

	Notes	*2023 Actuals (\$)	2023 Approved Budget (\$)	2024 Approved Budget (\$)	2025 Base Budget (\$)	2025 One Time (\$)	2025 Total Budget Request (\$)	2025 Change (\$)	2025 Change (%)
<b>Administration</b>									
<b>Revenue</b>									
Draw from Reserve	1	-	-	7,000	-	50,000	50,000	43,000	614.3%
Fees, Service Charges, and Rentals	2	92,169	67,000	72,350	102,350	-	102,350	30,000	41.5%
Grants & External Contributions		17,392	57,975	-	-	-	-	-	
Interest and Investment Income		7,609	6,000	-	-	-	-	-	
Licenses and permits		27,303	35,000	39,500	39,500	-	39,500	-	0.0%
Sundry Revenue		49	-	-	-	-	-	-	
<b>Revenue Total</b>		<b>144,522</b>	<b>165,975</b>	<b>118,850</b>	<b>141,850</b>	<b>50,000</b>	<b>191,850</b>	<b>73,000</b>	<b>61.4%</b>
<b>Expense</b>									
Salaries & Benefits	3	1,924,084	2,209,902	2,653,056	2,829,484	-	2,829,484	176,428	6.6%
Fees Expense		-	4,000	-	-	-	-	-	
Fines and penalties		178	-	-	-	-	-	-	
Insurance		66,064	37,800	72,660	72,660	-	72,660	-	0.0%
Interdepartment Transfers	4	14,090	30,155	373,448	314,790	-	314,790	58,658	-15.7%
Interdepartment Transfers - Corporate S&B	5	119,105	72,176	1,932,125	2,046,504	-	2,046,504	114,379	5.9%
Labour Relations	6	43,624	50,000	50,000	35,000	-	35,000	15,000	-30.0%
Materials & Supplies		39,520	40,250	67,450	68,450	-	68,450	1,000	1.5%
Printing, Advertising & Public Notices		18,853	23,700	17,700	17,700	-	17,700	-	0.0%
Professional & Contracted Services		137,822	143,400	100,500	97,500	-	97,500	3,000	-3.0%
Program Costs		66	-	-	-	-	-	-	
Protective clothing, uniforms, subscriptions, and memberships		13,496	24,120	28,625	28,800	-	28,800	175	0.6%
Purchases for resale		140	-	-	-	-	-	-	
Repairs & Maintenance		4,427	-	2,500	2,500	-	2,500	-	0.0%
Security		4,101	-	4,000	4,000	-	4,000	-	0.0%
Software Support & Licencing		102,358	135,000	-	-	-	-	-	
Sundry Expense	7	10,971	26,100	38,100	21,900	10,000	31,900	6,200	-16.3%
Telecommunications		4,490	6,200	4,950	5,400	-	5,400	450	9.1%
Training, travel, meetings, and conferences	8	110,143	146,750	156,750	159,050	40,000	199,050	42,300	27.0%
Transfer to Reserve		94,479	103,500	109,000	109,000	-	109,000	-	0.0%
<b>Expense Total</b>		<b>2,469,445</b>	<b>2,908,701</b>	<b>999,718</b>	<b>1,090,150</b>	<b>50,000</b>	<b>1,140,150</b>	<b>140,432</b>	<b>14.0%</b>
<b>Net Expense</b>		<b>2,324,923</b>	<b>2,742,726</b>	<b>880,868</b>	<b>948,300</b>	<b>0</b>	<b>948,300</b>	<b>67,432</b>	<b>7.7%</b>

\* 2023 Actuals (\$) unaudited

Includes Office of the CAO, Clerks, Finance, Procurement, and Human Resources

## **Administration**

**Note 1:** Includes one-time funding carried for 2024 annual service awards to be held in January 2025 and 2025 leadership training committed to in 2024.

**Note 2:** Increased revenue based on fees and charges for tax account related services.

**Note 3:** Includes reallocation of management position from Operations. 1.78% blended COLA, consistent with IBEW collective agreement. Statutory and group benefit premiums increased to reflect current benefit rates.

**Note 4:** Adjusted interdepartmental allocation for costs shared by the corporation, based on proportional share of the annual budget.

**Note 5:** Interdepartmental transfers updated to allocate HR, Finance and Procurement S&B costs to service departments based on their proportionate share of the budget, net of costs allocated to CAO and Clerks.

**Note 6:** Reduced labour relations budget based on only one 2025 collective bargaining agreement up for renewal.

**Note 7:** Reduced service and recognition budget based on anticipated spend on 2025 events. Carried budget from 2024 for service recognition awards.

**Note 8:** Increased training budget as per staff training and development plan. Includes carry over for 2024 commitments.

Administration 2025 Capital Program			Funding Source							
Page #		Cost	Grant	Grant Contingent	OCIF	Gas Tax	Tax Supported Reserves	Rate Supported Reserves	Development Charges	Debt
77	<b>Human Resources</b> Employer of Choice Strategic Plan	60,000					60,000			
	<b>Total Administration</b>	<b>60,000</b>					<b>60,000</b>			

<b>Department</b>	Administration	<b>Budget Year</b>	<b>2025</b>
<b>Division</b>	Human Resources	<b>Budget Amount</b>	\$ 60,000
<b>Project Title</b>	Employer of Choice Strategic Plan		
<b>Project Location</b>	Municipal Wide		

<b>Council Strategic Priority</b>	<input type="checkbox"/> Waterfront Development	<input type="checkbox"/> Enhance Town Safety
	<input type="checkbox"/> Stabilize and Streamline Service Delivery	<input checked="" type="checkbox"/> Workplace Culture
	<input type="checkbox"/> Infrastructure Management	<input type="checkbox"/> N/A

<b>Project Description</b>	The HR strategic plan involves four key pillars. Talent and Organizational Development, Safety & Emergency Preparedness, Staff Engagement and Leadership and Culture. These pillars include Equity, Diversity, and Inclusivity (EDI) and Succession Planning. As an Employer of choice, it is important that we invest time in these areas to ensure we have a safe and healthy work environment. Healthy workplaces contribute to higher employee satisfaction and productivity, while also reducing absenteeism. ( <a href="https://www.emerald.com/insight/">https://www.emerald.com/insight/</a> ) These are critical areas that require formal training for all staff to ensure we are building an inclusive workplace and preparing for future leadership needs. This one time capital funding request will help solidify this plan.
<b>Why is this project important?</b>	To support the Council strategic priority of Employer of choice, we need to develop the appropriate strategies. The development of a HR Strategic Plan is currently underway by the HR Director, however, the work required to complete the plan is not feasible with current HR resources. To support a strong organizational culture, it is also important that our policies are up to date. Currently, many of our policies are outdated and need to be revised to reflect current best practices and legal requirements.
<b>What are the consequences of not doing this project?</b>	The scope of implementing EDI in a workplace requires expertise and resources from external sources. Midland's diverse community is evident in the staff that are working for the Town of Midland. The consequences of not prioritizing EDI within the organization will impede the ability to move this important strategic priority forward.

Cost Breakdown	2025
Purchases	
Construction	
Consulting	\$ 60,000
Study	
Other	
<b>Total Cost</b>	<b>\$ 60,000</b>

Funding Breakdown	2025	Funding Details
Tax Supported Reserves	\$ 60,000	
Rate Supported Reserves		
Grant		
Development Charges		
Debt		
Other		
<b>Total Funding</b>	<b>\$ 60,000</b>	