

**2020**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: COMMSERV Community Services**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Community Services										
Strategic and Business Services	7,126,198	7,283,916	7,464,016	30,000	250,360			7,744,375	460,459	6.3
Fire Services	26,848,743	26,847,144	26,807,221	37,000	581,441			27,425,662	578,518	2.2
Operations Services	26,640,256	25,764,354	25,891,509		764,363		5,000	26,660,873	896,519	3.5
Recreation & Culture Services	10,735,832	11,481,824	11,290,986	1,200	(96,167)		(74,280)	11,121,737	(360,087)	(3.1)
<b>Total Community Services</b>	<b>71,351,029</b>	<b>71,377,238</b>	<b>71,453,732</b>	<b>68,200</b>	<b>1,499,997</b>		<b>(69,280)</b>	<b>72,952,647</b>	<b>1,575,409</b>	<b>2.2</b>

**2020  
City of Oshawa  
Operating Budget by Branch**

**Branch: Strategic and Business Services**

**Branch Purpose:**

The Strategic and Business Services Branch is responsible for the provision of strategic services and business planning, budget, administrative and specialized services to contribute to the department meeting its strategic goals and legal requirements. Responsibilities include general business management and administrative support, financial management and technology initiatives while applying lean methodologies for business process improvements. The branch is also responsible for the operation and maintenance of the City's infrastructure of street lights, parking facilities, crossing guards, and animal services.

The branch is comprised of the following divisions:

- Operations and Business Services
- Finance and Data Management
- Transportation and Parking Services
- Animal Services

**Branch Staff Establishment: 70 FTE**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Strategic and Business Services										
200 Strategic and Business Svcs	2,977,294	3,088,669	3,176,914		43,986			3,220,900	132,231	4.3
230 Traffic and Parking - Admin	694,992	694,459	694,840		76,310			771,150	76,691	11.0
233 Street Lighting	1,513,459	1,627,500	1,693,209		(142,309)			1,550,900	(76,600)	(4.7)
234 Crossing Guards	1,288,819	1,311,300	1,341,300		(800)			1,340,500	29,200	2.2
319 Animal Care	651,636	561,987	557,752	30,000	273,173			860,925	298,938	53.2
<b>Total Strategic and Business Services</b>	<b>7,126,200</b>	<b>7,283,915</b>	<b>7,464,015</b>	<b>30,000</b>	<b>250,360</b>			<b>7,744,375</b>	<b>460,460</b>	<b>6.3</b>

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**Budget by Program: 200 Strategic and Business Svcs**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Strategic and Business Services										
200 Strategic and Business Svcs										
Personnel Costs	2,658,008	2,782,361	2,855,000		(2,400)			2,852,600	70,239	2.5
Program and Office Supplies	111,330	91,500	93,714		10,686			104,400	12,900	14.1
Professional Services	218,449	226,200	226,200		37,700			263,900	37,700	16.7
Contribution to Capital	2,899	2,000	2,000		(2,000)				(2,000)	(100.0)
Contributions from Reserve Fnd	(13,392)	(13,392)							13,392	(100.0)
<b>Total 200 Strategic and Business Svcs</b>	<b>2,977,294</b>	<b>3,088,669</b>	<b>3,176,914</b>		<b>43,986</b>			<b>3,220,900</b>	<b>132,231</b>	<b>4.3</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from staff vacancies.

2020 Proposed Budget to 2019 Approved Budget Variance

Position regrades and step increases.

Program and Office Supplies increased to reflect prior year actuals.

Increased training requirements.

**2020  
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**Budget by Program: 230 Traffic and Parking - Admin**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Strategic and Business Services										
230 Traffic and Parking - Admin										
Personnel Costs	475,035	473,107	471,425		76,925			548,350	75,243	15.9
Professional Services	187,844	189,634	189,634		(334)			189,300	(334)	(0.2)
Utilities	22,000	21,800	22,781		(881)			21,900	100	0.5
Contribution to Capital	11,195	11,000	11,000		600			11,600	600	5.5
Contributions from Reserve Fnd	(1,082)	(1,082)							1,082	(100.0)
<b>Total 230 Traffic and Parking - Admin</b>	<b>694,992</b>	<b>694,459</b>	<b>694,840</b>		<b>76,310</b>			<b>771,150</b>	<b>76,691</b>	<b>11.0</b>

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**Budget by Program: 233 Street Lighting**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Strategic and Business Services										
233 Street Lighting										
Professional Services	179,181	179,200	179,200		5,000			184,200	5,000	2.8
Utilities	1,344,003	1,460,200	1,525,909		(149,509)			1,376,400	(83,800)	(5.7)
Recoveries	(9,725)	(11,900)	(11,900)		2,200			(9,700)	2,200	(18.5)
<b>Total 233 Street Lighting</b>	<b>1,513,459</b>	<b>1,627,500</b>	<b>1,693,209</b>		<b>(142,309)</b>			<b>1,550,900</b>	<b>(76,600)</b>	<b>(4.7)</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Utilities less than budgeted.

2020 Proposed Budget to 2019 Approved Budget Variance  
Utilities decreased based on prior year actuals.

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**Budget by Program: 234 Crossing Guards**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Strategic and Business Services										
234 Crossing Guards										
Personnel Costs	1,278,601	1,300,100	1,330,100					1,330,100	30,000	2.3
Program and Office Supplies	8,300	8,300	8,300		(100)			8,200	(100)	(1.2)
Professional Services	1,918	2,900	2,900		(700)			2,200	(700)	(24.1)
<b>Total 234 Crossing Guards</b>	<b>1,288,819</b>	<b>1,311,300</b>	<b>1,341,300</b>		<b>(800)</b>			<b>1,340,500</b>	<b>29,200</b>	<b>2.2</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Salary savings from staff vacancies.

2020 Proposed Budget to 2019 Approved Budget Variance  
Salary increase for contractual increase and new guards as approved by Council.

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**Budget by Program: 319 Animal Care**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Strategic and Business Services										
319 Animal Care										
Personnel Costs	627,782	587,703	583,403	30,000	84,122			697,525	109,822	18.7
Program and Office Supplies	73,829	59,000	59,065		3,935			63,000	4,000	6.8
Professional Services	199,552	133,000	133,000		57,200			190,200	57,200	43.0
Maintenance and Repairs	13,679	14,284	14,284		1,016			15,300	1,016	7.1
Contribution to Capital	1,669				2,400			2,400	2,400	
Contributions and Financial Chg	637	700	700		(700)				(700)	(100.0)
Operating Revenue	(107,512)	(74,700)	(74,700)		(32,800)			(107,500)	(32,800)	43.9
Recoveries	(158,000)	(158,000)	(158,000)		158,000				158,000	(100.0)
<b>Total 319 Animal Care</b>	<b>651,636</b>	<b>561,987</b>	<b>557,752</b>	<b>30,000</b>	<b>273,173</b>			<b>860,925</b>	<b>298,938</b>	<b>53.2</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Increase in animal intake outside operating hours led to higher costs.

2020 Proposed Budget to 2019 Approved Budget Variance  
Salary increase related to council directed Animal Advisory Committee.  
Increasing costs based on prior year actuals.  
Increasing revenues based on General Fees and Charges By-law update.

**2020  
City of Oshawa  
Operating Budget by Branch**

**Branch: Fire Services**

**Branch Purpose:**

Oshawa Fire Services began in 1856 as a volunteer department and has grown to 6 fire stations and 196 staff. The purpose of the Oshawa Fire Services is to protect the life and property of its citizens from fire and other public safety hazards through prevention, education, planning, and emergency incident services.

The primary objectives of Oshawa Fire Services are:

- Aim for the highest professional standards in service delivery and internal management.
- Develop a comprehensive life and property protection service with continuous review to identify the municipality's changing fire service requirements.
- Promote the coordinated efforts of all staff and resources in the fire service to ensure the effectiveness of our fire and public safety mission.
- Maintain a comprehensive training program to adequately educate personnel in the latest knowledge and techniques in performing their duties.
- Develop and maintain good working relations with all federal, provincial, regional and municipal departments, utilities and agencies.
- Prepare maintenance programs to ensure the preparedness of all equipment required in the delivery of fire and public safety.

The branch is comprised of the following divisions:

- Administration
- Fire Prevention
- Training
- Suppression
- Mechanical
- Communication

**Branch Staff Establishment: 196 FTE**

Fire Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
390 Fire - Admin	903,444	877,755	891,025		84,897			975,922	98,167	11.2
391 Fire Prevention	1,305,265	1,336,200	1,385,000		3,800			1,388,800	52,600	3.9
392 Training	471,937	467,600	462,900					462,900	(4,700)	(1.0)
393 Fire Fighting	22,478,739	22,495,850	22,411,058	37,000	412,662			22,860,720	364,870	1.6
394 Mechanical	370,082	364,700	350,400		9,700			360,100	(4,600)	(1.3)
395 Operational Maintenance	395,627	397,800	408,129		(3,529)			404,600	6,800	1.7
396 Dispatch Services	923,649	907,239	898,709		73,911			972,620	65,381	7.2
<b>Total Fire Services</b>	<b>26,848,743</b>	<b>26,847,144</b>	<b>26,807,221</b>	<b>37,000</b>	<b>581,441</b>			<b>27,425,662</b>	<b>578,518</b>	<b>2.2</b>



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**Budget by Program: 390 Fire - Admin**

Fire Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
390 Fire - Admin										
Personnel Costs	647,844	637,162	648,025		79,197			727,222	90,060	14.1
Program and Office Supplies	9,186	9,700	9,870		(1,370)			8,500	(1,200)	(12.4)
Professional Services	248,651	233,130	233,130		7,070			240,200	7,070	3.0
Contributions from Reserve Fnd	(2,237)	(2,237)							2,237	(100.0)
<b>Total 390 Fire - Admin</b>	<b>903,444</b>	<b>877,755</b>	<b>891,025</b>		<b>84,897</b>			<b>975,922</b>	<b>98,167</b>	<b>11.2</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Step increases.  
Increased cost of Regional Radio System.

2020 Proposed Budget to 2019 Approved Budget Variance  
Step increases.

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**Budget by Program: 391 Fire Prevention**

Fire Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
391 Fire Prevention										
Personnel Costs	1,339,473	1,363,200	1,412,000		3,700			1,415,700	52,500	3.9
Program and Office Supplies	24,457	34,000	34,000		100			34,100	100	0.3
Professional Services	7,312	7,000	7,000					7,000		
Recoveries	(65,977)	(68,000)	(68,000)					(68,000)		
<b>Total 391 Fire Prevention</b>	<b>1,305,265</b>	<b>1,336,200</b>	<b>1,385,000</b>		<b>3,800</b>			<b>1,388,800</b>	<b>52,600</b>	<b>3.9</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Salary savings from staff vacancies.

2020 Proposed Budget to 2019 Approved Budget Variance  
Step increases.

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**Budget by Program: 392 Training**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Fire Services										
392 Training										
Personnel Costs	465,573	461,400	456,700					456,700	(4,700)	(1.0)
Program and Office Supplies	6,364	6,200	6,200					6,200		
<b>Total 392 Training</b>	<b>471,937</b>	<b>467,600</b>	<b>462,900</b>					<b>462,900</b>	<b>(4,700)</b>	<b>(1.0)</b>

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**Budget by Program: 393 Fire Fighting**

Fire Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
393 Fire Fighting										
Personnel Costs	22,114,393	22,207,100	22,111,800		391,720			22,503,520	296,420	1.3
Program and Office Supplies	306,422	285,100	290,725		22,975			313,700	28,600	10.0
Building/Equipment Supplies	108,146	105,650	110,533	7,000	(33)			117,500	11,850	11.2
Professional Services	17,942	18,000	18,000		(2,000)			16,000	(2,000)	(11.1)
Contribution to Capital	137,058	142,000	142,000		(62,900)			79,100	(62,900)	(44.3)
Operating Revenue	(160)									
Contributions from Reserves	(137,058)	(142,000)	(142,000)		62,900			(79,100)	62,900	(44.3)
Recoveries	(68,004)	(120,000)	(120,000)	30,000				(90,000)	30,000	(25.0)
<b>Total 393 Fire Fighting</b>	<b>22,478,739</b>	<b>22,495,850</b>	<b>22,411,058</b>	<b>37,000</b>	<b>412,662</b>			<b>22,860,720</b>	<b>364,870</b>	<b>1.6</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from staff vacancies.

Fire Marquee recoveries less than anticipated.

2020 Proposed Budget to 2019 Approved Budget Variance

Increased overtime based on prior year actuals.

Reduced recoveries based on prior year actuals.

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**Budget by Program: 394 Mechanical**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Fire Services										
394 Mechanical										
Personnel Costs	241,280	272,100	257,800		2,000			259,800	(12,300)	(4.5)
Program and Office Supplies	88	100	100					100		
Building/Equipment Supplies	90,418	62,500	62,500		7,700			70,200	7,700	12.3
Maintenance and Repairs	38,296	30,000	30,000					30,000		
<b>Total 394 Mechanical</b>	<b>370,082</b>	<b>364,700</b>	<b>350,400</b>		<b>9,700</b>			<b>360,100</b>	<b>(4,600)</b>	<b>(1.3)</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from staff vacancies.

Increased costs to service aging fleet.

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**Budget by Program: 395 Operational Maintenance**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Fire Services										
395 Operational Maintenance										
Building/Equipment Supplies	28,343	33,000	33,000		(400)			32,600	(400)	(1.2)
Maintenance and Repairs	144,009	135,000	135,000		19,600			154,600	19,600	14.5
Utilities	210,999	219,800	230,129		(12,729)			217,400	(2,400)	(1.1)
Contribution to Capital	19,776	17,500	17,500		(17,500)				(17,500)	(100.0)
Contributions from Reserves	(7,500)	(7,500)	(7,500)		7,500				7,500	(100.0)
<b>Total 395 Operational Maintenance</b>	<b>395,627</b>	<b>397,800</b>	<b>408,129</b>		<b>(3,529)</b>			<b>404,600</b>	<b>6,800</b>	<b>1.7</b>

Variance Explanations:

2020 Proposed Budget to 2019 Approved Budget Variance  
Increasing based on aging infrastructure.

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**Budget by Program: 396 Dispatch Services**

Fire Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
396 Dispatch Services										
Personnel Costs	2,058,924	2,009,900	2,001,200		129,320			2,130,520	120,620	6.0
Program and Office Supplies	6,492	7,601	7,771		29			7,800	199	2.6
Professional Services	47,551	40,000	40,000		9,000			49,000	9,000	22.5
Maintenance and Repairs	134,495	133,500	133,500		48,000			181,500	48,000	36.0
Recoveries	(1,323,813)	(1,283,762)	(1,283,762)		(112,438)			(1,396,200)	(112,438)	8.8
<b>Total 396 Dispatch Services</b>	<b>923,649</b>	<b>907,239</b>	<b>898,709</b>		<b>73,911</b>			<b>972,620</b>	<b>65,381</b>	<b>7.2</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary increase for minimum staffing requirements offset by increased recoveries.

2020 Proposed Budget to 2019 Approved Budget Variance

Increase in service to meet new CRTC regulations offset by increased recoveries.

**2020  
City of Oshawa  
Operating Budget by Branch**

**Branch: Operations Services**

**Branch Purpose:**

The Operations Services Branch is responsible for the operation and maintenance of the City's infrastructure of roads, sidewalks, underground assets and fleet in compliance to legal requirements and industry standards. It is also responsible for the provision of maintenance, improvements and beautification services that contribute to effective and sustainable environmental excellence. This includes planning, design, construction maintenance, improvement and operation of the City's park facilities, sports fields, trail system and naturalized open space, civic beautification, forestry, horticulture, and the collection of waste and environmental programs.

This work is coordinated through the following Divisions:

- Fleet Services
- Road Operations
- Parks Operations and Waste & Environmental Programs

**Branch Staff Establishment: 130 FTE**

Operations Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
240 Roads Operations - Admin	13,629,353	12,500,429	12,584,404		600,218		5,000	13,189,622	689,193	5.5
246 Waste Collection and Env Prgs	4,348,734	4,163,298	4,213,852		265,084			4,478,935	315,637	7.6
260 Fleet Maintenance	(27,054)	85	79,585		(132,685)			(53,100)	(53,185)	(62,570.6)
309 Facilities Maintenance - Parks	8,689,223	9,100,542	9,013,668		31,746			9,045,414	(55,128)	(0.6)
<b>Total Operations Services</b>	26,640,256	25,764,354	25,891,509		764,363		5,000	26,660,871	896,517	3.5



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**Budget by Program: 240 Roads Operations - Admin**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Operations Services										
240 Roads Operations - Admin										
Personnel Costs	6,029,282	6,238,220	6,310,520		102,452			6,412,972	174,752	2.8
Program and Office Supplies	5,070	4,800	4,975		425			5,400	600	12.5
Building/Equipment Supplies	1,905,128	1,305,677	1,317,223		69,778		5,000	1,392,001	86,324	6.6
Professional Services	3,332,607	2,499,973	2,499,073		364,327			2,863,400	363,427	14.5
Maintenance and Repairs	2,790,579	2,791,534	2,791,690		90,810			2,882,500	90,966	3.3
Utilities	19,050	15,500	16,198		3,401			19,599	4,099	26.4
Contribution to Capital	40,000	39,500	39,500		16,100			55,600	16,100	40.8
Operating Revenue	(154)									
Recoveries	(492,209)	(394,775)	(394,775)		(47,075)			(441,850)	(47,075)	11.9
<b>Total 240 Roads Operations - Admin</b>	<b>13,629,353</b>	<b>12,500,429</b>	<b>12,584,404</b>		<b>600,218</b>		<b>5,000</b>	<b>13,189,622</b>	<b>689,193</b>	<b>5.5</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from staff vacancies.

Increased costs for contracted services associated with vacancies and aging infrastructure.

Any year end unfavourable variance can be offset by the Operations Reserve.

2020 Proposed Budget to 2019 Approved Budget Variance

Salary increase for general wage increases.

Contracted services increasing due to inflation and growth.

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**Budget by Program: 246 Waste Collection and Env Prgs**

Operations Services	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
246 Waste Collection and Env Prgs										
Personnel Costs	2,146,929	1,922,880	1,971,679		142,441			2,114,120	191,240	9.9
Program and Office Supplies	35,854	39,000	40,755		46			40,800	1,800	4.6
Building/Equipment Supplies	800	800	800					800		
Professional Services	828,246	853,415	853,415		12,500			865,915	12,500	1.5
Maintenance and Repairs	1,404,204	1,410,203	1,410,203		110,097			1,520,300	110,097	7.8
Operating Revenue	(66,600)	(63,000)	(63,000)					(63,000)		
Recoveries	(699)									
<b>Total 246 Waste Collection and Env Prgs</b>	<b>4,348,734</b>	<b>4,163,298</b>	<b>4,213,852</b>		<b>265,084</b>			<b>4,478,935</b>	<b>315,637</b>	<b>7.6</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary increase for staff on paid leave offset with temporary staff.

2020 Proposed Budget to 2019 Approved Budget Variance

Salary increase for general wage increases.

Increase temporary staff based on prior year actuals.

Increase to City Fleet rates.

**2020  
City Of Oshawa  
Operating Budget**

**Budget by Program: 260 Fleet Maintenance**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Operations Services										
260 Fleet Maintenance										
Personnel Costs	1,372,048	1,385,741	1,422,740		(40)			1,422,700	36,959	2.7
Program and Office Supplies	5,062	5,700	5,700		(200)			5,500	(200)	(3.5)
Building/Equipment Supplies	1,688,770	1,676,000	1,717,500		219,700			1,937,200	261,200	15.6
Professional Services	250,672	263,150	263,150		12,750			275,900	12,750	4.8
Maintenance and Repairs	302,700	325,100	325,100		(6,100)			319,000	(6,100)	(1.9)
Contribution to Capital	8,000	8,700	8,700					8,700		
Contributions from Reserve Fnd	(1,001)	(1,001)							1,001	(100.0)
Recoveries	(3,653,305)	(3,663,305)	(3,663,305)		(358,795)			(4,022,100)	(358,795)	9.8
<b>Total 260 Fleet Maintenance</b>	<b>(27,054)</b>	<b>85</b>	<b>79,585</b>		<b>(132,685)</b>			<b>(53,100)</b>	<b>(53,185)</b>	<b>(62,570.6)</b>

Variance Explanations:

2020 Proposed Budget to 2019 Approved Budget Variance

Inflation and increase in cost of fuel.

Increased recoveries based on 2020 Fleet rates.

**2020  
City Of Oshawa  
Operating Budget**

**Budget by Program: 309 Facilities Maintenance - Parks**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Operations Services										
309 Facilities Maintenance - Parks										
Personnel Costs	5,015,014	5,086,454	4,976,510		187,648			5,164,158	77,704	1.5
Program and Office Supplies	442,298	445,800	456,946		(100,000)			356,946	(88,854)	(19.9)
Building/Equipment Supplies	120,398	133,400	133,735		(5,735)			128,000	(5,400)	(4.0)
Professional Services	1,965,707	2,252,110	2,252,110		105,400			2,357,510	105,400	4.7
Maintenance and Repairs	1,483,233	1,489,210	1,489,210		(109,660)			1,379,550	(109,660)	(7.4)
Utilities	170,400	212,500	223,007		(17,307)			205,700	(6,800)	(3.2)
Contribution to Capital	58,400	69,500	69,500		(50,200)			19,300	(50,200)	(72.2)
Contributions and Financial Chg	3,899	3,100	3,100		200			3,300	200	6.5
Operating Revenue	(423,512)	(405,500)	(405,500)		(7,100)			(412,600)	(7,100)	1.8
Contributions from Reserves	(67,650)	(92,650)	(92,650)		25,000			(67,650)	25,000	(27.0)
Contributions from Reserve Fnd	(1,082)	(1,082)							1,082	(100.0)
Recoveries	(77,882)	(92,300)	(92,300)		3,500			(88,800)	3,500	(3.8)
<b>Total 309 Facilities Maintenance - Parks</b>	<b>8,689,223</b>	<b>9,100,542</b>	<b>9,013,668</b>		<b>31,746</b>			<b>9,045,414</b>	<b>(55,128)</b>	<b>(0.6)</b>

Variance Explanation:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from staff vacancies.

Savings on contracted services related to weather.

2020 Proposed Budget to 2019 Approved Budget Variance

Changes related to the Emerald Ash Borer program.

Reduction in City Fleet rates.

**2020  
City of Oshawa  
Operating Budget by Branch**

**Branch: Recreation & Culture Services**

**Branch Purpose:**

The Recreation & Culture Services Branch is responsible for the provision of recreation, leisure and cultural opportunities that contribute to healthy communities and engaged citizens. This includes the planning and delivery of recreation and culture programs, community events, the promotion and operation of recreation facilities and community centres, operation and maintenance of cemetery services, delivering leisure services and programs, and support for community and cultural development. This branch regularly engages the community through consultation and liaison with sports organizations, arts and cultural groups and other special interest groups. The branch also partners with other agencies such as School Boards, Grandview, and Friends of Second Marsh etc. to offer programs and services to the community.

The branch is comprised of the following divisions:

- Culture & Centralized Recreation Services
- Program Services
- Facility Operations
- Cemetery Services
- Facility and Event Sponsorship

**Branch Staff Establishment: 106 FTE**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
013 Facility Sponsorsh Advertising	(211,883)	(284,000)	(284,400)		62,200			(222,200)	61,800	(21.8)
310 Facility Maint Recreation	6,918,300	7,459,411	7,648,579	1,200	(515,682)		4,320	7,138,418	(320,993)	(4.3)
320 Union Cemetery Admin	25,206	22,895	31,788		(16,888)			14,900	(7,995)	(34.9)
321 Recreational Programs	2,148,983	2,409,388	2,042,777		348,441		(78,600)	2,312,618	(96,770)	(4.0)
332 Special Events	536,431	497,350	489,831		10,468			500,299	2,949	0.6
349 Business and Customer Services	1,031,962	1,060,320	1,046,732		5,768			1,052,500	(7,820)	(0.7)
350 Culture	286,838	316,460	315,674		9,526			325,200	8,740	2.8
<b>Total Recreation &amp; Culture Services</b>	<b>10,735,837</b>	<b>11,481,824</b>	<b>11,290,981</b>	<b>1,200</b>	<b>(96,167)</b>		<b>(74,280)</b>	<b>11,121,735</b>	<b>(364,339)</b>	<b>(3.1)</b>

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City Of Oshawa  
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**Budget by Program: 013 Facility Sponsorsh Advertising**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
013 Facility Sponsorsh Advertising										
Personnel Costs	127,466	127,600	127,200					127,200	(400)	(0.3)
Program and Office Supplies	3,300	3,300	3,300					3,300		
Professional Services	14,300	20,300	20,300		(4,700)			15,600	(4,700)	(23.2)
Operating Revenue	(356,949)	(435,200)	(435,200)		66,900			(368,300)	66,900	(15.4)
<b>Total 013 Facility Sponsorsh Advertising</b>	<b>(211,883)</b>	<b>(284,000)</b>	<b>(284,400)</b>		<b>62,200</b>			<b>(222,200)</b>	<b>61,800</b>	<b>(21.8)</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Decrease in advertising revenues.

2020 Proposed Budget to 2019 Approved Budget Variance  
Decrease in advertising revenues.

**2020  
City Of Oshawa  
Operating Budget**

**Budget by Program: 310 Facility Maint Recreation**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
310 Facility Maint Recreation										
Personnel Costs	4,882,832	5,093,497	5,120,735		47,763			5,168,498	75,001	1.5
Program and Office Supplies	15,616	12,900	13,172		2,527			15,699	2,799	21.7
Building/Equipment Supplies	413,562	381,241	381,621		34,090			415,711	34,470	9.0
Professional Services	159,410	160,960	160,960		93,240			254,200	93,240	57.9
Maintenance and Repairs	1,693,429	1,575,237	1,594,638		(125,250)		4,320	1,473,708	(101,529)	(6.4)
Utilities	2,567,605	3,039,396	3,181,273		(506,972)			2,674,302	(365,094)	(12.0)
Contribution to Capital	41,000	41,000	41,000		(9,800)			31,200	(9,800)	(23.9)
Contributions and Financial Chg	2,073	3,300	3,300		(1,100)			2,200	(1,100)	(33.3)
Operating Revenue	(2,823,446)	(2,811,020)	(2,811,020)	1,200	(48,079)			(2,857,899)	(46,879)	1.7
Recoveries	(33,781)	(37,100)	(37,100)		(2,101)			(39,201)	(2,101)	5.7
<b>Total 310 Facility Maint Recreation</b>	<b>6,918,300</b>	<b>7,459,411</b>	<b>7,648,579</b>	<b>1,200</b>	<b>(515,682)</b>		<b>4,320</b>	<b>7,138,418</b>	<b>(320,993)</b>	<b>(4.3)</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from vacancies.  
Increased cost of parts and supplies.  
Utilities lower than budgeted.

2020 Proposed Budget to 2019 Approved Budget Variance

Salary increase for general wage increases.  
Utilities decreased based on 3 year average.

**2020  
City Of Oshawa  
Operating Budget**

**Budget by Program: 320 Union Cemetery Admin**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
320 Union Cemetery Admin										
Personnel Costs	97,727	104,047	112,300					112,300	8,253	7.9
Program and Office Supplies	6,300	8,100	8,271		29			8,300	200	2.5
Building/Equipment Supplies	6,391	6,800	6,800					6,800		
Professional Services	35,950	37,380	37,380		(980)			36,400	(980)	(2.6)
Maintenance and Repairs	121,849	123,598	123,640		(5,940)			117,700	(5,898)	(4.8)
Utilities	7,300	8,900	9,327		(1,727)			7,600	(1,300)	(14.6)
Contribution to Capital	700	700	700		(700)				(700)	(100.0)
Contributions and Financial Chg	620	470	470		(470)				(470)	(100.0)
Operating Revenue	(227,618)	(237,800)	(237,800)		(6,000)			(243,800)	(6,000)	2.5
Interest on Investments	(17,775)	(15,400)	(15,400)		(500)			(15,900)	(500)	3.2
Recoveries	(6,238)	(13,900)	(13,900)		(600)			(14,500)	(600)	4.3
<b>Total 320 Union Cemetery Admin</b>	<b>25,206</b>	<b>22,895</b>	<b>31,788</b>		<b>(16,888)</b>			<b>14,900</b>	<b>(7,995)</b>	<b>(34.9)</b>



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**Budget by Program: 321 Recreational Programs**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
321 Recreational Programs										
Personnel Costs	6,914,901	7,380,175	7,007,899		332,101			7,340,000	(40,175)	(0.5)
Program and Office Supplies	192,361	190,449	191,864		3,574		2,000	197,438	6,989	3.7
Professional Services	303,579	301,508	301,508		(21,468)		500	280,540	(20,968)	(7.0)
Maintenance and Repairs	49,343	45,618	45,618		2,482		1,500	49,600	3,982	8.7
Contribution to Capital	85,000	85,000	85,000		30,000			115,000	30,000	35.3
Contributions and Financial Chg	117,552	103,250	103,250		46,750			150,000	46,750	45.3
Subsidies	(22,983)	(28,833)	(28,833)		3,000			(25,833)	3,000	(10.4)
Operating Revenue	(5,384,986)	(5,553,329)	(5,553,329)		(23,298)		(82,600)	(5,659,227)	(105,898)	1.9
Contributions from Reserves	(85,000)	(89,250)	(85,000)		(30,000)			(115,000)	(25,750)	28.9
Recoveries	(20,784)	(25,200)	(25,200)		5,300			(19,900)	5,300	(21.0)
<b>Total 321 Recreational Programs</b>	<b>2,148,983</b>	<b>2,409,388</b>	<b>2,042,777</b>		<b>348,441</b>		<b>(78,600)</b>	<b>2,312,618</b>	<b>(96,770)</b>	<b>(4.0)</b>

Variance Explanations:

2019 Approved to 2019 Projected Actuals Variance  
Salary savings from staff vacancies.  
Change in program demand.

2020 Proposed Budget to 2019 Approved Budget Variance  
Increasing program delivery.

**2020  
City Of Oshawa  
Operating Budget**

**Budget by Program: 332 Special Events**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
332 Special Events										
Personnel Costs	366,750	358,500	352,800		(1,800)			351,000	(7,500)	(2.1)
Program and Office Supplies	41,118	44,600	45,756		(5,657)			40,099	(4,501)	(10.1)
Building/Equipment Supplies	217	500	525		(25)			500		
Professional Services	285,528	281,150	278,150		18,850			297,000	15,850	5.6
Subsidies	(35,484)	(20,000)	(20,000)		(15,000)			(35,000)	(15,000)	75.0
Operating Revenue	(102,236)	(143,200)	(143,200)		18,300			(124,900)	18,300	(12.8)
Recoveries	(19,462)	(24,200)	(24,200)		(4,200)			(28,400)	(4,200)	17.4
<b>Total 332 Special Events</b>	<b>536,431</b>	<b>497,350</b>	<b>489,831</b>		<b>10,468</b>			<b>500,299</b>	<b>2,949</b>	<b>0.6</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Decrease in advertising revenues.

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**Budget by Program: 349 Business and Customer Services**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
349 Business and Customer Services										
Personnel Costs	929,211	960,820	942,500					942,500	(18,320)	(1.9)
Program and Office Supplies	75,800	77,600	82,332		68			82,400	4,800	6.2
Professional Services	67,676	71,300	71,300					71,300		
Contributions and Financial Chg	75	300	300		(300)				(300)	(100.0)
Operating Revenue	(40,800)	(49,700)	(49,700)		6,000			(43,700)	6,000	(12.1)
<b>Total 349 Business and Customer Services</b>	<b>1,031,962</b>	<b>1,060,320</b>	<b>1,046,732</b>		<b>5,768</b>			<b>1,052,500</b>	<b>(7,820)</b>	<b>(0.7)</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance  
Salary savings from staff vacancies.

2020 Proposed Budget to 2019 Approved Budget Variances  
Salary savings related to staff not at max.

**2020  
City Of Oshawa  
Operating Budget**

**Budget by Program: 350 Culture**

	2019 Projected Actuals	2019 Approved Budget	2020 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2020 Approved Budget	2020 - 2019 Variance \$s	2020 - 2019 Variance %
Recreation & Culture Services										
350 Culture										
Personnel Costs	217,373	227,100	225,600		700			226,300	(800)	(0.4)
Program and Office Supplies	12,415	16,300	17,014		(4,414)			12,600	(3,700)	(22.7)
Professional Services	59,050	82,060	82,060		6,240			88,300	6,240	7.6
Subsidies	(2,000)	(2,000)	(2,000)					(2,000)		
Recoveries		(7,000)	(7,000)		7,000				7,000	(100.0)
<b>Total 350 Culture</b>	<b>286,838</b>	<b>316,460</b>	<b>315,674</b>		<b>9,526</b>			<b>325,200</b>	<b>8,740</b>	<b>2.8</b>

Variance Explanations:

2019 Approved Budget to 2019 Projected Actuals Variance

Salary savings from staff vacancies.

Vacancies affecting capacity to deliver services.