

**2022**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: CAO Office of the CAO**

|                                | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies   | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Vaiance % |
|--------------------------------|------------------------------|----------------------------|------------------------|---|--|----------------|------------------------|----------------------------|-----------------------------|--------------------------|
| Office of the CAO              |                              |                            |                        |   |  |                |                        |                            |                             |                          |
| CAO's Office                   | 577,018                      | 702,900                    | 723,286                |   | 13,014                                     |                | (19,600)               | 716,700                    | 13,800                      | 2.0                      |
| Human Resource Services        | 3,035,160                    | 3,164,500                  | 3,252,365              | 1,500                                     | 117,035                                    | (7,600)        |                        | 3,363,300                  | 198,800                     | 6.3                      |
| Legal Services                 | 1,028,144                    | 1,072,500                  | 1,131,686              |   | 387,314                                    |                |                        | 1,519,000                  | 446,500                     | 41.6                     |
| Innovation and Transformation  | 532,458                      | 631,801                    | 739,172                | 48,700                                    | (88,472)                                   |                |                        | 699,400                    | 67,599                      | 10.7                     |
| <b>Total Office of the CAO</b> | <b>5,172,780</b>             | <b>5,571,701</b>           | <b>5,846,509</b>       | <b>50,200</b>                             | <b>428,891</b>                             | <b>(7,600)</b> | <b>(19,600)</b>        | <b>6,298,400</b>           | <b>726,699</b>              | <b>13.0</b>              |

**2022  
City of Oshawa  
Operating Budget by Branch**

**Branch: CAO's Office**

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**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**

|                           | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|---------------------------|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| CAO's Office              |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 010 CAO Admin             | 577,018                      | 702,900                    | 723,286                |   | 13,014                                     |              | (19,600)               | 716,700                    | 13,800                      | 2.0                       |
| <b>Total CAO's Office</b> | 577,018                      | 702,900                    | 723,286                |   | 13,014                                     |              | (19,600)               | 716,700                    | 13,800                      | 2.0                       |

**2022  
City Of Oshawa  
Operating Budget**

**Budget by Program: 010 CAO Admin**

|                             | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|-----------------------------|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| CAO's Office                |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 010 CAO Admin               |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| Personnel Costs             | 571,165                      | 685,800                    | 706,100                |   |  |              | (19,600)               | 686,500                    | 700                         | 0.1                       |
| Program and Office Supplies | 1,350                        | 2,600                      | 2,686                  |   | 14   |              |                        | 2,700                      | 100                         | 3.8                       |
| Professional Services       | 4,503                        | 14,500                     | 14,500                 |   | 13,000                                     |              |                        | 27,500                     | 13,000                      | 89.7                      |
| <b>Total 010 CAO Admin</b>  | <b>577,018</b>               | <b>702,900</b>             | <b>723,286</b>         |   | <b>13,014</b>                              |              | <b>(19,600)</b>        | <b>716,700</b>             | <b>13,800</b>               | <b>2.0</b>                |

Variance Explanations:

2021 Approved Budget to 2021 Projected Actuals Variance

Salary savings due to vacancy and transfer of one FTE to Program 012 (Corporate Communications)

2022 Proposed Budget to 2021 Projected Actuals Variance

Contractual, general wage and benefit increases, transfer of one FTE to Program 012 (Corporate Communications) and World Council for City Data Certification Renewal and salary savings due to vacancy

2022 Proposed Budget to 2021 Approved Budget Variance

Contractual, general wage and benefit increases, transfer of one FTE to Program 012 (Corporate Communications) and World Council for City Data Certification Renewal and salary savings due to vacancy

**2022**  
**City of Oshawa**  
**Operating Budget by Branch**

**Branch: Human Resource Services**

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**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**

|                                      | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|--------------------------------------|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| Human Resource Services              |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 040 Human Resource Services          | 3,035,160                    | 3,164,500                  | 3,252,365              | 1,500                                     | 117,035                                    | (7,600)      |                        | 3,363,300                  | 198,800                     | 6.3                       |
| <b>Total Human Resource Services</b> | 3,035,160                    | 3,164,500                  | 3,252,365              | 1,500                                     | 117,035                                    | (7,600)      |                        | 3,363,300                  | 198,800                     | 6.3                       |

**2022  
City Of Oshawa  
Operating Budget**

**Budget by Program: 040 Human Resource Services**

|  | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies   | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|--|------------------------------|----------------------------|------------------------|---|--|----------------|------------------------|----------------------------|-----------------------------|---------------------------|
| Human Resource Services                  |                              |                            |                        |   |  |                |                        |                            |                             |                           |
| 040 Human Resource Services              |                              |                            |                        |   |  |                |                        |                            |                             |                           |
| Personnel Costs                          | 2,282,793                    | 2,361,200                  | 2,460,600              |   | 40,100                                     |                |                        | 2,500,700                  | 139,500                     | 5.9                       |
| Program and Office Supplies              | 10,442                       | 15,500                     | 15,821                 | 1,500                                     | 23,779                                     | (2,000)        |                        | 39,100                     | 23,600                      | 152.3                     |
| Professional Services                    | 690,923                      | 727,100                    | 719,544                |   | 56,256                                     | (3,100)        |                        | 772,700                    | 45,600                      | 6.3                       |
| Maintenance and Repairs                  | 31,490                       | 39,300                     | 39,300                 |   | (3,100)                                    | (2,500)        |                        | 33,700                     | (5,600)                     | (14.2)                    |
| Contribution to Capital                  | 19,512                       | 21,400                     | 17,100                 |   |  |                |                        | 17,100                     | (4,300)                     | (20.1)                    |
| <b>Total 040 Human Resource Services</b> | <b>3,035,160</b>             | <b>3,164,500</b>           | <b>3,252,365</b>       | <b>1,500</b>                              | <b>117,035</b>                             | <b>(7,600)</b> |                        | <b>3,363,300</b>           | <b>198,800</b>              | <b>6.3</b>                |

Variance Explanations:

2021 Approved Budget to 2021 Projected Actuals Variance

Salary savings due to position rerates and impact of COVID-19

2022 Proposed Budget to 2021 Projected Actuals Variance

Contractual, general wage, temporary and benefit increases, reallocation of software and increased corporate training partially offset by salary savings due to position rerates and impact of COVID-19

2022 Proposed Budget to 2021 Approved Budget Variance

Contractual, general wage, temporary and benefit increases, reallocation of software and increased corporate training

**2022**  
**City of Oshawa**  
**Operating Budget by Branch**

**Branch: Legal Services**

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**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. Ontario Land 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**

|                             | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|-----------------------------|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| Legal Services              |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 025 Legal Services          | 1,028,144                    | 1,072,500                  | 1,131,686              |   | 387,314                                    |              |                        | 1,519,000                  | 446,500                     | 41.6                      |
| <b>Total Legal Services</b> | 1,028,144                    | 1,072,500                  | 1,131,686              |   | 387,314                                    |              |                        | 1,519,000                  | 446,500                     | 41.6                      |

**2022  
City Of Oshawa  
Operating Budget**

**Budget by Program: 025 Legal Services**

|                                 | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|---------------------------------|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| Legal Services                  |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 025 Legal Services              |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| Personnel Costs                 | 959,929                      | 989,700                    | 1,048,400              |   | (8,400)                                    |              |                        | 1,040,000                  | 50,300                      | 5.1                       |
| Program and Office Supplies     | 37,149                       | 39,000                     | 39,086                 |   | (386)                                      |              |                        | 38,700                     | (300)                       | (0.8)                     |
| Professional Services           | 47,865                       | 63,800                     | 63,800                 |   | 395,900                                    |              |                        | 459,700                    | 395,900                     | 620.5                     |
| Contribution to Capital         |                              |                            | 400                    |   | 200  |              |                        | 600                        | 600                         |                           |
| Recoveries                      | (16,799)                     | (20,000)                   | (20,000)               |   |  |              |                        | (20,000)                   |                             |                           |
| <b>Total 025 Legal Services</b> | <b>1,028,144</b>             | <b>1,072,500</b>           | <b>1,131,686</b>       |   | <b>387,314</b>                             |              |                        | <b>1,519,000</b>           | <b>446,500</b>              | <b>41.6</b>               |

Variance Explanations:

2021 Approved Budget to 2021 Projected Actuals Variance

Salary savings due to vacancy

2022 Proposed Budget to 2021 Projected Actuals Variance

Contractual, general wage and benefit increases offset by salary savings due to vacancy

2022 Proposed Budget to 2021 Approved Budget Variance

Contractual, general wage and benefit increases

**2022  
City of Oshawa  
Operating Budget by Branch**

**Branch: Innovation and Transformation**

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**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 and Age-Friendly
- Diversity, Equity and Inclusion
- TeachingCity

**Branch Staff Establishment: 3 FTE**

|  | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|--|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| Innovation and Transformation              |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 015 Innovation and Transformation          | 532,458                      | 631,801                    | 739,172                | 48,700                                    | (88,472)                                   |              |                        | 699,400                    | 67,599                      | 10.7                      |
| <b>Total Innovation and Transformation</b> | 532,458                      | 631,801                    | 739,172                | 48,700                                    | (88,472)                                   |              |                        | 699,400                    | 67,599                      | 10.7                      |



**2022  
City Of Oshawa  
Operating Budget**

**Budget by Program: 015 Innovation and Transformation**

|  | 2021<br>Projected<br>Actuals | 2021<br>Approved<br>Budget | 2022<br>Base<br>Budget | Service Level/<br>Additional<br>Pressures | Volume/Price<br>Reallocation<br>PY Actuals | Efficiencies | One-Time<br>Adjustment | 2022<br>Approved<br>Budget | 2022 - 2021<br>Variance \$s | 2022 - 2021<br>Variance % |
|--|------------------------------|----------------------------|------------------------|---|--|--------------|------------------------|----------------------------|-----------------------------|---------------------------|
| Innovation and Transformation                  |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| 015 Innovation and Transformation              |                              |                            |                        |   |  |              |                        |                            |                             |                           |
| Personnel Costs                                | 477,355                      | 538,600                    | 645,600                |   | (43,000)                                   |              |                        | 602,600                    | 64,000                      | 11.9                      |
| Program and Office Supplies                    | 6,355                        | 8,801                      | 9,172                  |   | 1,128                                      |              |                        | 10,300                     | 1,499                       | 17.0                      |
| Professional Services                          | 113,436                      | 149,400                    | 149,400                |   | (46,600)                                   |              |                        | 102,800                    | (46,600)                    | (31.2)                    |
| Recoveries                                     | (64,688)                     | (65,000)                   | (65,000)               | 48,700                                    |  |              |                        | (16,300)                   | 48,700                      | (74.9)                    |
| <b>Total 015 Innovation and Transformation</b> | <b>532,458</b>               | <b>631,801</b>             | <b>739,172</b>         | <b>48,700</b>                             | <b>(88,472)</b>                            |              |                        | <b>699,400</b>             | <b>67,599</b>               | <b>10.7</b>               |

Variance Explanations:

2021 Approved Budget to 2021 Projected Actuals Variance

Salary savings due to vacancy

2022 Proposed Budget to 2021 Projected Actuals Variance

Contractual, general wage and benefit increases and one temporary staff transitioning to full time partially offset by salary savings due to vacancy

2022 Proposed Budget to 2021 Approved Budget Variance

Contractual, general wage and benefit increases and a reduction in the Teaching City program offset by a reduction in recoveries from Teaching City partners