

**2021
City of Oshawa
Operating Budget by Department**

Department: CAO Office of the CAO

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Vaiance %
Office of the CAO										
CAO's Office	717,348	790,064	792,852		(75,552)		(14,400)	702,900	(87,164)	(11.0)
Human Resource Services	2,732,037	3,118,446	3,134,979	15,410	2,255		11,856	3,164,500	46,054	1.5
Legal Services	1,053,757	1,115,044	1,104,250	100	(23,050)		(8,800)	1,072,500	(42,544)	(3.8)
Innovation and Transformation	561,561	605,158	591,148	1,472	39,181			631,800	26,642	4.4
Total Office of the CAO	5,064,703	5,628,712	5,623,229	16,982	(57,166)		(11,344)	5,571,700	(57,012)	(1.0)

**2021
City of Oshawa
Operating Budget by Branch**

Branch: CAO's Office

Branch Purpose:

This program provides for the overall corporate management of the organization. The primary objective is to ensure that the administration operates efficiently, cost-effectively, and in accordance with Council policy.

Branch Staff Establishment: 5 FTE

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
CAO's Office										
010 CAO Admin	717,348	790,064	792,852		(75,552)		(14,400)	702,900	(87,164)	(11.0)
Total CAO's Office	717,348	790,064	792,852		(75,552)		(14,400)	702,900	(87,164)	(11.0)

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 010 CAO Admin

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
CAO's Office										
010 CAO Admin										
Personnel Costs	711,743	772,464	775,200		(75,000)		(14,400)	685,800	(86,664)	(11.2)
Program and Office Supplies	1,907	2,600	2,652		(52)			2,600		
Professional Services	3,698	15,000	15,000		(500)			14,500	(500)	(3.3)
Total 010 CAO Admin	717,348	790,064	792,852		(75,552)		(14,400)	702,900	(87,164)	(11.0)

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance

Salary savings from vacancy and COVID-19 cost containment

2021 Proposed Budget to 2020 Approved Budget Variance

Salary savings from vacancy

**2021
City of Oshawa
Operating Budget by Branch**

Branch: Legal Services

Branch Purpose:

The Legal Services Branch is the City's in-house "law firm" responsible for the provision of legal services exclusively to the City of Oshawa including:

- Provide legal advice and opinions to Council, its Committees and Staff
- Appear before all levels of Court and administrative tribunals (e.g. Local Planning Appeal Tribunal), including prosecutorial services under the Provincial Offences Act
- Act on all real estate and land development transactions
- Support enforcement of administrative penalties

Branch Staff Establishment: 7 FTE

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
Legal Services										
025 Legal Services	1,053,757	1,115,044	1,104,250	100	(23,050)		(8,800)	1,072,500	(42,544)	(3.8)
Total Legal Services	1,053,757	1,115,044	1,104,250	100	(23,050)		(8,800)	1,072,500	(42,544)	(3.8)

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 025 Legal Services

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
Legal Services										
025 Legal Services										
Personnel Costs	964,436	1,010,244	998,100				(8,400)	989,700	(20,544)	(2.0)
Program and Office Supplies	38,623	38,800	38,850	100	50			39,000	200	0.5
Professional Services	61,505	86,000	86,900		(23,100)			63,800	(22,200)	(25.8)
Contribution to Capital			400				(400)			
Recoveries	(10,807)	(20,000)	(20,000)					(20,000)		
Total 025 Legal Services	1,053,757	1,115,044	1,104,250	100	(23,050)		(8,800)	1,072,500	(42,544)	(3.8)

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance

Salary savings from new staff and COVID-19 cost containment

2021 Proposed Budget to 2020 Projected Actuals Variance

Contractual, step and benefit increases and reduced recoveries due to COVID-19

2021 Proposed Budget to 2020 Approved Budget Variance

Contractual, step and benefit increases offset by salary savings from new staff and reallocation of advertising to Program 574

**2021
City of Oshawa
Operating Budget by Branch**

Branch: Human Resource Services

Branch Purpose:

Human Resource Services is dedicated to serving our community by partnering with the Corporation and its elected officials, to be fiscally responsible, people-focused, innovative, resilient and accountable. Our mission is to support our community by supporting our people. Human Resource Services provides services to over 1,700 clients, including active and retired employees. Our long-term goal is to foster a culture of continuous improvement that empowers staff to provide superior customer-focused, cost-effective and quality services to the citizens of the City of Oshawa.

Branch Staff Establishment: 17 FTE

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
Human Resource Services										
040 Human Resource Services	2,732,037	3,118,446	3,134,979	15,410	2,255		11,856	3,164,500	46,054	1.5
Total Human Resource Services	2,732,037	3,118,446	3,134,979	15,410	2,255		11,856	3,164,500	46,054	1.5

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 040 Human Resource Services

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
Human Resource Services										
040 Human Resource Services										
Personnel Costs	2,229,679	2,342,446	2,358,803		2,397			2,361,200	18,754	0.8
Program and Office Supplies	20,555	13,300	13,476	2,000	24			15,500	2,200	16.5
Professional Services	448,706	711,100	711,100	4,910	3,534		7,556	727,100	16,000	2.3
Maintenance and Repairs	31,051	43,000	43,000		(3,700)			39,300	(3,700)	(8.6)
Contribution to Capital	3,000	8,600	8,600	8,500			4,300	21,400	12,800	148.8
Recoveries	(954)									
Total 040 Human Resource Services	2,732,037	3,118,446	3,134,979	15,410	2,255		11,856	3,164,500	46,054	1.5

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance

Salary savings from vacancies and COVID-19 cost containment

2021 Proposed Budget to 2020 Projected Actuals Variance

Step and benefit increases, at full staff complement and increased costs for training to support health, safety and wellness, and succession planning

2021 Proposed Budget to 2020 Approved Budget Variance

Step and benefit increases, inflation and defibrillators replacement and maintenance

**2021
City of Oshawa
Operating Budget by Branch**

Branch: Innovation and Transformation

Branch Purpose:

Innovation and Transformation drives change through the expansion of transformative and innovative activities and programs, partnerships with both private and public sector and collaboration with internal teams.

This office leads the following corporate initiatives:

- Accessibility
- Diversity and Inclusion
- TeachingCity

Branch Staff Establishment: 2 FTE

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
Innovation and Transformation										
015 Innovation and Transformation	561,561	605,158	591,148	1,472	39,181			631,800	26,642	4.4
Total Innovation and Transformation	561,561	605,158	591,148	1,472	39,181			631,800	26,642	4.4

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 015 Innovation and Transformation

	2020 Projected Actuals	2020 Approved Budget	2021 Base Budget	Service Level/ Additional Pressures	Volume/Price Reallocation PY Actuals	Efficiencies	One-Time Adjustment	2021 Approved Budget	2021 - 2020 Variance \$s	2021 - 2020 Variance %
Innovation and Transformation										
015 Innovation and Transformation										
Personnel Costs	524,411	519,658	505,400		33,200			538,600	18,942	3.6
Program and Office Supplies	2,697	4,500	4,748	1,472	2,581			8,800	4,300	95.6
Professional Services	97,891	143,500	143,500		5,900			149,400	5,900	4.1
Recoveries	(63,438)	(62,500)	(62,500)		(2,500)			(65,000)	(2,500)	4.0
Total 015 Innovation and Transformation	561,561	605,158	591,148	1,472	39,181			631,800	26,642	4.4

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance

COVID-19 cost containment

2021 Proposed Budget to 2020 Projected Actuals Variance

COVID-19 cost containment, reallocation of software license costs and resource allocation to support the Community Diversity Equity and Inclusion Committee (C.D.E.I.C.)

2021 Proposed Budget to 2020 Approved Budget Variance

Contractual and benefit increases, reallocation of software license costs, resource allocation to support the C.D.E.I.C. offset by increased recovery with post-secondary institutions