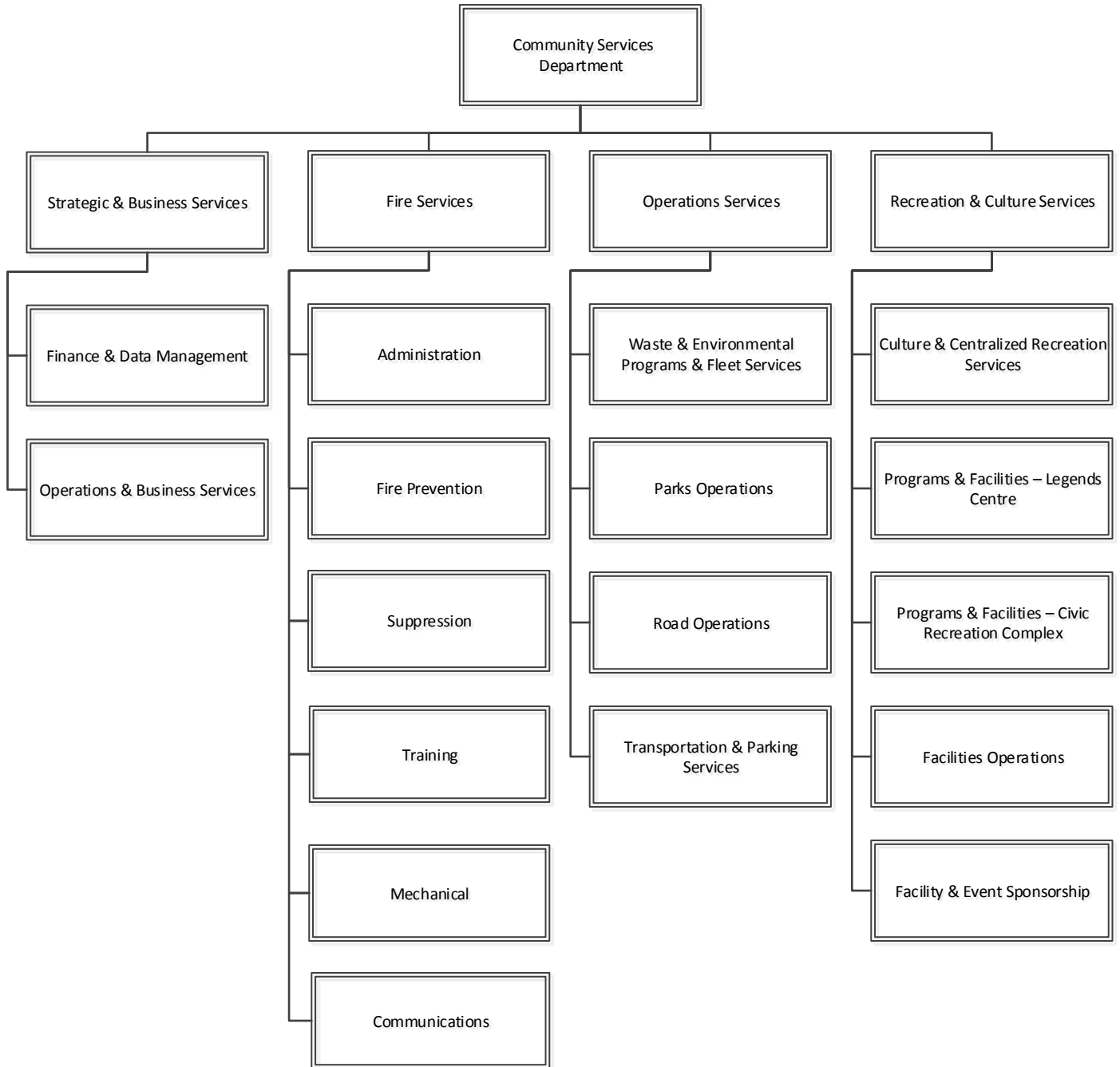


**City of Oshawa**  
 2018 Operating Budget  
 Organization Chart – Community Services Department



Staff Establishment: 496 FTE

**2018**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: COMMSERV Community Services**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Community Services										
Strategic and Business Services	6,218,141	6,334,712	6,537,962	4,500	269,583		1,500	6,813,544	478,832	7.6
Fire Services	25,968,663	26,314,219	27,009,930	3,300	(43,335)	(9,100)		26,960,695	646,476	2.5
Operations Services	24,490,288	24,162,862	23,950,222		1,147,162		(24,000)	25,073,385	910,523	3.8
Recreation & Culture Services	8,761,235	9,255,159	9,210,972	33,698	745,333	12,098	(3,444)	10,001,575	746,416	8.1
<b>Total Community Services</b>	<b>65,438,327</b>	<b>66,066,952</b>	<b>66,709,086</b>	<b>41,498</b>	<b>2,118,743</b>	<b>2,998</b>	<b>(25,944)</b>	<b>68,849,199</b>	<b>2,782,247</b>	<b>4.2</b>

**2018**  
**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.

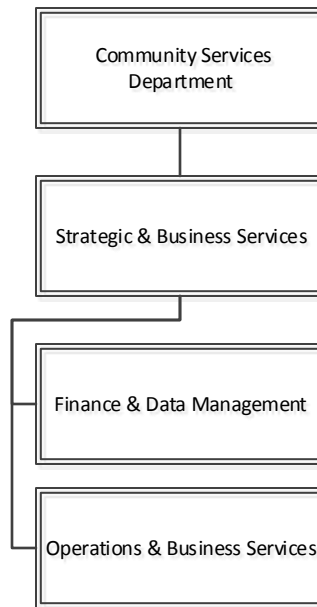
The branch is comprised of two divisions:

- Operations and Business Services
- Finance and Data Management

**Branch Staff Establishment: 24 FTE**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$\$	2018 - 2017 Variance %
Strategic and Business Services										
200 Strategic and Business Svcs	2,230,542	2,414,716	2,549,320		40,776			2,590,096	175,380	7.3
230 Admin - Traffic and Parking	820,134	855,152	865,867		14,334			880,201	25,049	2.9
233 Street Lighting	1,380,064	1,359,129	1,414,652		59,182			1,473,833	114,704	8.4
234 Crossing Guards	1,159,655	1,159,934	1,164,600		6,942		1,500	1,173,042	13,108	1.1
319 Animal Care	627,746	545,780	543,520	4,500	17,309			565,330	19,550	3.6
320 Union Cemetery Administration					131,040			131,040	131,040	
<b>Total Strategic and Business Services</b>	<b>6,218,141</b>	<b>6,334,711</b>	<b>6,537,959</b>	<b>4,500</b>	<b>269,583</b>		<b>1,500</b>	<b>6,813,542</b>	<b>478,831</b>	<b>7.6</b>

**City of Oshawa**  
2018 Operating Budget  
Organization Chart – Community Services Department



Staff Establishment: 24 FTE

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Strategic and Business Services										
200 Strategic and Business Svcs										
Personnel Costs	1,977,033	2,169,921	2,301,600		3,254			2,304,854	134,933	6.2
Program and Office Supplies	85,439	76,725	82,450		(2,928)			79,522	2,797	3.6
Professional Services	161,570	161,570	161,570		44,150			205,720	44,150	27.3
Contribution to Capital	6,500	6,500	3,700		(3,700)				(6,500)	(100.0)
<b>Total 200 Strategic and Business Svcs</b>	<b>2,230,542</b>	<b>2,414,716</b>	<b>2,549,320</b>		<b>40,776</b>			<b>2,590,096</b>	<b>175,380</b>	<b>7.3</b>

**Variance Explanation:**

Contractual increases, position reallocations and reclassifications  
Training budget transferred for Fire Staff

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Strategic and Business Services										
230 Admin - Traffic and Parking										
Personnel Costs	607,557	643,045	652,900					652,900	9,855	1.5
Professional Services	176,406	180,700	180,700		3,434			184,134	3,434	1.9
Utilities	24,993	20,007	20,867					20,867	860	4.3
Contribution to Capital					10,900			10,900	10,900	
Contributions and Financial Chg	11,400	11,400	11,400					11,400		
Recoveries	(222)									
<b>Total 230 Admin - Traffic and Parking</b>	<b>820,134</b>	<b>855,152</b>	<b>865,867</b>		<b>14,334</b>			<b>880,201</b>	<b>25,049</b>	<b>2.9</b>

**Variance Explanation:**

Contractual increase offset by salary savings for position not at max

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 233 Street Lighting**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Strategic and Business Services										
233 Street Lighting										
Professional Services	70,000	89,100	89,100		9,282			98,382	9,282	10.4
Utilities	1,342,307	1,291,229	1,346,752		49,900			1,396,651	105,422	8.2
Operating Revenue	(32,243)	(21,200)	(21,200)					(21,200)		
<b>Total 233 Street Lighting</b>	<b>1,380,064</b>	<b>1,359,129</b>	<b>1,414,652</b>		<b>59,182</b>			<b>1,473,833</b>	<b>114,704</b>	<b>8.4</b>

**Variance Explanation:**

Engineering consultant for hydro load calculations

Savings from the LED conversion offset by increased utility rates and increased number of streetlights

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 234 Crossing Guards**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Strategic and Business Services										
234 Crossing Guards										
Personnel Costs	1,151,405	1,150,834	1,155,500		6,742			1,162,242	11,408	1.0
Program and Office Supplies	5,400	5,400	5,400		1,000		1,500	7,900	2,500	46.3
Professional Services	2,850	3,700	3,700		(800)			2,900	(800)	(21.6)
<b>Total 234 Crossing Guards</b>	<b>1,159,655</b>	<b>1,159,934</b>	<b>1,164,600</b>		<b>6,942</b>		<b>1,500</b>	<b>1,173,042</b>	<b>13,108</b>	<b>1.1</b>

**Variance Explanation:**

Two additional part-time crossing guards

Salaries and benefit increases resulting from changes to Bill 148 (Employment Standards Act)

Equipment needs for new staff and replacement of existing equipment



**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 319 Animal Care**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Strategic and Business Services										
319 Animal Care										
Personnel Costs	515,181	435,409	432,959		11,241			444,200	8,791	2.0
Program and Office Supplies	52,244	52,244	52,278					52,279	35	0.1
Professional Services	109,472	93,600	93,600	4,500	14,700			112,800	19,200	20.5
Maintenance and Repairs	12,702	18,527	18,683		(6,732)			11,951	(6,576)	(35.5)
Contribution to Capital					3,100			3,100	3,100	
Contributions and Financial Chg	1,200	1,200	1,200					1,200		
Operating Revenue	(63,053)	(55,200)	(55,200)		(5,000)			(60,200)	(5,000)	9.1
<b>Total 319 Animal Care</b>	<b>627,746</b>	<b>545,780</b>	<b>543,520</b>	<b>4,500</b>	<b>17,309</b>			<b>565,330</b>	<b>19,550</b>	<b>3.6</b>

**Variance Explanation:**

Increase due to service level programming

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Strategic and Business Services										
320 Union Cemetery Administration										
Personnel Costs					131,040			131,040	131,040	
<b>Total 320 Union Cemetery Administration</b>					131,040			131,040	131,040	

**2018  
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 195 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 effort 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 insure the preparedness of all equipment required in the delivery of fire and public safety.

The branch is comprised of six divisions:

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

**Branch Staff Establishment: 195 FTE**

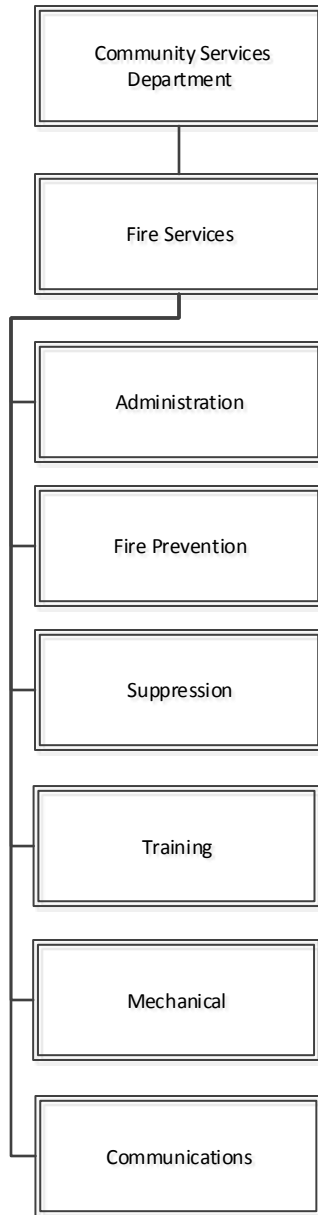
	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$\$	2018 - 2017 Variance %
Fire Services										
390 Administration - Fire	878,534	887,250	866,374		(49,424)			816,850	(70,400)	(7.9)
391 Fire Prevention	1,219,549	1,347,600	1,355,200	2,000	(12,000)			1,345,200	(2,400)	(0.2)

**2018  
City of Oshawa  
Operating Budget by Branch**

**Branch: Fire Services**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
392 Training	455,470	455,600	466,200					466,200	10,600	2.3
393 Fire Fighting	21,910,726	22,000,831	22,656,422	1,300	35,119			22,692,841	692,010	3.1
394 Mechanical	332,001	352,500	366,800			(9,100)		357,700	5,200	1.5
395 Operational Maintenance	358,979	403,400	397,050		(4,130)			392,920	(10,480)	(2.6)
396 Communications	813,407	867,038	901,884		(12,900)			888,984	21,946	2.5
<b>Total Fire Services</b>	<b>25,968,666</b>	<b>26,314,219</b>	<b>27,009,930</b>	<b>3,300</b>	<b>(43,335)</b>	<b>(9,100)</b>		<b>26,960,695</b>	<b>646,476</b>	<b>2.5</b>

**City of Oshawa**  
2018 Operating Budget  
Organization Chart – Community Services Department



Staff Establishment: 195 FTE

**2018  
City Of Oshawa  
Operating Budget**

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

Fire Services	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
390 Administration - Fire										
Personnel Costs	551,223	607,840	590,500					590,400	(17,440)	(2.9)
Program and Office Supplies	6,900	9,000	9,164		(564)			8,600	(400)	(4.4)
Professional Services	270,460	270,410	270,410		(52,560)			217,850	(52,560)	(19.4)
Contribution to Capital	50,000		(3,700)		3,700					
Operating Revenue	(49)									
<b>Total 390 Administration - Fire</b>	<b>878,534</b>	<b>887,250</b>	<b>866,374</b>		<b>(49,424)</b>			<b>816,850</b>	<b>(70,400)</b>	<b>(7.9)</b>

**Variance Explanation:**

Contractual increases offset by savings from staff not at max

Reallocation of education and training budget to Program 200

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 391 Fire Prevention**

Fire Services	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
391 Fire Prevention										
Personnel Costs	1,258,027	1,378,500	1,387,700	2,000	1,000			1,390,700	12,200	0.9
Program and Office Supplies	29,705	19,500	19,500		9,500			29,000	9,500	48.7
Professional Services	7,400	6,500	6,500					6,500		
Contribution to Capital	1,600	1,600							(1,600)	(100.0)
Operating Revenue	(77,183)	(58,500)	(58,500)		(22,500)			(81,000)	(22,500)	38.5
<b>Total 391 Fire Prevention</b>	<b>1,219,549</b>	<b>1,347,600</b>	<b>1,355,200</b>	<b>2,000</b>	<b>(12,000)</b>			<b>1,345,200</b>	<b>(2,400)</b>	<b>(0.2)</b>

**Variance Explanation:**

Contractual increases

Increase in program materials offset by increased revenues

Increase in Fire Safety programs

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 392 Training**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Fire Services										
392 Training										
Personnel Costs	451,320	451,400	462,000					462,000	10,600	2.3
Program and Office Supplies	4,150	4,200	4,200					4,200		
<b>Total 392 Training</b>	<b>455,470</b>	<b>455,600</b>	<b>466,200</b>					<b>466,200</b>	<b>10,600</b>	<b>2.3</b>

**Variance Explanation:**

Contractual increases



**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 393 Fire Fighting**

Fire Services	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
393 Fire Fighting										
Personnel Costs	21,653,912	21,749,800	22,404,700		7,000			22,411,700	661,900	3.0
Program and Office Supplies	242,114	223,331	239,372		1,769		10,000	251,141	27,810	12.5
Building/Equipment Supplies	80,000	103,000	107,650		(6,650)			101,000	(2,000)	(1.9)
Professional Services	17,700	17,700	17,700	1,300				19,000	1,300	7.3
Contribution to Capital	20,000	20,000			17,100			17,100	(2,900)	(14.5)
Operating Revenue	(90,000)	(100,000)	(100,000)		20,000		(10,000)	(90,000)	10,000	(10.0)
Contributions from Reserves	(13,000)	(13,000)	(13,000)		(4,100)			(17,100)	(4,100)	31.5
<b>Total 393 Fire Fighting</b>	<b>21,910,726</b>	<b>22,000,831</b>	<b>22,656,422</b>	<b>1,300</b>	<b>35,119</b>			<b>22,692,841</b>	<b>692,010</b>	<b>3.1</b>

**Variance Explanation:**

Contractual increases and inflation

One time adjustment related to Oshawa Fire Services Anniversary costs offset by anticipated external funding

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 394 Mechanical**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Fire Services										
394 Mechanical										
Personnel Costs	259,901	257,800	272,100					272,100	14,300	5.5
Program and Office Supplies	100	100	100					100		
Building/Equipment Supplies	52,000	64,600	64,600			(9,100)		55,500	(9,100)	(14.1)
Maintenance and Repairs	20,000	30,000	30,000					30,000		
<b>Total 394 Mechanical</b>	<b>332,001</b>	<b>352,500</b>	<b>366,800</b>			<b>(9,100)</b>		<b>357,700</b>	<b>5,200</b>	<b>1.5</b>

**Variance Explanation:**

Contractual increase and position re-rate

Savings a result of new SCBA equipment needing fewer repairs

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 395 Operational Maintenance**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Fire Services										
395 Operational Maintenance										
Building/Equipment Supplies	23,000	33,000	33,990		(990)			33,000		
Maintenance and Repairs	115,900	115,400	115,400		4,600			120,000	4,600	4.0
Utilities	220,079	255,000	267,660		(27,740)			239,920	(15,080)	(5.9)
Contribution to Capital	3,000	20,000			15,500			15,500	(4,500)	(22.5)
Contributions from Reserves	(3,000)	(20,000)	(20,000)		4,500			(15,500)	4,500	(22.5)
<b>Total 395 Operational Maintenance</b>	<b>358,979</b>	<b>403,400</b>	<b>397,050</b>		<b>(4,130)</b>			<b>392,920</b>	<b>(10,480)</b>	<b>(2.6)</b>

**Variance Explanation:**

Decrease in utilities

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 396 Communications**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Fire Services										
396 Communications										
Personnel Costs	1,883,802	1,931,200	1,965,500		11,000			1,976,500	45,300	2.3
Program and Office Supplies	6,867	7,100	7,646					7,646	546	7.7
Professional Services	37,000	37,000	37,000		3,000			40,000	3,000	8.1
Maintenance and Repairs	124,500	130,500	130,500		3,900			134,400	3,900	3.0
Operating Revenue	(1,238,762)	(1,238,762)	(1,238,762)		(30,800)			(1,269,562)	(30,800)	2.5
<b>Total 396 Communications</b>	<b>813,407</b>	<b>867,038</b>	<b>901,884</b>		<b>(12,900)</b>			<b>888,984</b>	<b>21,946</b>	<b>2.5</b>

**Variance Explanation:**

Contractual increase and inflationary increases offset by increased revenues

**2018  
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, street lights, parking facilities, 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, cemetery services, animal services and the collection of waste and environmental programs.

This work is coordinated through the following Divisions:

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

**Branch Staff Establishment: 175 FTE**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$\$	2018 - 2017 Variance %
Operations Services										
240 Admin - Roads Operations	11,604,628	11,539,817	11,701,807		275,881		(8,625)	11,969,063	429,246	3.7
246 Waste Collection and Env. Prgs	4,369,850	4,314,367	4,388,680		(30,492)		(15,375)	4,342,813	28,446	0.7
260 Fleet Maintenance	90,157	(96,394)	(43,745)		43,744				96,394	(100.0)
309 Facilities Maintenance - Parks	8,425,649	8,405,070	7,903,477		858,029			8,761,508	356,438	4.2
<b>Total Operations Services</b>	<b>24,490,284</b>	<b>24,162,860</b>	<b>23,950,219</b>		<b>1,147,162</b>		<b>(24,000)</b>	<b>25,073,384</b>	<b>910,524</b>	<b>3.8</b>

**City of Oshawa**  
2018 Operating Budget  
Organization Chart – Community Services Department



Staff Establishment: 175 FTE

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Operations Services										
240 Admin - Roads Operations										
Personnel Costs	5,506,792	5,803,982	5,967,970		37,250		(8,625)	5,996,595	192,613	3.3
Program and Office Supplies	6,089	4,611	4,661		1			4,662	51	1.1
Building/Equipment Supplies	1,119,205	1,223,907	1,234,590		23,868			1,258,458	34,551	2.8
Professional Services	2,608,195	2,330,619	2,330,619		96,398			2,427,017	96,398	4.1
Maintenance and Repairs	2,589,965	2,593,923	2,594,023		53,619			2,647,642	53,719	2.1
Utilities	17,505	18,656	19,744					19,744	1,088	5.8
Contribution to Capital	33,300	33,000			33,500			33,500	500	1.5
Contributions and Financial Chg	175,000									
Operating Revenue	(181,854)	(157,900)	(157,900)					(157,900)		
Recoveries	(269,569)	(310,981)	(291,900)		31,245			(260,655)	50,326	(16.2)
<b>Total 240 Admin - Roads Operations</b>	<b>11,604,628</b>	<b>11,539,817</b>	<b>11,701,807</b>		<b>275,881</b>		<b>(8,625)</b>	<b>11,969,063</b>	<b>429,246</b>	<b>3.7</b>

**Variance Explanation:**

Contractual increases offset by salary savings for positions not at max

Increases resulting from inflation and volume/growth

Increase in internal equipment rental rates

Removal of recoveries related to services provided on Regional roads (sweeping, flushing)

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Operations Services										
246 Waste Collection and Env. Prgs										
Personnel Costs	2,018,607	1,998,074	2,071,975		39,168		(15,375)	2,095,768	97,694	4.9
Program and Office Supplies	17,443	29,380	29,792					29,792	412	1.4
Building/Equipment Supplies	197	800	800					800		
Professional Services	778,774	696,900	696,900		120,000			816,900	120,000	17.2
Maintenance and Repairs	1,638,108	1,638,113	1,638,113		(174,560)			1,463,553	(174,560)	(10.7)
Operating Revenue	(77,395)	(48,900)	(48,900)		(15,100)			(64,000)	(15,100)	30.9
Recoveries	(5,884)									
<b>Total 246 Waste Collection and Env. Prgs</b>	<b>4,369,850</b>	<b>4,314,367</b>	<b>4,388,680</b>		<b>(30,492)</b>		<b>(15,375)</b>	<b>4,342,813</b>	<b>28,446</b>	<b>0.7</b>

**Variance Explanation:**

Contractual increase offset by salary savings

Increased pricing for contracted services

Reduced City equipment rates

Revenue increase a result of updated fees in the General Fees and Charges by-law



**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 260 Fleet Maintenance**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Operations Services										
260 Fleet Maintenance										
Personnel Costs	1,166,725	1,194,989	1,198,849					1,198,850	3,861	0.3
Program and Office Supplies	7,177	5,900	5,900		(200)			5,700	(200)	(3.4)
Building/Equipment Supplies	1,633,786	1,764,925	1,815,414		(157,089)			1,658,325	(106,600)	(6.0)
Professional Services	238,941	247,454	247,454		(3,184)			244,270	(3,184)	(1.3)
Maintenance and Repairs	422,694	297,425	297,425		86,751			384,176	86,751	29.2
Contribution to Capital	8,268	8,700	7,000		(7,000)				(8,700)	(100.0)
Contributions and Financial Chg	300,000									
Recoveries	(3,687,434)	(3,615,787)	(3,615,787)		124,466			(3,491,321)	124,466	(3.4)
<b>Total 260 Fleet Maintenance</b>	<b>90,157</b>	<b>(96,394)</b>	<b>(43,745)</b>		<b>43,744</b>				<b>96,394</b>	<b>(100.0)</b>

**Variance Explanation:**

- Contractual increase
- Reduction in fuel costs offset by increase in NAPA contract costs
- Increase in cost of maintenance repairs
- Reduced recoveries of internal Fleet rates

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Operations Services										
309 Facilities Maintenance - Parks										
Personnel Costs	5,142,981	5,238,995	5,039,713		175,448			5,215,161	(23,834)	(0.5)
Program and Office Supplies	403,896	392,740	397,492		(70,600)			326,893	(65,847)	(16.8)
Building/Equipment Supplies	149,687	147,474	148,787					148,787	1,313	0.9
Professional Services	1,607,835	1,456,615	1,153,015		682,700			1,835,715	379,100	26.0
Maintenance and Repairs	1,547,873	1,535,275	1,535,632		120,480			1,656,112	120,837	7.9
Utilities	233,897	256,647	269,623					269,624	12,977	5.1
Contribution to Capital	60,000	38,900	31,600		19,300			50,900	12,000	30.8
Contributions and Financial Chg	27,046	23,750	23,750		3,700			27,450	3,700	15.6
Operating Revenue	(601,116)	(534,124)	(534,124)					(534,124)		
Interest on Investments	(12,500)	(12,500)	(12,500)		(900)			(13,400)	(900)	7.2
Contributions from Reserves	(66,000)	(66,000)	(68,300)		(66,000)			(134,300)	(68,300)	103.5
Recoveries	(67,950)	(72,702)	(81,211)		(6,099)			(87,310)	(14,608)	20.1
<b>Total 309 Facilities Maintenance - Parks</b>	<b>8,425,649</b>	<b>8,405,070</b>	<b>7,903,477</b>		<b>858,029</b>			<b>8,761,508</b>	<b>356,438</b>	<b>4.2</b>

**Variance Explanation:**

Contractual increases as well as increases related to Bill 148 (Employment Standards Act)

Increased contractor costs for EAB (Emerald Ash Borer)

Increase in internal equipment rental rates

Increased reserve contributions related to EAB

**2018**  
**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, 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 four divisions

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

**Branch Staff Establishment: 102 FTE**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
013 Facility Sponsorsh Advertising	(91,507)	(150,227)	(149,400)	1,000	35,400			(113,000)	37,227	(24.8)
310 Facility Maint. Recreation	5,699,645	5,950,765	6,145,620		(238,093)			5,907,525	(43,240)	(0.7)
321 Recreational Programs	886,050	1,075,958	748,745	31,698	977,595	12,098		1,772,966	697,008	64.8
332 Special Events	350,643	490,728	512,562	1,000	(42,574)			470,987	(19,741)	(4.0)
345 Admin - Recreation	798,685	787,939	793,700		7,200		8,681	809,581	21,642	2.7
349 Business and Customer Services	880,401	824,797	881,626		7,000			888,716	63,919	7.7
350 Culture	237,316	275,199	278,120		(1,195)		(12,125)	264,800	(10,399)	(3.8)
<b>Total Recreation &amp; Culture Services</b>	<b>8,761,233</b>	<b>9,255,159</b>	<b>9,210,973</b>	<b>33,698</b>	<b>745,333</b>	<b>12,098</b>	<b>(3,444)</b>	<b>10,001,575</b>	<b>746,416</b>	<b>8.1</b>

**City of Oshawa**  
2018 Operating Budget  
Organization Chart – Community Services Department



Staff Establishment: 102 FTE

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 013 Facility Sponsorsh Advertising**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
013 Facility Sponsorsh Advertising										
Personnel Costs	115,229	117,673	118,500					118,500	827	0.7
Program and Office Supplies	2,300	3,300	3,300					3,300		
Professional Services	10,575	10,400	10,400		(700)			9,700	(700)	(6.7)
Operating Revenue	(219,611)	(281,600)	(281,600)	1,000	36,100			(244,500)	37,100	(13.2)
<b>Total 013 Facility Sponsorsh Advertising</b>	<b>(91,507)</b>	<b>(150,227)</b>	<b>(149,400)</b>	<b>1,000</b>	<b>35,400</b>			<b>(113,000)</b>	<b>37,227</b>	<b>(24.8)</b>

**Variance Explanation:**

Decrease in sponsorship revenue

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
310 Facility Maint. Recreation										
Personnel Costs	3,974,036	4,216,123	4,265,557		66,853			4,332,410	116,287	2.8
Program and Office Supplies	10,018	9,682	10,553					10,553	871	9.0
Building/Equipment Supplies	355,450	360,447	364,562					364,561	4,114	1.1
Professional Services	68,898	69,000	69,000		(200)			68,800	(200)	(0.3)
Maintenance and Repairs	1,246,411	1,171,532	1,186,779		32,659			1,219,437	47,905	4.1
Utilities	2,870,306	3,037,896	3,190,084		(342,884)			2,847,200	(190,696)	(6.3)
Contribution to Capital	59,274	27,000			38,500			38,500	11,500	42.6
Contributions and Financial Chg	3,870	3,300	3,300					3,300		
Operating Revenue	(2,839,135)	(2,894,996)	(2,894,996)		(55,419)			(2,950,415)	(55,419)	1.9
Recoveries	(49,483)	(49,219)	(49,219)		22,398			(26,821)	22,398	(45.5)
<b>Total 310 Facility Maint. Recreation</b>	<b>5,699,645</b>	<b>5,950,765</b>	<b>6,145,620</b>		<b>(238,093)</b>			<b>5,907,525</b>	<b>(43,240)</b>	<b>(0.7)</b>

**Variance Explanation:**

Contractual increases and implementation of Bill 148 (Employment Standards Act)

Utilities adjusted to reflect prior year actuals

Inflationary increases

Program Capital items

Increase in rental rates per the General Fees and Charges By-Law offset by decreased recoveries resulting from lower utility costs.

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 321 Recreational Programs**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
321 Recreational Programs										
Personnel Costs	5,729,620	6,085,292	5,697,658	66,296	927,935	12,098		6,706,818	621,526	10.2
Program and Office Supplies	173,601	171,320	173,765	500	8,092			182,356	11,036	6.4
Professional Services	290,170	286,545	286,545	(6,613)	(2,410)			277,522	(9,023)	(3.1)
Maintenance and Repairs	32,627	36,200	36,200	1,800	3,400			41,400	5,200	14.4
Contribution to Capital	12,669	13,000			8,300			8,300	(4,700)	(36.2)
Contributions and Financial Chg	97,075	48,800	48,800		48,300			97,100	48,300	99.0
Subsidies	(102,779)	(112,779)	(85,603)	(2,795)	51,604			(36,794)	75,985	(67.4)
Operating Revenue	(5,295,043)	(5,452,420)	(5,408,620)	(27,490)	28,253			(5,407,857)	44,563	(0.8)
Recoveries	(51,890)				(95,879)			(95,879)	(95,879)	
<b>Total 321 Recreational Programs</b>	886,050	1,075,958	748,745	31,698	977,595	12,098		1,772,966	697,008	64.8

**Variance Explanation:**

Contractual increases and implementation of Bill 148 (Employment Standards Act)

Reduction and reallocation of grant subsidies

Increased community use of financial assistance programs

Reduction in fitness memberships

Recovery of part-time labour costs associated with grant programs.

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 332 Special Events**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
332 Special Events										
Personnel Costs	293,168	364,566	365,375		946			366,321	1,755	0.5
Program and Office Supplies	40,864	40,841	41,405		2,000			43,404	2,563	6.3
Building/Equipment Supplies	220	300	315		400			715	415	138.3
Professional Services	250,343	232,220	232,220	1,000	17,800			251,020	18,800	8.1
Subsidies	(24,070)	(20,000)	(20,000)					(20,000)		
Operating Revenue	(206,080)	(122,597)	(105,953)		(64,520)			(170,473)	(47,876)	39.1
Recoveries	(3,802)	(4,602)	(800)		800				4,602	(100.0)
<b>Total 332 Special Events</b>	<b>350,643</b>	<b>490,728</b>	<b>512,562</b>	<b>1,000</b>	<b>(42,574)</b>			<b>470,987</b>	<b>(19,741)</b>	<b>(4.0)</b>

**Variance Explanation:**

Contractual increases

Increase in Professional Services offset by in-kind revenue

Increase in events programming



**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 345 Admin - Recreation**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
345 Admin - Recreation										
Personnel Costs	774,063	769,739	775,500				8,681	784,181	14,442	1.9
Professional Services	24,623	18,200	18,200		4,500			22,700	4,500	24.7
Contribution to Capital					2,700			2,700	2,700	
Operating Revenue	(1)									
<b>Total 345 Admin - Recreation</b>	798,685	787,939	793,700		7,200		8,681	809,581	21,642	2.7

**Variance Explanation:**

Contractual increase and inflationary costs

**2018  
City Of Oshawa  
Operating Budget**

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

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
<b>349 Business and Customer Services</b>										
Personnel Costs	783,553	731,709	787,210		1,000			788,300	56,591	7.7
Program and Office Supplies	85,218	93,688	95,016		1,000			96,016	2,328	2.5
Professional Services	65,996	68,100	68,100					68,100		
Contributions and Financial Chg	243	300	300					300		
Operating Revenue	(54,609)	(69,000)	(69,000)		5,000			(64,000)	5,000	(7.2)
<b>Total 349 Business and Customer Services</b>	<b>880,401</b>	<b>824,797</b>	<b>881,626</b>		<b>7,000</b>			<b>888,716</b>	<b>63,919</b>	<b>7.7</b>

**Variance Explanation:**

Contractual increase, position reclassification and inflationary costs

**2018  
City Of Oshawa  
Operating Budget**

**Budget by Program: 350 Culture**

	2017 Projected Actuals	2017 Approved Budget	2018 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2018 Approved Budget	2018 - 2017 Variance \$s	2018 - 2017 Variance %
Recreation & Culture Services										
350 Culture										
Personnel Costs	163,121	194,390	197,033		4,945		(12,125)	189,853	(4,537)	(2.3)
Program and Office Supplies	14,775	20,734	21,012					21,012	278	1.3
Professional Services	66,420	67,075	67,075		(4,140)			62,935	(4,140)	(6.2)
Subsidies					(2,000)			(2,000)	(2,000)	
Recoveries	(7,000)	(7,000)	(7,000)					(7,000)		
<b>Total 350 Culture</b>	<b>237,316</b>	<b>275,199</b>	<b>278,120</b>		<b>(1,195)</b>		<b>(12,125)</b>	<b>264,800</b>	<b>(10,399)</b>	<b>(3.8)</b>

**Variance Explanation:**

Contractual increase offset by salary savings