,110	0	0	0	0
D03-110-3805	Bucket Truck	400,000	0	400,000	0	400,000	0
D03-110-3805	Crash Truck	255,000	0	505,000	0	476,000	29,000
D03-110-3805	Tandem Dump Trucks (2022)	0	710,000	0	0	0	0
D03-110-3805	Tandem Dump Trucks (2024)	800,000	0	1,700,000	0	1,339,700	360,300
D03-110-3805	Tandem Dump Trucks (Prior Year 2023 Retrofits)	360,000	0	360,000	0	360,000	0
D03-110-3873	Mower (Bush Hog)	30,000	38,980	0	0	0	0
D03-110-3873	Mower (Lawn)	0	0	28,480	0	10,040	18,440
D03-110-3873	Tractor	135,000	150,260	0	0	0	0
D03-110-3899	Paint Truck	0	0	1,000,000	0	438,320	561,680
D03-110-3899	West End Loader	416,000	366,340	0	0	0	0
D03-110-3899	PIT Loader	0	0	400,000	0	237,840	162,160
D03-110-3899	West Pike Loader	0	0	400,000	0	0	400,000
D03-110-3899	Trailer (4)	0	0	74,500	0	42,380	32,120
D03-110-3899	Lawn Tractor	28,000	20,290	0	0	0	0
D03-110-3899	Boom Mower	160,000	159,870	0	0	0	0
D03-110-3899	Wood Chipper	0	0	135,000	0	33,910	101,090
D03-110-3899	Hoist (4)	0	0	14,660	0	0	14,660
D03-110-3899	5 Ton Gantries Crane (2)	0	0	15,340	0	0	15,340
D03-110-3899	Miscellaneous Equipment	50,000	50,000	50,000	0	0	50,000
D03-110-3802	Welding / Parts Room Renovation	0	0	50,000	0	50,000	0
D03-110-3802	Salt Dome Maintenance Program	0	0	25,000	0	25,000	0
D03-110-3802	Door Replacements	0	11,210	0	0	0	0
D03-410-3830	Design - Civic Centre	40,000	75,000	80,000	0	80,000	0
D03-410-3833	Construction - Administration Office (Phase 1)	0	160,000	0	0	0	0
D03-410-3834	Construction - Suite 215 & Cafeteria (Phase 2)	1,800,000	2,264,600	0	0	0	0
D03-410-3835	Demo & Construction - Committee Rooms (Phase 3)	2,000,000	1,000,000	2,500,000	0	2,500,000	0
Category	Total Capital Expenditures	6,965,000	5,423,030	8,602,980	0	6,374,060	2,228,920
Recoveries							
D03-110-6750	Sale of Surplus Equipment	254,000	138,860	308,600	308,600	0	0
D03-110-6799	Miscellaneous	0	8,000	0	0	0	0
Category	Total Recoveries	254,000	146,860	308,600	308,600	0	0

Infrastructure and Planning Services - Fleet and Facilities

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Contributions to (from) Reserves							
D03-110-4110	Capital Reserve - Surplus Equipment	254,000	138,860	308,600	0	(308,600)	0
D03-110-4110	Capital Reserve - Asset Management	1,200,000	1,200,000	1,200,000	0	(1,200,000)	1,200,000
D03-110-6810	Capital Reserve - Equipment	(1,448,500)	(150,100)	(3,719,060)	0	0	0
D03-110-6810	Capital Reserve - Facilities	(3,840,000)	(3,510,810)	(2,655,000)	0	0	0
Category	Total Contributions to (from) Reserves	(3,834,500)	(2,322,050)	(4,865,460)	0	(1,508,600)	1,200,000
Total Departmental Requirement		2,876,500	2,954,120	3,428,920	308,600	4,865,460	3,428,920



Essex County Library





Essex County Library

Service Delivery Promise

The Essex County Library (ECL) is the community's connection to information resources and services for residents living in the 7 local municipalities within the County of Essex.

ECL is governed by the Essex County Library Board and its Mission is to create a space of discovery for all at the heart of our communities.

It is the vision of the Essex County Library to be a trusted community partner, enriching the lives of residents by providing responsive services and creating connections to information, entertainment, and knowledge. As a cornerstone of our County, the Library fosters engagement and lifelong learning through spaces and services that evolve to meet the needs of the community.



Level of Service Statement

ECL is connecting residents to resources through our community branch locations and through 24/7 online service at www.essexcountylibrary.ca

Town of Amherstburg	Amherstburg Branch
Town of Essex	Essex Branch Harrow Branch McGregor Branch
Town of Kingsville	Cottam Branch Highline Branch (Kingsville) Ruthven Branch
Municipality of Lakeshore	Comber Branch Stoney Point Branch Toldo Branch (Emeryville) Libro Centre Branch (Woodslee)
Town of LaSalle	William Varga Branch (LaSalle)
Municipality of Leamington	Leamington Branch
Town of Tecumseh	Cada Branch (Tecumseh)

Through its 14 branches, the Essex County Library provides direct access to and staffing support for its collections, programs, and services. The 24/7 online service strengthens the library's collections and resources by providing access to its expanding digital content of eBooks, eMagazines and Databases.

Opportunities, Challenges and Risks for 2025

With the new 2025–2030 Strategic Plan setting the course for the next five years, there are several challenges ahead for the Library. These include increasing community engagement with library services; improving accessibility and inclusivity in programming, spaces and collections; and continuing to foster a County-wide culture of lifelong learning.

After a surge in program attendance, the launch of several new products and services, and the successful relaunch of the renovated Cada Branch in Tecumseh, Essex County Library has elevated its public profile in 2024 and paved the way for success in 2025. These 'good news stories' combined with the added clarity and direction provided by a new Strategic Plan presents an opportunity for the Library to expand its reach and relevance in the community.

In 2025, cyber security will become a greater concern than ever before. With cyber attacks on several large, metropolitan libraries across Canada (i.e. Toronto Public Library, Hamilton Public Library, Calgary Public Library, etc.), there is considerable risk to operations through phishing, ransomware and DOS (denial of service) attacks. This requires enhanced training for both the public and library staff to mitigate those risks.

Proposed 2025 Budget Plan

The proposed 2025 Budget includes consideration for the following:

Information Services and Collection

Costs associated with maintaining library collections are impacted by several factors, including inflation in manufacturing costs of physical resources, pricing for content licensing for eResources, and fluctuation of the US exchange rate.

To backstop the library against these inflationary increases, and to ensure collections remain current and viable, the proposed budget includes an increase in material spending of \$46,400.

Staffing Costs

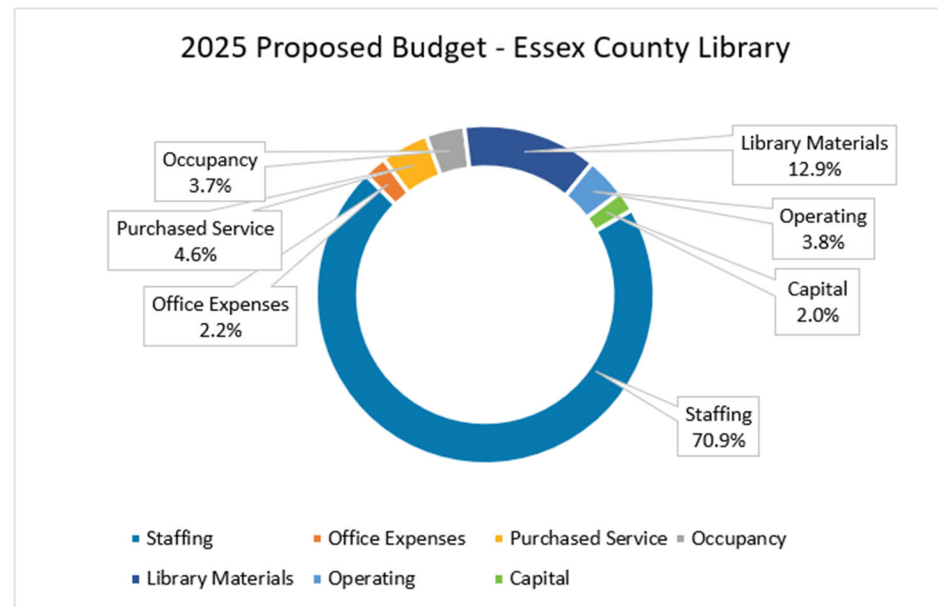
While the proposed 2025 Budget does not include a request to increase the staff complement, negotiated increases for staffing costs and an increase in minimum wage are accounted for. This includes a \$122,800 increase for salary and wages and an increase of \$73,800 in benefits.

Branches

As a component of the Essex County Library Strategic Plan, in 2025 the library will be working towards reinforcing its position as an important space for the community. This will include evaluating the design and furnishing of library spaces to create flexible, welcoming branches that are accessible and modern. Further, with the increased prevalence of air- and surface-borne illnesses (i.e. Covid 19), ensuring that furnishings are bacteria-resistant and made of easy-to-clean textiles has become increasingly important.

In order to replace outdated, damaged and worn furniture with new, easy-to-clean furnishings, an increase of \$30,000 is included in the proposed 2025 Budget.

The graph below illustrates the key areas of proposed 2025 Budget spending at the Essex County Library:



Overall, the proposed 2025 Budget for Essex County Library net of recoveries, totals \$7,006,640 (an increase of \$250,810 (3.71%) over the 2024 Budget of \$6,755,650).

Alignment with Strategic Plan Initiatives

Focusing “Team Essex County” for Results

Included in the ECL Strategic Plan is an increased emphasis on developing partnerships with community and municipal organizations to increase visibility and name recognition.

A Government Working for the People

ECL strives to ensure that all library services, programs and facilities are fully accessible and available to every member of the community, including those with disabilities, language barriers and limited digital access. The Library understands that it needs to be mindful of everyone’s differences and remove barriers wherever possible.

Supporting Dynamic and Thriving Communities Across the County

Access to information is a fundamental component of creating prosperous communities. By ensuring that collections are current, programming is relevant to the needs of the public and that library staff are providing exemplary service, ECL can become an important part of creating an informed and empowered public.

Library Services

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
20-6XX-1101	Full-Time Salaries	2,672,000	2,613,400	2,779,900	0	50,000	2,729,900
20-6XX-1104	Part-Time Hourly	991,600	1,226,800	994,500	0	0	994,500
20-6XX-1105	Students	184,000	0	196,000	0	0	196,000
Category	Total Salaries & Wages	3,847,600	3,840,200	3,970,400	0	50,000	3,920,400
Benefits							
20-6XX-1201	Employment Insurance	64,000	63,900	64,700	0	0	64,700
20-6XX-1202	Canada Pension	190,300	189,900	184,400	0	0	184,400
20-100-1203	OMERS	332,700	332,100	336,600	0	0	336,600
20-6XX-1204	Employer Health Tax	73,600	73,500	69,900	0	0	69,900
20-100-1205	Health Insurance	369,000	385,600	442,200	0	0	442,200
20-100-1206	Group Life Insurance	19,400	17,800	19,400	0	0	19,400
20-100-1207	Long-Term Disability Insurance	66,900	57,500	69,500	0	0	69,500
20-100-1208	Short-Term Disability Insurance	25,300	27,500	29,200	0	0	29,200
20-100-1209	WSIB	12,900	12,900	12,000	0	0	12,000
Category	Total Benefits	1,154,100	1,160,700	1,227,900	0	0	1,227,900
Board Expense							
20-100-2191	Indemnities	9,000	9,000	9,000	0	0	9,000
20-100-2192	Mileage	2,000	2,500	2,000	0	0	2,000
20-100-2193	Conferences	4,000	0	4,000	0	0	4,000
20-100-2199	Strategic Planning	5,000	3,000	0	0	0	0
Category	Total Board Expense	20,000	14,500	15,000	0	0	15,000
Staff Expense							
20-6XX-3001	Mileage	10,000	10,000	12,000	12,000	0	0
20-100-3002	Training	50,000	25,000	30,000	30,000	0	0
20-100-3003	Membership Fees	1,200	2,500	2,500	0	0	2,500
20-6XX-3099	Other	3,000	5,000	7,000	0	0	7,000
Category	Total Staff Expense	64,200	42,500	51,500	42,000	0	9,500

Library Services

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Office Expense							
20-6XX-3101	Telephone	10,700	12,000	12,200	0	0	12,200
20-100-3102	Postage	5,000	5,000	3,000	0	0	3,000
20-6XX-3103	Office Supplies	10,700	11,200	10,200	8,620	0	1,580
20-100-3104	Cataloguing Supplies	15,000	10,000	10,000	0	0	10,000
20-6XX-3203	Copier Lease & Maintenance	25,000	25,000	25,000	0	0	25,000
Category	Total Office Expense	66,400	63,200	60,400	8,620	0	51,780
Purchased Services							
20-100-3301	Consultant Fees	2,500	0	3,500	0	0	3,500
20-100-3302	Audit Fees	5,500	5,500	5,680	0	0	5,680
20-100-3303	Legal Fees	240,000	10,000	40,000	0	20,000	20,000
20-100-3306	Payroll Service	22,000	16,000	14,500	0	4,300	10,200
20-6XX-3320	Communication / Connectivity	105,000	105,000	105,030	0	0	105,030
20-6XX-3322	Janitorial & Maintenance Contracts	187,100	187,100	194,600	0	0	194,600
20-100-3350	Electronic Data Hosting Services	84,500	84,500	81,500	0	0	81,500
Category	Total Purchased Services	646,600	408,100	444,810	0	24,300	420,510
Occupancy							
20-6XX-3401	Repairs & Maintenance - Branches	25,000	30,000	25,000	25,000	0	0
20-6XX-3411	Janitorial & Maintenance Supplies	6,000	6,000	6,000	6,000	0	0
20-6XX-3430	Gas	35,000	35,000	37,100	0	0	37,100
20-6XX-3431	Hydro	135,000	135,000	122,200	0	0	122,200
20-100-3441	Insurance	27,900	26,000	25,650	0	0	25,650
20-100-3450	Facility Lease	88,300	95,400	90,020	0	0	90,020
Category	Total Occupancy	286,200	291,400	274,970	0	0	274,970

Library Services

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Operating							
20-100-3110	Advertising	25,000	25,000	25,000	25,000	0	0
20-100-3202	Computer Maintenance	197,700	197,700	186,580	186,580	0	0
20-100-3602	Delivery Van Maintenance & Fuel	16,500	16,500	16,500	16,500	0	0
20-100-3631	Program & Outreach Supplies	20,000	20,000	25,000	25,000	0	0
Category	Total Operating	259,200	259,200	253,080	253,080	0	0
Category	Total Operating Expenditures	6,375,300	6,115,800	6,329,060	334,700	74,300	5,920,060
Recoveries							
20-100-6202	Provincial Grant	273,600	273,600	273,600	0	0	0
20-100-6318	Provincial Grant - Pay Equity	14,100	14,100	14,100	0	0	0
20-100-6510	Municipal Recoveries - Kingsville	2,500	2,500	2,500	0	0	0
20-100-6630	Lost/Damaged Materials Recovery	5,000	5,000	5,000	0	0	0
20-6XX-6631	Copier Fees	20,000	23,000	23,000	0	0	0
20-100-6740	Book Sales	2,000	1,000	2,000	0	0	0
20-100-6799	Miscellaneous	14,500	14,500	14,500	0	0	0
Category	Total Recoveries	331,700	333,700	334,700	0	0	0
Contributions to (from) Reserves							
20-6XX-6801	Rate Stabilization Reserve	(54,700)	(25,120)	(24,300)	0	0	0
20-6XX-6801	Rate Stabilization Reserve - Surplus / (Deficit)	0	(18,080)	0	0	0	0
20-6XX-6803	Enhanced Service Reserve	(11,500)	(11,500)	0	0	0	0
20-6XX-6821	County Health Benefit Rate Stabilization Reserve	(27,550)	(27,550)	0	0	0	0
20-6XX-6801	County Rate Stabilization Reserve	(250,000)	0	(50,000)	0	0	0
Category	Total Contributions to (from) Reserves	(343,750)	(82,250)	(74,300)	0	0	0
Net Operating Expenditures		5,699,850	5,699,850	5,920,060	334,700	74,300	5,920,060

Library Services

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Library Materials							
20-100-3850	Books - Tangible	392,000	375,000	406,000	0	0	406,000
20-100-3860	Books - Virtual	258,000	253,000	258,000	0	0	258,000
20-100-3851	Periodicals - Tangible	22,000	22,000	32,000	0	0	32,000
20-100-3861	Periodicals - Virtual	30,000	30,000	30,000	0	0	30,000
20-100-3852	Audio Visual Materials - Tangible	55,000	67,000	76,000	0	0	76,000
20-100-3862	Audio Visual Materials - Virtual	130,000	150,000	142,000	0	0	142,000
20-100-3863	Electronic Resources	10,000	10,000	10,000	0	0	10,000
20-100-3864	Bindery	2,000	500	500	0	0	500
20-100-3865	Express and Postage	1,100	1,100	500	0	0	500
Category	Total Library Materials	900,100	908,600	955,000	0	0	955,000
Capital Expenditures							
20-6XX-3801	Furnishings & Equipment	30,000	25,000	60,000	60,000	0	0
20-100-3804	Vehicles	75,000	71,290	0	0	0	0
20-100-3806	Computer Equipment / Software	149,200	149,200	86,000	0	0	86,000
20-6XX-3810	Special Projects	51,000	0	0	0	0	0
20-6XX-3831	Branch Renovations	0	75,000	0	0	0	0
Category	Total Capital Expenditures	305,200	320,490	146,000	60,000	0	86,000
Category	Total Capital Expenditures	1,205,300	1,229,090	1,101,000	60,000	0	1,041,000
Recoveries							
20-6XX-6321	Safe Restart	0	75,000	60,000	0	0	0
Category	Total Recoveries	0	75,000	60,000	0	0	0
Contributions to (from) Reserves							
20-6XX-4115	Vehicle Reserve - Asset Management	15,400	15,400	15,400	0	(15,400)	15,400
20-6XX-4110	Capital Reserve - Asset Management	30,000	30,000	30,000	0	(30,000)	30,000
20-6XX-6815	Vehicle Reserve	(75,000)	(71,290)	0	0	0	0
20-6XX-6801	Rate Stabilization Reserve - Surplus / (Deficit)	0	(3,500)	0	0	0	0
20-6XX-6801	Rate Stabilization Reserve	(51,000)	0	0	0	0	0
20-6XX-6810	Capital Reserve	(68,900)	(68,900)	0	0	0	0
Category	Total Contributions to (from) Reserves	(149,500)	(98,290)	45,400	0	(45,400)	45,400
Net Capital Expenditures		1,055,800	1,055,800	1,086,400	60,000	(45,400)	1,086,400
Total Departmental Requirement		6,755,650	6,755,650	7,006,460	394,700	28,900	7,006,460



General Government





General Government Services

Service Delivery Promise

General Government Services provides leadership, financial planning, risk management and policy direction for the entire Corporation. As a key support division, it works to equip all other departments with the essential tools and information they need to deliver the programs and services set by County Council. This division includes experts in areas like Council Services, Corporate Management, Communications, Legal, Finance, Payroll, IT and Human Resources. The team's goal is to understand the needs of County Council and County departments and turn those needs into clear practices and procedures that not only coordinate efforts across the organization but also ensure compliance with legislation. Ultimately, General Government Services aims to help the Corporation work efficiently and effectively, delivering the best value to taxpayers.



General Government Services - Summary

Category	Description	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget
Operating Expenditures	Council Services	606,800	864,720	902,740
Operating Expenditures	Corporate Management	2,684,730	2,388,420	3,029,200
Operating Expenditures	Financial Services	1,694,900	1,756,450	1,853,500
Operating Expenditures	Information Technology Services	3,261,300	3,068,150	3,724,170
Operating Expenditures	Human Resources	1,432,940	1,617,880	1,867,720
Operating Expenditures	Total	9,680,670	9,695,620	11,377,330
Operating Recoveries	Council Services	16,100	0	0
Operating Recoveries	Corporate Management	100	100	100
Operating Recoveries	Financial Services	4,226,900	12,491,200	5,310,700
Operating Recoveries	Information Technology Services	751,600	607,200	680,300
Operating Recoveries	Human Resources	673,400	673,400	701,600
Operating Recoveries	Total	5,668,100	13,771,900	6,692,700
Contributions to (from) Reserves	Council Services	(10,000)	(265,620)	5,000
Contributions to (from) Reserves	Corporate Management	(249,890)	(165,820)	(190,300)
Contributions to (from) Reserves	Financial Services	1,143,300	9,470,110	1,264,500
Contributions to (from) Reserves	Information Technology Services	(516,300)	(425,800)	(382,200)
Contributions to (from) Reserves	Human Resources	157,500	14,500	55,500
Contributions to (from) Reserves	Total	524,610	8,627,370	752,500
Net Operations	Council Services	580,700	599,100	907,740
Net Operations	Corporate Management	2,434,740	2,222,500	2,838,800
Net Operations	Financial Services	(1,388,700)	(1,264,640)	(2,192,700)
Net Operations	Information Technology Services	1,993,400	2,035,150	2,661,670
Net Operations	Human Resources	917,040	958,980	1,221,620
Net Operations	Total County Responsibility - Operations	4,537,180	4,551,090	5,437,130

General Government Services - Summary

Category	Description	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget
Capital Expenditures	Council Services	0	0	0
Capital Expenditures	Corporate Management	41,400	41,400	56,100
Capital Expenditures	Financial Services	714,500	705,700	621,900
Capital Expenditures	Information Technology Services	343,600	373,600	326,500
Capital Expenditures	Human Resources	163,300	157,300	63,000
Capital Expenditures	Total	1,262,800	1,278,000	1,067,500
Capital Recoveries	Council Services	0	0	0
Capital Recoveries	Corporate Management	0	0	0
Capital Recoveries	Financial Services	888,400	888,500	901,500
Capital Recoveries	Information Technology Services	0	0	0
Capital Recoveries	Human Resources	0	0	0
Capital Recoveries	Total	888,400	888,500	901,500
Contributions to (from) Reserves	Council Services	0	0	0
Contributions to (from) Reserves	Corporate Management	0	0	0
Contributions to (from) Reserves	Financial Services	2,422,000	2,497,300	2,600,500
Contributions to (from) Reserves	Information Technology Services	(126,900)	(156,900)	(94,100)
Contributions to (from) Reserves	Human Resources	(155,000)	(149,000)	(50,000)
Contributions to (from) Reserves	Total	2,140,100	2,191,400	2,456,400
Net Capital	Council Services	0	0	0
Net Capital	Corporate Management	41,400	41,400	56,100
Net Capital	Financial Services	2,248,100	2,314,500	2,320,900
Net Capital	Information Technology Services	216,700	216,700	232,400
Net Capital	Human Resources	8,300	8,300	13,000
Net Capital	Total County Responsibility - Capital	2,514,500	2,580,900	2,622,400
Total County Requirement	Council Services	580,700	599,100	907,740
Total County Requirement	Corporate Management	2,476,140	2,263,900	2,894,900
Total County Requirement	Financial Services	859,400	1,049,860	128,200
Total County Requirement	Information Technology Services	2,210,100	2,251,850	2,894,070
Total County Requirement	Human Resources	925,340	967,280	1,234,620
	Total County Requirement	7,051,680	7,131,990	8,059,530

Council Services



Essex County Council is comprised of the Mayors and Deputy Mayors of the seven (7) member municipalities of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh. County Council is responsible for setting levels of service, establishing the policies governing the operations of the County and providing direction to County Administration. Members of County Council represent taxpayers through participation in meetings, conferences, associations, boards, consultation opportunities and attendance at various events. Their representative role ensures the voice of County taxpayers are translated into services and programs that respond to their needs.

Level of Service Statement

The Budget for Council Services provides support to County Council and includes the remuneration and benefits for Council's fourteen (14) members to participate in meetings of County Council and Committees and Boards of the County. Expenses relating to Council member training, education, meetings, conferences and travel are also provided for in the Budget in accordance with Council approved corporate policies.

In accordance with the *Municipal Act, 2001*, the Budget for Council Services also includes funding to support the contracted services of an Integrity Commissioner.

Opportunities and Challenges for 2025

Continuing to provide opportunities for Council to receive training and attend conferences and workshops that are relevant to their roles will remain a priority for Council Services in 2025.

Ensuring residents and business owners in Essex County have access to County Council information in an accessible format, maintaining engagement with the public and ensuring an open and transparent municipal government are continued goals for 2025.

Proposed 2025 Budget Plan

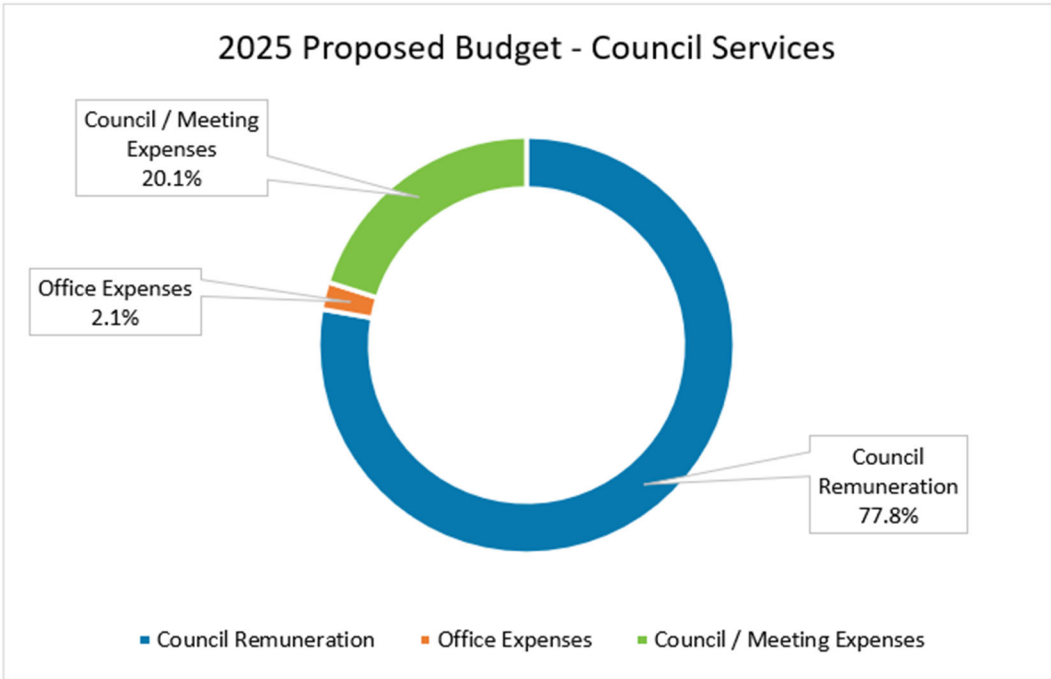
Salaries and related benefits for members of Council have been included at the adjusted rates set by Council in mid-2024, representing an increase for the proposed 2025 Budget. Likewise, there has been an increase in the amount budgeted for conferences and meetings, to align with the updated County Policy related to attendance at conferences by members of Council, Committees and Boards of the County.

There has also been an increase in conference related expenses, as it is anticipated that with the City and County hosting the AMCTO conference in 2025, there will be additional expenses associated with being the host region.

Although the inflation rate has somewhat declined, the proposed 2025 Budget still accounts for an increase in membership costs, anticipated mileage reimbursements and increased costs for closed captioning of County Council meetings.

Finally, the County has traditionally budgeted every 4 years for a reception to celebrate the outgoing Warden and commemorate their service. To normalize the budget for this expense, the proposed 2025 Budget includes an annualized amount to be contributed to reserve throughout the in-between years.

The graph below illustrates the key areas of proposed 2025 Budget spending in Council Services:



Overall, the proposed 2025 Budget for Council Services totals \$907,740 (an increase of \$327,040 (56.32%) over the 2024 Budget of \$580,700).

Alignment with Strategic Plan Initiatives

The proposed 2025 Budget for Council Services aligns with the County's new Strategic Plan in a number of ways, but most notably with the following:

Focusing Team “Essex County” for Results

By providing members of Council and members of Committees and Boards of the County with increased training opportunities, as well as increased opportunities to attend at conferences with other municipal and provincial leaders, Council will be more informed and better positioned to advocate for the needs of its residents.

Promoting Transparency and Awareness

Continuing to meet the County's requirements to make its meetings accessible will promote access to more County residents to participate in reviewing the publicly available Council reports and viewing meetings of County Council.

General Government Services - Council Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Indemnities							
10-560-1101	County Council Salaries & Indemnities	277,500	519,500	520,700	0	0	520,700
10-560-1114	Agency, Board, Committee Indemnities	28,600	28,600	28,700	0	0	28,700
Category	Total Salaries & Indemnities	306,100	548,100	549,400	0	0	549,400
Benefits							
10-560-1202	Canada Pension Plan	11,700	20,600	26,300	0	0	26,300
10-560-1204	Employer Health Tax	6,200	10,920	11,000	0	0	11,000
Category	Total Benefits	17,900	31,520	37,300	0	0	37,300
Warden's Office							
10-560-2109	General Expenses	9,900	7,900	14,900	0	0	14,900
10-560-2101	Telephone	700	1,000	1,000	0	0	1,000
10-560-2102	Meeting Expenses	3,300	3,300	3,300	0	0	3,300
Category	Total Warden's Office	13,900	12,200	19,200	0	0	19,200
Council							
10-560-2110	Meeting Expenses	44,600	28,500	40,300	0	0	40,300
10-560-2111	Accessibility Initiatives	9,000	9,000	9,000	0	0	9,000
10-560-2112	Subscriptions	2,000	2,000	2,300	0	0	2,300
10-560-2113	Municipal Membership Fees	87,700	97,000	95,840	0	0	95,840
10-560-2114	Agenda Software	27,200	25,000	28,600	0	0	28,600
10-560-2115	Mileage - Council Sessions	9,400	9,400	10,600	0	0	10,600
10-560-2116	Mileage - Other	7,800	9,400	4,700	0	0	4,700
10-560-2119	Other	15,900	15,900	5,500	0	0	5,500
Category	Total Council	203,600	196,200	196,840	0	0	196,840
Conferences							
10-560-2125	Mileage - Conferences	3,400	3,400	3,100	0	0	3,100
10-560-2129	Other - Conferences	52,090	63,400	81,900	0	0	81,900
Category	Total Conferences	55,490	66,800	85,000	0	0	85,000
Conferences - Committee							
10-560-2135	Mileage - Committee	600	600	600	0	0	600
10-560-2139	Other - Committee	9,210	9,300	14,400	0	0	14,400
Category	Total Conferences - Committee	9,810	9,900	15,000	0	0	15,000
Category	Total Operating Expenditures	606,800	864,720	902,740	0	0	902,740

General Government Services - Council Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Recoveries						
10-560-6321	Safe Restart	16,100	0	0	0	0	0
Category	Total Recoveries	16,100	0	0	0	0	0
	Contributions to (from) Reserves						
10-560-6801	Rate Stabilization Reserve	(10,000)	(265,620)	5,000	0	(5,000)	5,000
Category	Total Contributions to (from) Reserves	(10,000)	(265,620)	5,000	0	(5,000)	5,000
	Net Operating Expenditures	580,700	599,100	907,740	0	(5,000)	907,740
	Total Departmental Requirement	580,700	599,100	907,740	0	(5,000)	907,740

Corporate Management



Corporate Management reflects the combined operations of the Office of the Chief Administrative Officer (CAO) and the Director of Legislative and Legal Services.

The CAO is responsible for the strategic leadership of the County as well as fulfilling the role of key advisor to Council and the Senior Leadership Team. Meanwhile, the Director of Legislative and Legal Services is responsible for overseeing the Legal Services Division, the Office of the Clerk, the Community Services Division and the Communications and Organizational Development Division. For the purposes of the budget, Community Services is established as a separate service area and excluded from the Corporate Management budget estimates.

With the exception of Community Services, the Legislative and Legal Services Division is tasked with ensuring the County is compliant with its legal obligations, is open and transparent and that the County's message is being communicated to residents and stakeholders.

Level of Service Statement

Corporate Management provides support to all service areas of the Corporation. By providing strategic, legislative, legal and communication advice and supports, these service areas act as the administrative backbone for the Corporation. In the two-tier municipal system, County staff in Corporate Management also strive to be a regional resource to peers at the local level, strengthening intergovernmental relations and sharing ideas and best practices.

Opportunities and Challenges for 2025

The Legislative and Legal Services Department has evolved over the past 25 years in response to changing service level requirements and the need to implement various statutory requirements.

In early 2024, the long-serving Clerk and Director of Legislative and Community Services retired. This resulted in a complete and fulsome service delivery review of the organizational structure of this department.

The external review confirmed that it was appropriate to separate the role of Clerk from the Director role, and also confirming that, given the increasing legal complexities of the department, the Director should be a lawyer.

Since early 2024, the Clerk role performs the statutory duties assigned under the *Municipal Act, 2001*, and oversees Council Services, records management, Municipal Freedom of Information and Protection of Privacy matters, and accessibility programs.

Legal Services will continue to have a heavy workload in 2025, as the County road network continues to expand, resulting in further property acquisitions. In addition, ongoing matters being dealt with before the Ontario Land Tribunal, administration of claims, the review of procurement contracts and various other legal matters will require significant resources. In 2025, the vacant solicitor position created by the realignment of the Director role with the County Solicitor role will be filled, which will assist to address the rising demand on internal legal services.

As is prevalent within many service areas, recruitment and retention of staff are ongoing concerns. Ensuring our workforce is engaged and informed is a continuous challenge for our Communications and Organizational

Development team. Similarly, ensuring that the public is kept informed of Corporate initiatives and providing opportunities for public input is a priority.

Ensuring the day-to-day needs of the County are being met and ensuring that the goals outlined in the County's new Strategic Plan are being implemented will be key priorities for 2025 and beyond.

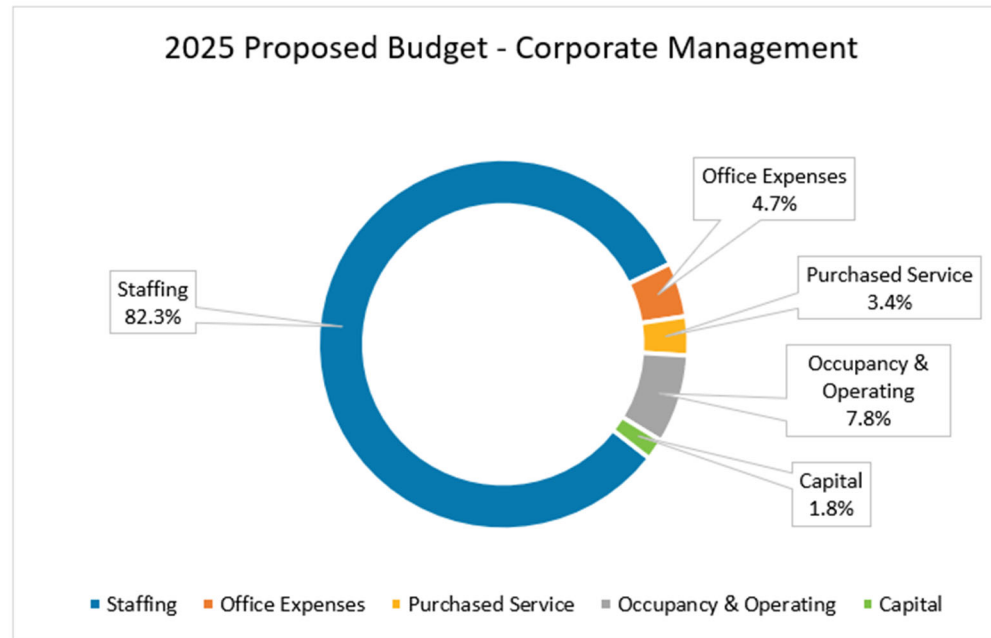
Proposed 2025 Budget Plan

In addition to increased wages and benefits resulting from the recent market survey, inflation has also affected the rates charged for training, conferences and resource material subscriptions.

In 2024, Records Management and Legal Services found summer student positions to be of great benefit. As such, the Department will continue to supplement their human resources through the continued use of summer students by securing two students for 2025, with these positions to be funded from reserve.

Additional internal corporate allocations for insurance and occupancy costs are also reflected in the proposed 2025 Budget.

The graph on the following page illustrates the key areas of proposed 2025 Budget spending in Corporate Management:



Overall, the proposed 2025 Budget for Corporate Management, net of recoveries, totals \$2,894,900 (an increase of \$418,760 (16.9%) over the 2024 Budget of \$2,476,140). The bulk of this increase is related to obligations related to wages and benefits.

Alignment with Strategic Plan Initiatives

The proposed 2025 Budget for Corporate Management aligns with the County's new Strategic Plan in a number of ways, but most notably with the following:

Focusing "Team Essex County" for Results/Being an Employer with Impact/Promoting Transparency and Awareness

The Corporate Management Group, especially through the Office of the CAO and the Office of the Clerk, continue to facilitate regional groups to address common needs and concerns at the CAO and Clerk level. Additionally, the Clerk continues to lead efforts locally to harmonize records management standards and ensure the County is continuing to work towards meetings accessibility requirements.

General Government Services - Corporate Management

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
10-510-1101	Full-Time Salaries	1,610,000	1,409,980	1,797,500	100	45,700	1,751,700
10-510-1105	Students	25,900	25,900	30,400	0	30,400	0
Category	Total Salaries & Wages	1,635,900	1,435,880	1,827,900	100	76,100	1,751,700
Benefits							
10-510-1201	Employment Insurance	19,500	17,120	19,200	0	600	18,600
10-510-1202	Canada Pension Plan	60,600	53,200	56,500	0	1,400	55,100
10-510-1203	OMERS	169,400	148,690	210,900	0	6,900	204,000
10-510-1204	Employer Health Tax	31,800	27,920	35,700	0	600	35,100
10-510-1205	Health Insurance	122,000	92,660	101,900	0	3,900	98,000
10-510-1206	Group Insurance	9,500	8,070	9,700	0	300	9,400
10-510-1207	Long-Term Disability Insurance	24,300	19,730	24,700	0	800	23,900
10-510-1208	Short-Term Disability Insurance	14,500	9,610	11,600	0	300	11,300
10-510-1209	WSIB	7,000	7,000	7,100	0	400	6,700
Category	Total Benefits	458,600	384,000	477,300	0	15,200	462,100
Staff Expense							
10-510-3001	Mileage	4,000	4,000	4,000	0	0	4,000
10-510-3002	Training & Conferences	53,300	53,300	89,300	0	0	89,300
10-510-3003	Membership Fees	17,000	17,000	20,800	0	0	20,800
10-510-3099	Other	1,000	1,400	2,300	0	0	2,300
Category	Total Staff Expense	75,300	75,700	116,400	0	0	116,400
Office Expense							
10-510-3101	Telephone	5,300	5,300	5,300	0	0	5,300
10-510-3102	Office Supplies	9,000	6,000	9,000	0	0	9,000
10-510-3105	Subscriptions & Reference Material	9,200	12,800	23,400	0	0	23,400
10-510-3199	Other	1,000	1,000	1,000	0	0	1,000
Category	Total Office Expense	24,500	25,100	38,700	0	0	38,700
Lease & Maintenance							
10-510-3202	Computer Maintenance	66,580	42,580	71,800	0	0	71,800
10-510-3203	Copier Lease & Maintenance	2,600	4,400	3,200	0	0	3,200
10-510-3602	Vehicle Operations	5,500	5,500	4,000	0	0	4,000
Category	Total Lease & Maintenance	74,680	52,480	79,000	0	0	79,000

General Government Services - Corporate Management

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Purchased Services							
10-510-3301	Consultant Fees	100,000	100,000	105,000	0	75,000	30,000
10-510-3303	Legal Fees	2,000	0	0	0	0	0
Category	Total Purchased Services	102,000	100,000	105,000	0	75,000	30,000
Occupancy							
10-510-3441	Insurance	19,050	24,600	27,400	0	0	27,400
10-510-3450	Facility Lease	148,800	148,760	211,900	0	0	211,900
Category	Total Occupancy	167,850	173,360	239,300	0	0	239,300
Corporate Communication							
10-510-3110	Corporate Advertising	22,500	22,500	32,500	0	0	32,500
10-510-3655	Communication / Employee Engagement	123,400	119,400	113,100	0	24,000	89,100
Category	Total Corporate Communication	145,900	141,900	145,600	0	24,000	121,600
Category	Total Operating Expenditures	2,684,730	2,388,420	3,029,200	100	190,300	2,838,800
Recoveries							
10-510-6799	Miscellaneous	100	100	100	0	0	0
Category	Total Recoveries	100	100	100	0	0	0
Contributions to (from) Reserves							
10-510-6801	Rate Stabilization Reserve	(231,040)	(165,820)	(190,300)	0	0	0
10-510-6821	Health Benefit Rate Stabilization Reserve	(18,850)	0	0	0	0	0
Category	Total Contributions to (from) Reserves	(249,890)	(165,820)	(190,300)	0	0	0
Net Operating Expenditures		2,434,740	2,222,500	2,838,800	100	190,300	2,838,800

General Government Services - Corporate Management

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
10-510-3801	Equipment	41,400	41,400	56,100	0	0	56,100
Category	Total Capital Expenditures	41,400	41,400	56,100	0	0	56,100
	Net Capital Expenditures	41,400	41,400	56,100	0	0	56,100
	Total Departmental Requirement	2,476,140	2,263,900	2,894,900	100	190,300	2,894,900

Financial Services



The Financial Services Department plays a crucial role in maintaining the County's strong financial position. Under the leadership of the Director of Financial Services/Treasurer, the team is responsible for managing the County's finances, overseeing procurement and addressing risk management. These efforts ensure that resources are utilized effectively, supporting the delivery of dynamic services to the community.

Finance

The Finance team handles the County's financial planning, budgeting and reporting, ensuring that everything stays on track. Cash flow and investments are managed with a focus on the wise and secure use of the County's funds. Additionally, payroll and employee benefits are overseen to ensure staff are compensated promptly and have the necessary support.

The team develops the County's budget in alignment with service priorities, allowing for preparation for future needs. Investment of County funds are approached with care to strike a balance between safety and return, while financial reporting is ensured to be accurate and compliant with regulations. A close watch is also kept on payroll and benefits administration to maintain smooth operations for employees.

Procurement

The Procurement team is dedicated to securing the goods and services essential for the County's effective operation. The focus is on delivering value for money through a fair and transparent process that adheres to all regulatory requirements. By collaborating closely with various departments, the team facilitates their needs without unnecessary delays and fosters strong partnerships with suppliers to ensure seamless operations.

Risk Management

Risk management is integrated into the daily functions of both the Finance and Procurement teams. This commitment to protecting the County involves identifying potential risks and implementing plans to address them. This includes managing insurance coverage and taking proactive measures to prevent losses. Adequate insurance is ensured, efforts are made to minimize risk exposure and assistance is provided in developing contingency plans to maintain service continuity during unforeseen events.

Level of Service Statement

The Financial Services Department supports all departments of the County, including Community Services, Sun Parlor Home, Emergency Services, Infrastructure and Planning Services, the Essex County Library and other General Government Services departments. Our team provides financial, procurement and risk management support to keep County operations running smoothly. We actively collaborate with local partners to share best practices and enhance relationships throughout the County.

Opportunities and Challenges for 2025

2025 brings several opportunities for advancing the County's operational efficiency and financial management practices. One of the major highlights is the scheduled implementation of the new Human Resources Information System (HRIS) in July. This system will greatly enhance payroll processes, automating many manual tasks and providing better integration between the Finance and Human Resources departments. The HRIS is expected to increase accuracy and save valuable time for staff, allowing them to focus on more strategic activities. The collaboration between Finance and HR has been vital in making this a reality and we are excited to see the benefits of this streamlined approach take effect across the organization.

In the proposed 2025 Budget, we have allocated funds to purchase new budgeting software which will help modernize the way we plan and manage County finances. By reducing manual processes, the software will provide staff with more time to focus on value-added tasks such as financial analysis and strategic planning. This will enhance our ability to respond quickly to budgetary changes and improve our overall financial planning.

In 2025, the County's Asset Management Plan (AMP) will be updated to meet the new Ontario regulations with a July 1, 2025 deadline. The AMP will establish clearly defined Levels of Service (LOS) for each asset category, detailing current service levels and proposed targets aligned with the County's objectives. It will also include a financial strategy outlining the costs of maintaining, rehabilitating and replacing infrastructure, along with funding sources necessary to sustain these service levels. We will work closely with departments to ensure the AMP is ready for Council approval by mid-2025, enabling us to support long-term sustainability and effective service delivery.

In addition to these initiatives, Financial Services will continue to assist other departments with provincial financial reporting and grant applications. While there are no new reporting requirements for 2025 at this time, our team's expertise in financial reporting and data analysis will be key to supporting the County's efforts in securing external funding, which helps reduce pressure on the operating budget.

Challenges remain in areas like procurement, where we expect to face ongoing pressure to ensure the best value for money. Though inflation appears to be stabilizing, many vendors have not yet adjusted their prices, and negotiating fair pricing will be a continued focus. Our team will remain attentive in securing cost-effective solutions while maintaining service quality.

Proposed 2025 Budget Plan

The proposed 2025 Budget reflects our commitment to addressing the County's operational needs while continuing to plan for long-term growth and financial sustainability. Central to this plan is the funding for the new HRIS system and budgeting software. These two systems will have a transformative impact on our financial processes, improving accuracy and efficiency and freeing up resources for other tasks. Both investments are designed to deliver long-term savings by reducing administrative burdens and optimizing staff workloads.

A key focus for 2025 is ensuring that the County's infrastructure assets are managed effectively. The AMP will require continued investment to meet our internal spending goals for core and non-core infrastructure. We will also continue to incorporate long-term strategies for maintaining service levels in the budget.

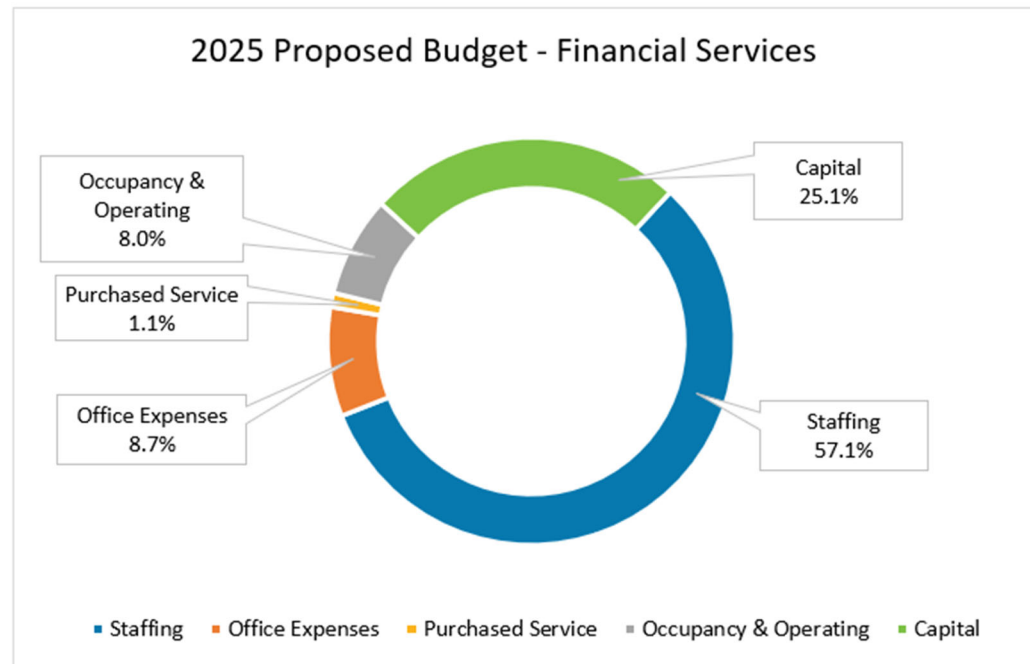
On the EMS front, while the purchase of land for the new base did not occur in 2024 as planned, the acquisition remains a priority in 2025. This investment is critical for expanding our Emergency Services infrastructure and meeting the growing demand for EMS services across the County.

The department is proposing an increase to the Insurance Deductibles line item, which will cover any deductible costs associated with property damage. This adjustment will align the budget with the actual cost of the deductible. If the funds are not utilized, any surplus will be redirected to the Insurance Reserve for potential future use.

Lastly, procurement processes will remain unchanged for 2025 as the revised policy came into effect in February 2024. Our focus will continue to be on driving cost efficiencies and ensuring that every dollar spent delivers maximum value for the County. With inflation stabilizing, we will work closely with vendors to ensure pricing reflects current market conditions, which may lead to some challenges as suppliers adjust to the new economic environment.

The proposed budget strikes a balance between investing in key systems and infrastructure while carefully managing operational costs to ensure the County's financial health remains strong in the coming years.

The following graph illustrates the key areas of proposed 2025 Budget spending in Financial Services:



Overall, the proposed 2025 Budget for Financial Services, net of recoveries, totals \$128,200 (a decrease of \$731,200 (85.1%) over the 2024 Budget of \$859,400).

Alignment with Strategic Plan Initiatives

As we move into 2025, Financial Services proposed initiatives and budget planning align closely with the strategic priorities established by County Council in December 2023.

Working as Team Essex County

By investing in the new Human Resources Information System (HRIS) and new budgeting software (if approved), the focus is on fostering a collaborative environment that embodies the essence of "Team Essex County."

Streamlining payroll processes not only enhances efficiency but also strengthens the integration between Finance and HR, allowing for a concentrated effort on delivering results for the community.

Providing Reliable Infrastructure for Partners

The commitment to providing reliable infrastructure is underscored by the work on the Asset Management Plan (AMP). While recognizing that there are gaps in spending within the AMP, the proposed budget includes funding to begin addressing these deficiencies. This proactive approach ensures alignment with updated Ontario regulations, contributing to the creation of a more sustainable infrastructure for the future. However, it is understood that Council may consider reducing these funds if there is a desire to lower the tax rate, and alternatives will be prepared for discussion to maintain essential services without overburdening taxpayers.

A Government Working for the People

Support for grant applications demonstrates a dedication to making a government that truly works for the people. By assisting other departments in securing external funding, the aim is to enhance the overall success of the County's initiatives and ensure that the community benefits from available resources. This emphasis on transparency and collaboration not only builds trust but also promotes awareness of efforts to enhance public service.

General Government Services - Financial Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
10-520-1101	Full-Time Salaries	933,600	1,029,400	1,060,100	1,001,600	58,500	0
Category	Total Salaries & Wages	933,600	1,029,400	1,060,100	1,001,600	58,500	0
Benefits							
10-520-1201	Employment Insurance	12,900	12,900	12,600	11,400	1,200	0
10-520-1202	Canada Pension Plan	38,300	38,300	38,100	35,000	3,100	0
10-520-1203	OMERS	98,700	98,800	117,600	112,300	5,300	0
10-520-1204	Employer Health Tax	18,200	18,600	20,700	19,600	1,100	0
10-520-1205	Health Insurance	73,800	68,600	66,000	66,000	0	0
10-520-1206	Group Insurance	5,400	6,800	6,100	6,100	0	0
10-520-1207	Long-Term Disability Insurance	13,600	13,600	14,700	14,600	100	0
10-520-1208	Short-Term Disability Insurance	7,800	6,700	9,000	8,900	100	0
10-520-1209	WSIB	4,300	4,700	4,400	4,100	300	0
Category	Total Benefits	273,000	269,000	289,200	278,000	11,200	0
Staff Expense							
10-520-3001	Mileage	2,000	4,000	2,000	2,000	0	0
10-520-3002	Training & Conferences	44,900	37,700	50,700	50,700	0	0
10-520-3003	Membership Fees	7,800	7,800	8,000	8,000	0	0
10-520-3099	Other	3,000	2,500	3,000	3,000	0	0
Category	Total Staff Expense	57,700	52,000	63,700	63,700	0	0
Office Expense							
10-520-3101	Telephone	6,700	6,700	6,800	6,800	0	0
10-520-3102	Postage	4,000	4,000	4,000	4,000	0	0
10-520-3103	Office Supplies	8,100	6,850	6,100	6,100	0	0
10-520-3199	Other	6,300	7,500	3,900	3,900	0	0
Category	Total Office Expense	25,100	25,050	20,800	20,800	0	0
Lease & Maintenance							
10-520-3201	Office Equipment Lease & Maintenance	2,200	2,200	1,300	1,300	0	0
10-520-3202	Computer Maintenance	4,400	4,400	123,500	123,500	0	0
10-520-3203	Copier Lease & Maintenance	3,400	3,400	3,400	3,400	0	0
Category	Total Lease & Maintenance	10,000	10,000	128,200	128,200	0	0

General Government Services - Financial Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Purchased Services							
10-520-3301	Consultant Fees	110,000	85,000	10,000	10,000	0	0
10-520-3302	Audit Fees	17,000	17,000	17,500	15,000	2,500	0
Category	Total Purchased Services	127,000	102,000	27,500	25,000	2,500	0
Occupancy							
10-520-3441	Insurance	115,500	122,000	19,500	19,500	0	0
10-520-3442	Insurance Claims & Deductibles	10,000	10,000	50,000	50,000	0	0
10-520-3450	Facility Lease	88,600	88,600	128,100	128,100	0	0
Category	Total Occupancy	214,100	220,600	197,600	197,600	0	0
Financial							
10-520-3502	Bank Charges	500	500	3,000	3,000	0	0
10-520-3505	Credit Rating Service	25,300	26,300	28,000	28,000	0	0
10-520-3306	Payroll Services	28,000	21,000	35,000	24,700	10,300	0
Category	Total Financial	53,800	47,800	66,000	55,700	10,300	0
Operating							
10-520-3622	Emergency & Pandemic Supplies	600	600	400	400	0	0
Category	Total Operating	600	600	400	400	0	0
Category	Total Operating Expenditures	1,694,900	1,756,450	1,853,500	1,771,000	82,500	0
Recoveries							
10-520-6321	Safe Restart	0	0	400	0	0	0
10-520-6501	Administration - EMS	972,200	989,200	1,006,500	0	0	0
10-520-6502	Administration - EWSWA	209,000	209,000	217,400	0	0	0
10-520-6503	Administration - Community Services	35,700	35,700	36,400	0	0	0
10-520-6701	Interest Income	3,000,000	11,230,000	3,850,000	3,539,700	0	(2,192,700)
10-520-6799	Miscellaneous	10,000	27,300	200,000	0	0	0
Category	Total Recoveries	4,226,900	12,491,200	5,310,700	3,539,700	0	(2,192,700)

General Government Services - Financial Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Contributions to (from) Reserves							
10-520-4122	Insurance Reserve	15,000	15,000	0	0	0	0
10-520-6821	Health Benefit Rate Stabilization Reserve	(3,900)	0	0	0	0	0
10-520-6801	Rate Stabilization Reserve	(214,800)	(121,890)	(82,500)	0	0	0
10-520-68XX	Various Reserves - Interest	1,347,000	9,577,000	1,347,000	0	(1,347,000)	0
Category	Total Contributions to (from) Reserves	1,143,300	9,470,110	1,264,500	0	(1,347,000)	0
Net Operating Expenditures		(1,388,700)	(1,264,640)	(2,192,700)	5,310,700	(1,264,500)	(2,192,700)
Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
10-520-3401	Repairs & Maintenance - EMS Bases	30,000	30,000	30,000	0	30,000	0
10-520-3801	Equipment	14,500	14,500	91,900	0	71,000	20,900
10-520-3810	Payroll/HR Integrated Software Conversion	170,000	161,200	0	0	0	0
10-520-3820	General Capital - EMS Bases	500,000	500,000	500,000	0	500,000	0
Category	Total Capital Expenditures	714,500	705,700	621,900	0	601,000	20,900
Recoveries							
10-520-6710	Rental Income - EMS Bases	888,400	888,500	901,500	901,500	0	0
Category	Total Recoveries	888,400	888,500	901,500	901,500	0	0
Contributions to (from) Reserves							
10-520-4110	Capital Reserve - Asset Management	200,000	200,000	200,000	0	(200,000)	200,000
10-520-4110	Capital Reserve - Facility Asset Renewal	2,100,000	2,100,000	2,100,000	0	(2,100,000)	2,100,000
10-520-4110	Capital Reserve - EMS Base Rent	822,000	888,500	901,500	0	(901,500)	0
10-520-6801	Rate Stabilization Reserve	(170,000)	(161,200)	(71,000)	0	0	0
10-520-6810	Capital Reserve - EMS Base Renewal	(30,000)	(30,000)	(30,000)	0	0	0
10-520-6810	Capital Reserve	(500,000)	(500,000)	(500,000)	0	0	0
Category	Total Contributions to (from) Reserves	2,422,000	2,497,300	2,600,500	0	(3,201,500)	2,300,000
Net Capital Expenditures		2,248,100	2,314,500	2,320,900	901,500	(2,600,500)	2,320,900
Total Departmental Requirement		859,400	1,049,860	128,200	6,212,200	(3,865,000)	128,200

Information Technology Services



The Information Technology (IT) Services department is instrumental in delivering technical support and strategic guidance for the County's technological and risk management needs.

In 2024, the Information Technology team became an independent department within the County of Essex. This significant step marks the beginning of the County's digital transformation journey, aligning the organization with a modern structure. As a standalone department, IT is now better positioned to support the County of Essex team in achieving strategic goals and objectives.

As organizations continue the digital transformation process, the importance of data is becoming increasingly significant. Data as a whole has the ability for organizations to make sound, fast, informed decisions about services that matter to the constituents. Cyber threats are built to access, control and weaponize data against the organizations that are the rightful owners due to its value.

In 2025, we look to establishing a path for continuing the modernization process. The County IT department will be focused on continuing to move to the cloud and moving email to Microsoft 365. Additionally, the department will be working on refining internal processes that help the organization realize some efficiency improvements.

The collaborative expertise of the Department serves to enable the business of the County ensuring alignment with its strategic objectives. In 2025, the department will be looking to partner with other business units to ensure that systems and solutions are considered more holistically.

Level of Service Statement

IT Services provides support to all departments of the County, including Community Services, Sun Parlor Home, Emergency Services, Infrastructure and Planning Services, the Essex County Library and other General Government Services departments. By providing information technology advice and supports, the Department forms an important part of the administrative backbone for the County. In the two-tier municipal system, County staff in the Department also strive to be a regional resource to peers at the local level, strengthening intergovernmental relations and sharing ideas and best practices. Additionally, the department is engaged in working with other counties and public sector entities across the region.

Opportunities and Challenges for 2025

In the upcoming year, the department is committed to advancing its initiatives by prioritizing the implementation of additional recommendations highlighted in the Service Delivery Review (SDR) that was completed at the end of 2023. This strategic approach involves elevating our IT services to meet industry standards observed in other municipalities. Moreover, the department aims to proactively address emerging challenges and seize opportunities for continuous improvement.

In 2024, the department was successfully divided from Financial Services, hired a Project Manager in March and onboarded the Director of IT in July. For 2025, the department will be further implementing recommendations from the SDR. The department will continue building capabilities by hiring a Business Analyst mid-year, if approved through the 2025 Budget process.

Proposed 2025 Budget Plan

Aligning the department to the goals and objectives of the Strategic Plan continues to set the framework of the proposed 2025 Budget. The SDR provided some high-level recommendations that will help guide the alignment of the department to the County's long-term goals.

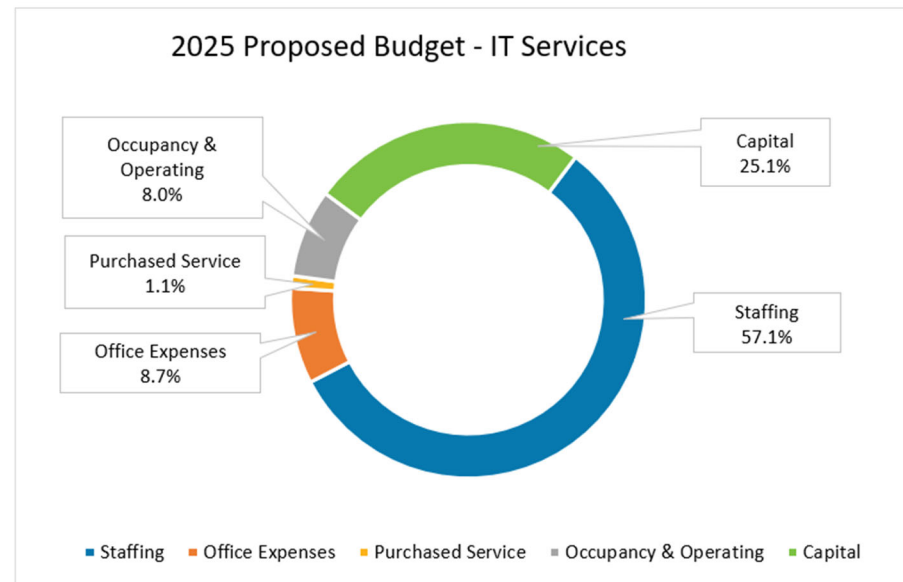
With the Project Manager and Director in place, the proposed 2025 Budget includes hiring a Business Analyst to help the organization analyze business processes and technology solutions to ensure they are aligned and provide the best business value to the organization. In alignment with the Strategic Priorities to improve customer service, it is important to ensure technology solutions are providing the best value to help reduce costs as the County continues to grow.

In 2025, we anticipate realizing the benefits of a centralized Information Technology Department. With multiple departments initiating digital transformation projects in 2025 and beyond, the County's IT department can begin having a line of sight to ensure those systems and projects are integrated to work together.

The Information Technology department will be continuing its move to the cloud as we continue efforts on adopting Microsoft 365 and supporting other departments as they implement their technology projects.

Overall, 2025 will be an exciting year for the IT department as we continue to work with the recommendations from the SDR, and implement technology the County has long been waiting for.

The graph on the following page illustrates the key areas of proposed 2025 Budget spending in Information Technology Services:



Overall, the proposed 2025 Budget for Information Technology Services, net of recoveries, totals \$2,894,070 (an increase of \$683,970, (31%) over the 2024 Budget of \$2,210,100).

Alignment with Strategic Plan Initiatives

The IT Department's proposed 2025 Budget is designed to be aligned with the Strategic Goals and Directions of the County of Essex.

Harmonizing Action for Growth

The IT Department will be continuing to transform its operations and expand its capabilities. Our growth will help our efforts for Harmonizing Action for Growth as we review existing digital solutions and evaluate new opportunities.

Scaling Sustainable Solutions

The IT team will be guided by the principle of continuous improvement in support of our Scaling Sustainable Solutions goal, reviewing internal processes to enhance the customer experience, while also collaborating with other departments to implement solutions based on industry best practices.

General Government Services - Information Technology Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
10-530-1101	Full-Time Salaries	930,700	912,900	1,098,000	0	0	1,098,000
10-530-1105	Students	75,900	75,900	64,500	0	64,500	0
Category	Total Salaries & Wages	1,006,600	988,800	1,162,500	0	64,500	1,098,000
Benefits							
10-530-1201	Employment Insurance	13,000	13,000	15,100	0	1,300	13,800
10-530-1202	Canada Pension Plan	39,800	39,800	46,100	0	3,400	42,700
10-530-1203	OMERS	87,500	94,900	122,600	0	5,800	116,800
10-530-1204	Employer Health Tax	16,900	17,900	22,700	0	1,300	21,400
10-530-1205	Health Insurance	70,500	60,800	82,200	0	0	82,200
10-530-1206	Group Insurance	4,800	6,100	6,600	0	0	6,600
10-530-1207	Long-Term Disability Insurance	11,500	12,100	15,300	0	0	15,300
10-530-1208	Short-Term Disability Insurance	7,000	5,900	9,600	0	0	9,600
10-530-1209	WSIB	4,200	4,100	5,200	0	300	4,900
Category	Total Benefits	255,200	254,600	325,400	0	12,100	313,300
Staff Expense							
10-530-3001	Mileage	4,000	2,000	4,000	0	0	4,000
10-530-3002	Training & Conferences	42,300	30,300	48,800	0	12,000	36,800
10-530-3003	Membership Fees	900	900	900	0	0	900
10-530-3099	Other	2,000	1,500	2,000	0	0	2,000
Category	Total Staff Expense	49,200	34,700	55,700	0	12,000	43,700
Office Expense							
10-530-3101	Telephone	7,800	7,800	10,170	0	0	10,170
10-530-3103	Office Supplies	2,900	1,650	2,900	0	0	2,900
10-530-3107	Computer Supplies	9,000	6,000	9,000	0	0	9,000
10-530-3199	Other	500	500	500	0	0	500
Category	Total Office Expense	20,200	15,950	22,570	0	0	22,570
Lease & Maintenance							
10-530-3202	Computer Maintenance	1,157,400	1,006,400	1,295,200	0	53,100	1,242,100
10-530-3203	Copier Lease & Maintenance	2,100	2,100	1,600	0	0	1,600
Category	Total Lease & Maintenance	1,159,500	1,008,500	1,296,800	0	53,100	1,243,700
Purchased Services							
10-530-3301	Consultant Fees	169,500	164,500	315,500	0	155,000	160,500
10-530-3304	GIS - Computer Maintenance	287,800	287,800	249,200	0	85,500	163,700
10-530-3320	Regional Communication	247,900	247,900	233,500	0	0	233,500
Category	Total Purchased Services	705,200	700,200	798,200	0	240,500	557,700

General Government Services - Information Technology Services

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Occupancy							
10-530-3450	Facility Lease	65,400	65,400	63,000	0	0	63,000
Category	Total Occupancy	65,400	65,400	63,000	0	0	63,000
Category	Total Operating Expenditures	3,261,300	3,068,150	3,724,170	0	382,200	3,341,970
Recoveries							
10-530-6504	IT Support Allocation - Sun Parlor Home	98,900	98,900	103,200	0	0	103,200
10-530-6505	IT Maintenance Allocation	652,700	508,300	577,100	0	0	577,100
Category	Total Recoveries	751,600	607,200	680,300	0	0	680,300
Contributions to (from) Reserves							
10-530-6821	Health Benefit Rate Stabilization Reserve	(6,700)	0	0	0	0	0
10-530-6801	Rate Stabilization Reserve	(509,600)	(425,800)	(382,200)	0	0	0
Category	Total Contributions to (from) Reserves	(516,300)	(425,800)	(382,200)	0	0	0
Net Operating Expenditures		1,993,400	2,035,150	2,661,670	0	382,200	2,661,670
Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
10-530-3801	Equipment	292,400	322,400	274,100	0	94,100	180,000
10-530-3808	Aerial Photography	51,200	51,200	52,400	0	0	52,400
Category	Total Capital Expenditures	343,600	373,600	326,500	0	94,100	232,400
Contributions to (from) Reserves							
10-530-6810	Capital Reserve	(126,900)	(156,900)	(94,100)	0	0	0
Category	Total Contributions to (from) Reserves	(126,900)	(156,900)	(94,100)	0	0	0
Net Capital Expenditures		216,700	216,700	232,400	0	94,100	232,400
Total Departmental Requirement		2,210,100	2,251,850	2,894,070	0	476,300	2,894,070

Human Resources



The Human Resources (HR) Department plays a pivotal role in supporting our organization's human capital, ensuring employee satisfaction, and developing and implementing strategic initiatives that contribute to the overall success of our organization. We aim to optimize employee potential to deliver the County's mission and goals. Led by a team of passionate and knowledgeable professionals, we will continue, in partnership with our leaders, to foster a workforce that is engaged and committed to achieving results. The proposed 2025 Budget reflects our commitment to optimizing our HR services and aligning them with the County's strategic goals. The following document outlines the key components of our budget request, providing transparency and justifications for the proposed allocations.

Level of Service Statement

The HR department is dedicated to the provision of high-quality, equitable and efficient services to all County of Essex employees, including those related to the full lifecycle of employment and the administration of six collective agreements. As a service department, HR strives to provide solutions and expertise in support of all stakeholders in a balanced manner.

Opportunities and Challenges for 2025

Talent Acquisition and Retention

In 2025, the HR department plans to ensure the County continues to attract and retain passionate and skilled individuals who bring diverse perspectives, experiences and backgrounds. We intend to review current recruitment and onboarding processes with a view to improving the candidate experience, ensuring equity at all stages of the process and work collaboratively with other County departments to enhance EDIB (Equity, Diversity, Inclusion and Belonging) initiatives as well as employee engagement and retention programs. We will also continue to review employee benefit offerings and compensation to remain competitive in the job market.

Employee Development and Training

Promoting professional growth through training programs, leadership development initiatives and career development opportunities remains a priority in 2025. By investing in the skills and capabilities of our employees, we aim to support the long-term success of the organization.

Employee Well-Being

The HR department is committed to fostering a positive and inclusive workplace culture by proactively addressing employee well-being, promoting fair and transparent communication between management and staff and offering wellness programs, mental health support and promoting a healthy work-life balance. Engaging with employees on leaves of absence regularly with the goal of early and safe return to work will also remain a top priority for the team.

Performance Management

Enhancing current performance management processes will be a focus in 2025. Incorporating regular feedback and coaching and equipping leaders with the tools they need to feel confident having difficult conversations will be a priority, as will ensuring that performance appraisals align with organizational goals.

Workforce and Succession Planning

In 2025, the HR department plans to work closely with department heads to develop clear workforce plans to anticipate and meet future staffing needs, including succession planning and adapting to changing work models (e.g., remote work or hybrid work).

Policy Review and Development

Policy review is a significant priority heading into 2025. The HR department intends to review and update existing policies with a view to ensuring all policies are in alignment with County practices and legislative requirements. Part of this review will also include developing new policies to ensure clarity and consistency for all staff.

Technology and Data Analytics

With the anticipated go-live of the County's new HRIS software in mid-2025, the HR department plans to leverage technology and data analytics to make more data-driven decisions in HR. This includes using HR analytics for better recruitment, talent management and performance evaluation.

Employee Feedback and Voice

The HR department intends to continue to implement and improve upon mechanisms for employees to provide feedback and have a voice in decision-making processes.

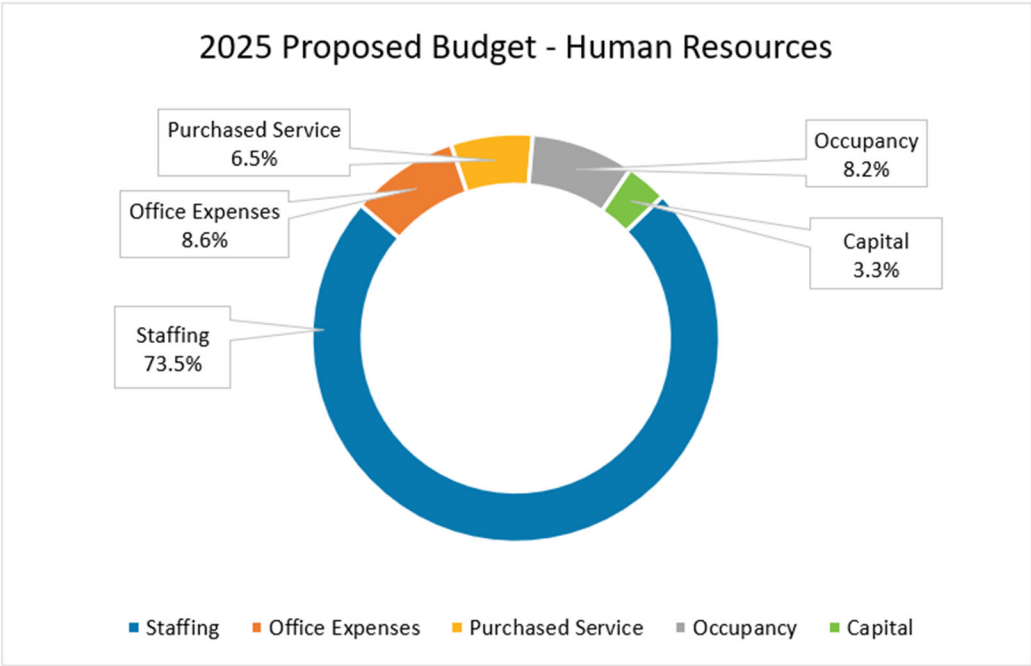
Health and Safety

As the County continues to grow, the HR department will continue to prioritize enhancing workplace health and safety by strengthening compliance with evolving health and safety regulations, ensuring that all municipal workplaces meet or exceed safety standards, and will continue to promote training programs to address emerging risks, foster a culture of safety and empower employees to identify and mitigate hazards proactively.

Proposed 2025 Budget Plan

The proposed 2025 Budget represents a strategic investment in our most valuable asset – our employees. It contributes to the organization’s growth and success by supporting our strategic plan to allocate resources effectively and efficiently. The individuals that make up an organization play a vital role in its success and this budget is designed to ensure that our HR department can continue to deliver strategic initiatives that continue to optimize the potential of each employee.

The graph below illustrates the key areas of proposed 2025 Budget spending in Human Resources:



Overall, the proposed 2025 Budget for Human Resources, net of recoveries, totals \$1,234,620 (an increase of \$309,280 (33.4%) over the 2024 Budget of \$925,340).

Alignment with Strategic Plan Initiatives

Scaling Sustainable Services through Innovation

The HR department will leverage the new HRIS system and will work to streamline current processes in order to adopt data-driven decision-making, enhance efficiency and optimize resource allocation.

Being an Employer with Impact

The HR team plans to enhance employee acquisition, engagement and retention by implementing a multi-faceted approach that focuses on a supportive, inclusive, and growth-oriented work environment.

Supporting Dynamic and Thriving Communities Across the County

The HR department will promote community engagement by encouraging volunteering, and actively supporting employee and community engagement programs and events.

Advancing Truth and Reconciliation

The HR team will work collaboratively with other departments to prioritize cultural competency training for staff including understanding Indigenous histories, and will support the recognition of Indigenous observances and land acknowledgements.

General Government Services - Human Resources

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Salaries & Wages							
10-540-1101	Full-Time Salaries	785,800	851,000	927,000	388,100	0	538,900
10-540-1105	Students	14,600	14,600	12,900	0	12,900	0
Category	Total Salaries & Wages	800,400	865,600	939,900	388,100	12,900	538,900
Benefits							
10-540-1201	Employment Insurance	10,500	10,500	11,100	0	200	10,900
10-540-1202	Canada Pension Plan	32,200	32,200	33,100	0	600	32,500
10-540-1203	OMERS	80,700	80,700	104,700	0	1,200	103,500
10-540-1204	Employer Health Tax	15,600	16,880	18,400	0	300	18,100
10-540-1205	Health Insurance	64,900	63,300	69,200	0	0	69,200
10-540-1206	Group Insurance	4,600	4,000	5,500	0	0	5,500
10-540-1207	Long-Term Disability Insurance	15,700	10,100	12,200	0	0	12,200
10-540-1208	Short-Term Disability Insurance	7,000	4,800	6,000	0	0	6,000
10-540-1209	WSIB	3,740	3,700	4,200	0	100	4,100
10-540-1210	WSIB Claims	0	130,000	130,000	130,000	0	0
Category	Total Benefits	234,940	356,180	394,400	130,000	2,400	262,000
Staff Expense							
10-540-3001	Mileage	8,000	8,000	8,000	0	0	8,000
10-540-3002	Training & Conferences	36,600	36,600	38,100	0	0	38,100
10-540-3003	Membership Fees	4,300	4,300	4,000	0	0	4,000
10-540-3006	Employee Relations	6,500	6,500	6,500	0	0	6,500
10-540-3007	Tuition Reimbursement	30,000	40,000	24,000	0	0	24,000
10-540-3099	Other / Meeting Expenditures	6,000	6,000	4,500	0	0	4,500
Category	Total Staff Expense	91,400	101,400	85,100	0	0	85,100
Office Expense							
10-540-3101	Telephone	4,200	4,200	3,620	0	0	3,620
10-540-3103	Office Supplies	5,000	5,000	5,000	0	0	5,000
10-540-3105	Subscriptions	300	3,800	8,600	0	0	8,600
10-540-3199	Other	600	600	600	0	0	600
10-540-3660	Health & Safety	15,000	15,000	16,000	0	0	16,000
Category	Total Office Expense	25,100	28,600	33,820	0	0	33,820
Lease & Maintenance							
10-540-3202	Computer Maintenance	51,100	41,100	130,000	0	15,100	114,900
10-540-3203	Copier Lease & Maintenance	1,700	1,700	1,700	0	0	1,700
Category	Total Lease & Maintenance	52,800	42,800	131,700	0	15,100	116,600

General Government Services - Human Resources

Account Number	Operating Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Purchased Services							
10-540-3301	Consultant Fees	10,000	10,000	10,000	0	0	10,000
10-540-3301	Consultant Fees - Job Evaluation	5,000	5,000	5,000	0	0	5,000
10-540-3303	Legal Fees	120,000	120,000	70,000	0	0	70,000
10-540-3305	Employee Assistance Program	40,000	35,000	40,000	0	0	40,000
Category	Total Purchased Services	175,000	170,000	125,000	0	0	125,000
Occupancy							
10-540-3441	Insurance	0	0	97,600	97,600	0	0
10-540-3450	Facility Lease	53,300	53,300	60,200	0	0	60,200
Category	Total Occupancy	53,300	53,300	157,800	97,600	0	60,200
Category	Total Operating Expenditures	1,432,940	1,617,880	1,867,720	615,700	30,400	1,221,620
Recoveries							
10-540-6501	Allocation to EMS	381,400	381,400	388,100	0	0	0
10-540-6728	Allocated WSIB Premiums	292,000	292,000	313,500	0	85,900	0
Category	Total Recoveries	673,400	673,400	701,600	0	85,900	0
Contributions to (from) Reserves							
10-540-6801	Rate Stabilization Reserve	(50,000)	(50,000)	(30,400)	0	0	0
10-540-4120	WSIB Reserve	207,500	64,500	85,900	85,900	0	0
Category	Total Contributions to (from) Reserves	157,500	14,500	55,500	85,900	0	0
Net Operating Expenditures		917,040	958,980	1,221,620	701,600	(55,500)	1,221,620

General Government Services - Human Resources

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Capital Expenditures						
10-540-3801	Equipment	58,300	8,300	63,000	0	50,000	13,000
10-540-3831	Civic Centre - Office Renovations	105,000	149,000	0	0	0	0
Category	Total Capital Expenditures	163,300	157,300	63,000	0	50,000	13,000
	Contributions to (from) Reserves						
10-540-6810	Rate Stabilization Reserve	(155,000)	(149,000)	(50,000)	0	0	0
Category	Total Contributions to (from) Reserves	(155,000)	(149,000)	(50,000)	0	0	0
	Net Capital Expenditures	8,300	8,300	13,000	0	50,000	13,000
	Total Departmental Requirement	925,340	967,280	1,234,620	701,600	(5,500)	1,234,620

External Commitments





External Commitments

Service Delivery Promise

The County of Essex works closely with our regional partners to address important issues affecting our community. Some of these issues go beyond the County's direct responsibilities, but we recognize their importance and choose to contribute. In other cases, our contributions are required as part of legislation and service agreements. The County continues to manage these commitments to support the well-being of our residents.



Level of Service Statement

The County's external commitments are categorized as either legislated or discretionary. Legislated commitments include funding for shared services relating to public health, property assessment, social services and social housing. Currently, the County supports discretionary commitments related to hospital support, regional economic development, tourism, housing and homelessness and regional tax appeal support.

Opportunities and Challenges for 2025

As we move into 2025, the County of Essex is responding to important opportunities and challenges. While inflation has stabilized this year, the City of Windsor, as the regional provider for social services and housing, has identified increased pressures due to environmental and economic factors, resulting in a need for additional funding for social services and social housing.

Furthermore, other agencies have requested increases in their budgets due to their own operational needs.

Collaboration with regional partners will be essential in addressing these challenges and ensuring that the community's needs are met while maintaining fiscal responsibility.

Proposed 2025 Budget Plan

The proposed 2025 Budget emphasizes our commitment to collaborating with the community to meet both legislated and discretionary obligations. We are dedicated to ensuring that our resources are effectively allocated to address the pressing needs of our residents while fostering partnerships that enhance service delivery.

Legislated Commitments

The County's contribution to the Windsor Essex County Health Unit costs is expected to rise slightly by 1% compared to last year's budget. MPAC costs for property assessments are anticipated to increase by 2%, though this figure will be confirmed closer to the end of the year.

The primary drivers of increases in the legislated area include a 13% rise in the budget for Social Services due to changes in the Child Care administrative funding formula from the Ministry of Education (MEDU). As well, an

11.5% increase is included in the proposed budget for Social Housing operations, stemming from a request for additional operating funds from the Windsor Essex Community Housing Corporation (WECHC) and a notable loss in federal block funding.

Social Housing capital renewal spending for the year is projected to be 16% lower than last year based on the WECHC's 10-year plan; however, significant increases in spending are planned for the next several years which will deplete our reserves for this area. For that reason, we continue to increase our contribution to the Social Housing Capital Reserve annually by \$200,000. Despite our best efforts to increase the reserve to fund the heavier spending years in the 10-year plan, we will fall short should the City ask for the anticipated funds in the plan. We will continue to build this reserve to ensure adequate funds are available when required.

Discretionary Commitments

Our long-term discretionary commitment to Erie Shores HealthCare remains in place, with \$200,000 allocated for year two of a 10-year agreement.

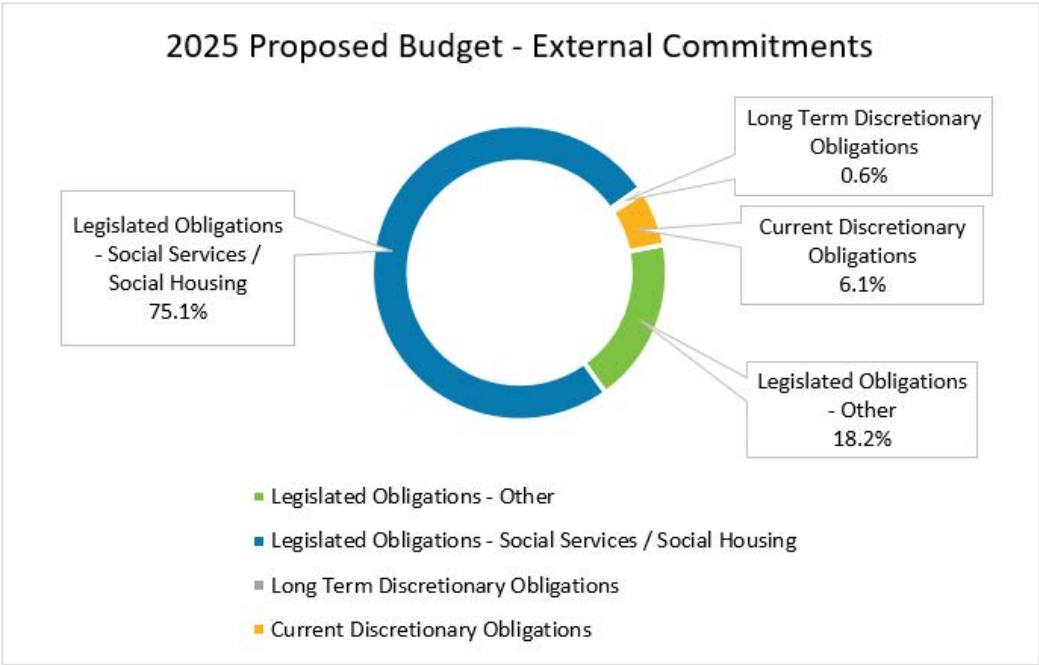
We continue to allocate funds to the New Windsor Essex Hospital Reserve, following the historical funding model. This year's budget includes an increase of \$680,000, bringing our total contribution to \$7,040,000 for 2025.

In terms of current discretionary commitments, we are supporting Invest WindsorEssex, the region's economic development agency, at the same levels as 2024. Tourism Windsor Essex Pelee Island (TWEPI) continues to be included, maintaining its previous funding levels. Additionally, there is funding for MTE (Municipal Tax Equity), a consulting firm which provides tax assessment appeal services for local municipalities.

We are also contributing to the Community Safety and Well-Being Plan in partnership with the City of Windsor. This plan, developed in collaboration with various municipalities, agencies and organizations, aims to enhance the safety and well-being of communities across Windsor and Essex County. These funds will support the execution of this important initiative.

In 2025, there is a component for the Social Housing - Affordable Housing Strategy. Though the plan is still in development, reserve funds are allocated for this year with the expectation that finalized deliverables will require further funding through levy dollars in 2026.

The following graph illustrates the key areas of proposed 2025 Budget spending in External Commitments:



Overall, the proposed 2025 Budget for External Commitments, net of recoveries, totals \$39,855,700 (an increase of \$4,100,230 (11.5%) over the 2024 Budget of \$35,755,470).

Alignment with Strategic Plan Initiatives

Working as Team Essex County

Community Safety and Well-Being Plan: The collaboration between the County, the City of Windsor, and various agencies underlines the emphasis on teamwork across different sectors to enhance safety and community well-being. This initiative demonstrates a commitment to addressing regional issues through partnership and joint action, making sure all municipalities are aligned toward common goals.

Building a Regional Powerhouse

Invest WindsorEssex: The funding for economic development supports efforts to attract investment and boost the regional economy, aligning with the County's objective of strengthening the County of Essex as a competitive and thriving region. This initiative contributes to building a stronger regional economy by leveraging opportunities for growth and sustainability.

Tourism Windsor Essex Pelee Island (TWEPI): Maintaining consistent funding for TWEPI supports the growth of tourism, which plays a vital role in driving economic activity. This investment in tourism infrastructure contributes to the County's vision of being a regional powerhouse, attracting visitors and boosting local businesses.

Focusing "Team Essex County" for Results

Social Services and Social Housing: The budget increases for social services and social housing operations reflect a focus on addressing the immediate needs of vulnerable populations within the County. These services are crucial for maintaining the health and well-being of the community and ensuring that County residents receive the support they need.

Erie Shores HealthCare: By maintaining the \$200,000 discretionary commitment to healthcare services in year two of a 10-year plan, the County is ensuring that it delivers assistance for the healthcare sector in our region.

A Government Working for the People

Affordable Housing Strategy: The initial reserve funding for the social housing strategy demonstrates a proactive approach to addressing housing affordability, a critical issue for residents. The County is preparing for the long-term needs of the community, ensuring that affordable housing is available.

External Commitments

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Legislated Obligation							
10-550-5101	Windsor Essex County Health Unit	3,293,910	2,755,490	3,325,940	0	0	3,325,940
10-550-5102	Property Assessment	2,663,000	2,627,850	2,680,400	0	0	2,680,400
10-550-5103	Social Services	7,090,800	6,483,120	8,077,100	0	0	8,077,100
10-550-5104	Social Housing - Operations	12,792,500	13,092,500	14,267,500	0	0	14,267,500
10-550-5105	Social Housing - Capital Renewal	2,721,500	1,420,890	2,284,100	0	2,284,100	0
10-550-5106	Social Housing - Affordable Housing Strategy	200,000	122,690	200,000	0	200,000	0
Category	Total Legislated Obligation	28,761,710	26,502,540	30,835,040	0	2,484,100	28,350,940
Long-Term Discretionary							
10-550-5111	Erie Shores HealthCare	200,000	200,000	200,000	0	0	200,000
Category	Total Long-Term Discretionary	200,000	200,000	200,000	0	0	200,000
Current Discretionary							
10-550-5120	Invest WindsorEssex	1,122,060	1,122,060	1,122,060	0	0	1,122,060
10-550-5121	Tourism Windsor Essex Pelee Island	782,700	782,700	782,700	0	0	782,700
10-550-5122	Community Safety and Well Being Plan	102,000	102,000	100,000	0	0	100,000
10-550-5129	MTE - Tax Appeals for Lower Tiers	100,000	10,000	100,000	0	0	100,000
Category	Total Current Discretionary	2,106,760	2,016,760	2,014,760	0	0	2,014,760
Discretionary Grants							
10-550-5140	University of Guelph - Ridgetown Campus	500	500	0	0	0	0
Category	Total Discretionary Grants	500	500	0	0	0	0
Category	Total Operating Expenditures	31,068,970	28,719,800	33,049,800	0	2,484,100	30,565,700
Contributions to (from) Reserves							
10-550-6810	Capital Reserve - Social Housing	(2,721,500)	(1,420,890)	(2,284,100)	0	0	0
10-550-4110	Capital Reserve - Social Housing	2,050,000	2,050,000	2,250,000	0	(2,250,000)	2,250,000
10-550-4140	New Windsor Essex Hospital System Reserve	6,360,000	6,360,000	7,040,000	0	(7,040,000)	7,040,000
10-550-6801	Rate Stabilization Reserve	(1,002,000)	(386,270)	(200,000)	0	0	0
Category	Total Contributions to (from) Reserves	4,686,500	6,602,840	6,805,900	0	(9,290,000)	9,290,000
Total Departmental Requirement		35,755,470	35,322,640	39,855,700	0	(6,805,900)	39,855,700

Appendices



County of Essex - 2025 Reserve Schedule

Appendix A

Department	Reserve	2022 Actual (restated)	2023 Actual (restated)	2024 Projection (unaudited)	2025 Budget
General Reserves	Rate Stabilization	20,766,584	22,457,668	16,620,492	14,534,082
General Reserves	Health Benefit Rate Stabilization	2,842,682	2,842,682	898,700	898,700
General Reserves	Insurance	1,005,658	1,067,729	715,000	715,000
General Reserves	WSIB - General	4,312,601	4,425,310	616,500	702,400
General Reserves	Official Plan Reserve	676,826	567,933	536,283	536,283
General Reserves	Donations (SPH)	84,933	79,803	71,443	62,443
General Reserves	Capital	74,706,856	84,364,914	98,975,071	92,820,081
General Reserves	New Windsor Essex Hospital System	34,825,000	42,310,000	49,627,700	56,667,700
General Reserves	Capital (SPH)	549,136	252,622	0	0
General Reserves	Total	139,770,276	158,368,661	168,061,189	166,936,689
Infrastructure Reserves	Roadway Expansion	117,812,799	118,283,900	108,801,250	57,293,110
Infrastructure Reserves	Total	117,812,799	118,283,900	108,801,250	57,293,110
Emergency Medical Services	EMS - Equipment	15,876,313	13,775,609	15,328,438	15,902,408
Emergency Medical Services	Total	15,876,313	13,775,609	15,328,438	15,902,408
Library Reserves	Rate Stabilization	944,317	247,077	200,377	176,077
Library Reserves	Capital	1,303,078	1,286,140	1,247,240	1,277,240
Library Reserves	WSIB	124,284	134,734	134,734	134,734
Library Reserves	Vehicles	143,260	158,660	102,770	118,170
Library Reserves	Enhanced Service	36,581	36,581	25,081	25,081
Library Reserves	Total	2,551,520	1,863,192	1,710,202	1,731,302
Total Reserves		276,010,908	292,291,362	293,901,079	241,863,509

County of Essex - 2025 Budget Summary

Appendix B

Category	Department	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget
Net Operations	Community Services	750,380	756,580	761,950
Net Operations	Sun Parlor Home	12,515,040	11,917,430	12,515,040
Net Operations	Emergency Services	13,910,970	13,842,580	15,378,720
Net Operations	Infrastructure Services	12,397,330	12,693,480	12,865,640
Net Operations	Library Services	5,699,850	5,699,850	5,920,060
Net Operations	General Government Services	4,537,180	4,551,090	5,437,130
Net Operations	External Commitments	35,755,470	35,322,640	39,855,700
Net Operations	Operating Surplus (Deficit)	0	782,570	0
Total County Responsibility - Operations		85,566,220	85,566,220	92,734,240
Net Capital	Community Services	12,300	6,100	730
Net Capital	Sun Parlor Home	1,581,300	1,578,940	1,581,300
Net Capital	Emergency Services	1,937,030	2,001,150	2,125,210
Net Capital	Infrastructure Services	39,615,040	39,593,020	39,893,410
Net Capital	Library Services	1,055,800	1,055,800	1,086,400
Net Capital	General Government Services	2,514,500	2,580,900	2,622,400
Net Capital	External Commitments	0	0	0
Net Capital	Capital Surplus (Deficit)	0	(99,940)	0
Total County Responsibility - Capital		46,715,970	46,715,970	47,309,450
Total Departmental Requirement	Community Services	762,680	762,680	762,680
Total Departmental Requirement	Sun Parlor Home	14,096,340	13,496,370	14,096,340
Total Departmental Requirement	Emergency Services	15,848,000	15,843,730	17,503,930
Total Departmental Requirement	Infrastructure Services	52,012,370	52,286,500	52,759,050
Total Departmental Requirement	Library Services	6,755,650	6,755,650	7,006,460
Total Departmental Requirement	General Government Services	7,051,680	7,131,990	8,059,530
Total Departmental Requirement	External Commitments	35,755,470	35,322,640	39,855,700
Total Departmental Requirement	Overall County Surplus (Deficit)	0	682,630	0
Total County Responsibility		132,282,190	132,282,190	140,043,690

County of Essex - 2025 Budget Summary

Appendix B

Operating Category	Department	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget
Operating Expenditures	Community Services	3,306,370	3,763,300	3,561,650
Operating Expenditures	Sun Parlor Home	34,171,520	33,973,270	35,995,350
Operating Expenditures	Emergency Services	55,929,740	54,678,390	58,530,190
Operating Expenditures	Infrastructure Services	16,788,560	16,925,840	16,986,490
Operating Expenditures	Library Services	6,375,300	6,115,800	6,329,060
Operating Expenditures	General Government Services	9,680,670	9,695,620	11,377,330
Operating Expenditures	External Commitments	31,068,970	28,719,800	33,049,800
Operating Expenditures	Total	157,321,130	153,872,020	165,829,870
Operating Recoveries	Community Services	2,553,740	3,006,720	2,799,700
Operating Recoveries	Sun Parlor Home	21,448,780	24,599,860	24,168,670
Operating Recoveries	Emergency Services	41,752,700	40,835,810	42,951,470
Operating Recoveries	Infrastructure Services	3,822,700	4,105,310	3,885,600
Operating Recoveries	Library Services	331,700	333,700	334,700
Operating Recoveries	General Government Services	5,668,100	13,771,900	6,692,700
Operating Recoveries	External Commitments	0	0	0
Operating Recoveries	Total	75,577,720	86,653,300	80,832,840
Contributions to (from) Reserves	Community Services	(2,250)	0	0
Contributions to (from) Reserves	Sun Parlor Home	(207,700)	2,544,020	688,360
Contributions to (from) Reserves	Emergency Services	(266,070)	0	(200,000)
Contributions to (from) Reserves	Infrastructure Services	(568,530)	(127,050)	(235,250)
Contributions to (from) Reserves	Library Services	(343,750)	(82,250)	(74,300)
Contributions to (from) Reserves	General Government Services	524,610	8,627,370	752,500
Contributions to (from) Reserves	External Commitments	4,686,500	6,602,840	6,805,900
Contributions to (from) Reserves	Rate Stabilization Reserve - Surplus	0	782,570	0
Contributions to (from) Reserves	Total	3,822,810	18,347,500	7,737,210
Net Departmental Operations	Community Services	750,380	756,580	761,950
Net Departmental Operations	Sun Parlor Home	12,515,040	11,917,430	12,515,040
Net Departmental Operations	Emergency Services	13,910,970	13,842,580	15,378,720
Net Departmental Operations	Infrastructure Services	12,397,330	12,693,480	12,865,640
Net Departmental Operations	Library Services	5,699,850	5,699,850	5,920,060
Net Departmental Operations	General Government Services	4,537,180	4,551,090	5,437,130
Net Departmental Operations	External Commitments	35,755,470	35,322,640	39,855,700
Net Departmental Operations	Overall County Surplus	0	782,570	0
Net Departmental Operations	Total County Responsibility - Operations	85,566,220	85,566,220	92,734,240

County of Essex - 2025 Budget Summary

Appendix B

Capital Category	Department	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget
Capital Expenditures	Community Services	1,062,300	1,056,100	1,000,730
Capital Expenditures	Sun Parlor Home	1,477,900	1,058,020	2,264,750
Capital Expenditures	Emergency Services	3,751,700	3,631,960	4,547,430
Capital Expenditures	Infrastructure Services	101,602,240	69,696,450	106,848,690
Capital Expenditures	Library Services	1,205,300	1,229,090	1,101,000
Capital Expenditures	General Government Services	1,262,800	1,278,000	1,067,500
Capital Expenditures	Total	110,362,240	77,949,620	116,830,100
Capital Recoveries	Community Services	0	0	0
Capital Recoveries	Sun Parlor Home	193,760	224,060	49,100
Capital Recoveries	Emergency Services	2,948,100	3,183,640	3,196,190
Capital Recoveries	Infrastructure Services	19,324,700	10,124,670	5,539,080
Capital Recoveries	Library Services	0	75,000	60,000
Capital Recoveries	General Government Services	888,400	888,500	901,500
Capital Recoveries	Total	23,354,960	14,495,870	9,745,870
Contributions to (from) Reserves	Community Services	(1,050,000)	(1,050,000)	(1,000,000)
Contributions to (from) Reserves	Sun Parlor Home	297,160	744,980	(634,350)
Contributions to (from) Reserves	Emergency Services	1,133,430	1,552,830	773,970
Contributions to (from) Reserves	Infrastructure Services	(42,662,500)	(19,978,760)	(61,416,200)
Contributions to (from) Reserves	Library Services	(149,500)	(98,290)	45,400
Contributions to (from) Reserves	General Government Services	2,140,100	2,191,400	2,456,400
Contributions to (from) Reserves	Rate Stabilization Reserve - Surplus (Deficit)	0	(99,940)	0
Contributions to (from) Reserves	Total	(40,291,310)	(16,737,780)	(59,774,780)
Net Departmental Capital	Community Services	12,300	6,100	730
Net Departmental Capital	Sun Parlor Home	1,581,300	1,578,940	1,581,300
Net Departmental Capital	Emergency Services	1,937,030	2,001,150	2,125,210
Net Departmental Capital	Infrastructure Services	39,615,040	39,593,020	39,893,410
Net Departmental Capital	Library Services	1,055,800	1,055,800	1,086,400
Net Departmental Capital	General Government Services	2,514,500	2,580,900	2,622,400
Net Departmental Capital	Overall County Surplus (Deficit)	0	(99,940)	0
Net Departmental Capital	Total County Responsibility - Capital	46,715,970	46,715,970	47,309,450

Infrastructure and Planning Services - Construction Project Listing

Appendix C

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Roadway Expansion							
D03-400-3803	Land for Right-of-Way - Major	250,000	250,000	250,000	0	250,000	0
D03-400-EX0001	CR 19 / 22 Intersection - (TEC)	25,000,000	1,500	12,500,000	1,022,000	11,478,000	0
D03-400-EX0008	CR 42 / 43 Phase 1 Construction (TEC)	1,000,000	985,300	0	0	0	0
D03-400-EX0012	CR 42 / 43 Phase 2 Construction (TEC)	23,365,000	27,531,500	2,000,000	0	2,000,000	0
D03-400-EX0013	CR 42 / 43 Phase 3 Construction (TEC)	0	0	32,500,000	0	15,870,360	16,629,640
D03-400-EX0002	CR 46 - Intersection CR 46 @ RTL - Detailed Design (LS)	3,400,000	0	3,400,000	0	3,400,000	0
D03-400-EX0010	CR 22 - Corridor Design	1,670,000	180,000	13,570,000	0	13,570,000	0
D03-400-EX0005	CR 46 - CoW Limits (401) to CR 19	285,500	115,000	267,780	70,000	197,780	0
D03-400-EX0011	CR 19 Corridor - CR 22 to Lanoue	100,000	0	100,000	0	100,000	0
D03-400-EX0014	CR 22 - Westlake Dr extension & Lesperance (TEC)	1,127,000	0	1,127,000	0	1,127,000	0
D03-400-CL0001	Maidstone - Arthur - Gosfield (SX-CCL)	35,000	35,000	0	0	0	0
D03-400-CL0001	Maidstone South Talbot - Engineering Design (SX-CCL)	75,000	0	75,000	0	75,000	0
D03-400-CL0001	Reconstruction from Maidstone Avenue to Cameron Avenue (SX-CCL)	0	0	40,000	0	40,000	0
D03-400-CL0001	Intersection Improvement - Maidstone & Talbot (SX-CCL)	0	0	50,000	0	50,000	0
D03-400-CL0006	Seacliffe East Reconstruction Ph 2-4 - Regatta to CR 33 (LEA-CCL)	0	0	1,100,000	0	1,100,000	0
D03-400-CL0006	Seacliffe West Reconstruction - Sherk to 97 101 Seacliffe W (LEA-CCL)	0	0	240,000	0	240,000	0
D03-400-CL0006	Oak Street Resurfacing - from Fraser to White (LEA-CCL)	0	0	240,000	0	240,000	0
D03-400-CL000X	2024 CCL Projects	1,890,000	1,890,000	145,000	0	145,000	0
Category	Total Roadway Expansion	58,197,500	30,988,300	67,604,780	1,092,000	49,883,140	16,629,640
D03-400-RR000X	2025 State of Good Repair Program (see Appendix E)	0	0	20,648,830	4,078,480	0	16,570,350
Bridges & Drainage							
D03-400-BC0002	Various Preservation Projects - Bridges and Culverts	200,000	200,000	0	0	0	0
D03-400-BC0017	CR 9 - Bridge at River Canard (B-09-11) (AB/SX)	3,488,000	4,986,940	0	0	0	0
D03-400-BC0021	CR 8 - Culvert at Cameron Curry Drain (RC-08-335) (LS/KV)	0	479,290	0	0	0	0
D03-400-BC0023	CR 37 - Culvert at Wiper Drain (C-37-239) (LEA)	1,125,000	1,150,000	0	0	0	0
D03-400-BC0024	CR 50 - Culvert at Tom Wright Drain (RC-50-135) D&A (SX)	1,145,000	1,536,150	0	0	0	0
D03-400-BC0025	CR 11 - Bridge at Canard River (B-11-14A) D&A (AB/SX)	0	536,690	0	0	0	0
D03-400-BC0026	CR 31 - Culvert at Irwin Drain (C-31-147) D&A (KV/LEA)	1,680,000	1,680,000	0	0	0	0
D03-400-BC0027	CR 18 - Culvert at Long Marsh Drain (C-18-088) D&A (AB)	1,400,000	782,750	0	0	0	0
D03-400-BC0028	CR 9 - Culvert at Taylor Gunn Drain (RC-09-027) - D&A	76,000	76,000	0	0	0	0
D03-400-BC0029	CR 15 - Bridge at Richmond Drain (B-15-13) - D&A	1,440,800	596,290	0	0	0	0
D03-400-BC0030	CR 8 - Culvert at Robb Dales Drain (C-08-479) - D&A	64,000	64,000	0	0	0	0
D03-400-BC0031	CR 8 - Bridge at Merrick Creek (B-08-07) - D&A	2,244,200	37,000	2,246,400	0	2,246,400	0
D03-400-BC0032	CR 34 - Culvert at South Dales Drain (C-34-454) - D&A	56,000	56,000	0	0	0	0
D03-400-BC0033	CR 29 - Culvert at East Branch No. 47 Drain (RC-29-032)	750,000	750,000	0	0	0	0
D03-400-BC0034	CR 11 - Bridge at McLean Drain (B-11-14B) - D&A	125,000	100,000	25,000	0	25,000	0
D03-400-BC0035	CR 27 - Bridge at Belle River (B-27-11A) - D&A	125,000	100,000	25,000	0	25,000	0
D03-400-BC0036	CR 42 - Bridget at Big Creek (B-42-41) - D&A	125,000	100,000	25,000	0	25,000	0
D03-400-BC0037	CR 27 - Culvert at Seventh Concession Drain (C-27-256) - D&A	125,000	100,000	25,000	0	25,000	0
D03-400-BC0038	CR 12 - Culvert at Batten Sideroad Drain (RC-12-126) - D&A	125,000	100,000	25,000	0	25,000	0
Category	Total Bridges & Drainage	14,294,000	13,431,110	2,371,400	0	2,371,400	0

Infrastructure and Planning Services - Construction Project Listing

Appendix C

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Resurfacing							
D03-400-RR0001	Various Preservation Projects - Roads	200,000	200,000	0	0	0	0
D03-400-RR0003	Concrete Panel Repairs	150,550	150,550	0	0	0	0
D03-400-RR0061	CR 3 - Pavement Rehab - CR 20 to CR 8 (LA/AB)	0	29,120	0	0	0	0
D03-400-RR0063	CR 35 - Pavement Rehab - Lakeshore Road 305 to Highway 401	0	1,200	0	0	0	0
D03-400-RR0064	CR 37 - Pavement Rehab - County Road 14 to Mersea Road 7	0	1,000	0	0	0	0
D03-400-RR0066	CR 31 - Pavement Rehab - County Road 2 to County Road 42	0	1,000	0	0	0	0
D03-400-RR0070	CR 8 - Pavement Rehab - CR 11 to Walker Sideroad	1,050,000	676,070	0	0	0	0
D03-400-RR0071	CR 11 - Pavement Rehab - North Malden Road to Texas Road	395,000	299,760	0	0	0	0
D03-400-RR0072	CR 20 - Pavement Rehab - Iler Road to CR 23	835,000	682,080	0	0	0	0
D03-400-RR0073	CR 27 - Pavement Rehab - CR 14 to CR 34	595,000	473,810	0	0	0	0
D03-400-RR0074	CR 34 - Pavement Rehab - CR 19 to Wilson Sideroad	1,130,000	847,200	0	0	0	0
D03-400-RR0075	CR 42 - Pavement Rehab - CR 37 to Hwy 401	1,520,000	1,246,220	0	0	0	0
D03-400-RR0076	CR 46 - Pavement Rehab - CR 19 to Lakeshore Road 203	1,230,000	1,026,730	0	0	0	0
D03-400-RR0077	CR 50 - Pavement Rehab - CR 41 to Wright Road	1,305,000	1,127,200	0	0	0	0
D03-400-RR0078	CR 2 - Pavement Rehab - CR 37 to CR 39	900,000	797,460	0	0	0	0
D03-400-RR0079	CR 25 - Pavement Rehab - Hwy 401 to North Rear Road	335,000	255,870	0	0	0	0
D03-400-RR0080	CR 37 - Pavement Rehab - CR 8 to CR 14	910,000	788,140	0	0	0	0
D03-400-RR0081	CR 18 - Pavement Rehab - CR 23 to McCain Sideroad	1,145,000	1,002,570	0	0	0	0
D03-400-RR0082	CR 46 - Pavement Rehab - Webster Road to 8th Concession	595,000	0	595,000	0	595,000	0
D03-400-RR0083	CR 22 - Pavement Rehab - CR 2 to CR 25	460,000	458,410	0	0	0	0
D03-400-RR0084	Kingsville Urban Roads Projects - M&P (KV)	0	727,770	0	0	0	0
D03-400-RR0085	Oak Drive & Meadow Lane (off Arner) - M&P (SX)	235,000	355,150	0	0	0	0
D03-400-RR0086	Arthur St/Murdoch St/Pearson Dr/Taylor Rd (off CR20) - M&P (SX)	395,000	427,170	0	0	0	0
D03-400-RR0087	Wright Road - Pavement Rehab - Gore Rd to CR 50 (SX)	695,000	591,310	0	0	0	0
Category	Total Resurfacing	14,080,550	12,165,790	595,000	0	595,000	0

Infrastructure and Planning Services - Construction Project Listing

Appendix C

Account Number	Capital Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other	Reserve	Levy
Traffic Operations							
D03-400-TO0001	Various - Pedestrian Crossover Updates	180,000	180,000	180,000	0	180,000	0
D03-400-TO0002	Rural Intersection Illumination (annual)	130,600	130,600	130,600	0	50,600	80,000
D03-400-TO0003	Road Safety Improvements - Design	100,000	100,000	300,000	0	0	300,000
D03-400-TO0004	Road Safety Improvements - Construction	0	0	100,000	0	100,000	0
Category	Total Traffic Operations	410,600	410,600	710,600	0	330,600	380,000
Municipal Drains							
D03-400-MD0001	Various Municipal Drains	800,000	800,000	800,000	0	800,000	0
Category	Total Municipal Drains	800,000	800,000	800,000	0	800,000	0
Planning / Engineering							
D03-400-PE0002	Consulting Services	100,000	100,000	100,000	0	100,000	0
D03-400-PE0003	Essex Windsor Regional Transportation Master Plan Update	225,300	192,720	32,600	0	32,600	0
D03-400-PE0004	Road Rationalization Study	50,000	10,000	40,000	0	40,000	0
D03-400-PE0005	FS - Widening of CR 50 RoW - Conservation Blvd E to Mun #505	0	25,000	25,000	0	25,000	0
Category	Total Planning / Engineering	375,300	327,720	197,600	0	197,600	0
Category	Total Capital Expenditures	88,157,950	58,123,520	92,928,210	5,170,480	54,177,740	33,579,990
Recoveries							
D03-400-6401	Canada Community-Building Fund (net)	2,403,000	2,426,800	2,527,900	0	0	0
D03-400-6351	Ontario Communities Infrastructure Fund	3,140,400	3,067,750	1,540,280	0	0	0
D03-400-EX0001	CR 19 / 22 Intersection - (TEC)	10,000,000	0	0	0	0	0
D03-400-EX0001	CR 19 / 22 Intersection - (TEC)	1,022,000	0	1,022,000	0	0	0
D03-400-RR0004	Road User Agreement Fees	10,300	10,300	10,300	0	0	0
D03-400-EX0008	CR 42 / 43 Phase 1 Construction (TEC)	1,060,000	1,350,000	0	0	0	0
D03-400-EX0005	CR 46 - CoW Limits (401) to CR 19	70,000	0	70,000	0	0	0
D03-400-RR0084	Kingsville Urban Roads Projects - M&P (KV)	0	727,770	0	0	0	0
D03-400-RR0085	Oak Drive & Meadow Lane (off Arner) - M&P (SX)	235,000	355,150	0	0	0	0
D03-400-RR0086	Arthur St/Murdoch St/Pearson Dr/Taylor Rd (off CR20) - M&P (SX)	395,000	427,170	0	0	0	0
D03-400-RR0087	Wright Road - Pavement Rehab - Gore Rd to CR 50 (SX)	695,000	591,310	0	0	0	0
Category	Total Recoveries	19,030,700	8,956,250	5,170,480	0	0	0
Contributions to (from) Reserves							
D03-400-6812	Roadway Expansion Reserve	(28,965,860)	(12,583,660)	(48,708,140)	0	0	0
D03-400-6810	Capital Reserve - Prior year projects carried over (net)	(5,932,000)	(2,322,750)	(5,197,000)	0	0	0
D03-400-6801	Rate Stabilization Reserve - Various Studies	(375,300)	(302,720)	(272,600)	0	0	0
Category	Total Contributions to (from) Reserves	(35,273,160)	(15,209,130)	(54,177,740)	0	0	0
Total Departmental Requirement		33,854,090	33,958,140	33,579,990	5,170,480	54,177,740	33,579,990

Infrastructure and Planning Services - CWATS Project Listing

Appendix D

Account Number	Capital Category	2024 Budget (restated)	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Capital Expenditures							
D03-400-CW0001	County-Wide Active Transportation Infrastructure	2,100,000	80,000	1,290,000	0	0	1,290,000
D03-400-CW0002	Municipal Partnership Program	0	20,000	0	0	0	0
D03-400-CW0003	Supportive Partnership Program	0	20,000	0	0	0	0
D03-400-CW0004	Consulting Services	0	20,000	0	0	0	0
D03-400-CW0005	Education & Encouragement	0	20,000	0	0	0	0
D03-400-CW0006	Monitoring & Evaluation	0	20,000	0	0	0	0
D03-400-CW0007	Lifecycle Management Programs	0	20,000	0	0	0	0
D03-400-CW0044	FDS (MUT) - CR 8 - Hwy 3 to Talbot Rd N (Ess-12,13,28)	0	300,000	0	0	0	0
D03-400-CW0045	FDS (MUT) - CR 10 - CR 11 to Cypher Systems Greenway (Amh-27)	0	161,300	0	0	0	0
D03-400-CW0023	Construction (MUT) - CR 45 - CR 20 to CR 34 (Kings-12)	0	261,110	0	0	0	0
D03-400-CW0032	FDS (MUT) - Seacliffe Dr W/E - Trail to Cherry Lane (Leam-22b)	0	50,000	0	0	0	0
D03-400-CW0058	FDS (PS) - 170m S of Gosfield to Irwin to 200m S of Irwin (Ess-9 & 17)	0	20,000	0	0	0	0
D03-400-CW0057	PS #1 -- CR 50 - CR 41 to Wright Road (Ess-7 / Ess-11)	0	1,601,480	0	0	0	0
D03-400-CW0061	PS -- CR 20 - CR 3 to River Canard (Amh-7c)	0	0	250,000	0	0	250,000
D03-400-CW0062	PS -- CR 42 - CR 31 to Rochester Townline (Lake-49)	0	0	70,000	0	0	70,000
D03-400-CW0067	PS -- CR 2 - CR 35 to CR 37 (Lake-53c)	0	0	100,000	0	0	100,000
D03-400-CW0065	PS -- CR 31 - CR 42 to CR 2 (Lake-44)	0	0	390,000	0	0	390,000
D03-400-CW000X	2024 Paved Shoulder Program	3,280,000	0	0	0	0	0
D03-400-CW0066	PS #1 -- CR 50 Utility Relocation - CR 41 to 7th Conc (SX)	300,000	0	300,000	0	300,000	0
D03-400-CW0052	PS #1 -- CR 2 - CR 37 to CR 39 (Lake-1)	0	1,033,150	0	0	0	0
D03-400-CW0053	PS #1 -- CR 25 - Hwy 401 to North Rear Road (Lake-48a)	0	224,940	0	0	0	0
D03-400-CW0054	PS #1 -- CR 18 - CR 23 to McCain Sideroad (Kings-3a)	0	649,950	0	0	0	0
D03-400-CW0055	PS #1 -- CR 8 - CR 11 to Walker Sideroad (COE-12a)	0	464,480	0	0	0	0
D03-400-CW0056	PS #1 -- CR 20 - Iler Road to CR 23 (Ess-38b)	0	452,360	0	0	0	0
D03-400-CW0059	PS #1 -- CR 8 - Cameron Sideroad to CR 27 (COE-4a)	0	0	545,000	0	545,000	0
D03-400-CW0060	PS #1 -- CR 8 - Walker Sideroad to CR 15 (COE-12a)	0	0	600,000	0	600,000	0
D03-400-CW0063	PS #1 -- CR 2 - CR 35 to CR 37 (Lake-2a)	0	0	410,000	0	410,000	0
D03-400-CW0064	PS #1 -- CR 18 - McCain Sideroad to CR 29 (Kings-3a)	0	0	945,000	0	945,000	0
Category	Total Capital Expenditures	5,680,000	5,418,770	4,900,000	0	2,800,000	2,100,000
Recoveries							
D03-400-CW0057	PS #1 -- CR 50 - CR 41 to Wright Road (Ess-7 / Ess-11)	0	960,890	0	0	0	0
Category	Total Recoveries	0	960,890	0	0	0	0
Contributions to (from) Reserves							
D03-400-6812	Roadway Expansion Reserve	(3,580,000)	(2,357,880)	(2,800,000)	0	0	0
Category	Total Contributions to (from) Reserves	(3,580,000)	(2,357,880)	(2,800,000)	0	0	0
Total Departmental Requirement		2,100,000	2,100,000	2,100,000	0	2,800,000	2,100,000

Infrastructure Services - State of Good Repair Program

Appendix E

Project	Road #	Description	Remarks	Estimate
BC0002	Various	Various Preservation Projects: Bridges and Culverts	Extend Lifecycle	208,830
RR0001	Various	Various Preservation Projects: Roads	Extend Lifecycle	250,000
RR0003	Various	Concrete Panel Repairs	Extend Lifecycle	200,000
BC0034	CR11	B-11-14A (McCain Drain Bridge)	Structural Deterioration - Replacement	1,640,000
BC0035	CR27	B-27-11A (Belle River Bridge)	Structural Deterioration - Rehabilitation	1,310,000
BC0030	CR8	C-08-479 (Robb Dales Drain Culvert)	Structural Deterioration - Replacement	1,310,000
BC0038	CR12	RC-12-126 (Batten Sideroad Drain)	Structural Deterioration - Replacement	965,000
BC0039	CR20	RC-20-111 (Sancrainte Drain Culvert)	Structural Deterioration - Engineering and Replacement	1,350,000
BC0040	CR12	B-12-03 (River Canard Bridge)	Structural Deterioration - Engineering and Approvals	132,500
BC0036	CR42	B-42-41 (Big Creek Bridge)	Structural Deterioration - Engineering and Approvals	132,500
BC0041	CR12	C-12-070 (Adams Sweet Drain Culvert)	Structural Deterioration - Engineering and Approvals	120,000
BC0042	CR14	C-14-186 (East Ogle Drain Culvert)	Structural Deterioration - Engineering and Approvals	120,000
BC0043	CR50	RC-50-165 (Lonsberry Drain Culvert)	Structural Deterioration - Engineering and Approvals	160,000
RR0088	CR8	Pavement Rehabilitation: Cameron Sideroad - County Road 27	Deteriorated Pavement - CIREAM & Overlay	680,000
RR0089	CR8	Pavement Rehabilitation: Walker Sideroad - County Road 15	Deteriorated Pavement - CIREAM & Overlay	810,000
RR0090	CR20	Pavement Rehabilitation: County Road 3 - Canard Bridge	Deteriorated Pavement - CIREAM & Overlay	1,795,000
RR0091	CR20	Pavement Rehabilitation: County Road 23 - McCain Sideroad	Deteriorated Pavement - CIREAM & Overlay	1,365,000
RR0092	CR34	Pavement Rehabilitation: Wilson Sideroad - Essex Limit	Deteriorated Pavement - CIREAM & Overlay	720,000
RR0093	CR42	Pavement Rehabilitation: County Road 31 - Rochester Townline	Deteriorated Pavement - CIREAM & Overlay	1,580,000
RR0094	CR2	Pavement Rehabilitation: County Road 35 - County Road 37	Deteriorated Pavement - Mill and Pave	1,170,000
RR0095	CR18	Pavement Rehabilitation: McCain Sideroad - County Road 29	Deteriorated Pavement - Mill and Pave	955,000
RR0096	CR27	Pavement Rehabilitation: Mun#2678 - 350m N County Road 8	Deteriorated Pavement - Mill and Pave	520,000
RR0097	CR31	Pavement Rehabilitation: County Road 42 - MTO Limit (Hwy 401)	Deteriorated Pavement - Mill and Pave	1,195,000
RR0098	CR37	Pavement Rehabilitation: County Road 42 - County Road 2	Deteriorated Pavement - Mill and Pave	925,000
RR0082	CR46	Pavment Rehabilitation: Webster Rd - 8th Concession	Deteriorated Pavement - Mill and Pave	645,000
RR0099	CR50	Pavement Rehabilitation: Park Street - Bell Road	Deteriorated Pavement - Mill and Pave	985,000
			Total Contribution from Capital Reserve	(595,000)
			Total 2025 SOGR Program Budget	20,648,830
			Total 2025 Early Release Program	2,015,000

Infrastructure and Planning Services - Maintenance Operations Detail

Appendix F

Account Number	Operating Category	2024 Budget	2024 Progection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
Bridges & Culverts							
D03-110-BC0001	Bridge/Culvert Repair	180,000	215,000	180,000	0	0	180,000
Category	Total Bridges & Culverts	180,000	215,000	180,000	0	0	180,000
Roadside Maintenance							
D03-110-RM0001	Spraying	50,000	45,000	50,000	0	0	50,000
D03-110-RM0002	Mowing/Sweeping	440,000	440,000	440,000	0	0	440,000
D03-110-RM0003	Brush/Tree Trim Removal	150,000	150,000	150,000	0	0	150,000
D03-110-RM0004	Ditching Maintenance	250,000	250,000	285,000	0	0	285,000
D03-110-RM0005	Catch Basin/Drains/Curb/Gutter	250,000	225,000	250,000	0	0	250,000
D03-110-RM0006	Debris Pick-up	25,000	45,000	25,000	0	0	25,000
D03-110-RM0007	Lane Line Marking	600,000	600,000	600,000	0	0	600,000
D03-110-RM0008	CWATS Signs/Lane Line Marking	50,000	50,000	50,000	0	0	50,000
D03-110-RM0009	Guiderails & Posts	100,000	75,000	100,000	0	0	100,000
D03-110-RM0010	Washouts/Mail Boxes/Other	10,000	10,000	10,000	0	0	10,000
Category	Total Roadside Maintenance	1,925,000	1,890,000	1,960,000	0	0	1,960,000
Pavement Maintenance							
D03-110-PR0001	Surface Asphalt (Patching)	350,000	350,000	350,000	0	0	350,000
D03-110-PR0002	Base Repairs	60,000	50,000	60,000	0	0	60,000
D03-110-PR0003	Shouldering / Grading Shoulders	555,000	555,000	555,000	0	0	555,000
D03-110-PR0004	Surface Treatment / Crack Filling by Contract	150,000	150,000	150,000	0	0	150,000
Category	Total Pavement Maintenance	1,115,000	1,105,000	1,115,000	0	0	1,115,000
Winter Control							
D03-110-WC0001	Snow Plowing & Salting	2,408,000	2,200,000	2,408,000	0	0	2,408,000
D03-110-WC0002	Hired Contractor and Standby	342,000	500,000	342,000	0	0	342,000
Category	Total Winter Control	2,750,000	2,700,000	2,750,000	0	0	2,750,000
Safety Devices							
D03-110-RM0011	Signs	370,000	400,000	370,000	0	0	370,000
D03-110-RM0012	Railroad Signal Maintenance	65,000	68,300	65,000	0	0	65,000
Category	Total Safety Devices	435,000	468,300	435,000	0	0	435,000
Traffic Operations							
D03-110-RM0013	Traffic Signal Maintenance	400,000	455,200	400,000	0	0	400,000
D03-110-RM0014	Streetlight Maintenance	110,000	110,000	110,000	0	0	110,000
D03-110-RM0015	Signal Communications Maintenance	31,000	31,000	31,000	0	0	31,000
Category	Total Traffic Operations	541,000	596,200	541,000	0	0	541,000
Miscellaneous							
D03-110-RM0016	Drainage Assessment	350,000	350,000	350,000	0	0	350,000
D03-110-RM0017	Essex/Kent County Road 1	50,000	50,000	50,000	0	0	50,000
Category	Total Miscellaneous	400,000	400,000	400,000	0	0	400,000

Infrastructure and Planning Services - Maintenance Operations Detail

Appendix F

Account Number	Operating Category	2024 Budget	2024 Projection (unaudited)	2025 Budget	Other Funds	Reserve Funds	Levy Funds
	Other Maintenance						
D03-110-3601	Equipment Maintenance	1,170,000	1,230,000	1,170,000	0	0	1,170,000
Category	Total Other Maintenance	1,170,000	1,230,000	1,170,000	0	0	1,170,000
Category	Total Operating Expenditures	8,516,000	8,604,500	8,551,000	0	0	8,551,000
	Recoveries						
D03-110-3613	Equipment Utilization Recovery	2,600,000	2,650,000	2,600,000	2,600,000	0	(2,600,000)
Category	Total Recoveries	2,600,000	2,650,000	2,600,000	2,600,000	0	(2,600,000)
	Contributions to (from) Reserves						
D03-110-6810	Capital Reserve	0	(54,840)	0	0	0	0
Category	Total Contributions to (from) Reserves	0	(54,840)	0	0	0	0
	Total Departmental Requirement	5,916,000	5,899,660	5,951,000	2,600,000	0	5,951,000

Exhibits

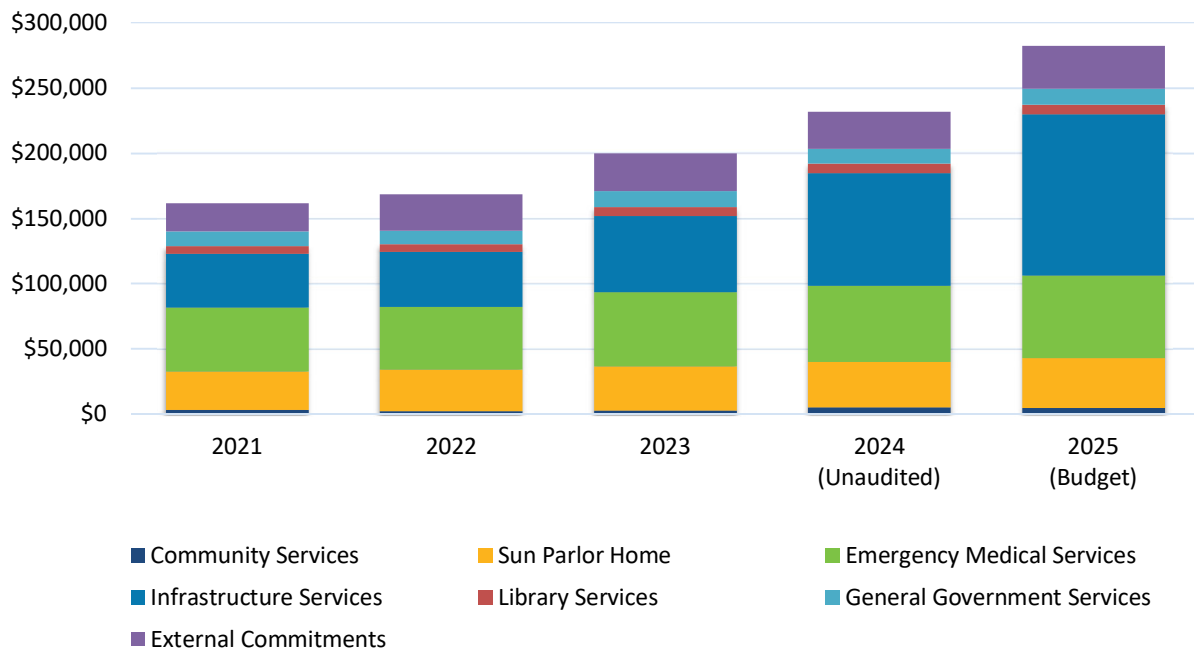


Analysis of Gross Expenditures by Function (\$000's)

Exhibit 1

Function	2021	2022	2023	2024 (Unaudited)	2025 (Budget)
Community Services	2,852	2,262	2,578	4,819	4,562
Sun Parlor Home	29,639	31,737	33,625	35,031	38,260
Emergency Medical Services	48,906	48,202	57,030	58,310	63,078
Infrastructure Services	41,545	41,923	58,431	86,622	123,835
Library Services	5,743	5,936	7,145	7,345	7,430
General Government Services	11,026	10,316	12,130	10,974	12,445
External Commitments	21,876	27,924	28,643	28,720	32,881
Total Expenditures by Function	161,587	168,300	199,581	231,822	282,492

Gross Expenditures
(in Thousands)

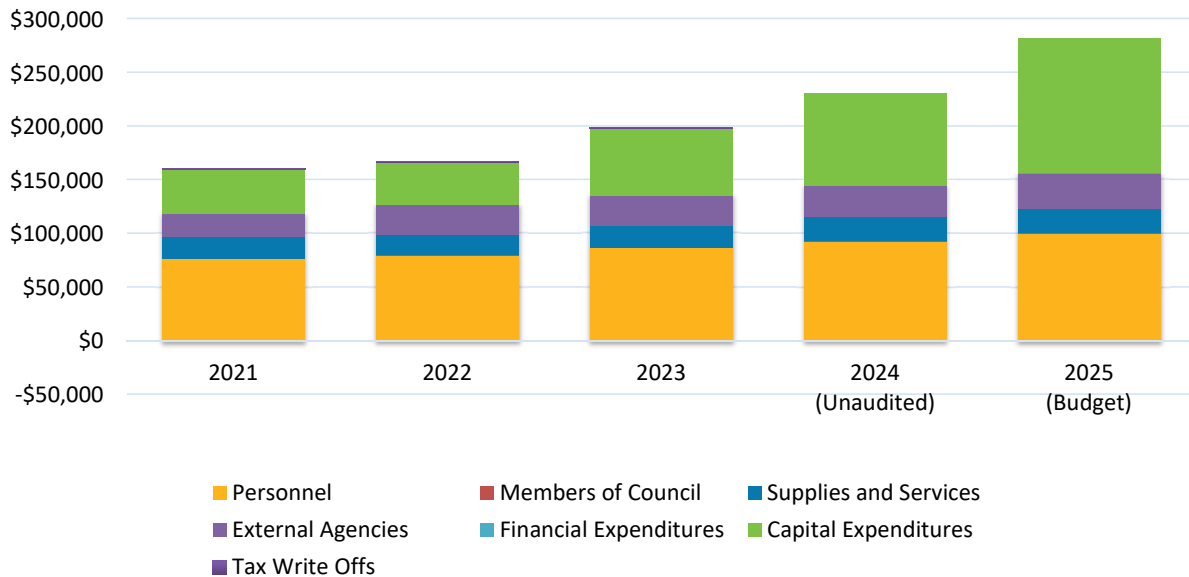


Analysis of Gross Expenditures by Object (\$000's)

Exhibit 2

Object	2021	2022	2023	2024 (Unaudited)	2025 (Budget)
Personnel	76,903	80,075	87,364	93,267	100,098
Members of Council	436	555	558	879	918
Supplies and Services	20,029	18,871	19,657	22,369	23,200
External Agencies	21,876	27,924	28,643	28,720	32,881
Financial Expenditures	(7)	9	27	32	5
Capital Expenditures	41,465	39,895	62,496	86,554	125,390
Tax Write Offs	885	971	837	0	0
Total Expenditures by Object	161,587	168,300	199,581	231,822	282,492

Gross Expenditures
(in Thousands)



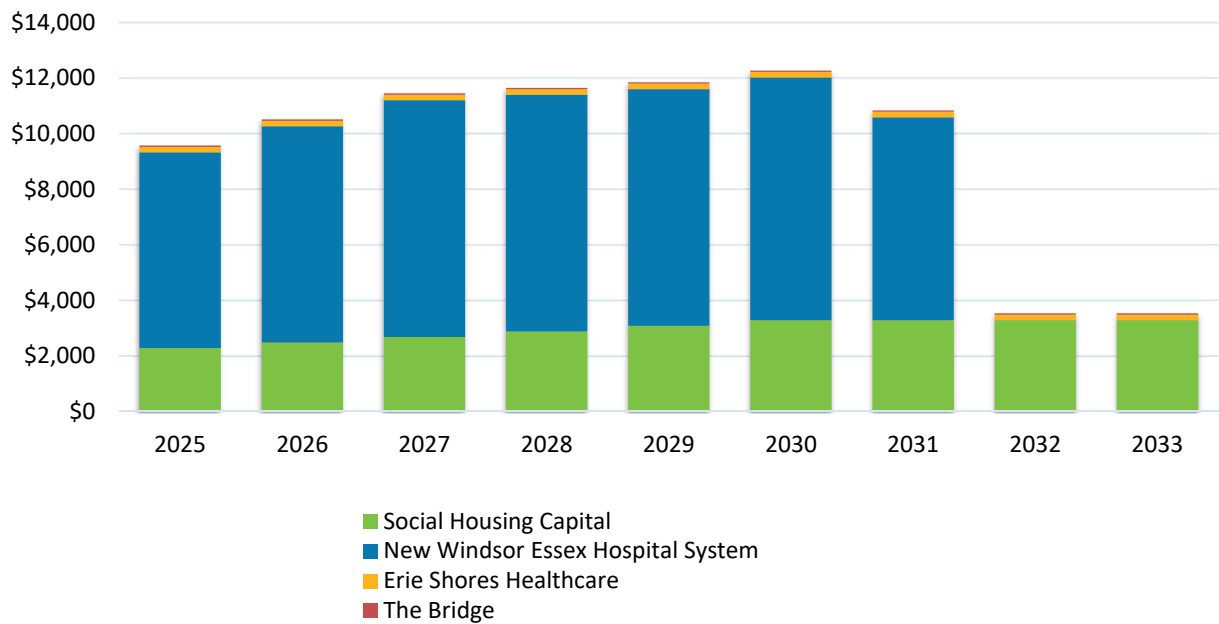
Future Financial Obligations (\$000's)

Exhibit 3

Year	Amount
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2025	9,572
2026	10,512
2027	11,452
2028	11,652
2029	11,852
2030	12,272
2031	10,839
2032	3,532
2033	3,532
2034	3,332

Financial Obligations
(in Thousands)

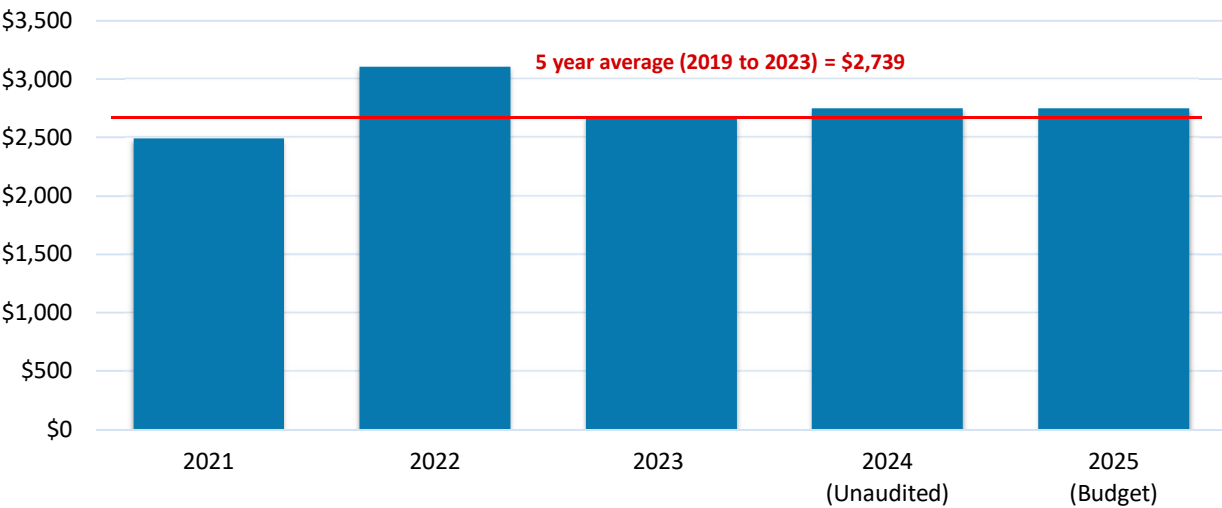


Winter Control Expenditures (\$000's)

Exhibit 4

Description	2021	2022	2023	2024 (Unaudited)	2025 (Budget)
Winter Control Expenditures	2,490	3,102	2,685	2,750	2,750

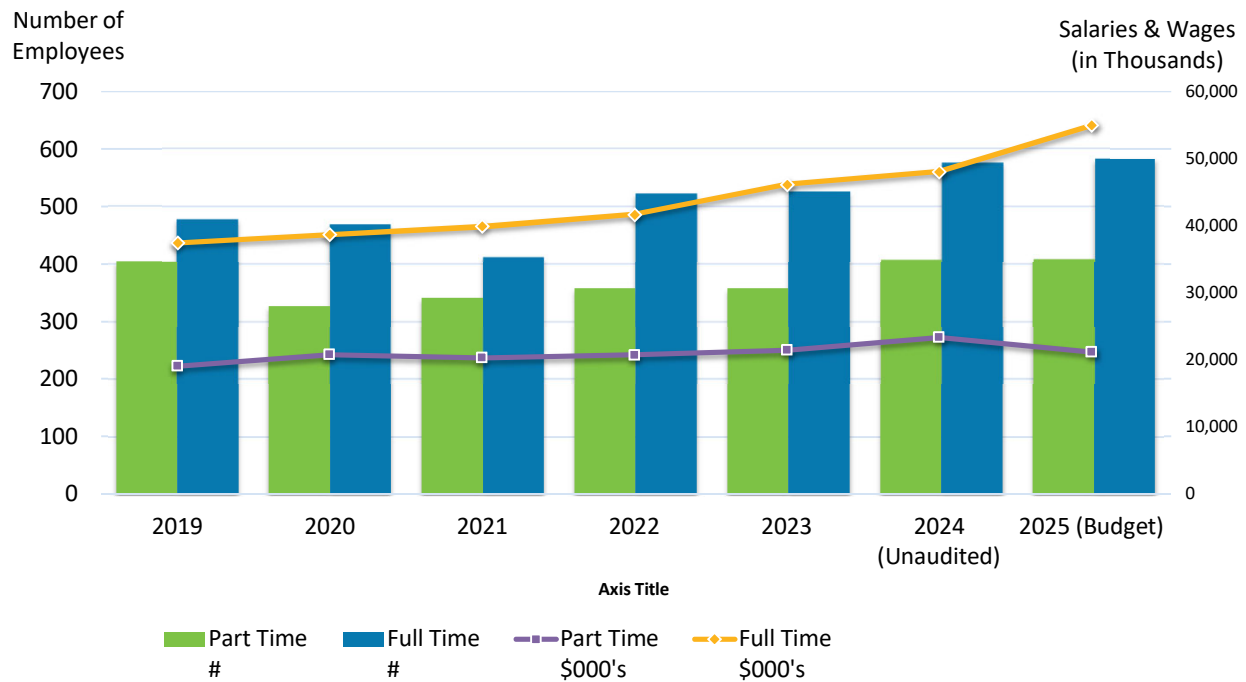
Gross Expenditures
(in Thousands)



Staffing Chart

Exhibit 5

Year	Part Time #	Full Time #	Part Time \$000's	Full Time \$000's
2019	404	478	19,036	37,454
2020	326	469	20,760	38,677
2021	341	412	20,256	39,908
2022	357	522	20,689	41,707
2023	358	526	21,397	46,194
2024 (Unaudited)	408	576	23,304	48,106
2025 (Budget)	409	582	21,135	54,987



Employee Benefit Comparison (\$000's)

Exhibit 6

Employee Benefits	2021	2022	2023	2024 (Unaudited)	2025 (Budget)
Employment Insurance	900	960	1,059	1,098	1,198
Canada Pension Plan	2,382	2,623	2,980	3,163	3,497
O.M.E.R.S.	4,678	4,755	5,633	5,949	6,556
Employer Health Tax	1,156	1,222	1,326	1,392	1,485
Health Insurance	3,554	3,939	4,447	5,159	5,356
Group Insurance	293	286	291	300	302
Short Term Disability Insurance	195	158	168	148	146
Long Term Disability Insurance	1,809	1,828	1,706	1,610	2,044
Workplace Safety & Insurance**	1,725	1,755	1,970	2,061	2,245
Total Employee Benefits	16,690	17,525	19,581	20,879	22,829

** Includes WSIB NEER surcharges

Employee Benefits
(in Thousands)

