

**Appendix 2 - Staffing Level Comparators from FIR <sup>3</sup>**

Service Area from FIR	Staffing Levels (Median)
<b>Municipal Staff (Full Time)</b>	
<i>Administration</i>	Employees 171 (Median: 195.5)
<i>Fire</i>	Employees 140 (Median: 193.5)
<i>Uniform</i>	Employees 132 (Median: 193.5)
<i>Civilian</i>	Employees 8 (Median: 18)
<i>Police</i>	Employees 385 (Median: 505)
<i>Uniform</i>	Employees 245 (Median: 311)
<i>Civilian</i>	Employees 141 (Median: 109)
<i>Court Security</i>	Employees 17 (Median: 7)
<i>Uniform</i>	Employees 5 (Median: 6.5)
<i>Civilian</i>	Employees 12 (Median: 15.5)
<i>Transit</i>	Employees 116 (Median: 127.5)
<i>Public Works</i>	Employees 459 (Median: 324.5)
<i>Ambulance</i>	Employees 131 (Median: 57)
<i>Uniform</i>	Employees 114 (Median 48.5)
<i>Civilian</i>	Employees 17 (Median: 40)
<i>Health Services</i>	Employees 15 (Median: 8.5)
<i>Long Term Care Home (FIR Reference - Homes for the Aged)</i>	Employees 261 (Median 153.5)
<i>Other Social Services</i>	Employees 105 (Median: 114.5)
<i>Parks &amp; Recreation</i>	Employees 87 (Median: 130.5)
<i>Libraries</i>	Employees 64 (Median: 40.5)
<i>Planning</i>	Employees 42 (Median: 53.5)
<i>Other</i>	Employees 110 (Median: 172)
<i>Total</i>	Employees 2,104 (Median: 2,112)
<i>Covered by Collective Agreements</i>	Covered by CBAs 84% (Median: 82%)
<b>Municipal Staff (Part Time)</b>	
<i>Administration</i>	Employees 11 (Median: 3.5)
<i>Fire</i>	N/A
<i>Uniform</i>	N/A
<i>Civilian</i>	N/A
<i>Police</i>	Employees 18 (Median: 9)
<i>Uniform</i>	N/A
<i>Civilian</i>	Employees 18 (Median: 18)
<i>Court Security</i>	Employees 10 (Median: 10)
<i>Uniform</i>	N/A
<i>Civilian</i>	Employees 10 (Median: 12)
<i>Transit</i>	Employees 37 (Median: 5.4)
<i>Public Works</i>	Employees 72 (Median: 18)
<i>Ambulance</i>	Employees 20 (Median: 2)
<i>Uniform</i>	Employees 19 (Median: 49)
<i>Civilian</i>	Employees 1 (Median: 1)
<i>Health Services</i>	Employees 4 (Median: 2)

<i>Homes for the Aged</i>	Employees 122 (Median: 149.5)
<i>Other Social Services</i>	Employees 1 (Median: 1)
<i>Parks &amp; Recreation</i>	Employees 152 (Median: 216)
<i>Libraries</i>	Employees 22 (Median: 20.5)
<i>Planning</i>	Employees 7 (Median: 1.5)
<i>Other</i>	Employees 28 (Median: 42.5)
<i>Total</i>	Employees 505 (Median: 810.6)
<i>Covered by Collective Agreements</i>	Covered by CBAs 75% (Median: 78%)