

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

Department: FINANCESER Finance 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 Vaiance %
Finance Services										
Financial Services	2,141,976	2,490,766	2,661,700	1,000	214,101			2,876,800	386,034	15.5
Purchasing Services	837,988	984,526	1,012,196		4,404			1,016,600	32,074	3.3
Taxation Services	219,820	99,296	113,939	114,700	99,661		(81,696)	246,604	147,308	148.4
Total Finance Services	3,199,784	3,574,588	3,787,835	115,700	318,166		(81,696)	4,140,004	565,416	15.8

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

Branch: Financial Services

Branch Purpose:

The Financial Reporting and Planning branch is responsible for the preparation of strategic financial plans, development of the annual operating budget and multi-year forecast, financial reporting, and the coordination of asset management. FTE = 9

The Financial Services and Financial Systems Development branch is responsible for all treasury functions, including the management of the City's investment portfolio, insurance and risk, financial systems and internal audit support. FTE = 12

The responsibilities of both branches extend to ensuring all financial transactions are appropriate for record keeping and financial reporting through working collaboratively with all departments regarding financial support, guidance and troubleshooting on a day-to-day basis.

The Commissioner of Finance is also included in this branch.

Combined Branch Staff Establishment: 22 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 %
Financial Services										
050 Financial Services	2,141,976	2,490,766	2,661,700	1,000	214,101			2,876,800	386,034	15.5
Total Financial Services	2,141,976	2,490,766	2,661,700	1,000	214,101			2,876,800	386,034	15.5

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 050 Financial 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 %
Financial Services										
050 Financial Services										
Personnel Costs	2,102,528	2,409,066	2,579,800		220,200			2,800,000	390,934	16.2
Program and Office Supplies	6,279	13,000	13,200	1,000	(2,699)			11,500	(1,500)	(11.5)
Professional Services	31,369	66,900	66,900		(3,400)			63,500	(3,400)	(5.1)
Contribution to Capital	1,800	1,800	1,800					1,800		
Total 050 Financial Services	2,141,976	2,490,766	2,661,700	1,000	214,101			2,876,800	386,034	15.5

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance

Salary savings due to vacancies and COVID-19 cost containment

2021 Proposed Budget to 2020 Projected Actuals Variance

Contractual, step and benefit increases, FTE reallocated from Program 210 and COVID-19 cost containment

2021 Proposed Budget to 2020 Approved Budget Variance

Contractual, step and benefit increases, return of salary savings and FTE reallocated from Program 210

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

Branch: Purchasing Services

Branch Purpose:

Purchasing Services Branch is responsible for managing the centralized purchasing function for all City departments, including managing the print shop, mail distribution (external and internal) and receiving; disposal of corporate assets; work collaboratively with all levels of staff to conduct purchasing transactions to satisfy the City's needs; ensure that goods and services are acquired using the most cost-effective methods; provide guidance and support to all departments on purchasing related matters.

Branch Staff Establishment: 8 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 %
Purchasing Services										
037 Printing and Mail Services	291,643	327,850	331,296		4,104			335,400	7,550	2.3
075 Purchasing	546,345	656,676	680,900		300			681,200	24,524	3.7
Total Purchasing Services	837,988	984,526	1,012,196		4,404			1,016,600	32,074	3.3

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 037 Printing and Mail 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 %
Purchasing Services										
037 Printing and Mail Services										
Personnel Costs	142,359	143,280	146,400					146,400	3,120	2.2
Program and Office Supplies	138,126	171,570	171,896		4,104			176,000	4,430	2.6
Maintenance and Repairs	12,817	16,000	16,000					16,000		
Operating Revenue	(44)									
Recoveries	(1,615)	(3,000)	(3,000)					(3,000)		
Total 037 Printing and Mail Services	291,643	327,850	331,296		4,104			335,400	7,550	2.3

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance
COVID-19 cost containment

2021 Proposed Budget to 2020 Projected Actuals Variance
Contractual and benefit increases

2021 Proposed Budget to 2020 Approved Budget Variance
Contractual and benefit increases

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 075 Purchasing

	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 %
Purchasing Services										
075 Purchasing										
Personnel Costs	540,662	643,376	667,600					667,600	24,224	3.8
Program and Office Supplies	179									
Professional Services	5,504	13,300	13,300		300			13,600	300	2.3
Total 075 Purchasing	546,345	656,676	680,900		300			681,200	24,524	3.7

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

Contractual and benefit increases and salary savings from vacancies

2021 Proposed Budget to 2020 Approved Budget Variance

Contractual and benefit increases

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

Branch: Taxation Services

Branch Purpose:

Taxation Services Branch is responsible for managing property taxes in accordance with provincial legislation for the Region of Durham, City of Oshawa, and the school boards. This includes yearly billing, billing adjustments, collection of property taxes, assessment based management, and maintenance of the tax roll. Taxation Services works in collaboration with other City departments for effective collection of delinquent accounts.

Branch Staff Establishment: 6 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 %
Taxation Services										
063 Tax Billing and Collection	219,820	99,296	113,939	114,700	99,661		(81,696)	246,604	147,308	148.4
Total Taxation Services	219,820	99,296	113,939	114,700	99,661		(81,696)	246,604	147,308	148.4

**2021
City Of Oshawa
Operating Budget**

Budget by Program: 063 Tax Billing and Collection

	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 %
Taxation Services										
063 Tax Billing and Collection										
Personnel Costs	518,038	623,196	636,900				(81,696)	555,204	(67,992)	(10.9)
Program and Office Supplies	80,965	83,700	84,581		119			84,700	1,000	1.2
Professional Services	146,048	30,900	30,958	114,700	(2,658)			143,000	112,100	362.8
Contribution to Capital		600	600					600		
Contributions and Financial Chg	48	100	100					100		
Operating Revenue	(520,969)	(635,600)	(635,600)		104,600			(531,000)	104,600	(16.5)
Recoveries	(4,310)	(3,600)	(3,600)		(2,400)			(6,000)	(2,400)	66.7
Total 063 Tax Billing and Collection	219,820	99,296	113,939	114,700	99,661		(81,696)	246,604	147,308	148.4

Variance Explanations:

2020 Approved Budget to 2020 Projected Actuals Variance

Impact of COVID-19 and salary savings from vacancy offset by increase in contracted services

2021 Proposed Budget to 2020 Projected Actuals Variance

Impact of COVID-19 and salary savings from vacancy offset by increase in contracted services

2021 Proposed Budget to 2020 Approved Budget Variance

Impact of COVID-19 and salary savings from vacancy offset by increase in contracted services