

**Corporation of the City of Oshawa**  
**2025 Budget**  
**Executive and Legislative**

**INDEX**

	Page No.
Departmental Budget Comparison .....	1
<b>Program/Budget Summary:</b>	
Program 001 Office of the Mayor.....	2
Program 002 City Council Expenditures .....	3
Program 003 Councillors' Expenditures .....	4

**2025  
City of Oshawa  
Operating Budget by Department**

**Department: EXEC Executive and Legislative**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Executive and Legislative									
Executive and Legislative	1,063,455	1,080,700	1,105,462	(4,562)	(3,000)	1,097,900	17,200	1.6	1,099,900
<b>Total Executive and Legislative</b>	<b>1,063,455</b>	<b>1,080,700</b>	<b>1,105,462</b>	<b>(4,562)</b>	<b>(3,000)</b>	<b>1,097,900</b>	<b>17,200</b>	<b>1.6</b>	<b>1,099,900</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 001 Office of the Mayor**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Executive and Legislative									
001 Office of the Mayor									
Personnel Costs	297,112	301,000	295,000			295,000	(6,000)	(2.0)	295,000
Program and Office Supplies	1,466	2,500	2,530	470		3,000	500	20.0	3,000
Professional Services	8,116	9,000	14,000	(5,000)		9,000			11,000
<b>Total 001 Office of the Mayor</b>	<b>306,694</b>	<b>312,500</b>	<b>311,530</b>	<b>(4,530)</b>		<b>307,000</b>	<b>(5,500)</b>	<b>(1.8)</b>	<b>309,000</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 002 City Council Expenditures**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Executive and Legislative									
002 City Council Expenditures									
Program and Office Supplies	2,030	1,600	1,632	(32)		1,600			1,600
Professional Services	4,211	7,000	9,000			9,000	2,000	28.6	9,000
<b>Total 002 City Council Expenditures</b>	<b>6,241</b>	<b>8,600</b>	<b>10,632</b>	<b>(32)</b>		<b>10,600</b>	<b>2,000</b>	<b>23.3</b>	<b>10,600</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 003 Councillors' Expenditures**

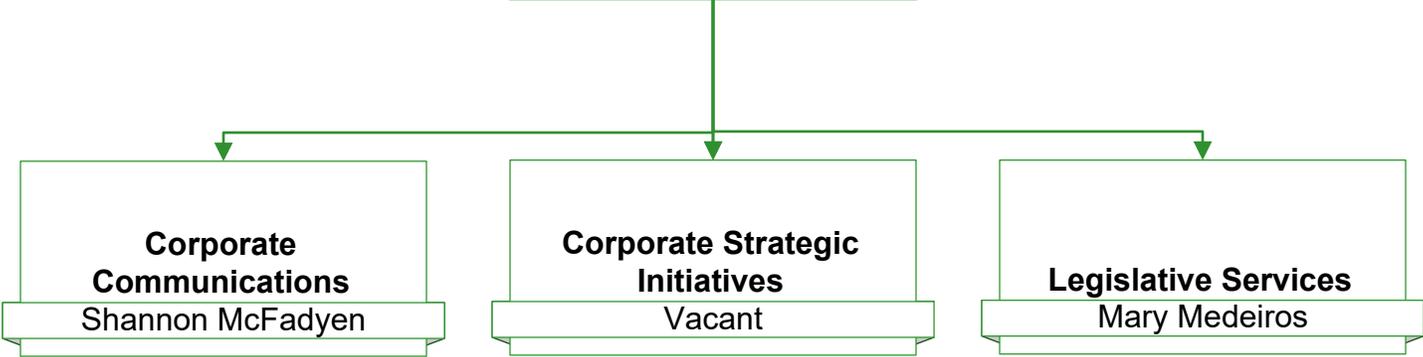
	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Executive and Legislative									
003 Councillors' Expenditures									
Personnel Costs	693,559	692,600	716,300			716,300	23,700	3.4	716,300
Program and Office Supplies		15,000	15,000		(3,000)	12,000	(3,000)	(20.0)	12,000
Professional Services	62,033	52,000	52,000			52,000			52,000
Recoveries	(5,072)								
<b>Total 003 Councillors' Expenditures</b>	<b>750,520</b>	<b>759,600</b>	<b>783,300</b>		<b>(3,000)</b>	<b>780,300</b>	<b>20,700</b>	<b>2.7</b>	<b>780,300</b>

**Corporation of the City of Oshawa**  
**2025 Budget**  
**Office of the Chief Administrative Officer**

**INDEX**

	Page No.
Departmental Organization Chart.....	I
Departmental Budget Comparison .....	1
<b>Program/Budget Summary:</b>	
Corporate Strategic Initiatives .....	2
Program 010 Corporate Strategic Initiatives	
Corporate Communications.....	4
Program 012 Communication - Admin	
Legislative Services.....	6
Program 030 Legislative Services	
Program 031 Municipal Elections	
Program 041 Service Oshawa	

**Office of the CAO**  
Tracy Adams



9 FTE

5 FTE

34 FTE

Staff Establishment: 48 FTE

**2025**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: CAO Office of the CAO**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Office of the CAO									
Corporate Strategic Initiatives	936,712	920,200	1,041,854	1,246	2,500	1,045,600	125,400	13.6	982,900
Corporate Communications	1,178,172	1,247,700	1,463,520	(5,220)	11,000	1,469,300	221,600	17.8	1,466,400
Legislative Services	3,665,797	3,916,200	4,048,050	47,350	22,600	4,118,000	201,800	5.2	4,169,200
<b>Total Office of the CAO</b>	<b>5,780,681</b>	<b>6,084,100</b>	<b>6,553,424</b>	<b>43,376</b>	<b>36,100</b>	<b>6,632,900</b>	<b>548,800</b>	<b>9.0</b>	<b>6,618,500</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Corporate Strategic Initiatives**

---

**Branch Purpose:**

Corporate Strategic Initiatives support the leadership team in developing and aligning corporate priorities.

The office is a resource for the development of:

- Business planning
- Continuous Improvement Framework
- Corporate policies
- Intergovernmental relations
- Project management
- The Oshawa Strategic Plan

**Branch Staff Establishment: 5 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Strategic Initiatives									
010 Corporate Strategic Initiative	936,712	920,200	1,041,854	1,246	2,500	1,045,600	125,400	13.6	982,900
<b>Total Corporate Strategic Initiatives</b>	936,712	920,200	1,041,854	1,246	2,500	1,045,600	125,400	13.6	982,900

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 010 Corporate Strategic Initiative**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Strategic Initiatives									
010 Corporate Strategic Initiative									
Personnel Costs	923,522	913,900	1,033,700	2,400		1,036,100	122,200	13.4	974,600
Program and Office Supplies	2,620	2,000	2,754	246		3,000	1,000	50.0	3,000
Professional Services	3,956	4,300	5,400	(1,400)	2,500	6,500	2,200	51.2	5,300
Contribution to Capital	6,614								
<b>Total 010 Corporate Strategic Initiative</b>	936,712	920,200	1,041,854	1,246	2,500	1,045,600	125,400	13.6	982,900

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies offset by increased temp usage to assist with special projects.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases plus increased temp usage to assist with special projects.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases plus increased temp usage to assist with special projects.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Corporate Communications**

**Branch Purpose:**

Corporate Communications delivers strategic communications that support the Corporation, the Oshawa Strategic Plan and the City's other strategic and master plans.

Core areas of responsibility:

- Corporate brand
- Community engagement
- Oshawa.ca and Connectoshawa.ca
- Print and digital promotional materials
- Media relations
- Promotional materials
- Social media
- Emergency communications

**Branch Staff Establishment: 9 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Communications									
012 Corporate Communications	1,178,172	1,247,700	1,463,520	(5,220)	11,000	1,469,300	221,600	17.8	1,466,400
<b>Total Corporate Communications</b>	<b>1,178,172</b>	<b>1,247,700</b>	<b>1,463,520</b>	<b>(5,220)</b>	<b>11,000</b>	<b>1,469,300</b>	<b>221,600</b>	<b>17.8</b>	<b>1,466,400</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 012 Corporate Communications**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Communications									
012 Corporate Communications									
Personnel Costs	1,105,199	1,170,600	1,375,400	200		1,375,600	205,000	17.5	1,375,600
Program and Office Supplies	47,459	54,500	70,520	(4,420)		66,100	11,600	21.3	67,100
Professional Services	23,464	21,000	17,600	(1,000)	7,100	23,700	2,700	12.9	23,700
Contribution to Capital	2,050	1,600			3,900	3,900	2,300	143.8	
<b>Total 012 Corporate Communications</b>	<b>1,178,172</b>	<b>1,247,700</b>	<b>1,463,520</b>	<b>(5,220)</b>	<b>11,000</b>	<b>1,469,300</b>	<b>221,600</b>	<b>17.8</b>	<b>1,466,400</b>

Page 5

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance  
Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance  
Annualization of new positions added during 2024 budget, partially offset by salary savings due to vacancies.

2025 Operating Budget to 2024 Approved Budget Variance  
Annualization of 3 new positions added during 2024 budget.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Legislative Services**

**Branch Purpose:**

Legislative Services' core functions include meeting management and administrative support to City Council and its committees; corporate customer services; information access and privacy; and corporate records management. The branch also manages all municipal elections, by-elections, referenda and Council appointments.

Legislative Services is comprised of three sections:

- City Clerk Admin Services
- Municipal Elections
- Service Oshawa

**Branch Staff Establishment: 34 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Legislative Services									
030 Legislative Services	1,755,132	1,825,600	1,852,106	68,794	57,600	1,978,500	152,900	8.4	2,040,500
031 Municipal Elections				49,600	(49,600)				
041 Service Oshawa	1,910,665	2,090,600	2,195,944	(71,044)	14,600	2,139,500	48,900	2.3	2,128,700
<b>Total Legislative Services</b>	<b>3,665,797</b>	<b>3,916,200</b>	<b>4,048,050</b>	<b>47,350</b>	<b>22,600</b>	<b>4,118,000</b>	<b>201,800</b>	<b>5.2</b>	<b>4,169,200</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 030 Legislative Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Legislative Services									
030 Legislative Services									
Personnel Costs	1,631,837	1,719,000	1,775,400	48,900	300	1,824,600	105,600	6.1	1,882,200
Program and Office Supplies	5,154	5,700	6,306	(1,206)		5,100	(600)	(10.5)	5,700
Professional Services	123,420	100,700	70,200	21,800	52,300	144,300	43,600	43.3	154,100
Maintenance and Repairs	3,173	7,200	7,200	300		7,500	300	4.2	7,500
Contribution to Capital					5,000	5,000	5,000		
Operating Revenue	(8,452)	(7,000)	(7,000)	(1,000)		(8,000)	(1,000)	14.3	(9,000)
<b>Total 030 Legislative Services</b>	<b>1,755,132</b>	<b>1,825,600</b>	<b>1,852,106</b>	<b>68,794</b>	<b>57,600</b>	<b>1,978,500</b>	<b>152,900</b>	<b>8.4</b>	<b>2,040,500</b>

Page 7

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies partially offset by increasing costs for off-site external records storage.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases plus the addition of 1 new staff position in 2025.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, the addition of 1 new staff position in 2025 and increasing costs for off-site external records storage.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 031 Municipal Elections**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Legislative Services									
031 Municipal Elections									
Personnel Costs				50,200		50,200	50,200		412,600
Program and Office Supplies	1,081	2,600	2,600			2,600			228,000
Professional Services	100,134	17,500	17,500	(400)	302,300	319,400	301,900	1,725.1	857,000
Maintenance and Repairs									8,000
Operating Revenue				(200)		(200)	(200)		(1,100)
Contributions from Reserves	(101,215)	(20,100)	(20,100)		(351,900)	(372,000)	(351,900)	1,750.7	(1,504,500)
<b>Total 031 Municipal Elections</b>				49,600	(49,600)				

Page 8

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Post election compliance audits. All expenses incurred in this program are recovered from the Elections Reserve.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 041 Service Oshawa**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Legislative Services									
041 Service Oshawa									
Personnel Costs	2,090,424	2,254,000	2,332,600	4,000		2,336,600	82,600	3.7	2,336,600
Program and Office Supplies	39,496	42,000	70,894	(14,194)		56,700	14,700	35.0	57,800
Professional Services	37,604	33,900	31,750	7,650	6,400	45,800	11,900	35.1	49,000
Maintenance and Repairs	1,359	1,400	1,400			1,400			1,400
Contribution to Capital	22,870	22,700	22,700	(22,700)	8,200	8,200	(14,500)	(63.9)	8,300
Contributions and Financial Chg	1,095	2,200	2,200	(1,000)		1,200	(1,000)	(45.5)	1,000
Operating Revenue	(282,183)	(265,600)	(265,600)	(44,800)		(310,400)	(44,800)	16.9	(325,400)
<b>Total 041 Service Oshawa</b>	<b>1,910,665</b>	<b>2,090,600</b>	<b>2,195,944</b>	<b>(71,044)</b>	<b>14,600</b>	<b>2,139,500</b>	<b>48,900</b>	<b>2.3</b>	<b>2,128,700</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, partially offset by increasing revenues primarily related to civil marriages.

**Corporation of the City of Oshawa**  
**2025 Budget**  
**Department of Corporate and Finance Services**

**INDEX**

	Page No.
Departmental Organization Chart.....	I
Departmental Budget Comparison .....	1
<b>Program/Budget Summary:</b>	
Finance Services.....	2
Program 050 Finance Services	
Program 063 Taxation Billing and Collection	
Human Resource Services.....	5
Program 040 Human Resource Services	
Diversity, Equity & Reconciliation .....	7
Program 015 Diversity, Equity & Reconciliation	
Information Technology Services .....	9
Program 080 ITS Admin	
Program 081 ITS Application Support	
Program 083 ITS Infrastructure Support	
Program 084 ITS Corporate Technology	
Legal Services.....	14
Program 025 Legal Services	

**Corporate and  
Finance Services**  
Stephanie Sinnott



44 FTE

24 FTE

35 FTE

6 FTE

8 FTE

Staff Establishment: 117 FTE

**2025**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: CORPFINSERV Corporate and Finance Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate and Finance Services									
Finance Services	4,644,979	4,925,100	5,318,557	(79,357)	(19,100)	5,220,100	295,000	6.0	5,248,000
Human Resource Services	3,767,742	4,036,700	4,095,714	153,886	369,900	4,619,500	582,800	14.4	4,909,200
Diversity Equity & Reconciliation	819,437	948,700	946,676	91,324	71,700	1,109,700	161,000	17.0	1,084,800
Information Technology Services	9,149,839	9,492,800	9,651,828	686,972	207,300	10,546,100	1,053,300	11.1	11,122,400
Legal Services	1,903,296	2,018,300	2,059,052	(144,352)	46,700	1,961,400	(56,900)	(2.8)	1,968,900
<b>Total Corporate and Finance Services</b>	<b>20,285,293</b>	<b>21,421,600</b>	<b>22,071,827</b>	<b>708,473</b>	<b>676,500</b>	<b>23,456,800</b>	<b>2,035,200</b>	<b>9.5</b>	<b>24,333,300</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Finance Services**

**Branch Purpose:**

Finance Services provides collaborative and progressive support services that drives sustainable business strategy ensuring compliance and fiscal responsibility. Finance Services is comprised of three service areas: Financial Reporting & Planning; Financial Services & Procurement; Taxation Services.

Financial Reporting and Planning is responsible for the preparation of strategic financial plans, development of the annual operating budgets and multi-year forecasts, comprehensive financial reporting, and the coordination of asset management and capital planning.

Financial Services and Procurement is responsible for all treasury functions, including the management of the City's investment portfolio, insurance and risk, financial systems, payroll, accounts payable and accounts receivable. Procurement works collaboratively with all City departments for the acquisition of goods and services in accordance with the Purchasing By-law.

The responsibilities of both divisions 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 expertise on a day-to-day basis.

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

The Commissioner of Corporate and Finance Services is also included in this branch.

**Branch Staff Establishment: 44 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Finance Services									
050 Finance Services	4,831,288	4,840,300	5,214,231	59,169	(25,300)	5,248,100	407,800	8.4	5,262,000
063 Tax Billing and Collection	(186,309)	84,800	104,326	(138,526)	6,200	(28,000)	(112,800)	(133.0)	(14,000)
<b>Total Finance Services</b>	<b>4,644,979</b>	<b>4,925,100</b>	<b>5,318,557</b>	<b>(79,357)</b>	<b>(19,100)</b>	<b>5,220,100</b>	<b>295,000</b>	<b>6.0</b>	<b>5,248,000</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 050 Finance Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Finance Services									
050 Finance Services									
Personnel Costs	4,589,894	4,630,600	5,055,600	10,400		5,066,000	435,400	9.4	4,987,900
Program and Office Supplies	177,139	143,600	145,931	47,969		193,900	50,300	35.0	205,700
Professional Services	48,816	53,700	2,700	(200)	50,600	53,100	(600)	(1.1)	50,800
Maintenance and Repairs	11,297	11,000	11,000	1,000		12,000	1,000	9.1	16,200
Contribution to Capital	5,310	2,400			2,400	2,400			2,400
Operating Revenue	(18)								
Recoveries	(1,150)	(1,000)	(1,000)		(78,300)	(79,300)	(78,300)	7,830.0	(1,000)
<b>Total 050 Finance Services</b>	<b>4,831,288</b>	<b>4,840,300</b>	<b>5,214,231</b>	<b>59,169</b>	<b>(25,300)</b>	<b>5,248,100</b>	<b>407,800</b>	<b>8.4</b>	<b>5,262,000</b>

Page 3

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

Annualization of 1 new position added during 2024 budget, general wage and benefit increases plus an increase to the cost of postage, partially offset by a recovery from a capital project.

2025 Operating Budget to 2024 Approved Budget Variance

Annualization of 1 new position added during 2024 budget, general wage and benefit increases plus an increase to the cost of postage, partially offset by a recovery from a capital project.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 063 Tax Billing and Collection**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Finance Services									
063 Tax Billing and Collection									
Personnel Costs	679,431	715,700	736,900			736,900	21,200	3.0	736,900
Program and Office Supplies	228,631	220,700	222,834	74,166		297,000	76,300	34.6	314,600
Professional Services	9,742	10,400	6,592	(192)	6,200	12,600	2,200	21.2	12,800
Operating Revenue	(1,101,113)	(859,900)	(859,900)	(211,600)		(1,071,500)	(211,600)	24.6	(1,075,300)
Recoveries	(3,000)	(2,100)	(2,100)	(900)		(3,000)	(900)	42.9	(3,000)
<b>Total 063 Tax Billing and Collection</b>	<b>(186,309)</b>	<b>84,800</b>	<b>104,326</b>	<b>(138,526)</b>	<b>6,200</b>	<b>(28,000)</b>	<b>(112,800)</b>	<b>(133.0)</b>	<b>(14,000)</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies plus increased revenues related volume and process improvements.

2025 Operating Budget to 2024 Projected Actuals Variance

Increased revenues related volume and process improvements partially offset by higher postage related to volume and increased costs , plus general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

Increased revenues related volume and process improvements partially offset by higher postage related to volume and increased costs, plus general wage and benefit increases.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Human Resource Services**

**Branch Purpose:**

Human Resource Services is dedicated to serving our community as a collaborative business partner to the Corporation by, being fiscally responsible, people-focused, innovative, resilient and accountable. The mission of Human Resource Services is to support the community by supporting our people. Human Resource Services provides services to over 1,700 people and positions, including both active and retired employees. Our goal is to foster a culture of continuous improvement that empowers staff to provide superior customer-focused, cost-effective and quality services to the City’s employees and residents of the City of Oshawa.

**Branch Staff Establishment: 24 FTE**

Page 5

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Human Resource Services									
040 Human Resource Services	3,767,742	4,036,700	4,095,714	153,886	369,900	4,619,500	582,800	14.4	4,909,200
<b>Total Human Resource Services</b>	<b>3,767,742</b>	<b>4,036,700</b>	<b>4,095,714</b>	<b>153,886</b>	<b>369,900</b>	<b>4,619,500</b>	<b>582,800</b>	<b>14.4</b>	<b>4,909,200</b>

**2025  
City Of Oshawa  
Operating Budget**

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

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Human Resource Services									
040 Human Resource Services									
Personnel Costs	2,892,788	3,101,300	3,575,000	115,100		3,690,100	588,800	19.0	3,896,000
Program and Office Supplies	29,220	32,700	35,214	386		35,600	2,900	8.9	36,000
Professional Services	822,468	867,900	462,500	28,600	431,900	923,000	55,100	6.3	926,000
Maintenance and Repairs	12,700	23,000	23,000	9,800		32,800	9,800	42.6	33,500
Contribution to Capital	15,492	11,800			19,700	19,700	7,900	66.9	17,700
Recoveries	(4,926)				(81,700)	(81,700)	(81,700)		
<b>Total 040 Human Resource Services</b>	<b>3,767,742</b>	<b>4,036,700</b>	<b>4,095,714</b>	<b>153,886</b>	<b>369,900</b>	<b>4,619,500</b>	<b>582,800</b>	<b>14.4</b>	<b>4,909,200</b>

Page 6

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies and Professional & Technical fees coming in lower than expected.

2025 Operating Budget to 2024 Projected Actuals Variance

The addition of 1 new staff position in 2025, annualization of 2 new positions added during 2024 budget, 2 staff positions reallocated from Program 260 (Fleet Maintenance), plus general wage and benefit increases, plus new Health and Safety asbestos audits, partially offset by a recovery from a capital project.

2025 Operating Budget to 2024 Approved Budget Variance

The addition of 1 new staff position in 2025, annualization of 2 new positions added during 2024 budget, 2 staff positions reallocated from Program 260 (Fleet Maintenance), plus general wage and benefit increases, plus new Health and Safety asbestos audits, partially offset by a recovery from a capital project.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Diversity Equity & Reconciliation**

**Branch Purpose:**

The Diversity, Equity & Reconciliation Division is responsible for driving impactful change by recommending, developing and implementing policies and programs focused on advancing equity and reconciliation and removing systemic barriers in both the workplace and the community. This team works collaboratively within the community and across the organization to support the City’s commitment to creating an inclusive workplace and community that fosters a sense of belonging.

This Division leads the areas of Accessibility and Age-Friendly, Diversity, Equity and Inclusion, Indigenous Relations & Reconciliation and TeachingCity.

**Branch Staff Establishment: 6 FTE**

Page 7

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Diversity Equity & Reconciliation									
015 Diversity Equity & Reconcil	819,437	948,700	946,676	91,324	71,700	1,109,700	161,000	17.0	1,084,800
<b>Total Diversity Equity &amp; Reconciliation</b>	819,437	948,700	946,676	91,324	71,700	1,109,700	161,000	17.0	1,084,800

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 015 Diversity Equity & Reconciliation**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Diversity Equity & Reconciliation									
015 Diversity Equity & Reconcil									
Personnel Costs	753,948	814,800	837,300	80,500		917,800	103,000	12.6	944,600
Program and Office Supplies	12,873	17,700	17,876	(976)		16,900	(800)	(4.5)	16,900
Building/Equipment Supplies		20,000					(20,000)	(100.0)	
Professional Services	51,930	96,200	91,500	11,800	62,900	166,200	70,000	72.8	121,700
Contribution to Capital	686				8,800	8,800	8,800		1,600
<b>Total 015 Diversity Equity &amp; Reconciliation</b>	<b>819,437</b>	<b>948,700</b>	<b>946,676</b>	<b>91,324</b>	<b>71,700</b>	<b>1,109,700</b>	<b>161,000</b>	<b>17.0</b>	<b>1,084,800</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies plus TeachingCity project delays.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, the addition of 1 new staff position in 2025, the addition of a one-time expense related to developing a Diversity, Equity, Inclusion, Accessibility, Anti-Racism Strategy, plus a number of TeachingCity projects expected to begin in 2025, partially offset by a reallocation of 1 staff position to Program 341 (Maintenance - City Facilities).

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, the addition of 1 new staff position in 2025 plus the addition of a one-time expense related to developing a Diversity, Equity, Inclusion, Accessibility, Anti-Racism Strategy, partially offset by a reallocation of 1 staff position to Program 341 (Maintenance - City Facilities).

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Information Technology Services**

**Branch Purpose:**

Information Technology Services (I.T.S.) is responsible for technology solutions that are vital to the efficient delivery of services to the public. I.T.S. support its various City business partners through the implementation and operations of large portfolio of information systems which allow the city to perform its business functions, create, manage and share information in a timely and secure manner while respecting all MFIPPA, bylaw and regulatory requirements.

Services provided include Information Technology and Communications Infrastructure, Information Security Controls and Cybersecurity Systems, Business Applications and Database Management, Geographic Information Systems (G.I.S.) and Change Management and Adoption Services.

I.T.S. drives innovative results for digital transformation, digital enablement and future technology advancements to provide leading edge solutions.

Technology services are also extended to the Oshawa Public Library, Robert McLaughlin Gallery, Oshawa Seniors Community Centers, and Oshawa Executive Airport.

The Branch is comprised of two divisions:

- Cybersecurity & Infrastructure Operations
- Business Applications

**Branch Staff Establishment: 35 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Information Technology Services									
080 ITS - Admin	741,570	734,400	713,328	1,472	157,800	872,600	138,200	18.8	877,000
081 ITS Application Support	2,001,526	2,122,400	2,227,000	114,900		2,341,900	219,500	10.3	2,361,700
083 ITS Infrastructure Support	1,523,443	1,563,600	1,609,100	91,000	12,500	1,712,600	149,000	9.5	1,817,900
084 ITS Corporate Technology	4,883,300	5,072,400	5,102,400	479,600	37,000	5,619,000	546,600	10.8	6,065,800
<b>Total Information Technology Services</b>	<b>9,149,839</b>	<b>9,492,800</b>	<b>9,651,828</b>	<b>686,972</b>	<b>207,300</b>	<b>10,546,100</b>	<b>1,053,300</b>	<b>11.1</b>	<b>11,122,400</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 080 ITS - Admin**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Information Technology Services									
080 ITS - Admin									
Personnel Costs	669,670	663,400	710,000			710,000	46,600	7.0	710,000
Program and Office Supplies	1,200	1,400	1,428	(28)		1,400			1,400
Professional Services	65,900	64,800	1,900	1,500	153,400	156,800	92,000	142.0	159,800
Contribution to Capital	4,800	4,800			4,400	4,400	(400)	(8.3)	5,800
<b>Total 080 ITS - Admin</b>	<b>741,570</b>	<b>734,400</b>	<b>713,328</b>	<b>1,472</b>	<b>157,800</b>	<b>872,600</b>	<b>138,200</b>	<b>18.8</b>	<b>877,000</b>

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, a one-time expense for IT Research and Advisory services plus additional training costs for new software systems.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, a one-time expense for IT Research and Advisory services plus additional training costs for new software systems.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 081 ITS Application Support**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Information Technology Services									
081 ITS Application Support									
Personnel Costs	2,001,526	2,122,400	2,227,000	114,900		2,341,900	219,500	10.3	2,361,700
<b>Total 081 ITS Application Support</b>	<b>2,001,526</b>	<b>2,122,400</b>	<b>2,227,000</b>	<b>114,900</b>		<b>2,341,900</b>	<b>219,500</b>	<b>10.3</b>	<b>2,361,700</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

The addition of 1 new staff position in 2025, annualization of 2 new positions added during 2024 budget, and general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

The addition of 1 new staff position in 2025, annualization of 2 new positions added during 2024 budget, and general wage and benefit increases.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 083 ITS Infrastructure Support**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Information Technology Services									
083 ITS Infrastructure Support									
Personnel Costs	1,513,743	1,553,600	1,609,100	91,000		1,700,100	146,500	9.4	1,792,900
Professional Services	9,700	10,000			12,500	12,500	2,500	25.0	25,000
<b>Total 083 ITS Infrastructure Support</b>	<b>1,523,443</b>	<b>1,563,600</b>	<b>1,609,100</b>	<b>91,000</b>	<b>12,500</b>	<b>1,712,600</b>	<b>149,000</b>	<b>9.5</b>	<b>1,817,900</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

The addition of 1.5 new staff position in 2025, annualization of 1 new position added during 2024 budget, and general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

The addition of 1.5 new staff position in 2025, annualization of 1 new position added during 2024 budget, and general wage and benefit increases.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 084 ITS Corporate Technology**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Information Technology Services									
084 ITS Corporate Technology									
Professional Services	767,100	766,500	786,500	134,600		921,100	154,600	20.2	968,500
Maintenance and Repairs	4,116,200	4,305,900	4,315,900	545,000	37,000	4,897,900	592,000	13.7	5,297,300
Contributions from Reserves				(200,000)		(200,000)	(200,000)		(200,000)
<b>Total 084 ITS Corporate Technology</b>	<b>4,883,300</b>	<b>5,072,400</b>	<b>5,102,400</b>	<b>479,600</b>	<b>37,000</b>	<b>5,619,000</b>	<b>546,600</b>	<b>10.8</b>	<b>6,065,800</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

IT equipment maintenance & support and equipment leasing costs coming in lower than expected related to timing and volume.

2025 Operating Budget to 2024 Projected Actuals Variance

Increased communication and annual IT equipment maintenance & support costs.

2025 Operating Budget to 2024 Approved Budget Variance

Increased communication and annual IT equipment maintenance & support costs.

**2025  
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 strategy, 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
- Provide support to all City branches, including agreements and By-laws.

**Branch Staff Establishment: 8 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Legal Services									
025 Legal Services	1,903,296	2,018,300	2,059,052	(144,352)	46,700	1,961,400	(56,900)	(2.8)	1,968,900
<b>Total Legal Services</b>	<b>1,903,296</b>	<b>2,018,300</b>	<b>2,059,052</b>	<b>(144,352)</b>	<b>46,700</b>	<b>1,961,400</b>	<b>(56,900)</b>	<b>(2.8)</b>	<b>1,968,900</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 025 Legal Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Legal Services									
025 Legal Services									
Personnel Costs	1,235,298	1,373,900	1,400,500			1,400,500	26,600	1.9	1,400,500
Program and Office Supplies	39,012	48,800	48,852	(4,352)		44,500	(4,300)	(8.8)	44,600
Professional Services	649,197	626,600	640,700	(140,000)	43,300	544,000	(82,600)	(13.2)	554,600
Contribution to Capital	492				3,400	3,400	3,400		800
Recoveries	(20,703)	(31,000)	(31,000)			(31,000)			(31,600)
<b>Total 025 Legal Services</b>	<b>1,903,296</b>	<b>2,018,300</b>	<b>2,059,052</b>	<b>(144,352)</b>	<b>46,700</b>	<b>1,961,400</b>	<b>(56,900)</b>	<b>(2.8)</b>	<b>1,968,900</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies partially offset by Professional & Technical Litigation fees and lower than expected recoveries.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases partially offset by a decrease in Professional & Technical Litigation fees and keeping anticipated recoveries consistent with the 2024 Budget levels.

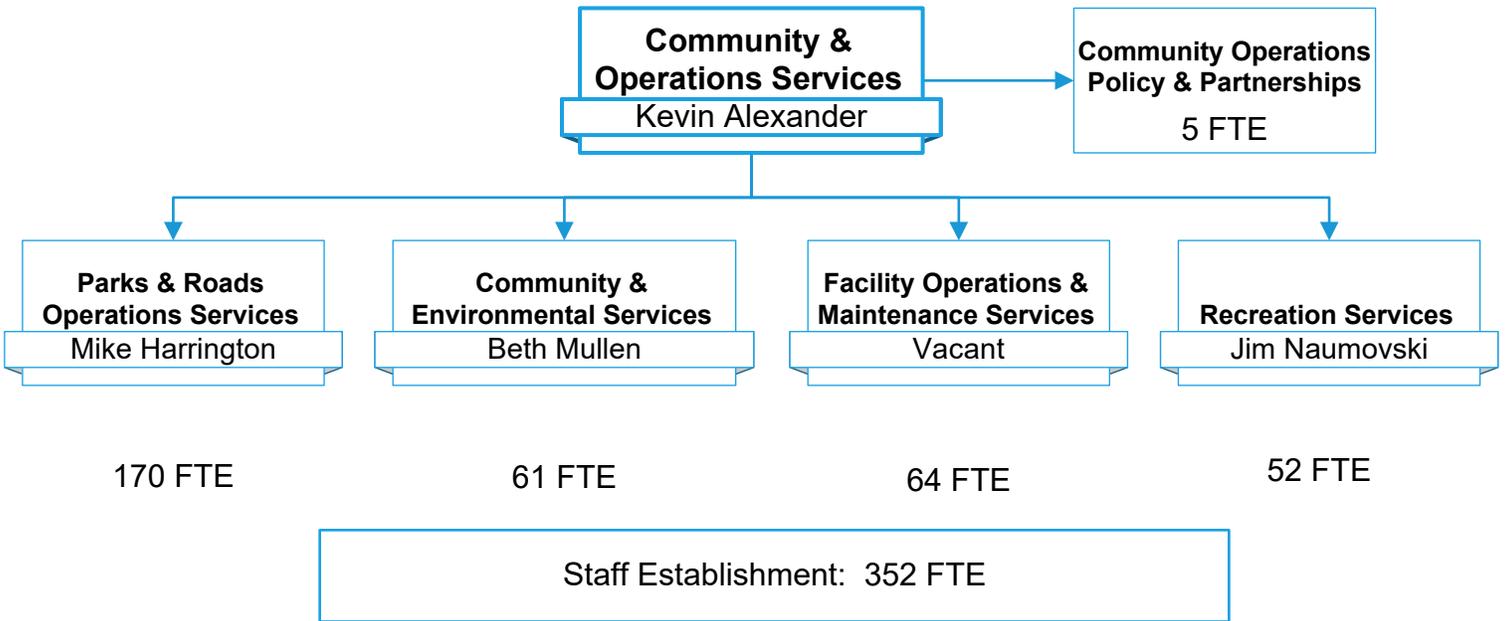
2025 Operating Budget to 2024 Approved Budget Variance

A decrease in Professional & Technical Litigation fees, partially offset by general wage and benefit increases.

**Corporation of the City of Oshawa**  
**2025 Budget**  
**Department of Community and Operations Services**

**INDEX**

	Page No.
Departmental Organization Chart.....	I
Departmental Budget Comparison .....	1
<b>Program/Budget Summary:</b>	
Community and Environmental Services.....	2
Program 246 Waste Collection & Environmental Programs	
Program 260 Fleet Maintenance	
Program 319 Animal Care	
Program 320 Union Cemetery	
Parks and Roads Operations Services.....	7
Program 230 Traffic Operations	
Program 233 Street Lighting	
Program 234 Crossing Guards	
Program 240 Roads Operations	
Program 309 Facility Maintenance - Parks	
Recreation Services .....	13
Program 321 Recreational Programs	
Program 349 Business and Customer Services	
Facility Operations and Maintenance Services .....	16
Program 310 Maintenance - Recreation Facilities	
Program 341 Maintenance – City Facilities	
Program 395 Maintenance – Fire Facilities	
Community Operations Policy & Partnerships.....	20
Program 013 Community Sponsorship & Advertising	
Program 201 Community Operations Policy & Partnerships	



**2025**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: COMMOPSSRV Community and Operations Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community and Operations Services									
Community and Environmental Services	7,351,042	7,221,300	8,033,354	407,646	249,000	8,690,000	1,468,700	20.3	9,040,500
Parks and Roads Operations Services	32,292,345	34,370,000	35,178,763	627,238	311,300	36,117,300	1,747,300	5.1	37,375,600
Recreation Services	4,759,026	5,410,300	5,061,243	(231,143)	474,500	5,304,600	(105,700)	(2.0)	4,960,900
Facility Operations and Maintenance Services	12,069,097	12,007,800	12,502,746	801,356	378,600	13,682,700	1,674,900	13.9	13,890,300
Comm Ops Policy & Partnerships	(185,951)	(182,600)	500,600	2,000	15,700	518,300	700,900	(383.8)	509,700
<b>Total Community and Operations Services</b>	<b>56,285,559</b>	<b>58,826,801</b>	<b>61,276,706</b>	<b>1,607,097</b>	<b>1,429,100</b>	<b>64,312,900</b>	<b>5,486,099</b>	<b>9.3</b>	<b>65,777,000</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Community and Environmental Services**

**Branch Purpose:**

Ensure safe and reliable City infrastructure through ongoing inspection and maintenance activities of the City's fleet. Responsible for the provision of waste collection and environmental programs. Responsible for the administration and operations of animal services, municipal parking and cemeteries.

The branch is comprised of the following divisions:

- Animal Services
- Fleet Services
- Waste Services
- Municipal Parking & Cemeteries Services

**Branch Staff Establishment: 61 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community and Environmental Services									
246 Waste Collection and Env Prgs	6,178,163	5,978,500	6,595,388	321,412	232,300	7,149,100	1,170,600	19.6	7,494,100
260 Fleet Maintenance	(276,145)	(109,400)	(143,310)	132,910	10,400		109,400	(100.0)	
319 Animal Care	1,261,696	1,141,400	1,254,153	(14,653)	3,100	1,242,600	101,200	8.9	1,244,800
320 Union Cemetery	187,328	210,800	327,123	(32,023)	3,200	298,300	87,500	41.5	301,600
<b>Total Community and Environ Services</b>	<b>7,351,042</b>	<b>7,221,300</b>	<b>8,033,354</b>	<b>407,646</b>	<b>249,000</b>	<b>8,690,000</b>	<b>1,468,700</b>	<b>20.3</b>	<b>9,040,500</b>

**2025  
City Of Oshawa  
Operating Budget**

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

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community and Environmental Services									
246 Waste Collection and Env Prgs									
Personnel Costs	2,757,428	2,807,100	3,490,900	118,300		3,609,200	802,100	28.6	3,745,800
Program and Office Supplies	36,957	23,600	36,488	412		36,900	13,300	56.4	37,800
Building/Equipment Supplies	35,987	28,800	800		15,000	15,800	(13,000)	(45.1)	2,800
Professional Services	889,908	634,400	582,600	121,000	108,300	811,900	177,500	28.0	927,100
Maintenance and Repairs	2,566,607	2,585,600	2,585,600	77,700	109,000	2,772,300	186,700	7.2	2,879,500
Operating Revenue	(107,610)	(100,000)	(100,000)	3,000		(97,000)	3,000	(3.0)	(98,900)
Recoveries	(1,114)	(1,000)	(1,000)	1,000			1,000	(100.0)	
<b>Total 246 Waste Collection and Env Prgs</b>	<b>6,178,163</b>	<b>5,978,500</b>	<b>6,595,388</b>	<b>321,412</b>	<b>232,300</b>	<b>7,149,100</b>	<b>1,170,600</b>	<b>19.6</b>	<b>7,494,100</b>

Page 3

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Higher than expected contracted services related to the late delivery of new packers partially offset by salary savings from vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

Addition of 1 new staff position in 2025, annualization of 4 temporary positions converted to full time approved in 2024, 2 staff positions reallocated from Program 230 (Traffic Operations) and Program 309 (Facility Maintenance - Parks), plus 2 new staff positions approved through the Enhanced Green Bin program (Reports CO-23-34 and CO-24-26) and general wage and benefit increases, plus increases in fleet rates for 3 new assets, and contracted services related to volume (km and number of pick-ups).

2025 Operating Budget to 2024 Approved Budget Variance

Addition of 1 new staff position in 2025, annualization of 4 temporary positions converted to full time approved in 2024, 2 staff positions reallocated from Program 230 (Traffic Operations) and Program 309 (Facility Maintenance - Parks), plus 2 new staff positions approved through the Enhanced Green Bin program (Reports CO-23-34 and CO-24-26) and general wage and benefit increases, plus increases in fleet rates for 3 new assets, and contracted services related to volume (km and number of pick-ups).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 260 Fleet Maintenance**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community and Environmental Services									
260 Fleet Maintenance									
Personnel Costs	1,926,981	2,018,900	1,998,000	200		1,998,200	(20,700)	(1.0)	2,039,900
Program and Office Supplies	88,279	88,500	88,890	10		88,900	400	0.5	94,500
Building/Equipment Supplies	2,408,014	2,595,000	2,595,000	(300,500)		2,294,500	(300,500)	(11.6)	2,340,900
Professional Services	302,547	273,000	264,100	41,100	10,400	315,600	42,600	15.6	315,600
Maintenance and Repairs	550,406	509,200	509,200	(18,700)		490,500	(18,700)	(3.7)	498,300
Contribution to Capital	14,679	19,500					(19,500)	(100.0)	
Operating Revenue	(989)	(700)	(700)			(700)			(700)
Contributions from Reserves		(15,000)					15,000	(100.0)	
Recoveries	(5,566,062)	(5,597,800)	(5,597,800)	410,800		(5,187,000)	410,800	(7.3)	(5,288,500)
<b>Total 260 Fleet Maintenance</b>	<b>(276,145)</b>	<b>(109,400)</b>	<b>(143,310)</b>	<b>132,910</b>	<b>10,400</b>		<b>109,400</b>	<b>(100.0)</b>	

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Lower than anticipated fuel prices plus salary savings from vacancies partially offset by increased contracted services and costs for parts.

2025 Operating Budget to 2024 Projected Actuals Variance

Reallocation of 2 staff positions to Program 040 (Human Resource Services) and decreased fuel prices, partially offset by the annualization of 1 staff position added in 2024 and general wage and benefit increases, inflation for automotive parts plus reduced fuel recoveries from other departments.

2025 Operating Budget to 2024 Approved Budget Variance

Reallocation of 2 staff positions to Program 040 (Human Resource Services) and decreased fuel prices, partially offset by the annualization of 1 staff position added in 2024 and general wage and benefit increases, inflation for automotive parts plus reduced fuel recoveries from other departments.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 319 Animal Care**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community and Environmental Services									
319 Animal Care									
Personnel Costs	1,068,504	1,040,900	1,131,800	500		1,132,300	91,400	8.8	1,132,300
Program and Office Supplies	83,812	71,900	79,278	5,722		85,000	13,100	18.2	86,700
Professional Services	435,240	391,600	400,075	25	3,100	403,200	11,600	3.0	411,200
Maintenance and Repairs	25,159	24,700	24,700	(4,100)		20,600	(4,100)	(16.6)	21,000
Operating Revenue	(345,426)	(381,700)	(376,700)	(16,800)		(393,500)	(11,800)	3.1	(401,300)
Recoveries	(5,593)	(6,000)	(5,000)			(5,000)	1,000	(16.7)	(5,100)
<b>Total 319 Animal Care</b>	<b>1,261,696</b>	<b>1,141,400</b>	<b>1,254,153</b>	<b>(14,653)</b>	<b>3,100</b>	<b>1,242,600</b>	<b>101,200</b>	<b>8.9</b>	<b>1,244,800</b>

Page 5

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

General wage and benefit increases, plus heavier case loads resulted in increased requirements for overtime, temporary staff resources and higher than anticipated costs for food and contracted services.

2025 Operating Budget to 2024 Projected Actuals Variance

Annualization of 1 new position added during 2024 budget, general wage and benefit increases, plus an increase in case loads resulted in higher costs for food and contracted services.

2025 Operating Budget to 2024 Approved Budget Variance

Annualization of 1 new position added during 2024 budget, general wage and benefit increases, plus an increase in case loads resulted in higher costs for food and contracted services.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 320 Union Cemetery**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community and Environmental Services									
320 Union Cemetery									
Personnel Costs	268,980	277,800	408,000	5,600		413,600	135,800	48.9	421,700
Program and Office Supplies	7,471	8,600	8,694	(94)		8,600			8,800
Building/Equipment Supplies	7,111	6,900	6,900	(1,300)		5,600	(1,300)	(18.8)	6,400
Professional Services					2,400	2,400	2,400		2,100
Maintenance and Repairs	203,408	210,600	195,634	(7,034)		188,600	(22,000)	(10.4)	192,600
Utilities	10,274	11,500	12,495	(12,495)			(11,500)	(100.0)	
Contribution to Capital					800	800	800		
Contributions and Financial Chg				11,000		11,000	11,000		11,000
Operating Revenue	(266,586)	(271,000)	(271,000)	(18,200)		(289,200)	(18,200)	6.7	(299,200)
Interest on Investments	(36,638)	(29,000)	(29,000)	(6,000)		(35,000)	(6,000)	20.7	(33,500)
Recoveries	(6,692)	(4,600)	(4,600)	(3,500)		(8,100)	(3,500)	76.1	(8,300)
<b>Total 320 Union Cemetery</b>	<b>187,328</b>	<b>210,800</b>	<b>327,123</b>	<b>(32,023)</b>	<b>3,200</b>	<b>298,300</b>	<b>87,500</b>	<b>41.5</b>	<b>301,600</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary step savings and timing related to marker purchases, partially offset by reduced revenues.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, plus the reallocation of 1 staff position from Program 310 (Maintenance-Recreation Facilities) and increased temporary requirements partially offset by the reallocation of maintenance expenses to Program 310 (Maintenance-Recreation Facilities) and increased revenues.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, plus the reallocation of 1 staff position from Program 310 (Maintenance-Recreation Facilities) and increased temporary requirements partially offset by the reallocation of maintenance expenses to Program 310 (Maintenance-Recreation Facilities) and increased revenues.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Parks and Roads Operations Services**

**Branch Purpose:**

Ensure safe and reliable City infrastructure, assets and property through ongoing inspection and maintenance activities of roads, sidewalks, parks, playgrounds, trails, gardens, trees, stormwater ponds, and storm sewer systems in accordance with legislative requirements and quality standards. Our strategy remains to be responsive and provide excellent customer service to the community.

This work is coordinated through the following Divisions:

- Parks, Forestry & Trails
- Road & Stormwater Management Ponds
- Traffic and Streetlighting
- Crossing Guards

**Branch Staff Establishment: 170 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$\$	2025 - 2024 Variance %	2026 Forecast
Parks and Roads Operations Services									
230 Traffic Operations	1,272,067	1,165,700	1,122,047	20,953	16,800	1,159,800	(5,900)	(0.5)	1,164,500
233 Street Lighting	1,465,663	1,685,600	1,696,500	2,200		1,698,700	13,100	0.8	1,737,300
234 Crossing Guards	1,569,218	1,630,600	1,615,700	27,500		1,643,200	12,600	0.8	1,689,300
240 Roads Operations	16,416,924	17,407,100	17,588,795	(139,395)	131,100	17,580,500	173,400	1.0	18,034,900
309 Facility Maint - Parks	11,568,473	12,481,000	13,155,720	715,980	163,400	14,035,100	1,554,100	12.5	14,749,600
<b>Total Parks and Roads Operations Services</b>	<b>32,292,345</b>	<b>34,370,000</b>	<b>35,178,762</b>	<b>627,238</b>	<b>311,300</b>	<b>36,117,300</b>	<b>1,747,300</b>	<b>5.1</b>	<b>37,375,600</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 230 Traffic Operations**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Parks and Roads Operations Services									
230 Traffic Operations									
Personnel Costs	933,669	947,000	892,200	(200)		892,000	(55,000)	(5.8)	892,000
Program and Office Supplies	625	1,800	1,847	(747)		1,100	(700)	(38.9)	1,100
Professional Services	307,807	190,000	201,100	20,900	6,800	228,800	38,800	20.4	232,800
Utilities	29,966	26,900	26,900	1,000		27,900	1,000	3.7	28,600
Contribution to Capital					10,000	10,000	10,000		10,000
<b>Total 230 Traffic Operations</b>	<b>1,272,067</b>	<b>1,165,700</b>	<b>1,122,047</b>	<b>20,953</b>	<b>16,800</b>	<b>1,159,800</b>	<b>(5,900)</b>	<b>(0.5)</b>	<b>1,164,500</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Price and volume increase for the Region's signal maintenance program partially offset by salary savings.

2025 Operating Budget to 2024 Projected Actuals Variance

Reallocation of 1 staff position to Program 246 (Waste Collection) partially offset by general wage and benefit increases as well as price and volume increases for the Region's signal maintenance program.

2025 Operating Budget to 2024 Approved Budget Variance

Reallocation of 1 staff position to Program 246 (Waste Collection) partially offset by general wage and benefit increases as well as price and volume increases for the Region's signal maintenance program.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 233 Street Lighting**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Parks and Roads Operations Services									
233 Street Lighting									
Professional Services	333,837	221,900	232,800	202,200		435,000	213,100	96.0	442,000
Utilities	1,144,526	1,476,400	1,476,400	(200,000)		1,276,400	(200,000)	(13.5)	1,308,300
Recoveries	(12,700)	(12,700)	(12,700)			(12,700)			(13,000)
<b>Total 233 Street Lighting</b>	<b>1,465,663</b>	<b>1,685,600</b>	<b>1,696,500</b>	<b>2,200</b>		<b>1,698,700</b>	<b>13,100</b>	<b>0.8</b>	<b>1,737,300</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Electricity costs related to the global adjustment trending lower offset by increased pricing for the street lighting maintenance contract.

2025 Operating Budget to 2024 Projected Actuals Variance

Increased pricing for the street lighting maintenance contract plus additional requirement for utility locates offset by the right-sizing of electricity costs as the global adjustment continues to trend lower.

2025 Operating Budget to 2024 Approved Budget Variance

Increased pricing for the street lighting maintenance contract plus additional requirement for utility locates offset by the right-sizing of electricity costs as the global adjustment continues to trend lower.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 234 Crossing Guards**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Parks and Roads Operations Services									
234 Crossing Guards									
Personnel Costs	1,560,413	1,621,400	1,606,500	27,500		1,634,000	12,600	0.8	1,679,900
Program and Office Supplies	8,199	8,200	8,200			8,200			8,400
Professional Services	606	1,000	1,000			1,000			1,000
<b>Total 234 Crossing Guards</b>	<b>1,569,218</b>	<b>1,630,600</b>	<b>1,615,700</b>	<b>27,500</b>		<b>1,643,200</b>	<b>12,600</b>	<b>0.8</b>	<b>1,689,300</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings from vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

Addition of 2 new crossing guards and general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

Addition of 2 new crossing guards and general wage and benefit increases.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 240 Roads Operations**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Parks and Roads Operations Services									
240 Roads Operations									
Personnel Costs	8,515,344	9,077,500	8,963,600	10,900		8,974,500	(103,000)	(1.1)	9,238,900
Program and Office Supplies	74,554	73,400	75,427	4,073		79,500	6,100	8.3	81,000
Building/Equipment Supplies	1,312,447	1,724,800	1,864,848	(124,148)		1,740,700	15,900	0.9	1,777,400
Professional Services	3,440,530	3,565,800	3,719,300	66,900	94,100	3,880,300	314,500	8.8	3,977,000
Maintenance and Repairs	3,976,248	3,948,200	3,948,220	(121,520)		3,826,700	(121,500)	(3.1)	3,905,300
Utilities	24,553	29,300	29,300	(29,300)			(29,300)	(100.0)	
Contribution to Capital	50,264				37,000	37,000	37,000		20,600
Operating Revenue	(26)			(12,000)		(12,000)	(12,000)		(12,200)
Contributions from Reserve Fnd	(325,000)	(325,000)	(325,000)			(325,000)			(325,000)
Recoveries	(651,990)	(686,900)	(686,900)	65,700		(621,200)	65,700	(9.6)	(628,100)
<b>Total 240 Roads Operations</b>	16,416,924	17,407,100	17,588,795	(139,395)	131,100	17,580,500	173,400	1.0	18,034,900

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings from vacancies partially offset by increased temporary staff requirements. Also, light winter weather resulted in salt and contracted service savings.

2025 Operating Budget to 2024 Projected Actuals Variance

Annualization of 1 staff position approved in 2024, general wage and benefit increases, plus volume and price increases for contracted services partially offset by maintenance budget reallocations to Program 341 (Maintenance-City Facilities) and 1 staff position reallocated to Program 201 (Community Operations Policy & Partnerships).

2025 Operating Budget to 2024 Approved Budget Variance

Annualization of 1 staff position approved in 2024, general wage and benefit increases, plus volume and price increases for contracted services partially offset by maintenance budget reallocations to Program 341 (Maintenance-City Facilities) and 1 staff position reallocated to Program 201 (Community Operations Policy & Partnerships).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 309 Facility Maint - Parks**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Parks and Roads Operations Services									
309 Facility Maint - Parks									
Personnel Costs	7,167,978	7,413,800	7,895,500	465,500		8,361,000	947,200	12.8	8,945,100
Program and Office Supplies	450,363	465,600	472,035	444,965		917,000	451,401	97.0	933,700
Building/Equipment Supplies	268,683	250,600	240,100	(18,300)		221,800	(28,800)	(11.5)	237,300
Professional Services	2,069,591	2,666,500	2,792,500	(977,100)	55,400	1,870,800	(795,700)	(29.8)	1,905,600
Maintenance and Repairs	2,019,536	2,029,900	2,079,400	949,800		3,029,200	999,300	49.2	3,145,900
Utilities	227,890	235,800	247,385	(66,785)		180,600	(55,201)	(23.4)	188,500
Contribution to Capital					108,000	108,000	108,000		63,000
Contributions and Financial Chg	893	900	900			900			1,000
Operating Revenue	(458,282)	(417,400)	(417,400)	(74,100)		(491,500)	(74,100)	17.8	(501,500)
Contributions from Reserves	(77,500)	(77,500)	(77,500)			(77,500)			(77,500)
Recoveries	(100,679)	(87,200)	(77,200)	(8,000)		(85,200)	2,000	(2.3)	(91,500)
<b>Total 309 Facility Maint - Parks</b>	<b>11,568,473</b>	<b>12,481,000</b>	<b>13,155,720</b>	<b>715,980</b>	<b>163,400</b>	<b>14,035,100</b>	<b>1,554,100</b>	<b>12.5</b>	<b>14,749,600</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary Savings from vacancies, decreased contracted services as a result of the in-house trim crew and increased rental revenue.

2025 Operating Budget to 2024 Projected Actuals Variance

Addition of 2 new staff positions in 2025, the annualization of positions approved in 2024, general wage and benefit increases and increased temporary requirements due to growth and the expansion of the in-house trim crew partially offset by 3 staff positions transferred to Program 201 (Community Operations Policy & Partnerships) and 1 position transferred to Program 246 (Waste Collection). Maintenance and repairs increases due to growth.

2025 Operating Budget to 2024 Approved Budget Variance

Addition of 2 new staff positions in 2025, the annualization of positions approved in 2024, general wage and benefit increases and increased temporary requirements due to growth and the expansion of the in-house trim crew partially offset by 3 staff positions transferred to Program 201 (Community Operations Policy & Partnerships) and 1 position transferred to Program 246 (Waste Collection). Maintenance and repairs increases due to growth.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Recreation Services**

**Branch Purpose:**

The Recreation Services Branch is responsible for the provision of recreation and leisure opportunities that contribute to healthy communities and engaged citizens. This includes the planning and delivery of recreation programs, the promotion and operation of recreation facilities. This branch regularly engages the community through consultation and liaison with sports organizations and other community stakeholder groups. The branch also partners with school boards, post-secondary institutions and other agencies, such as Their Opportunity and Boys and Girls Club of Durham, to offer programs and services to the community.

The branch is comprised of the following divisions:

- Centralized Recreation Services
- Program Services

**Branch Staff Establishment: 52 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Recreation Services									
321 Recreational Programs	3,419,018	4,022,200	3,637,602	(227,302)	474,500	3,884,800	(137,400)	(3.4)	3,539,200
349 Business and Customer Services	1,340,008	1,388,100	1,423,641	(3,841)		1,419,800	31,700	2.3	1,421,700
<b>Total Recreation Services</b>	<b>4,759,026</b>	<b>5,410,300</b>	<b>5,061,243</b>	<b>(231,143)</b>	<b>474,500</b>	<b>5,304,600</b>	<b>(105,700)</b>	<b>(2.0)</b>	<b>4,960,900</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 321 Recreational Programs**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Recreation Services									
321 Recreational Programs									
Personnel Costs	9,042,254	9,131,000	8,906,100	776,300		9,682,400	551,400	6.0	9,831,400
Program and Office Supplies	225,090	228,599	230,438	30,361	(3,000)	257,799	29,200	12.8	264,199
Building/Equipment Supplies	1,140	1,400	1,400			1,400			1,400
Professional Services	248,634	256,201	209,664	(13,163)	83,500	280,001	23,800	9.3	283,201
Maintenance and Repairs	52,038	53,100	53,100	1,800		54,900	1,800	3.4	56,800
Contribution to Capital	110,272	115,000			184,700	184,700	69,700	60.6	138,000
Contributions and Financial Chg	83,411	100,000	100,000			100,000			100,000
Subsidies	(30,900)	(25,800)	(25,800)	(11,500)		(37,300)	(11,500)	44.6	(38,000)
Operating Revenue	(6,176,361)	(5,698,200)	(5,698,200)	(941,600)	209,300	(6,430,500)	(732,300)	12.9	(6,935,500)
Contributions from Reserves	(115,000)	(115,000)	(115,000)	(69,700)		(184,700)	(69,700)	60.6	(138,000)
Recoveries	(21,560)	(24,100)	(24,100)	200		(23,900)	200	(0.8)	(24,300)
<b>Total 321 Recreational Programs</b>	<b>3,419,018</b>	<b>4,022,200</b>	<b>3,637,602</b>	<b>(227,302)</b>	<b>474,500</b>	<b>3,884,800</b>	<b>(137,400)</b>	<b>(3.4)</b>	<b>3,539,200</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Higher than anticipated revenues for aquatic programming and membership revenues, plus cost savings related to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

Increased programming and membership revenues require more temporary usage, plus general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

Increased programming and membership revenues require more temporary usage, plus general wage and benefit increases.

**2025  
City Of Oshawa  
Operating Budget**

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

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Recreation Services									
349 Business and Customer Service									
Personnel Costs	1,242,669	1,279,900	1,313,500			1,313,500	33,600	2.6	1,313,500
Program and Office Supplies	70,379	69,300	71,241	(3,841)		67,400	(1,900)	(2.7)	68,700
Professional Services	78,960	85,800	85,800	8,000		93,800	8,000	9.3	95,500
Operating Revenue	(52,000)	(46,900)	(46,900)	(8,000)		(54,900)	(8,000)	17.1	(56,000)
<b>Total 349 Business and Customer Service</b>	<b>1,340,008</b>	<b>1,388,100</b>	<b>1,423,641</b>	<b>(3,841)</b>		<b>1,419,800</b>	<b>31,700</b>	<b>2.3</b>	<b>1,421,700</b>

Variance Explanations:

2025 Operating Budget to 2024 Approved Budget Variance  
General wage and benefit increases.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Facility Operations and Maintenance Services**

**Branch Purpose:**

To create, maintain, and optimize safe, efficient and innovative facilities that support the delivery of exceptional services and experiences.

This branch is specifically responsible for the day-to-day operation and maintenance of all City owned buildings including, but not limited to:

- City Hall, Operations Depots, Fire Halls, Arenas, Community and Recreation Centres, Outdoor Pools and Splash Pads
- Municipal Parking Garages and Surface Lots
- Union Cemetery
- Oshawa Animal Services
- Bandshell
- The Arts Resource Centre

**Branch Staff Establishment: 64 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facility Operations and Maintenance Services									
310 Maintenance - Rec Facilities	8,230,630	8,139,000	8,306,235	426,366	92,500	8,825,100	686,100	8.4	9,131,700
341 Maintenance - City Facilities	3,222,429	3,272,000	3,583,556	244,645	256,100	4,084,301	812,300	24.8	3,992,900
395 Maintenance - Fire Facilities	616,038	596,800	612,955	130,345	30,000	773,300	176,500	29.6	765,700
<b>Total Facility Ops and Maintenance Services</b>	<b>12,069,097</b>	<b>12,007,800</b>	<b>12,502,746</b>	<b>801,356</b>	<b>378,600</b>	<b>13,682,700</b>	<b>1,674,900</b>	<b>13.9</b>	<b>13,890,300</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 310 Maintenance - Rec Facilities**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facility Operations and Maintenance Services									
310 Maintenance - Rec Facilities									
Personnel Costs	5,846,740	5,903,400	5,940,300	306,600		6,246,900	343,500	5.8	6,458,400
Program and Office Supplies	8,460	19,800	20,295	5		20,300	500	2.5	20,900
Building/Equipment Supplies	519,813	456,900	456,900	121,800		578,700	121,800	26.7	594,900
Professional Services	29,726	21,500	21,500	3,100	13,300	37,900	16,400	76.3	41,400
Maintenance and Repairs	2,223,128	1,841,898	1,862,799	391,101	30,000	2,283,900	442,000	24.0	2,306,499
Utilities	3,014,274	3,128,401	3,272,041	(114,340)		3,157,700	29,300	0.9	3,287,801
Contribution to Capital	80,640	90,700			149,900	149,900	59,200	65.3	53,800
Contributions and Financial Chg	5,925	500	500	5,500		6,000	5,500	1,100.0	6,200
Operating Revenue	(3,395,711)	(3,214,600)	(3,214,600)	(288,400)		(3,503,000)	(288,400)	9.0	(3,571,600)
Contributions from Reserves	(56,000)	(56,000)			(100,700)	(100,700)	(44,700)	79.8	(13,000)
Recoveries	(46,365)	(53,500)	(53,500)	1,000		(52,500)	1,000	(1.9)	(53,600)
<b>Total 310 Maintenance - Rec Facilities</b>	<b>8,230,630</b>	<b>8,139,000</b>	<b>8,306,235</b>	<b>426,366</b>	<b>92,500</b>	<b>8,825,100</b>	<b>686,100</b>	<b>8.4</b>	<b>9,131,700</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings from vacancies, utilities coming in lower than anticipated, partially offset by emergency repairs.

2025 Operating Budget to 2024 Projected Actuals Variance

Addition of 2 new staff positions in 2025, annualization of 1 new position added during 2024 budget, general wage and benefit increases, plus increased facility maintenance costs are included to align with current contracts and facility maintenance plans, partially offset from 1 staff position reallocated to Program 320 (Union Cemetery).

2025 Operating Budget to 2024 Approved Budget Variance

Addition of 2 new staff positions in 2025, annualization of 1 new position added during 2024 budget, general wage and benefit increases, plus increased facility maintenance costs are included to align with current contracts and facility maintenance plans, partially offset from 1 staff position reallocated to Program 320 (Union Cemetery).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 341 Maintenance - City Facilities**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facility Operations and Maintenance Services									
341 Maintenance - City Facilities									
Personnel Costs	1,079,927	1,114,000	1,473,600	5,000		1,478,600	364,600	32.7	1,510,200
Program and Office Supplies	6,175	4,500	4,635	2,365		7,000	2,500	55.6	7,100
Building/Equipment Supplies	50,746	58,700	49,700	17,200	20,000	86,900	28,200	48.0	73,800
Professional Services	10,653	13,000		1,500	19,600	21,100	8,100	62.3	21,300
Maintenance and Repairs	1,391,643	1,303,653	1,238,186	271,015	208,500	1,717,701	414,048	31.8	1,576,501
Utilities	715,098	814,148	853,435	(52,435)		801,000	(13,148)	(1.6)	832,000
Contribution to Capital	4,274	12,000			8,000	8,000	(4,000)	(33.3)	8,000
Operating Revenue	(29,192)	(34,000)	(34,000)			(34,000)			(34,000)
Contributions from Reserves	(5,000)	(12,000)					12,000	(100.0)	
Recoveries	(1,895)	(2,000)	(2,000)			(2,000)			(2,000)
<b>Total 341 Maintenance - City Facilities</b>	<b>3,222,429</b>	<b>3,272,000</b>	<b>3,583,556</b>	<b>244,645</b>	<b>256,100</b>	<b>4,084,301</b>	<b>812,300</b>	<b>24.8</b>	<b>3,992,900</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings from vacancies, utilities coming in lower than anticipated, partially offset by emergency HVAC repairs.

2025 Operating Budget to 2024 Projected Actuals Variance

Annualization of 2 new positions added during 2024 budget, the reallocation of 2 positions from Programs 340 (Facility Management Admin) and 015 (Diversity, Equity & Reconciliation), general wage and benefit increases plus increased facility maintenance costs are included to align with current contracts and facility maintenance plans.

2025 Operating Budget to 2024 Approved Budget Variance

Annualization of 2 new positions added during 2024 budget, the reallocation of 2 positions from Programs 340 (Facility Management Admin) and 015 (Diversity, Equity & Reconciliation), general wage and benefit increases plus increased facility maintenance costs are included to align with current contracts and facility maintenance plans.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 395 Maintenance - Fire Facilities**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facility Operations and Maintenance Services									
395 Maintenance - Fire Facilities									
Building/Equipment Supplies	36,571	34,200	34,200	34,800		69,000	34,800	101.8	70,300
Maintenance and Repairs	344,408	310,800	310,800	104,000	30,000	444,800	134,000	43.1	423,700
Utilities	235,059	251,800	267,955	(8,455)		259,500	7,700	3.1	271,700
<b>Total 395 Maintenance - Fire Facilities</b>	<b>616,038</b>	<b>596,800</b>	<b>612,955</b>	<b>130,345</b>	<b>30,000</b>	<b>773,300</b>	<b>176,500</b>	<b>29.6</b>	<b>765,700</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Higher than anticipated maintenance costs related for door replacements.

2025 Operating Budget to 2024 Projected Actuals Variance

Increased facility maintenance costs are included to align with current contracts and facility maintenance plans.

2025 Operating Budget to 2024 Approved Budget Variance

Increased facility maintenance costs are included to align with current contracts and facility maintenance plans.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Community Operations Policy & Partnerships**

**Branch Purpose:**

The Community and Operations Policy & Partnerships Branch is responsible for developing strategic policies and fostering innovation in the Community and Operations Services Department. It monitors trends, advises on policies and procedures, and conducts research and technical reviews.

The division coordinates the creation of programs, policies, and bylaws, and manages sponsorships, partnerships, and grants to support departmental goals and benefit the community.

The branch is comprised of the following divisions:

- Community Sponsorship and Advertising
- Policy and Research

**Branch Staff Establishment: 5 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community Operations Policy & Partnerships									
013 Comm Sponsorship & Advertising	(185,951)	(182,600)	(178,100)	(1,700)	4,200	(175,600)	7,000	(3.8)	(182,200)
201 Comm Ops Policy & Partnerships			678,700	3,700	11,500	693,900	693,900		691,900
<b>Total Comm Ops Policy &amp; Partnerships</b>	(185,951)	(182,600)	500,600	2,000	15,700	518,300	700,900	(383.8)	509,700

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 013 Community Sponsorship & Advertising**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community Operations Policy & Partnerships									
013 Comm Sponsorship & Advertising									
Personnel Costs	143,364	144,200	148,700			148,700	4,500	3.1	148,700
Program and Office Supplies	3,300	3,300	3,300			3,300			3,300
Professional Services	9,597	9,200	9,200		4,200	13,400	4,200	45.7	13,500
Operating Revenue	(342,212)	(339,300)	(339,300)	(1,700)		(341,000)	(1,700)	0.5	(347,700)
<b>Total 013 Comm Sponsorship &amp; Advertising</b>	<b>(185,951)</b>	<b>(182,600)</b>	<b>(178,100)</b>	<b>(1,700)</b>	<b>4,200</b>	<b>(175,600)</b>	<b>7,000</b>	<b>(3.8)</b>	<b>(182,200)</b>

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, one-time increase related to the development of sponsorship document package, partially offset by increased sponsorship revenues returning to pre-pandemic levels.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, one-time increase related to the development of sponsorship document package, partially offset by increased sponsorship revenues returning to pre-pandemic levels.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 201 Community Operations Policy & Partnerships**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Community Operations Policy & Partnerships									
201 Comm Ops Policy & Partnerships									
Personnel Costs			678,700			678,700	678,700		678,700
Program and Office Supplies				1,000		1,000	1,000		1,000
Professional Services				2,700	9,500	12,200	12,200		12,200
Contribution to Capital					2,000	2,000	2,000		
<b>Total 201 Comm Ops Policy &amp; Partnerships</b>			678,700	3,700	11,500	693,900	693,900		691,900

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

Due to a corporate restructuring, this is a new program with reallocations coming from Programs 240 (Roads Operations) and 309 (Facility Maintenance - Parks).

2025 Operating Budget to 2024 Approved Budget Variance

Due to a corporate restructuring, this is a new program with reallocations coming from Programs 240 (Roads Operations) and 309 (Facility Maintenance - Parks).

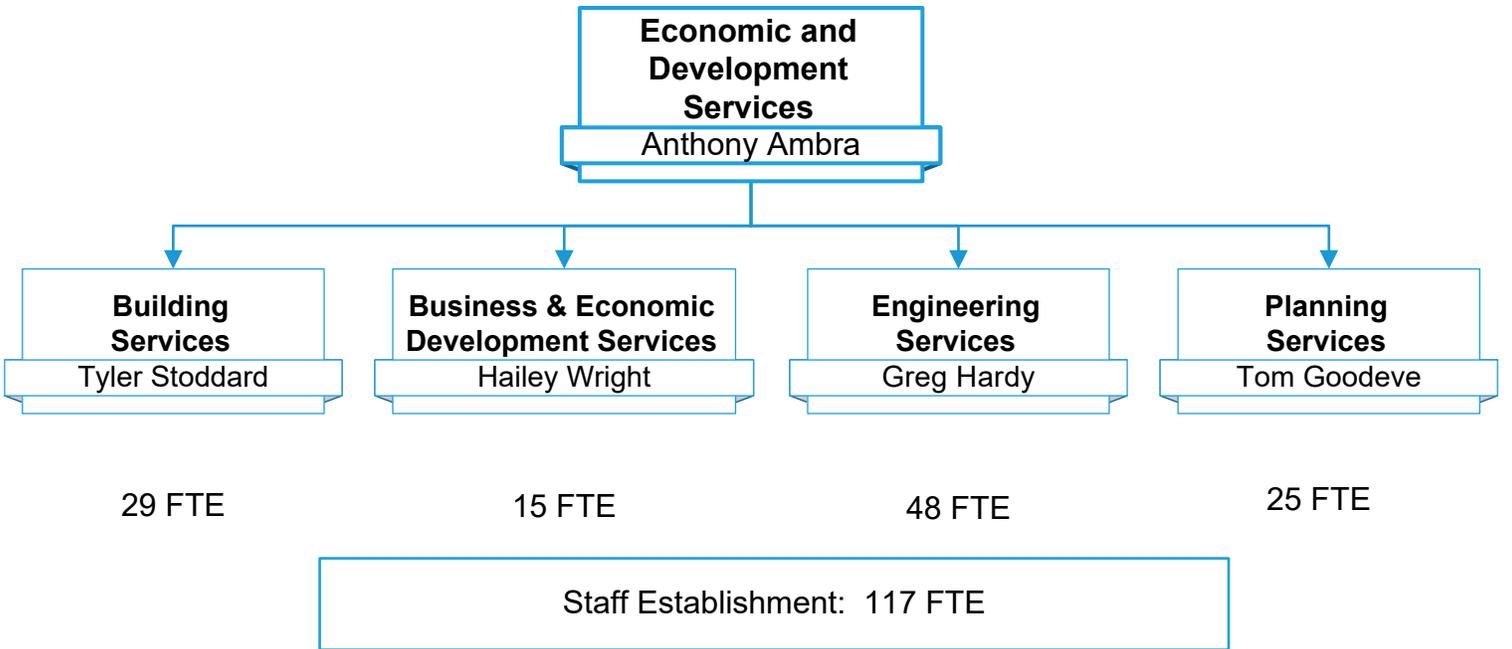
**Corporation of the City of Oshawa**

**2025 Budget**

**Department of Economic and Development Services**

**INDEX**

	Page No.
Departmental Organization Chart.....	I
Departmental Budget Comparison .....	1
<b>Program/Budget Summary:</b>	
Building Services.....	2
Program 560 Building Services	
Business and Economic Development.....	4
Program 332 Special Events	
Program 350 Culture	
Program 500 Business and Economic Development	
Engineering Services .....	8
Program 210 Engineering Services	
Planning Services .....	10
Program 574 Planning Services	



**2025  
City of Oshawa  
Operating Budget by Department**

**Department: ECONDEVSrv Economic and Development Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Economic and Development Services									
Building Services	(1,098,616)	(1,084,500)	(979,711)	(411,389)	143,000	(1,248,100)	(163,600)	15.1	(1,300,500)
Business & Economic Development	2,889,674	2,941,600	2,871,479	159,121	203,200	3,233,800	292,200	9.9	3,245,500
Engineering Services	4,242,980	4,977,900	5,124,133	(234,233)	118,000	5,007,900	30,000	0.6	5,014,900
Planning Services	1,841,940	2,197,400	2,574,446	(161,646)	38,200	2,451,000	253,600	11.5	2,271,400
<b>Total Economic and Development Services</b>	<b>7,875,978</b>	<b>9,032,400</b>	<b>9,590,347</b>	<b>(648,147)</b>	<b>502,400</b>	<b>9,444,600</b>	<b>412,200</b>	<b>4.6</b>	<b>9,231,300</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Building Services**

**Branch Purpose:**

Building Services is responsible to ensure a minimum level of health and safety in all new and renovated buildings through the enforcement of the Building Code Act, the Ontario Building Code (OBC), and other applicable laws. Building Permit Services examines plans for OBC, zoning, and applicable law compliance, while also collecting City, Education and Regional Development Charges and assigns municipal addresses. Building Inspection Services performs on-site inspection during the construction or renovation of a building ensuring construction follows the approved permit plans, issues occupancy permits, performs assessments of damaged buildings and performs complaint investigations.

The branch is comprised of the following divisions:

- Building Permit Services
- Building Inspection Services

**Branch Staff Establishment: 29 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Building Services									
560 Building Services	(1,098,616)	(1,084,500)	(979,711)	(411,389)	143,000	(1,248,100)	(163,600)	15.1	(1,300,500)
<b>Total Building Services</b>	<b>(1,098,616)</b>	<b>(1,084,500)</b>	<b>(979,711)</b>	<b>(411,389)</b>	<b>143,000</b>	<b>(1,248,100)</b>	<b>(163,600)</b>	<b>15.1</b>	<b>(1,300,500)</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 560 Building Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Building Services									
560 Building Services									
Personnel Costs	3,522,029	3,663,900	3,872,300	265,400		4,137,700	473,800	12.9	4,123,100
Program and Office Supplies	22,778	16,950	17,339	3,261		20,600	3,650	21.5	27,000
Professional Services	76,825	82,100	5,000		91,800	96,800	14,700	17.9	97,800
Maintenance and Repairs	125,300	125,300	125,300	(14,200)		111,100	(14,200)	(11.3)	113,400
Contribution to Capital	9,833	26,900			51,200	51,200	24,300	90.3	10,200
Contributions and Financial Chg	302,000								
Operating Revenue	(4,248,860)	(3,930,600)	(3,930,600)	(80,400)		(4,011,000)	(80,400)	2.0	(4,112,100)
Contributions from Reserve Fnd	(907,066)	(1,065,750)	(1,065,750)	(585,450)		(1,651,200)	(585,450)	54.9	(1,556,500)
Recoveries	(1,455)	(3,300)	(3,300)			(3,300)			(3,400)
<b>Total 560 Building Services</b>	<b>(1,098,616)</b>	<b>(1,084,500)</b>	<b>(979,711)</b>	<b>(411,389)</b>	<b>143,000</b>	<b>(1,248,100)</b>	<b>(163,600)</b>	<b>15.1</b>	<b>(1,300,500)</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings from vacancies and higher Building Permit Revenue related to increased building activity, partially offset by a transfer to a capital project related to a Building Services renovation.

2025 Operating Budget to 2024 Projected Actuals Variance

An increase from the Building Permit Reserve plus increased Building Permit Revenue, partially offset by general wage and benefit increases, annualization of 2 new staff positions added during 2024 budget and the addition of 2 new positions in 2025.

2025 Operating Budget to 2024 Approved Budget Variance

An increase from the Building Permit Reserve plus increased Building Permit Revenue, partially offset by general wage and benefit increases, annualization of 2 new staff positions added during 2024 budget and the addition of 2 new positions in 2025.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Business & Economic Development**

**Branch Purpose:**

Business retention and expansion, marketing and investment attraction; downtown and business development, economic development research and the administration of the Urban Growth Centre, Wentworth Street West, Simcoe Street South Community Improvement Programs and film permits. Further, the branch works to establish effective place-making to enhance the livability and employability of the City through city-led community events and culture development.

The branch is comprised of the following divisions:

- Business and Economic Development Services
- Culture Development
- Events and Community Engagement

**Branch Staff Establishment: 15 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Business & Economic Development									
332 Special Events	1,112,678	1,112,200	1,081,345	140,855	14,400	1,236,600	124,400	11.2	1,253,200
350 Culture	449,954	475,500	527,300	(1,000)	8,400	534,700	59,200	12.5	529,200
500 Business and Economic Development	1,327,042	1,353,900	1,262,834	19,266	180,400	1,462,500	108,600	8.0	1,463,100
<b>Total Business &amp; Economic Development</b>	<b>2,889,674</b>	<b>2,941,600</b>	<b>2,871,479</b>	<b>159,121</b>	<b>203,200</b>	<b>3,233,800</b>	<b>292,200</b>	<b>9.9</b>	<b>3,245,500</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 332 Special Events**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Business & Economic Development									
332 Special Events									
Personnel Costs	752,050	764,900	717,500	85,800		803,300	38,400	5.0	821,000
Program and Office Supplies	93,847	93,300	95,145	1,055		96,200	2,900	3.1	97,200
Building/Equipment Supplies	500	500	500			500			500
Professional Services	465,902	456,800	453,800	27,400	14,400	495,600	38,800	8.5	496,700
Maintenance and Repairs				12,100		12,100	12,100		12,300
Contribution to Capital	2,629	3,200	3,200	(3,200)			(3,200)	(100.0)	
Subsidies	(39,000)	(36,500)	(36,500)	(3,500)		(40,000)	(3,500)	9.6	(40,800)
Operating Revenue	(135,500)	(129,900)	(129,900)	8,800		(121,100)	8,800	(6.8)	(123,500)
Recoveries	(27,750)	(40,100)	(22,400)	12,400		(10,000)	30,100	(75.1)	(10,200)
<b>Total 332 Special Events</b>	<b>1,112,678</b>	<b>1,112,200</b>	<b>1,081,345</b>	<b>140,855</b>	<b>14,400</b>	<b>1,236,600</b>	<b>124,400</b>	<b>11.2</b>	<b>1,253,200</b>

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, the addition of 1 new staff position in 2025 and increased contracted services related to the new Indigenous Culture Celebration and other City hosted events.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, the addition of 1 new staff position in 2025 and increased contracted services related to the new Indigenous Culture Celebration and other City hosted events.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 350 Culture**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Business & Economic Development									
350 Culture									
Personnel Costs	363,751	380,200	429,000	1,500		430,500	50,300	13.2	424,000
Program and Office Supplies	8,200	7,100	7,200			7,200	100	1.4	7,500
Professional Services	83,321	91,200	93,100		8,400	101,500	10,300	11.3	102,300
Subsidies	(2,318)		(2,000)	(2,500)		(4,500)	(4,500)		(4,600)
Recoveries	(3,000)	(3,000)					3,000	(100.0)	
<b>Total 350 Culture</b>	449,954	475,500	527,300	(1,000)	8,400	534,700	59,200	12.5	529,200

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases plus increased temporary summer students.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases plus increased temporary summer students.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 500 Business and Economic Development**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Business & Economic Development									
500 Business and Economic Development									
Personnel Costs	1,034,978	1,029,400	1,092,200			1,092,200	62,800	6.1	1,092,200
Program and Office Supplies	30,370	31,000	31,734	(3,734)		28,000	(3,000)	(9.7)	28,900
Professional Services	258,513	289,900	138,900	23,000	180,400	342,300	52,400	18.1	342,000
Contribution to Capital	3,181	3,600					(3,600)	(100.0)	
<b>Total 500 Business and Economic Development</b>	<b>1,327,042</b>	<b>1,353,900</b>	<b>1,262,834</b>	<b>19,266</b>	<b>180,400</b>	<b>1,462,500</b>	<b>108,600</b>	<b>8.0</b>	<b>1,463,100</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Primarily savings in advertising costs.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases plus increased public relations for enhanced in-house Realtor and Developer Event.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases plus increased public relations for enhanced in-house Realtor and Developer Event.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Engineering Services**

**Branch Purpose:**

The Engineering Services Branch is responsible for the planning, design and construction of the City's capital program for transportation and storm water management related infrastructure (roads, sidewalks, storm sewers, bridges, parking lots, etc).

The branch completes condition assessments and lifecycle planning for renewal, replacement and expansion (growth) projects. The Branch also leads various Engineering Studies, Master Plans and Environmental Assessments and undertakes detailed engineering reviews of various development applications and capital projects undertaken by other government agencies.

Engineering Services is comprised of the following divisions:

- Development and Technical Services
- Infrastructure Planning
- Infrastructure Delivery
- Professional Services

**Branch Staff Establishment: 48 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Engineering Services									
210 Engineering Services	4,242,980	4,977,900	5,124,133	(234,233)	118,000	5,007,900	30,000	0.6	5,014,900
<b>Total Engineering Services</b>	<b>4,242,980</b>	<b>4,977,900</b>	<b>5,124,133</b>	<b>(234,233)</b>	<b>118,000</b>	<b>5,007,900</b>	<b>30,000</b>	<b>0.6</b>	<b>5,014,900</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 210 Engineering Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Engineering Services									
210 Engineering Services									
Personnel Costs	5,720,688	6,495,800	6,659,000	297,600		6,956,600	460,800	7.1	6,957,600
Program and Office Supplies	14,849	14,200	19,333	467		19,800	5,600	39.4	19,900
Building/Equipment Supplies	300	900	900			900			900
Professional Services	56,520	73,200	13,200	2,300	94,400	109,900	36,700	50.1	111,000
Maintenance and Repairs	136,815	136,600	136,600	(3,200)		133,400	(3,200)	(2.3)	136,100
Contribution to Capital	4,329	2,100			23,600	23,600	21,500	1,023.8	32,400
Contributions and Financial Chg	40,000	40,000	40,000	5,000		45,000	5,000	12.5	45,000
Operating Revenue	(502,473)	(524,900)	(524,900)	(187,700)		(712,600)	(187,700)	35.8	(715,700)
Contributions from Reserves	(1,100,000)	(1,100,000)	(1,100,000)	(288,700)		(1,388,700)	(288,700)	26.2	(1,388,700)
Recoveries	(128,048)	(160,000)	(120,000)	(60,000)		(180,000)	(20,000)	12.5	(183,600)
<b>Total 210 Engineering Services</b>	<b>4,242,980</b>	<b>4,977,900</b>	<b>5,124,133</b>	<b>(234,233)</b>	<b>118,000</b>	<b>5,007,900</b>	<b>30,000</b>	<b>0.6</b>	<b>5,014,900</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, increased temporary costs related to summer students, and the addition of 2 new staff positions in 2025 that will be fully recovered from Subdivider Fees.

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, increased temporary costs related to summer students, and the addition of 2 new staff positions in 2025 that will be fully recovered from Subdivider Fees.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Planning Services**

**Branch Purpose:**

Maintains the Official Plan and Zoning By-law; processes development applications and agreements; manages the Committee of Adjustment; undertakes long range and policy planning; assists with the administration of the Urban Growth Centre, Brownfields Renaissance, Harbour Road Area, Wentworth Street West and Simcoe Street South Community Improvement Plans; develops new Community Improvement Plans; advances urban design and landscape design matters; manages the City's real estate portfolio; supports heritage planning and Heritage Oshawa; and supports environmental initiatives and the Environmental Advisory Committee.

The branch is comprised of the following divisions:

- Policy Division
- Development Planning
- Urban Design and Landscape Architecture

**Branch Staff Establishment: 25 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Planning Services									
574 Planning Services	1,841,940	2,197,400	2,574,446	(161,646)	38,200	2,451,000	253,600	11.5	2,271,400
<b>Total Planning Services</b>	<b>1,841,940</b>	<b>2,197,400</b>	<b>2,574,446</b>	<b>(161,646)</b>	<b>38,200</b>	<b>2,451,000</b>	<b>253,600</b>	<b>11.5</b>	<b>2,271,400</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 574 Planning Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Planning Services									
574 Planning Services									
Personnel Costs	3,170,916	3,235,400	3,646,200			3,646,200	410,800	12.7	3,646,200
Program and Office Supplies	6,929	6,700	6,846	(146)		6,700			6,800
Professional Services	96,350	157,300	126,500	125,500	36,000	288,000	130,700	83.1	309,300
Maintenance and Repairs	300	300	300			300			300
Contribution to Capital	12,362	28,100			2,200	2,200	(25,900)	(92.2)	1,400
Contributions and Financial Chg									5,000
Operating Revenue	(1,406,201)	(1,230,400)	(1,205,400)	(277,000)		(1,482,400)	(252,000)	20.5	(1,682,400)
Contributions from Reserves									(5,000)
Recoveries	(38,716)			(10,000)		(10,000)	(10,000)		(10,200)
<b>Total 574 Planning Services</b>	<b>1,841,940</b>	<b>2,197,400</b>	<b>2,574,446</b>	<b>(161,646)</b>	<b>38,200</b>	<b>2,451,000</b>	<b>253,600</b>	<b>11.5</b>	<b>2,271,400</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Higher than expected volumes for planning application fees and salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

Annualization of 4 new staff positions added during 2024 budget, general wage and benefit increases, plus increased Professional & Technical expenses for appraisals, surveys and peer reviews, partially offset by the annualized recovery of the new positions in 2024 from Subdivider Fees.

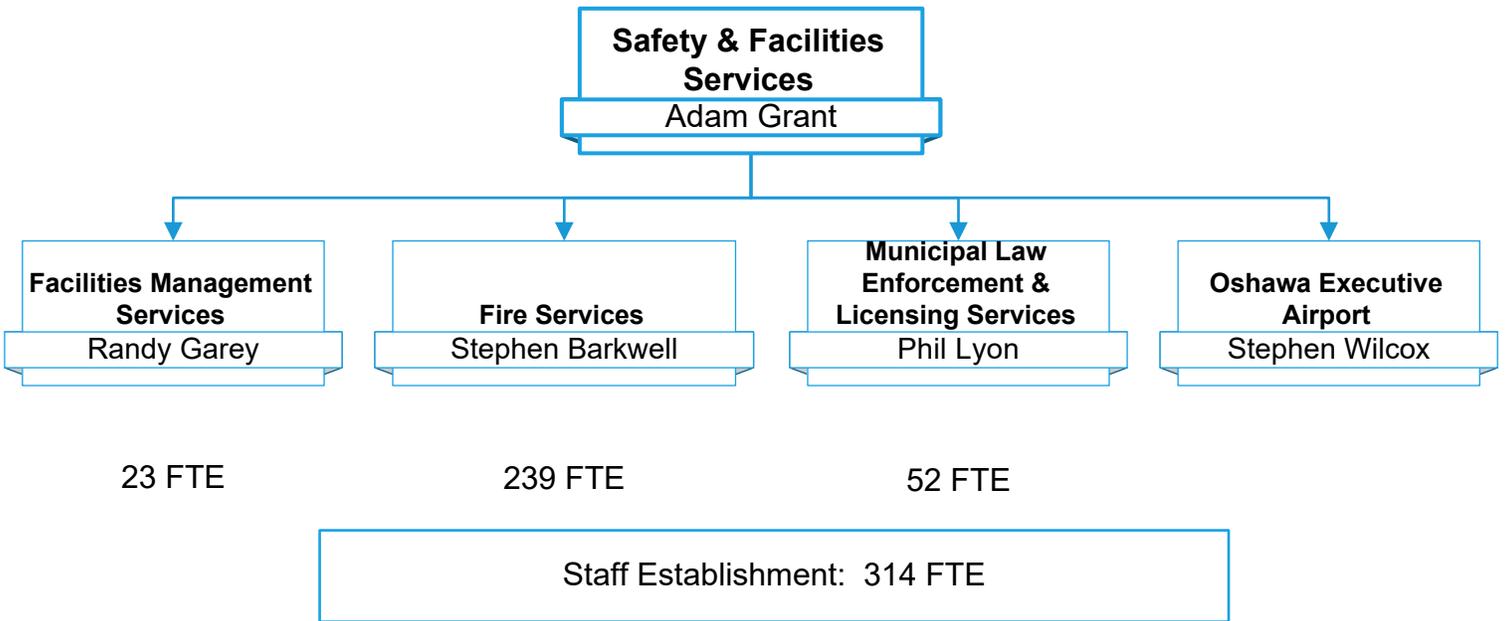
2025 Operating Budget to 2024 Approved Budget Variance

Annualization of 4 new staff positions added during 2024 budget, general wage and benefit increases, plus increased Professional & Technical expenses for appraisals, surveys and peer reviews, partially offset by the annualized recovery of the new positions in 2024 from Subdivider Fees.

**Corporation of the City of Oshawa**  
**2025 Budget**  
**Department of Safety and Facilities Services**

**INDEX**

	Page No.
Departmental Organization Chart.....	I
Departmental Budget Comparison .....	1
<b>Program/Budget Summary:</b>	
Facilities Management Services.....	2
Program 086 Corporate Security	
Program 340 Facility Management Admin	
Fire Services .....	5
Program 390 Fire - Admin	
Program 391 Fire - Prevention	
Program 392 Fire - Training	
Program 393 Fire - Suppression	
Program 394 Fire - Mechanical	
Program 396 Fire - Dispatch Services	
Municipal Law Enforcement and Licensing .....	12
Program 034 Licensing Services	
Program 564 Municipal Law Enforcement	
Program 565 Automated Speed Enforcement	
Program 569 Municipal Law Enforcement Admin	



**2025**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: SAFETY&FACIL Safety and Facilities Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Safety and Facilities Services									
Facilities Management Services	6,250,569	6,338,100	6,345,715	506,285	84,300	6,936,300	598,200	9.4	6,990,200
Fire Services	34,392,861	34,947,200	36,240,046	(1,498,246)	294,700	35,036,500	89,300	0.3	35,232,700
Municipal Law Enforcement & Licensing	2,784,863	3,675,600	4,017,983	(478,983)	(44,000)	3,495,000	(180,600)	(4.9)	3,384,700
<b>Total Safety and Facilities Services</b>	<b>43,428,293</b>	<b>44,960,900</b>	<b>46,603,744</b>	<b>(1,470,944)</b>	<b>335,000</b>	<b>45,467,800</b>	<b>506,900</b>	<b>1.1</b>	<b>45,607,600</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Facilities Management Services**

**Branch Purpose:**

The Facilities Management Services Branch is accountable for overseeing Corporate Security and managing Capital Planning and Project Delivery for both the Parks and Facility Portfolio, including:

- Parks Planning and Development
- Project Management
- Condition Audits
- Quality Assurance
- Energy Management
- Technical Support

Page 2

As an integral part of the capital planning process, asset systems associated with both Parks and Facilities are routinely reviewed and assessed to inform and support effective asset management decisions. The Capital Project Delivery process integrates these decisions with a focus on energy conservation and risk mitigation, ensuring exceptional service levels while prioritizing community safety.

The Branch collaborates closely with Operations, providing technical expertise, supporting daily operations as needed.

**Branch Staff Establishment: 23 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facilities Management Services									
086 Corporate Security	2,935,362	2,743,800	2,773,620	324,980		3,098,600	354,800	12.9	3,159,000
340 Facility Management Admin	3,315,207	3,594,300	3,572,095	181,305	84,300	3,837,700	243,400	6.8	3,831,200
<b>Total Facilities Management Services</b>	<b>6,250,569</b>	<b>6,338,100</b>	<b>6,345,715</b>	<b>506,285</b>	<b>84,300</b>	<b>6,936,300</b>	<b>598,200</b>	<b>9.4</b>	<b>6,990,200</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 086 Corporate Security**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facilities Management Services									
086 Corporate Security									
Personnel Costs	278,501	283,600	303,400			303,400	19,800	7.0	303,400
Program and Office Supplies	14,910	16,000	16,020	980		17,000	1,000	6.3	17,500
Professional Services	2,597,098	2,399,200	2,399,200	324,000		2,723,200	324,000	13.5	2,781,700
Maintenance and Repairs	44,853	45,000	55,000			55,000	10,000	22.2	56,400
<b>Total 086 Corporate Security</b>	<b>2,935,362</b>	<b>2,743,800</b>	<b>2,773,620</b>	<b>324,980</b>		<b>3,098,600</b>	<b>354,800</b>	<b>12.9</b>	<b>3,159,000</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance  
Enhanced security at recreation centres and downtown.

2025 Operating Budget to 2024 Projected Actuals Variance  
Contractual increase in corporate guard services.

2025 Operating Budget to 2024 Approved Budget Variance  
Contractual increase in corporate guard services.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 340 Facility Management Admin**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Facilities Management Services									
340 Facility Management Admin									
Personnel Costs	2,900,114	3,185,900	3,233,500			3,233,500	47,600	1.5	3,233,500
Program and Office Supplies	9,255	25,500	25,595	(19,095)		6,500	(19,000)	(74.5)	6,600
Professional Services	405,257	382,900	313,000	66,500	79,300	458,800	75,900	19.8	454,500
Maintenance and Repairs				130,000		130,000	130,000		132,600
Utilities				3,900		3,900	3,900		4,000
Contribution to Capital	581				5,000	5,000	5,000		
<b>Total 340 Facility Management Admin</b>	<b>3,315,207</b>	<b>3,594,300</b>	<b>3,572,095</b>	<b>181,305</b>	<b>84,300</b>	<b>3,837,700</b>	<b>243,400</b>	<b>6.8</b>	<b>3,831,200</b>

Page 4

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, plus a reallocation of maintenance & repairs from Program 341 (Maintenance - City Facilities) for Community Museums, partially offset by a reallocation of 1 staff position to Program 341 (Maintenance - City Facilities).

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, plus a reallocation of maintenance & repairs from Program 341 (Maintenance - City Facilities) for Community Museums, partially offset by a reallocation of 1 staff position to Program 341 (Maintenance - City Facilities).

**2025  
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 six fire stations. Its purpose 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 that is continuously reviewed to identify the municipality's changing fire service requirements.

Ensure the city has an up-to-date municipal emergency management program and emergency response plan.

Promote the coordinated efforts of all fire service staff and resources to ensure the effectiveness of our fire and public safety mission.

Maintain a comprehensive training program to adequately educate personnel on the latest knowledge and techniques for 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 to deliver fire and public safety.

The branch is comprised of the following divisions:

- Administration
- Fire Prevention
- Training
- Suppression
- Mechanical
- Communications

**Branch Staff Establishment: 239 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
390 Fire - Admin	1,850,544	1,760,700	1,785,812	165,388	122,100	2,073,300	312,600	17.8	2,191,700
391 Fire - Prevention	1,732,577	1,755,200	1,791,100	(52,800)	4,000	1,742,300	(12,900)	(0.7)	1,738,400
392 Fire - Training	715,970	705,400	708,900	4,600		713,500	8,100	1.1	713,600
393 Fire - Suppression	28,904,064	28,904,100	29,094,900	263,400	165,000	29,523,300	619,200	2.1	29,523,100
394 Fire - Mechanical	702,115	674,700	715,300	34,000		749,300	74,600	11.1	756,400
396 Fire - Dispatch Services	487,591	1,147,100	2,144,034	(1,912,834)	3,600	234,800	(912,300)	(79.5)	309,500
<b>Total Fire Services</b>	<b>34,392,861</b>	<b>34,947,200</b>	<b>36,240,046</b>	<b>(1,498,246)</b>	<b>294,700</b>	<b>35,036,500</b>	<b>89,300</b>	<b>0.3</b>	<b>35,232,700</b>

**2025  
City Of Oshawa  
Operating Budget**

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

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
390 Fire - Admin									
Personnel Costs	1,458,999	1,459,000	1,550,500	78,200		1,628,700	169,700	11.6	1,708,700
Program and Office Supplies	15,145	11,500	11,712	67,488		79,200	67,700	588.7	80,700
Professional Services	376,400	290,200	223,600	27,700	117,100	368,400	78,200	26.9	410,400
Contribution to Capital					5,000	5,000	5,000		
Operating Revenue				(8,000)		(8,000)	(8,000)		(8,100)
<b>Total 390 Fire - Admin</b>	<b>1,850,544</b>	<b>1,760,700</b>	<b>1,785,812</b>	<b>165,388</b>	<b>122,100</b>	<b>2,073,300</b>	<b>312,600</b>	<b>17.8</b>	<b>2,191,700</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Increased cost for Regional Radio System expense.

2025 Operating Budget to 2024 Projected Actuals Variance

General wage and benefit increases, the addition of 1 new staff position in 2025, increased costs for Regional Radio System and the reallocation of Fire Records Management software from Program 396 (Fire - Dispatch Services).

2025 Operating Budget to 2024 Approved Budget Variance

General wage and benefit increases, the addition of 1 new staff position in 2025, increased costs for Regional Radio System and the reallocation of Fire Records Management software from Program 396 (Fire - Dispatch Services).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 391 Fire - Prevention**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
391 Fire - Prevention									
Personnel Costs	1,682,007	1,704,600	1,739,000	(9,200)		1,729,800	25,200	1.5	1,729,800
Program and Office Supplies	38,570	38,600	40,100	(4,000)	4,000	40,100	1,500	3.9	36,700
Professional Services	12,000	12,000	12,000			12,000			12,300
Operating Revenue				(38,900)		(38,900)	(38,900)		(39,700)
Recoveries				(700)		(700)	(700)		(700)
<b>Total 391 Fire - Prevention</b>	<b>1,732,577</b>	<b>1,755,200</b>	<b>1,791,100</b>	<b>(52,800)</b>	<b>4,000</b>	<b>1,742,300</b>	<b>(12,900)</b>	<b>(0.7)</b>	<b>1,738,400</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies.

2025 Operating Budget to 2024 Projected Actuals Variance

Reallocation of Fire Inspection and Permit revenues from Program 393 (Fire - Suppression).

2025 Operating Budget to 2024 Approved Budget Variance

Reallocation of Fire Inspection and Permit revenues from Program 393 (Fire - Suppression).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 392 Fire - Training**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
392 Fire - Training									
Personnel Costs	708,828	698,200	700,700	7,100		707,800	9,600	1.4	707,800
Program and Office Supplies	7,142	7,200	8,200			8,200	1,000	13.9	8,400
Recoveries				(2,500)		(2,500)	(2,500)		(2,600)
<b>Total 392 Fire - Training</b>	715,970	705,400	708,900	4,600		713,500	8,100	1.1	713,600

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance  
Additional acting ranks requirements.

2025 Operating Budget to 2024 Approved Budget Variance  
Additional acting ranks requirements.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 393 Fire - Suppression**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
393 Fire - Suppression									
Personnel Costs	28,427,962	28,424,600	28,820,100	61,400		28,881,500	456,900	1.6	28,881,500
Program and Office Supplies	659,952	660,500	677,000	98,200		775,200	114,700	17.4	777,700
Building/Equipment Supplies	18,947	20,000	20,000			20,000			20,400
Professional Services	16,000	16,000	16,000			16,000			16,300
Contribution to Capital	221,200	221,200			165,000	165,000	(56,200)	(25.4)	154,000
Contributions from Reserves	(221,200)	(221,200)	(221,200)	56,200		(165,000)	56,200	(25.4)	(154,000)
Recoveries	(218,797)	(217,000)	(217,000)	47,600		(169,400)	47,600	(21.9)	(172,800)
<b>Total 393 Fire - Suppression</b>	<b>28,904,064</b>	<b>28,904,100</b>	<b>29,094,900</b>	<b>263,400</b>	<b>165,000</b>	<b>29,523,300</b>	<b>619,200</b>	<b>2.1</b>	<b>29,523,100</b>

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

Step progressions, new Tablet Command software requirements and reallocation recoveries to Program 390 (Fire - Admin).

2025 Operating Budget to 2024 Approved Budget Variance

Step progressions, new Tablet Command software requirements and reallocation recoveries to Program 390 (Fire- Admin).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 394 Fire - Mechanical**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
394 Fire - Mechanical									
Personnel Costs	364,910	368,900	409,500	200		409,700	40,800	11.1	409,700
Program and Office Supplies	7,500	7,500	7,500	200		7,700	200	2.7	7,800
Building/Equipment Supplies	287,517	255,300	255,300	30,500		285,800	30,500	11.9	291,900
Professional Services	5,000	5,000	5,000	1,100		6,100	1,100	22.0	6,200
Maintenance and Repairs	38,000	38,000	38,000	2,000		40,000	2,000	5.3	40,800
Contribution to Capital	34,688	35,500					(35,500)	(100.0)	
Contributions from Reserves	(35,500)	(35,500)					35,500	(100.0)	
<b>Total 394 Fire - Mechanical</b>	<b>702,115</b>	<b>674,700</b>	<b>715,300</b>	<b>34,000</b>		<b>749,300</b>	<b>74,600</b>	<b>11.1</b>	<b>756,400</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Increased volume and pricing of automotive parts.

2025 Operating Budget to 2024 Projected Actuals Variance

Annualization of 1 new position added during 2024 budget, plus increased volume and pricing for automotive parts.

2025 Operating Budget to 2024 Approved Budget Variance

Annualization of 1 new position added during 2024 budget, plus increased volume and pricing for automotive parts.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 396 Fire - Dispatch Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Fire Services									
396 Fire - Dispatch Services									
Personnel Costs	2,879,144	2,566,100	3,572,300	23,100		3,595,400	1,029,300	40.1	3,773,700
Program and Office Supplies	11,798	11,900	8,934	166		9,100	(2,800)	(23.5)	9,300
Professional Services	56,332	62,100	55,800		3,600	59,400	(2,700)	(4.3)	60,500
Maintenance and Repairs	298,717	246,300	246,300	(52,200)		194,100	(52,200)	(21.2)	197,900
Operating Revenue	(1,019,100)			(3,623,200)		(3,623,200)	(3,623,200)		(3,731,900)
Recoveries	(1,739,300)	(1,739,300)	(1,739,300)	1,739,300			1,739,300	(100.0)	
<b>Total 396 Fire - Dispatch Services</b>	<b>487,591</b>	<b>1,147,100</b>	<b>2,144,034</b>	<b>(1,912,834)</b>	<b>3,600</b>	<b>234,800</b>	<b>(912,300)</b>	<b>(79.5)</b>	<b>309,500</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Revenue relating to expanded dispatch service model, partially offset by addition of 4 new staff positions and general wage and benefit increases.

2025 Operating Budget to 2024 Projected Actuals Variance

Revenue increases resulting from expanded dispatch service model, reallocation of Fire Records Management software budget to Program 390 (Fire- Admin), partially offset by the addition of 4 new staff positions.

2025 Operating Budget to 2024 Approved Budget Variance

Revenue increases resulting from expanded dispatch service model, reallocation of Fire Records Management software budget to Program 390 (Fire - Admin), partially offset by the addition of 4 new staff positions.

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Municipal Law Enforcement & Licensing**

**Branch Purpose:**

Municipal Law Enforcement & Licensing Services (MLELS) manages the administration and enforcement of regulatory by-laws and standards passed by Oshawa City Council.

Our responsibilities include:

- Investigating complaints, provide clear communication on by-laws and regulations, educate the public on by-laws/regulations and their respective responsibilities as owners, tenants or visitors to the community, and where necessary to enforce by-laws to achieve compliance. This is done for the purposes of public health and safety and to ensure that our community is maintained in a clean and orderly manner.
- Administering programs and processes related to Business and Property Licensing, Lotteries, and Provincial Vital Statistics. This is done for the purposes of public health and safety, consumer protection, and being mindful of the overall wellbeing and prosperity of the community.
- Conduct research and design policy options to support evidence-based decision making in responding to regulatory issues.

**Branch Staff Establishment: 52 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Law Enforcement & Licensing									
034 Licensing Services	(348,785)	(122,700)	(55,800)	(235,700)		(291,500)	(168,800)	137.6	(368,200)
564 Municipal Law Enforcement	2,469,771	3,138,000	3,261,752	(248,852)		3,012,900	(125,100)	(4.0)	3,000,100
565 Automated Speed Enforcement			130,200	3,200	(133,400)				
569 Municipal Law Enforce Admin	663,877	660,300	681,831	2,369	89,400	773,600	113,300	17.2	752,800
<b>Total Municipal Law Enforcement &amp; Licensi</b>	<b>2,784,863</b>	<b>3,675,600</b>	<b>4,017,983</b>	<b>(478,983)</b>	<b>(44,000)</b>	<b>3,495,000</b>	<b>(180,600)</b>	<b>(4.9)</b>	<b>3,384,700</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 034 Licensing Services**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Law Enforcement & Licensing									
034 Licensing Services									
Personnel Costs	1,248,606	1,298,300	1,355,200	100,800		1,456,000	157,700	12.1	1,473,900
Program and Office Supplies	501	500	500	3,000		3,500	3,000	600.0	1,700
Maintenance and Repairs	37,500	37,500	37,500	7,700		45,200	7,700	20.5	46,100
Operating Revenue	(1,635,392)	(1,459,000)	(1,449,000)	(347,200)		(1,796,200)	(337,200)	23.1	(1,889,900)
<b>Total 034 Licensing Services</b>	<b>(348,785)</b>	<b>(122,700)</b>	<b>(55,800)</b>	<b>(235,700)</b>		<b>(291,500)</b>	<b>(168,800)</b>	<b>137.6</b>	<b>(368,200)</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies, plus increased licence revenues related to Residential Rental Housing and Vehicles for Hire.

2025 Operating Budget to 2024 Projected Actuals Variance

Increased licence revenues approved in Report CF-24-55 Fees and Charges By-law Update, partially offset by the addition of 1 new staff position in 2025, plus general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

Increased licence revenues approved in Report CF-24-55 Fees and Charges By-law Update, partially offset by the addition of 1 new staff position in 2025, plus general wage and benefit increases.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 564 Municipal Law Enforcement**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Law Enforcement & Licensing									
564 Municipal Law Enforcement									
Personnel Costs	3,973,249	4,573,000	4,691,700	9,100		4,700,800	127,800	2.8	4,700,900
Program and Office Supplies	1,000	1,000	1,000			1,000			1,000
Building/Equipment Supplies	769								
Professional Services	370,430	219,800	219,800	114,800		334,600	114,800	52.2	337,500
Maintenance and Repairs	322,946	337,100	337,152	(53,152)		284,000	(53,100)	(15.8)	289,800
Contributions and Financial Chg	4,300			20,000		20,000	20,000		20,000
Operating Revenue	(2,107,473)	(1,935,400)	(1,930,400)	(321,600)		(2,252,000)	(316,600)	16.4	(2,272,400)
Recoveries	(95,450)	(57,500)	(57,500)	(18,000)		(75,500)	(18,000)	31.3	(76,700)
<b>Total 564 Municipal Law Enforcement</b>	<b>2,469,771</b>	<b>3,138,000</b>	<b>3,261,752</b>	<b>(248,852)</b>		<b>3,012,900</b>	<b>(125,100)</b>	<b>(4.0)</b>	<b>3,000,100</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Salary savings due to vacancies, partially offset by Screening Officer and MTO fee increases.

2025 Operating Budget to 2024 Projected Actuals Variance

The annualization of 4 new staff positions in 2024, resulted in an increase to Administrative Penalty Revenue.

2025 Operating Budget to 2024 Approved Budget Variance

The annualization of 4 new staff positions in 2024, resulted in an increase to Administrative Penalty Revenue.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 565 Automated Speed Enforcement**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Law Enforcement & Licensing									
565 Automated Speed Enforcement									
Personnel Costs			130,200			130,200	130,200		1,231,300
Program and Office Supplies				1,000		1,000	1,000		
Professional Services				2,200		2,200	2,200		
Contributions from Reserves					(133,400)	(133,400)	(133,400)		(1,231,300)
<b>Total 565 Automated Speed Enforcement</b>			130,200	3,200	(133,400)				

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

This is a new Program per the approval of Report SF-24-25 and is expected to be fully cost recovered.

2025 Operating Budget to 2024 Projected Actuals Variance

This is a new Program per the approval of Report SF-24-25 and is expected to be fully cost recovered.

2025 Operating Budget to 2024 Approved Budget Variance

This is a new Program per the approval of Report SF-24-25 and is expected to be fully cost recovered.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 569 Municipal Law Enforce Admin**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Law Enforcement & Licensing									
569 Municipal Law Enforce Admin									
Personnel Costs	557,661	558,700	582,500			582,500	23,800	4.3	582,500
Program and Office Supplies	75,091	69,200	95,031	4,169	500	99,700	30,500	44.1	100,400
Professional Services	30,889	30,200	9,300	200	63,500	73,000	42,800	141.7	72,600
Contribution to Capital	6,836	7,200			25,400	25,400	18,200	252.8	4,400
Operating Revenue	(6,600)	(5,000)	(5,000)	(2,000)		(7,000)	(2,000)	40.0	(7,100)
<b>Total 569 Municipal Law Enforce Admin</b>	<b>663,877</b>	<b>660,300</b>	<b>681,831</b>	<b>2,369</b>	<b>89,400</b>	<b>773,600</b>	<b>113,300</b>	<b>17.2</b>	<b>752,800</b>

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance  
General wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance  
General wage and benefit increases.

**Corporation of the City of Oshawa**

**2025 Budget**

**Municipal Parking**

**INDEX**

Page No.

**Program/Budget Summaries:**

Municipal Parking..... 1

Program 232 Municipal Parking

Program 346 Maintenance Parking Facilities

**2025  
City of Oshawa  
Operating Budget by Department**

**Department: PARKING Municipal Parking**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Parking									
Municipal Parking	243,063	318,300	481,775	72,725	26,300	580,800	262,500	82.5	636,600
<b>Total Municipal Parking</b>	<b>243,063</b>	<b>318,300</b>	<b>481,775</b>	<b>72,725</b>	<b>26,300</b>	<b>580,800</b>	<b>262,500</b>	<b>82.5</b>	<b>636,600</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Municipal Parking**

**Branch Purpose:**

Municipal Parking, consists of two programs responsible for:

**Program 232**

Administration and operation of the municipal parking system. Includes the operation and maintenance of the parking control equipment, signage and pavement markings for the on and off-street municipal parking facilities within the downtown core.

**Program 346**

To create, maintain, and optimize safe, efficient and innovative facilities that support the delivery of exceptional services and experiences, for the Municipal Parking Garages and Surface Lots.

**Branch Staff Establishment: 6 FTE**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Parking									
232 Municipal Parking	243,063	318,300	481,775	(1,846,475)	26,300	(1,338,400)	(1,656,700)	(520.5)	(1,341,200)
346 Maintenance Parking Facilities				1,919,200		1,919,200	1,919,200		1,977,800
<b>Total Municipal Parking</b>	<b>243,063</b>	<b>318,300</b>	<b>481,775</b>	<b>72,725</b>	<b>26,300</b>	<b>580,800</b>	<b>262,500</b>	<b>82.5</b>	<b>636,600</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 232 Municipal Parking**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Parking									
232 Municipal Parking									
Personnel Costs	627,869	621,600	689,400	700		690,100	68,500	11.0	700,400
Program and Office Supplies	11,547	7,000	7,196	3,004		10,200	3,200	45.7	45,000
Building/Equipment Supplies	37,746	28,200	30,200	5,600	26,300	62,100	33,900	120.2	56,100
Professional Services	349,168	409,300	409,300	(370,200)		39,100	(370,200)	(90.4)	39,900
Maintenance and Repairs	682,753	593,900	663,319	(599,619)		63,700	(530,200)	(89.3)	64,900
Utilities	234,125	260,100	262,360	(262,360)			(260,100)	(100.0)	
Contributions and Financial Chg	633,135	619,100	619,100	(558,800)		60,300	(558,800)	(90.3)	61,400
Operating Revenue	(2,314,453)	(2,215,900)	(2,194,100)	(69,800)		(2,263,900)	(48,000)	2.2	(2,308,900)
Recoveries	(18,827)	(5,000)	(5,000)	5,000			5,000	(100.0)	
<b>Total 232 Municipal Parking</b>	<b>243,063</b>	<b>318,300</b>	<b>481,775</b>	<b>(1,846,475)</b>	<b>26,300</b>	<b>(1,338,400)</b>	<b>(1,656,700)</b>	<b>(520.5)</b>	<b>(1,341,200)</b>

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Parking revenues higher than anticipated, utilities coming in lower than anticipated, partially offset by increased maintenance and snow removal contract costs.

2025 Operating Budget to 2024 Projected Actuals Variance

Due to a corporate restructuring, building maintenance and utility expenses reallocated to Program 346 (Maintenance Parking Facilities) and general wage and benefit increases.

2025 Operating Budget to 2024 Approved Budget Variance

Due to a corporate restructuring, building maintenance and utility expenses reallocated to Program 346 (Maintenance Parking Facilities) and general wage and benefit increases.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 346 Maintenance Parking Facilities**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Municipal Parking									
346 Maintenance Parking Facilities									
Program and Office Supplies				4,000		4,000	4,000		4,000
Building/Equipment Supplies				2,900		2,900	2,900		2,900
Professional Services				401,000		401,000	401,000		409,500
Maintenance and Repairs				711,200		711,200	711,200		731,700
Utilities				235,800		235,800	235,800		242,400
Contributions and Financial Chg				564,300		564,300	564,300		587,300
<b>Total 346 Maintenance Parking Facilities</b>				1,919,200		1,919,200	1,919,200		1,977,800

Page 4

Variance Explanations:

2025 Operating Budget to 2024 Projected Actuals Variance

Due to a corporate restructuring, this is a new program with building maintenance and utility expenses reallocated from Program 232 (Municipal Parking), facility maintenance costs are included to align with current contracts and facility maintenance plans.

2025 Operating Budget to 2024 Approved Budget Variance

Due to a corporate restructuring, this is a new program with building maintenance and utility expenses reallocated from Program 232 (Municipal Parking), facility maintenance costs are included to align with current contracts and facility maintenance plans.

**Corporation of the City of Oshawa**

**2025 Budget**

**Oshawa Executive Airport**

**INDEX**

Page No.

**Program/Budget Summary:**

Oshawa Executive Airport.....	1
Program 381 Airport Operations	

**2025  
City of Oshawa  
Operating Budget by Department**

**Department: AIR Airport**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Airport									
Airport Operations	95,918	78,400	84,312	30,888		115,200	36,800	46.9	252,300
<b>Total Airport</b>	95,918	78,400	84,312	30,888		115,200	36,800	46.9	252,300

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 381 Airport Operations**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Airport Operations									
381 Airport Operations									
Program and Office Supplies	26,681	46,900	46,900	(19,700)		27,200	(19,700)	(42.0)	27,700
Building/Equipment Supplies	3,336,446	2,959,700	2,959,700	424,100		3,383,800	424,100	14.3	3,068,800
Professional Services	1,024,194	1,094,100	1,094,100	136,300		1,230,400	136,300	12.5	1,296,900
Maintenance and Repairs	366,354	226,178	226,494	121,507		348,000	121,822	53.9	361,800
Utilities	160,641	167,322	172,918	(18,519)		154,400	(12,922)	(7.7)	160,300
Contributions and Financial Chg	190,111	192,700	192,700			192,700			197,300
Operating Revenue	(4,850,610)	(4,444,400)	(4,444,400)	(597,000)		(5,041,400)	(597,000)	13.4	(4,677,000)
Recoveries	(157,899)	(164,100)	(164,100)	(15,800)		(179,900)	(15,800)	9.6	(183,500)
<b>Total 381 Airport Operations</b>	95,918	78,400	84,312	30,888		115,200	36,800	46.9	252,300

Page 2

Variance Explanations:

2024 Approved Budget to 2024 Projected Actuals Variance

Net impact of Avgas and jet fuel volumes and prices, utilities coming in lower than anticipated, partially offset by emergency repairs related to a water main break.

2025 Operating Budget to 2024 Projected Actuals Variance

Net impact of Avgas and jet fuel volumes and prices, partially offset by increases to general runway and terminal maintenance.

2025 Operating Budget to 2024 Approved Budget Variance

Net impact of Avgas and jet fuel volumes and prices, partially offset by increases to general runway and terminal maintenance.

**Corporation of the City of Oshawa**  
**2025 Budget**  
**External Agency – Tribute Communities Centre**

**INDEX**

	Page No.
Business Plan .....	i
<b>Program/Budget Summary:</b>	
Tribute Communities Centre.....	1



# Tribute Communities Centre

## Oakview Group 2025 Operating Budget and Business Plan

### Overview:

2023 was a strong operational year in which the venue hosted 102 events resulting in a (\$332,784) operating deficit thereby beating the budget by \$427,836. This tremendous outcome was attributed to several factors including but not limited to several highly successful live events, and strongly attended Oshawa Generals games, both of which fueled ancillary revenues; as well as an unbudgeted 8 show run of Cirque Du Soleil – Crystal in December.

Continuing with this trend, 2024 to date is on a trajectory to surpass 2023 outcomes. This year, for the first time, we hosted Disney on Ice with 7 highly successful shows in February. Live events and Oshawa Generals games continue to outperform expectations, and our current position was further bolstered by an additional 9 unbudgeted playoff games as the Oshawa Generals won the Eastern Conference Championship before bowing out to the London Knights in the OHL finals. Attendance throughout the regular season, as well as all rounds of the playoffs, were impressive. The average attendance during the regular season was 5,089 per game, a slight increase over 2023; while the average playoff attendance was 5,599 per game representing a significant increase over last season's average of 3,927. With the anticipated loss of only 3 players from this year's championship roster, it is anticipated that the team will once again be a force in the eastern conference.

The city has requested a two-year budget for the operating years 2025 and 2026. This budget is also being submitted earlier than in the year's past and therefore a larger portion of speculation based on historical trends regarding the scale and number of shows has been utilized in devising the events framework. A reasonable escalator has been applied to the 2025 expenses to populate expenses in 2026. In the 2025 event budget eight shows of Cirque Du Soleil in December are included as we have been informed that this event is probable, however; as of yet, it is still unconfirmed. Oshawa Generals per game revenues have been adjusted upwards to reflect what is expected to be another season with strong attendance and to better reflect actual 2024 outcomes. Although summer DCAHL league is currently at roughly 45% of its pre-pandemic registration levels, winter DCAHL has recovered fully, and ice rentals have rebounded substantially to offset summer league shortfalls. The restructuring of suite leases to "hockey only" with a 1<sup>st</sup> right of refusal on live events; makes suites more attractive and affordable. Suites was another area which was significantly negatively impacted by the pandemic but is recovering. Operating expenses continue to rise post pandemic as does Ontario minimum wage. The success of live events, Oshawa Generals hockey, and their associated ancillary revenues continue to somewhat insulate the venue from escalating operating costs.

The largest disappointment to date has been the underperformance both financially and operationally of the battery back-up system. Originally, intended and forecasted to reduce hydro costs to a point where they would not only produce a Net zero impact to the financing costs of the battery but also generate a modest revenue surplus; has not





# Tribute Communities Centre

come to fruition. This has resulted in the financing charges being borne entirely from operating. Modern Niagara, who spearheaded this initiative and is working with Empowered to execute the utilities strategy, is still confident that projected outcomes can still be realized for 2025, however, until there is confidence that the intended results can be achieved, the budget has been constructed without the anticipated utilities relief.

## **Primary Tenant:**

As mentioned, the Oshawa Generals won the Eastern Conference Championship last season. Poised to lose only 3 players from that roster, the team is confident that it will have a strong 2024/25 season. The loss of head coach Derek Laxdal to an AHL head coaching opportunity is unfortunate but an internal promotion of associate coach Steve O'Rourke should hopefully provide a seamless transition and similar end results. Ticket sales for the 2024/25 season have been strong on the heels of the team's championship run with early season ticket numbers mirroring those following the 2015 Memorial Cup win. Shared marketing has also rebounded post pandemic and although we have reverted back to a profit share model, revenues from shared marketing are reasonable. As part of a major summer capital project, the venue installed a new Pro Series 6 rink board system which will enhance play, player safety, and is also better suited to the repeated removal and installation process of live event conversions which will save conversion time and expense. To enhance the fan experience the venue will also unveil the Michelob Ultra Lounge this season. Funded through the Labatt's pouring rights agreement, the lounge will add to the fan experience and overall venue presentation, while providing a more marketable area for group ticket sales for both hockey and live events.

## **Facility Maintenance:**

Oakview Group's operational staff in partnership with third party service providers continue to focus on both the emergency and day-to-day operational needs of the facility. Comprehensive preventative maintenance is the cornerstone of the efficient and effective operation of a complex, multi-purpose sports and entertainment facility. Long term relationships with competent, cost effective, and invested service providers is a key to ensure the optimal life cycle of operational equipment. Emergency repairs, whether due to end of life or mechanical failure, is inevitable and the venue operational team works closely with the city and service providers to ensure a quick response to eliminate or minimize programming disruption. The HVAC's and air handling units, now in their 18<sup>th</sup> year, have required considerable attention these past seasons and with 23 total units on site, this area presents a never-ending challenge. Over the past seasons, considerable resources have also been expended towards plumbing, roofing and hockey related assets with an end result of having a venue that stands the test of time. As these areas are addressed, it is anticipated that they will require less attention in the future.



## Capital Investments:

A robust capital replacement plan is critical to ensuring that this facility remains in a first-class standing and one of the crown jewels within the OHL and live event industry. Working closely with the city, a long-term capital plan has been developed and a funding plan developed to ensure that immediate and future needs are identified and addressed.

Below are the completed 2024 Capital Projects to date:

- Contribution to fleet of \$22,752.
- \$49,065 to replace 2 x main servers
- \$4,932 to replace aging/outdated laptops
- \$60,000 annual payment to new event deck
- \$70,000 to replace ammonia plate and frame chiller gaskets and safety valves
- \$100,867 annual payment to replace rink board system
- \$12,474 for new garbage and recycling containers
- \$29,033 to replace the microprocessor on compressor #1
- \$18,978 to replace the emergency generator radiator
- \$7,779 to replace a failed ice machine
- \$18,000 to replace refrigeration unit on the main level freezer
- \$6,000 for additional pieces of bike rack
- \$6,257 for new alto shams and a fridge
- \$13,945 for new starters for compressors #1 & #2
- \$169,791 to separate Zamboni room hot water supply from build main hot water supply
- \$93,615 to replace suite, upper Prospects and box office carpet
- \$88,694 to replace aging, no longer supported access points
- \$2,393 new IT switched for POS/Eigan integration

## Major Capital Investments forecasted for 2025:

\$65,000 - Recirculation line replacement on concourse and suite level  
\$60,000 - Event deck annual payment  
\$50,000 - Additional lifelines  
\$97,000 - Retractable seat replacement payment  
\$230,000 - Fixed seating replacement payment  
\$100,000 - Back lit signage electrical update  
\$100,867 - Rink board replacement annual payment  
\$60,000 - Purchase of 2 ride on scrubber machines  
\$20,000 - Walk behind scrubber and carpet extractor  
\$15,000 - Change tables for all washrooms  
\$10,000 - New heating lamp strip  
\$9,100 - New kitchen steamer



# Tribute Communities Centre

- \$100,000 - Replace kitchen floor
- \$25,000 - Replace front line prep table
- \$150,000 - Replace draft line system
- \$25,000 - Replace Prospects blinds
- \$15,000 - Resurface lower Prospects floor
- \$22,752 - Contribution to fleet reserve

## 2025 Budget Objectives and Assumptions:

As in the past, the 2025 operating budget was constructed using reasonable annual assumptions with regards to the number, types and outcomes of events. Forecasting for suites and ice outcomes was based on 2024 sales and/or trending, and expenses were compiled using reasonable escalations and forecasting of areas which have traditionally and/or are anticipated to require attention.

The following assumptions were considered when developing the 2025 operating budget:

- The number of events is anticipated to be 94 which is a typical live event mix including 33 Oshawa Generals regular season games due to front end loading of the schedule plus 2 playoff games, and a yet unconfirmed 8-show run of Cirque Du Soleil
- Live event revenues were set to 2024 outcomes, and hockey revenues were increased to more closely reflect actual 2024 outcomes.
- Suite revenues were adjusted to reflect greater success in overall suite leases for the 2024/25 season, and as such suite rental revenue was reduced accordingly. The majority of suites are now on the new “hockey only plan” with 1<sup>st</sup> right of refusal on live events. Two suites have been retained specifically for rental only purposes.
- Ice Programming revenue levels were increased slightly from 2024 to reflect a greater availability of ice to rent as there are no major maintenance projects planned in 2025 which would negatively impact availability.
- Shared marketing revenues were increased to reflect 2024 outcomes and projected 2025 expectations provided by the Generals.
- No significant expense increases across most departmental budgets. Operational expenses, however, were increased by roughly 13% from the 2024 budget but below projected 2024 actuals. This increase was primarily due to utilities and specifically hydro to account for underperformance of the battery backup which has not realized projected savings to Global Adjustment.



## 2026 Budget Objectives and Assumptions:

The city has requested a two-year operating budget and as such a forecast for 2026 has been included in this budget submission. Budgeting two years in advance presents challenges in that events are not typically confirmed this far in advance and therefore, the budget is constructed on expected events based on historical outcomes as well as events which are not confirmed but likely to occur.

- Forecasted event totals in 2026 are lower than that of 2025 due to uncertainty with 90 events budgeted vs 94 in 2025.
- Event Income was set to historical averages for events reasonably expected to occur in 2026 including Disney on Ice, which is holding dates in 2026 and has indicated a strong desire to return to the market. Event Income is reflected higher than 2025 as we feel an increase in the Facility Fee from \$2.75 per ticket to \$3.00 would be warranted in that year.
- All other income lines were marginally raised for 2026 for an overall escalation of 3.4%
- 2025 Expenses were utilized as a benchmark and a 3.9% escalator was applied to 2026 figures.

## Executive Summary:

The 2024 operating budget was conservatively constructed and guided by cautious optimism for the future. Bolstered by a successful run of Disney on Ice and a long playoff run, the venue is poised for a record year. The 2025 budget is designed to build on this forward momentum and with the fortunate alignment of Cirque Du Soleil and Disney on Ice occurring in alternating years in the future; the foundation is set for a sound annual financial foundation. The swing factor continues to be the success of the live events which occur and the Oshawa Generals season. With attendance levels returned to pre pandemic or better live event and hockey generated ancillary revenues will continue to be a substantial revenue driver. We continue to adhere to the prudent practice of budgeting for only 2 playoff games when applicable, therefore, the length of a playoff run in number of games beyond the two budgeted games will greatly determine the year's level of financial success.

Enhanced contributions to capital investments have now created the mechanism for the ability to address many ongoing end of life and enhancement needs in a timely fashion. This allows the ability to provide a facility which is safe, and among the very best within the league and entertainment industry. Oakview Group at the Tribute Communities Centre continue to focus on sustainability and efficiencies in operations while setting the standard for best practices.



# Tribute Communities Centre

I want to take this opportunity to sincerely thank you and the entire city team for your continued guidance and support. This facility has a very bright future ahead and as Oshawa and the Durham Region grow and flourish, the Tribute Community Centre will continue to provide quality sports and entertainment options for all.

Sincerely,

A handwritten signature in blue ink, appearing to read "V. Vella", written over the word "Sincerely,".

Vince Vella  
General Manager

**TRIBUTE COMMUNITIES CENTRE  
BUDGET SUMMARY  
FY2025 & FY2026**

	FY2023 ACTUAL	FY2024 BUDGET	FY2024 FORECAST	FY2025 BUDGET	FY2026 BUDGET
<b>RENTAL INCOME</b>					
# of EVENTS	102	92	100	94	90
DIRECT EVENT INCOME	730,913	755,900	820,200	712,400	728,400
FACILITY AND CONVENIENCE FEES	409,796	410,900	446,100	443,300	460,600
<b>ANCILLIARY INCOME</b>					
CONCESSIONS	783,903	770,600	1,201,400	952,900	990,100
SUITES CATERING	151,782	138,900	258,900	139,700	145,100
RESTAURANT	257,587	241,200	341,200	249,700	259,400
NOVELTIES	51,933	46,900	56,900	58,800	61,100
<b>EVENT OPERATING INCOME</b>	<b>2,385,914</b>	<b>2,364,400</b>	<b>3,124,700</b>	<b>2,556,800</b>	<b>2,644,700</b>
Suite Revenue	486,637	338,500	339,300	337,400	352,600
Interest, Dividends & Miscellaneous	137,708	86,000	150,000	137,500	142,900
Ice & Room Rentals	1,077,603	1,134,900	1,162,900	1,214,000	1,258,800
Advertising (Net of Expenses)	234,500	203,000	184,000	218,300	226,900
Naming Rights	202,000	202,000	202,000	202,000	202,000
Exclusivity Rights	62,656	49,500	37,500	53,400	53,400
F&B Sales (Net of Cost of Goods Sold)	162,678	84,200	84,200	135,700	141,000
ATM Surcharge Revenue	1,647	1,600	1,600	1,600	1,700
Ticker Order & Fulfillment Revenue	114,744	79,900	79,900	91,600	95,200
<b>TOTAL OTHER INCOME</b>	<b>2,480,173</b>	<b>2,179,600</b>	<b>2,241,400</b>	<b>2,391,500</b>	<b>2,474,500</b>
<b>TOTAL INCOME (EVENT &amp; OTHER)</b>	<b>4,866,087</b>	<b>4,544,000</b>	<b>5,366,100</b>	<b>4,948,300</b>	<b>5,119,200</b>
<b>INDIRECT EXPENSES</b>					
Executive & Admin	288,304	304,300	305,100	323,500	336,300
Finance	331,472	346,100	355,400	360,800	375,200
Events & Ice Programming	458,763	548,200	524,000	581,600	603,300
Marketing & Sales	266,942	308,500	341,700	329,700	341,300
Operations	2,156,844	2,032,500	2,310,300	2,296,400	2,350,200
Food & Beverage	597,757	781,700	745,000	780,500	810,700
Box Office	239,925	298,200	296,500	308,500	320,700
Overhead	877,845	705,100	871,200	766,200	794,900
<b>TOTAL INDIRECT EXPENSES</b>	<b>5,217,852</b>	<b>5,324,600</b>	<b>5,749,200</b>	<b>5,747,200</b>	<b>5,932,600</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>(351,765)</b>	<b>(780,600)</b>	<b>(383,100)</b>	<b>(798,900)</b>	<b>(813,400)</b>

**2025  
City of Oshawa  
Operating Budget by Branch**

**Branch: Tribute Communities Centre**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Tribute Communities Centre									
118 Tribute Communities Centre	383,100	780,600	780,600	18,300		798,900	18,300	2.3	813,400
<b>Total Tribute Communities Centre</b>	383,100	780,600	780,600	18,300		798,900	18,300	2.3	813,400

**Corporation of the City of Oshawa**

**2025 Budget**

**Corporate Revenue**

**INDEX**

Page No.

Departmental Budget Comparison ..... 1

**Program/Budget Summaries:**

Other Revenue ..... 2

- Program 805 Rental Revenue
- Program 807 Penalties and Interest on Tax
- Program 808 Interest on Investments
- Program 809 Other Revenue

**2025**  
**City of Oshawa**  
**Operating Budget by Department**

**Department: REVENUE Other Revenue**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Other Revenue									
Other Revenue	(10,403,201)	(9,263,800)	(9,215,800)	(1,544,900)		(10,760,700)	(1,496,900)	16.2	(10,958,700)
<b>Total Other Revenue</b>	(10,403,201)	(9,263,800)	(9,215,800)	(1,544,900)		(10,760,700)	(1,496,900)	16.2	(10,958,700)

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 805 Rental Revenue**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Other Revenue									
805 Rental Revenue									
Other Revenue	(4,685)	(4,400)	(4,400)	(300)		(4,700)	(300)	6.8	(4,800)
Operating Revenue	(588,200)	(588,200)	(588,200)	(36,500)		(624,700)	(36,500)	6.2	(609,600)
<b>Total 805 Rental Revenue</b>	<b>(592,885)</b>	<b>(592,600)</b>	<b>(592,600)</b>	<b>(36,800)</b>		<b>(629,400)</b>	<b>(36,800)</b>	<b>6.2</b>	<b>(614,400)</b>

This program is used for long term rental and encroachment revenues.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 807 Penalties and Interest on Tax**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Other Revenue									
807 Penalties and Interest on Tax									
Penalties and Interest on Tax	(3,592,400)	(2,500,000)	(2,500,000)	(1,550,000)		(4,050,000)	(1,550,000)	62.0	(4,455,000)
<b>Total 807 Penalties and Interest on Tax</b>	<b>(3,592,400)</b>	<b>(2,500,000)</b>	<b>(2,500,000)</b>	<b>(1,550,000)</b>		<b>(4,050,000)</b>	<b>(1,550,000)</b>	<b>62.0</b>	<b>(4,455,000)</b>

This program is used to account for interest revenues on outstanding property tax accounts.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 808 Interest on Investments**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Other Revenue									
808 Interest on Investments									
Interest on Investments	(4,495,000)	(4,495,000)	(4,495,000)	400,000		(4,095,000)	400,000	(8.9)	(3,695,000)
<b>Total 808 Interest on Investments</b>	<b>(4,495,000)</b>	<b>(4,495,000)</b>	<b>(4,495,000)</b>	<b>400,000</b>		<b>(4,095,000)</b>	<b>400,000</b>	<b>(8.9)</b>	<b>(3,695,000)</b>

This program is used to account for interest earned on the City's investments. Even during an interest rate declining environment, the City continues to utilize aggressive investment strategies through diversification of instruments to maximize returns.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 809 Other Revenue**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Other Revenue									
809 Other Revenue									
Program and Office Supplies	9,928	12,000		10,000		10,000	(2,000)	(16.7)	10,000
Contributions and Financial Chg	432,659	310,800	310,800	145,000		455,800	145,000	46.7	487,900
Operating Revenue	(2,165,503)	(1,999,000)	(1,939,000)	(438,100)		(2,377,100)	(378,100)	18.9	(2,442,200)
Recoveries				(75,000)		(75,000)	(75,000)		(250,000)
<b>Total 809 Other Revenue</b>	<b>(1,722,916)</b>	<b>(1,676,200)</b>	<b>(1,628,200)</b>	<b>(358,100)</b>		<b>(1,986,300)</b>	<b>(310,100)</b>	<b>18.5</b>	<b>(2,194,300)</b>

This program is used to account for all other sundry revenues, such as, OPUC dividends, Municipal Accommodation Tax, and Accounts Receivable interest.

**Corporation of the City of Oshawa**  
**2025 Budget**  
**Corporate Expenditures**

**INDEX**

	Page No.
Departmental Budget Comparison .....	1
<b>Program/Budget Summaries:</b>	
Corporate Expenditures .....	2
Program 100 Corporate Expenditures	
Program 102 Consulting and Audit Fees	
Program 104 City Memberships	
Program 105 Financial Charges	
Program 107 Taxes Written Off	
Program 108 Contingency	
Program 109 Allowances	
Program 110 Contributions to Reserves	
Program 111 Corporate Benefits	
Program 113 Workers' Compensation	
Program 114 Insurance	
Program 116 Grants	

**2025  
City of Oshawa  
Operating Budget by Department**

**Department: CORPEXP Corporate Expenditures**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
Corporate Expenditures	27,776,408	26,530,500	30,715,985	3,033,715	(1,881,200)	31,868,500	5,338,000	20.1	39,084,600
<b>Total Corporate Expenditures</b>	<b>27,776,408</b>	<b>26,530,500</b>	<b>30,715,985</b>	<b>3,033,715</b>	<b>(1,881,200)</b>	<b>31,868,500</b>	<b>5,338,000</b>	<b>20.1</b>	<b>39,084,600</b>

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 100 Corporate Expenditures**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
100 Corporate Expenditures									
Program and Office Supplies	63,200	67,200	67,200	(4,800)		62,400	(4,800)	(7.1)	63,600
Professional Services	94,286	112,400	112,900	(6,500)		106,400	(6,000)	(5.3)	113,400
<b>Total 100 Corporate Expenditures</b>	<b>157,486</b>	<b>179,600</b>	<b>180,100</b>	<b>(11,300)</b>		<b>168,800</b>	<b>(10,800)</b>	<b>(6.0)</b>	<b>177,000</b>

This program is used for general corporate expenses, such as Public and Intergovernmental Relations.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 102 Consulting and Audit Fees**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
102 Consulting and Audit Fees									
Professional Services	159,872	156,500			133,800	133,800	(22,700)	(14.5)	97,500
<b>Total 102 Consulting and Audit Fees</b>	<b>159,872</b>	<b>156,500</b>			<b>133,800</b>	<b>133,800</b>	<b>(22,700)</b>	<b>(14.5)</b>	<b>97,500</b>

This program is used for Professional Services related to actuarial and audit fees.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 104 City Memberships**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
104 City Memberships									
Professional Services	50,525	43,200	56,200	(4,700)		51,500	8,300	19.2	51,500
<b>Total 104 City Memberships</b>	<b>50,525</b>	<b>43,200</b>	<b>56,200</b>	<b>(4,700)</b>		<b>51,500</b>	<b>8,300</b>	<b>19.2</b>	<b>51,500</b>

This program is used for corporate memberships for the City, such as, Association of Municipalities of Ontario (AMO), Municipal Finance Officers Association (MFOA) and Canadian Association of Municipal Administrators (CAMA).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 105 Financial Charges**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
105 Financial Charges									
Contributions and Financial Chg	9,360,944	9,242,300	9,242,300	(133,800)		9,108,500	(133,800)	(1.4)	9,071,000
Operating Revenue	(10,760)	(6,000)	(6,000)	(2,000)		(8,000)	(2,000)	33.3	(8,000)
Contributions from Reserves	(636,800)	(636,800)	(636,800)			(636,800)			(636,800)
Recoveries	(77,700)	(77,700)	(77,700)			(77,700)			(77,700)
<b>Total 105 Financial Charges</b>	<b>8,635,684</b>	<b>8,521,800</b>	<b>8,521,800</b>	<b>(135,800)</b>		<b>8,386,000</b>	<b>(135,800)</b>	<b>(1.6)</b>	<b>8,348,500</b>

This program is used for all debt payments and banking fees. Includes payments for Region of Durham (Last payment 2028), Debenture Payments (Principial and Interest) and Internal Debt Payments (Principal and Interest).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 107 Taxes Written Off**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
107 Taxes Written Off									
Professional Services	159,300	160,000	160,000			160,000			160,000
Contributions and Financial Chg	2,003,716	2,655,100	2,680,100	(245,100)		2,435,000	(220,100)	(8.3)	2,352,000
Contributions from Reserves	(400,000)	(400,000)	(400,000)			(400,000)			(400,000)
<b>Total 107 Taxes Written Off</b>	<b>1,763,016</b>	<b>2,415,100</b>	<b>2,440,100</b>	<b>(245,100)</b>		<b>2,195,000</b>	<b>(220,100)</b>	<b>(9.1)</b>	<b>2,112,000</b>

This program is used to account for all property tax write offs, such as, Assessment Review Board (ARB) decisions and Community Improvement Plan agreements (CIP), and Rebates for Charity and Heritage Properties.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 108 Contingency**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
108 Contingency									
Personnel Costs	(1,581,000)	(1,581,000)			(1,500,000)	(1,500,000)	81,000	(5.1)	(540,000)
Professional Services					(200,000)	(200,000)	(200,000)		(200,000)
Contributions from Reserves									(1,000,000)
Contributions from Reserve Fnd		(1,556,800)					1,556,800	(100.0)	
<b>Total 108 Contingency</b>	<b>(1,581,000)</b>	<b>(3,137,800)</b>			<b>(1,700,000)</b>	<b>(1,700,000)</b>	<b>1,437,800</b>	<b>(45.8)</b>	<b>(1,740,000)</b>

This program is used to account for overall salary savings expected to be realized through unanticipated vacancies throughout the City.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 109 Allowances**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
109 Allowances									
Contributions and Financial Chg	29,335	35,500	35,500	(8,200)		27,300	(8,200)	(23.1)	27,300
<b>Total 109 Allowances</b>	<b>29,335</b>	<b>35,500</b>	<b>35,500</b>	<b>(8,200)</b>		<b>27,300</b>	<b>(8,200)</b>	<b>(23.1)</b>	<b>27,300</b>

This program is used to account for allowances, such as bad debt expense.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 110 Contributions to Reserves**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
110 Contributions to Reserves									
Contributions and Financial Chg	13,567,600	13,567,600	15,708,800	2,532,500	(315,000)	17,926,300	4,358,700	32.1	25,138,900
<b>Total 110 Contributions to Reserves</b>	<b>13,567,600</b>	<b>13,567,600</b>	<b>15,708,800</b>	<b>2,532,500</b>	<b>(315,000)</b>	<b>17,926,300</b>	<b>4,358,700</b>	<b>32.1</b>	<b>25,138,900</b>

This program is used to account for the tax levy contributions to reserves.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 111 Corporate Benefits**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
111 Corporate Benefits									
Personnel Costs	1,246,500	1,325,100	378,100	915,600		1,293,700	(31,400)	(2.4)	1,375,400
Recoveries	(45,000)	(35,300)	(35,300)	(13,300)		(48,600)	(13,300)	37.7	(51,000)
<b>Total 111 Corporate Benefits</b>	<b>1,201,500</b>	<b>1,289,800</b>	<b>342,800</b>	<b>902,300</b>		<b>1,245,100</b>	<b>(44,700)</b>	<b>(3.5)</b>	<b>1,324,400</b>

This program is used to account for corporate benefit expenses, such as retirement benefits/recoveries and long term disability (LTD).

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 113 Workers' Compensation**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
113 Workers' Compensation									
Personnel Costs	1,266,924	1,000,000	1,000,000			1,000,000			1,000,000
<b>Total 113 Workers' Compensation</b>	<b>1,266,924</b>	<b>1,000,000</b>	<b>1,000,000</b>			<b>1,000,000</b>			<b>1,000,000</b>

This program is used for expenses related to Workplace Safety Insurance Board (WSIB) payments. Any annual overages or surpluses go to and from the Remuneration Reserve.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 114 Insurance**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
114 Insurance									
Professional Services	1,820,542	1,820,500	1,820,500	125,200		1,945,700	125,200	6.9	2,126,700
Recoveries	(312,700)	(312,700)	(312,700)	(276,600)		(589,300)	(276,600)	88.5	(668,400)
<b>Total 114 Insurance</b>	<b>1,507,842</b>	<b>1,507,800</b>	<b>1,507,800</b>	<b>(151,400)</b>		<b>1,356,400</b>	<b>(151,400)</b>	<b>(10.0)</b>	<b>1,458,300</b>

This program is used to account for the City's insurance premiums.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 116 Grants**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Corporate Expenditures									
116 Grants									
Utilities	123,647	131,100	142,585	(17,985)		124,600	(6,500)	(5.0)	131,400
Contributions and Financial Chg	893,977	820,300	780,300	173,400		953,700	133,400	16.3	957,800
<b>Total 116 Grants</b>	<b>1,017,624</b>	<b>951,400</b>	<b>922,885</b>	<b>155,415</b>		<b>1,078,300</b>	<b>126,900</b>	<b>13.3</b>	<b>1,089,200</b>

This program is used to account for grants provided by the City of Oshawa. It includes the Corporate Community Grant Program, and Council approved grants to Friends of the Second Marsh, The Canadian Automotive Museum, DC Centre for Collaborative Educations (last payment is 2026), and other outstanding in-kind agreements.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 117 External Agencies**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
External Agencies									
117 External Agencies									
Oshawa Senior Citizens Centre	2,060,700	2,060,700	2,060,700	39,700		2,100,400	39,700	1.9	2,142,400
Oshawa Public Library	9,549,800	9,549,800	9,549,800			9,549,800			9,549,800
The Parkwood Foundation	325,000	325,000	325,000			325,000			325,000
Oshawa Historical Society	486,600	486,600	486,600			486,600			486,600
The Robert McLaughlin Art Gallery	992,600	992,600	992,600			992,600			992,600
In-kind Services	216,900	216,900	216,900	16,100		233,000	16,100	7.4	236,500
<b>Total 117 External Agencies</b>	<b>13,631,600</b>	<b>13,631,600</b>	<b>13,631,600</b>	<b>55,800</b>		<b>13,687,400</b>	<b>55,800</b>	<b>0.4</b>	<b>13,732,900</b>

## Summary of New Staff Positions

Reference	Description	Department	FTE	Page
PA-25-01	Records and Freedom of Information Specialist	Office of the CAO	1	1
PA-25-02	Parks Lead Hand (Rose Valley) & Parks Skilled Labourer (Rose Valley)	Community & Operations Services	2	4
PA-25-03	Lead Hand (Rotary) & Downtown Facilities	Community & Operations Services	1	6
PA-25-04	Skilled Labourer (Rotary) & Downtown Facilities	Community & Operations Services	1	9
PA-25-05	Manager, Labour Relations	Corporate and Finance Services	1	11
PA-25-06	Diversity Equity and Inclusion Coordinator	Corporate and Finance Services	1	14
PA-25-07	Dedicated Computer Aided Dispatch Systems Administrator	Corporate and Finance Services	1	17
PA-25-08	Junior Cyber Security Specialist	Corporate and Finance Services	0.5	19
PA-25-09	Junior Support Analyst	Corporate and Finance Services	1	21
PA-25-10	Building Permit Assistant	Economic and Development Services	1	23
PA-25-11	Principal Inspector	Economic and Development Services	1	25
PA-25-12	Project Manager	Economic and Development Services	1	27
PA-25-13	Construction Inspector	Economic and Development Services	1	29
PA-25-14	Emergency Preparedness Program Manager	Safety and Facilities Services	1	31
PA-25-15	Senior Licensing Standards Examiner	Safety and Facilities Services	1	34
PA-25-16	Automated Speed Enforcement	Safety and Facilities Services	1	37
PA-25-17	Event Assistant	Economic and Development Services	1	41
PA-25-18	Working Foreperson Waste - Growth	Community & Operations Services	1	44
<b>Total FTE</b>			<b>18.5</b>	

<b>Description</b>	Records and Freedom of Information Specialist
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-01
<b>Department</b>	Office of the CAO
<b>Branch</b>	Legislative Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Records and Information Management Strategy Strategic Workforce Planning: 2022-2025 Staff Resourcing Forecast Strategic Workforce Planning: 2025-2028 Item CF-24-49 Municipal Act, MFIPPA, Records Retention By-law
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	M

## 1. Purpose

The purpose of this potential adjustment is to add one FTE to Legislative Services. Reporting to the Supervisor, Records and Information Management this position will be responsible for assisting with the implementation of Records and Information Management (RIM) Program across the organization specifically, for electronic records and assist in the rollout of SharePoint as an electronic document records management system. This position will provide training and support to staff; perform record audits of electronic records specifically those for HR, Fire Services and CLT; manage the Corporate Agreements program; coordinate staff departures; participate in RIM projects intended to improve the management of corporate records and information; participate on the City's forms team including preparing, approving and tracking corporate forms; provide assistance and backup to the Supervisor, Records and Information Management, assist the Information, Access and Privacy Officer with Freedom of Information (FOI) requests, as required; participate in various

---

election activities and will be a member of the City Clerk's (Control Officer) team as part of the Emergency Operations Centre.

## 2. Risk Analysis

The Municipal Act and the Municipal Freedom of Information Protection of Privacy Act state that the City Clerk has oversight over all the City's records. In order to ensure compliance with the Legislation, staff are required to manage and ensure records are retained and/or destroyed per the City's Records Retention By-law. The 2022-2025 Workforce Strategy Planning which was approved by Council included this position for the 2023 Budget year. This position was put forward for the 2024 Budget but was not approved. Based on the Records and Information Management Strategy, Legislative Services staff have worked diligently to ensure compliance with Legislation and the City's Records Retention By-law. In order to advance the Electronic Document Records Management Software (EDRMS), Council has approved the engagement of StoneShare to assist in the migration to a SharePoint system for the purposes of an electronic document and records management system. Legislation and the Records Retention By-law require us to be in compliance with managing records ensuring records are kept and/or destroyed in accordance with legislation and our By-law. The EDRMS software will reduce risks to the Corporation resulting from storing and maintaining records using servers. To that end, it is crucial to ensure that the work is done carefully and accurately and in accordance with both the Legislation and our Records Retention By-law.

Staffing levels in Records and Information Management are insufficient to advance this large project while maintaining current day-to-day records management activities. If this position is not approved, the Corporation faces a huge risk in the potential of loss of electronic records as well as non-compliance with Legislation and our Records Retention By-law. Additionally, there is a potential for litigation against the City with records not located or kept past the retention period due to the inability to manage the large volume of electronic records, leading to non-compliance with Legislation, City Policies and By-laws.

This role also provides back up to the Information Access and Privacy Officer, which does not have the capacity to advance the matters outlined in the RIM Strategy related to privacy as the volume of FOI requests has been increasing every year. FOIs have legislated timelines for responses and non-compliance may result in legal repercussions and embarrassment for the City. The complexity of the information requested, as well as the time required to review all documentation, apply redactions and meet the Legislated timelines has increased, leaving no additional capacity for staff in the current position.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 87,100	\$ 43,600
Benefits	\$ 24,300	\$ 12,200
On-boarding costs	\$ 1,100	\$ 9,100
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 112,500</b>	<b>\$ 64,900</b>
<b>Funding Sources/Savings</b>		
Increased revenues/decreases expenses		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 112,500</b>	<b>\$ 64,900</b>

<b>Description</b>	Parks Lead Hand Parks Skilled Labourer Eight Temporary Park Attendants (Rose Valley Community Park) Plus Zero-turn mower, RTV/Gator and other small equipment
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-02
<b>Department</b>	Community & Operations Services
<b>Branch</b>	Parks & Roads Operations Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input checked="" type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time & Temporary Positions
<b>Anticipated Start Date</b>	04/14/2025
<b>Pay Grade</b>	Various

## 1. Purpose

In 2025, Oshawa’s newest community-level park, named Rose Valley Community Park, is anticipated to be completed. The park will include the existing BMX dirt track, a new hard surface pump track, a mountain bike loop, washroom facilities, formal gardens, courts and a new play unit.

To maintain this new facility, Parks Operations requires staff and equipment to be included in the 2025 budget.

As this is a community-level park, it includes amenities that require seven-day per week inspection and operation, the following staffing model is recommended:

- 1) Full-time Seasonal Lead Hand
- 2) Full-time Skilled Labourer
- 3) Four Temporary Park Attendants
- 4) Four Student Park Attendants

The following equipment is required to maintain the park amenities:

- 1) One zero-turn mower (Class 85)
- 2) One RTV / Gator (Class 49)
- 3) Three trimmers
- 4) One backpack blower

To deal effectively with the garbage generated at this site, the purchase of a hydraulic garbage bin, to be emptied using existing Haul All parks garbage truck is also recommended along with a variety of hand tools.

## 2. Risk Analysis

Integrating a community-level park into regular parks operations would present risks to the level of service to existing parks, the inability to inspect and maintain washrooms and BMX tracks on weekends and evenings, and stress and unrealistic workload on current staff. There would also be a lower level of service to the park itself.

## 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 372,900	\$ 327,400
Benefits	\$ 77,800	\$ 64,000
Trimmers, Blower, Tools, Garabage Bin		\$ 20,400
Annual fleet costs (Fleet Rates)	\$ 10,200	\$ 7,200
<b>Capital Requirements</b>		
New Fleet Unit - Class 49 & Class 85		\$ 50,000
<b>Total Costs</b>	<b>\$ 460,900</b>	<b>\$ 469,000</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 460,900</b>	<b>\$ 469,000</b>

**Additional Information:**

Fleet equipment purchased will be contingent upon new FTE approval.

<b>Description</b>	Lead Hand (Rotary) & Downtown Facilities
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-03
<b>Department</b>	Community & Operations Services
<b>Branch</b>	Facility Operations & Maintenance Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	11

## 1. Purpose

The Rotary Park and Pool Redevelopment project is expected to be completed in summer 2025. The Rotary Park Redevelopment project will include:

- a new outdoor pool with four lanes, a zero-entry pool area and toddler pool area;
- a destination playground;
- a splash pad;
- a parking lot;
- pathways;
- site amenities.

To maintain and operate this facility, Facility Operations and Maintenance Services requires a Lead Hand. In addition to Rotary Park this position will also assist with operations and maintenance specific to the three core downtown municipal parking garage structures as well as off street parking lots.

---

Responsibilities of the Lead Hand:

- Assist the Manager, Facilities Operations and/or designate in all activities relating to the facility's operations, including the planning and development of all related activities, the ongoing evaluation of the operation and the ordering of all materials and supplies, etc.
- Implement a structured, pre-determined maintenance schedule outlining the equipment to be maintained and the type of maintenance to be performed. Inspect and determine required materials, equipment and labour or work orders
- Supervise staff and contractors directly as required, and check the activities of assigned staff, payroll timesheets, develop work schedules, and, as required, physically work with staff to efficiently complete all work assignments
- Monitor and conduct performance management with employees
- Provide input or assist in the development and delivery of training to assigned staff in all aspects of the operation
- Ensure that the group's work performance and quality standards are achieved, maintained, and monitored and reviewed annually
- Complete appropriate work records and documentation related to the facility operations. Ensure that all transactions and work records are completed in accordance with policy and/or practice
- Ensure all work is performed in accordance with City of Oshawa safe work standards and the Ontario Occupational Health and Safety Act including but not limited to section 217.1 in the criminal code of Canada (Bill C-45); and provide input in the development and improvement of safety procedures
- When required, assume Working Foreman specific duties and areas of responsibility at assigned facilities during his/her absence and relocate to cross train as requested
- Carry out, monitor and record preventative maintenance inspections for the various building systems
- Operate, log, maintain, repair and adjust mechanical equipment and building equipment, including lighting, building automation, cooling, heating, ventilation, pressurized structures, refrigeration, ventilation, BAS controls, pneumatic controls, chemical feed systems, pumping and filtration equipment, emergency generators and life safety systems
- Perform general repairs and maintenance, such as carpentry, painting, plumbing and HVAC maintenance, reporting maintenance requirements to the appropriate management representative
- Demonstrate, teach and supervise general building maintenance duties, including the safe operation of building equipment
- Perform pool/spa maintenance duties such as vacuuming and backwashing the pool; washing the deck; monitoring, maintaining and recording the condition of pool water chemistry and equipment
- Operate motorized vehicles including: ice resurfacing machine, lift trucks, scissor lift, backhoes, utility vehicles, natural or artificial turf maintenance and grooming

equipment, snow removal equipment etc. and perform associated minor maintenance duties such as changing attachments, checking fluid levels and adjustments, and participating in all training as required

- Drive to off-site locations to pick up supplies and/or parts on a routine as well as emergency basis
- Operate equipment such as power operated & general hand tools associated with recreation facilities, cemeteries, buildings or grounds maintenance and other skilled trades
- Liaise with and monitor private contractors such as plumbing, electrical, HVAC, cleaning, etc.
- Perform general caretaking duties such as cleaning floors, wet mopping, operating power cleaning equipment (i.e. buffing machines, rug shampoo machines, wet and dry vacuums), cleaning glass, collecting and disposing of garbage/recycling and as required, removing snow and ice.

## 2. Risk Analysis

Existing staff do not have the capacity to operate and maintain facilities up to current service levels. Increasing maintenance demands at Rotary Park and other facilities across the department could result in safety risks, staff burnout and additional overtime incurred if position is not approved.

## 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 82,300	\$ 41,200
Benefits	\$ 24,400	\$ 12,200
On-boarding costs	\$ 800	\$ 6,000
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 107,500</b>	<b>\$ 59,400</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 107,500</b>	<b>\$ 59,400</b>

<b>Description</b>	Skilled Labourer (Rotary) & Downtown Facilities Plus ½ Ton Pickup Truck
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-04
<b>Department</b>	Community & Operations Services
<b>Branch</b>	Facility Operations & Maintenance Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	05

## 1. Purpose

The Rotary Park and Pool Redevelopment project is expected to be completed in summer 2025. The Rotary Park Redevelopment project will include:

- a new outdoor pool with four lanes, a zero-entry pool area and toddler pool area;
- a destination playground;
- a splash pad;
- a parking lot;
- pathways;
- site amenities.

To maintain this facility, Facility Operations and Maintenance Services requires a Skilled Labourer. In addition to Rotary Park this position will also assist with operations and maintenance specific to the three core downtown municipal parking garage structures as well as off street parking lots.

Responsibilities of the Skilled Labourer:

- Perform various semi-skilled trade activities, some of which may include asphalt repair, concrete and masonry finishing, brick and block laying, rough carpentry, drywall finishing, painting, plumbing.

- Operate maintenance vehicles, equipment, and tools such as tractors, excavation equipment, trucks of various sizes.
- Responsible for carrying out regular repair and preventative maintenance duties as needed.
- Assist Lead Hand and Skilled Trades in the performance of their duties as required. Respond to concerns over the maintenance and upkeep of buildings.
- Report uncorrected problems to the appropriate supervisor. Respond to emergency situations swiftly, using established procedures, training, experience and sound judgement.
- Work in accordance with the City of Oshawa’s Safe Work Standards and the Ontario Occupational Health and Safety Act
- Perform various general labouring activities

## 2. Risk Analysis

Existing staff do not have the capacity to operate and maintain facilities up to current service levels. Increasing maintenance demands at Rotary Park and other facilities across the department could result in safety risks, staff burnout and additional overtime incurred if position is not approved.

## 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 75,300	\$ 37,700
Benefits	\$ 22,900	\$ 11,500
On-boarding costs		\$ 2,000
Annual fleet costs (Fleet Rates)	\$ 18,500	\$ 9,300
<b>Capital Requirements</b>		
New Fleet Unit - Class 04		\$ 85,000
<b>Total Costs</b>	<b>\$ 116,700</b>	<b>\$ 145,500</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 116,700</b>	<b>\$ 145,500</b>

**Additional Information:**

Fleet equipment purchased will be contingent upon new FTE approval.

<b>Description</b>	Manager, Labour Relations
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-05
<b>Department</b>	Corporate & Finance Services
<b>Branch</b>	Human Resource Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service <input checked="" type="checkbox"/> Capital (HCM)
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	R

## 1. Purpose

The creation of a Manager, Labour Relations role is essential to effectively manage and enhance employee and labour relations, ensuring compliance, fostering positive relationships, and mitigating risks.

There is a need for a dedicated leadership role to support this area, given the expanded portfolio of the Human Resources branch, growth of our workforce and the growing complexity of employee and labour relations issues. Ensuring compliance with labour, employment, human rights legislation, and union agreements is challenging, posing potential legal and financial risks.

This role will oversee HR Consultants who act as business partners to each branch, providing support and advice on all employee and labour relations matters. Having a dedicated resource in this area will help to streamline processes, provide strategic direction, and mitigate corporate risk by establishing a consistent approach to employee relations, workplace investigations and collective agreement management while allowing strategic focus on the creation of a labour strategy and maintaining a positive working relationship with the unions.

---

Some key responsibilities of this portfolio include:

- **Collective Bargaining:** Leading negotiations with union executives to achieve fair, equitable and consistent collective agreements across the 4 bargaining units.
- **Grievance Management:** Provide oversight to the grievance management process, including mediation and arbitration.
- **Policy Development:** Developing and implementing labour relations policies and procedures in compliance with legal requirements.
- **Training and Support:** Providing training and support to management on employee and labour relations best practices and legal compliance.
- **Risk Mitigation:** Identifying and mitigating potential employee and labour relations risks to promote work productivity and prevent work disruptions and legal issues.

## 2. Risk Analysis

The current span of control for the Chief People & Culture Officer has become too broad within the new organizational structure, making it difficult to focus on critical day-to-day operational issues in the area of employee and labour relations.

A dedicated manager will result in more consistent advice/guidance for employee and labour relations issues, improved compliance, ensuring adherence to employment related legislation and collective agreements and reducing the risk of legal issues. It will also improve employee relations by fostering a positive work environment through effective grievance management and proactive communication with union representatives.

Streamlining labour relations processes will lead to operational efficiencies allowing the Chief People & Culture Officer and rest of the HR team to focus on strategic initiatives. This role will also contribute to preventing costly legal disputes and work stoppages through proactive labour relations management.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 149,700	\$ 74,900
Benefits	\$ 37,500	\$ 18,800
On-boarding costs	\$ 1,300	\$ 5,000
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 188,500</b>	<b>\$ 98,700</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other - <b>Potential Savings</b>		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 188,500</b>	<b>\$ 98,700</b>

<b>Description</b>	Diversity Equity and Inclusion Coordinator
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-06
<b>Department</b>	Corporate & Finance Services
<b>Branch</b>	Diversity, Equity and Reconciliation
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	04/01/2025
<b>Pay Grade</b>	L

## 1. Purpose

The City's Diversity, Equity and Inclusion Officer is a management level position focused dually on internal workplace equity, inclusion and anti-racism initiatives and externally on community development and engagement, and creating equity, inclusion and anti-racism/anti-oppression initiatives. This position will participate heavily in multiple internal and external teams to provide key equity and inclusion perspectives on multiple initiatives. There are 90 actions within the 2017 approved Diversity and Inclusion Plan and more than 30 recommendations resulting from the Employee Census conducted in 2020. The development of a new DEIAA (Diversity, Equity, Inclusion, Anti-Racism and Accessibility) Strategy is anticipated in 2025, which will be a significant undertaking.

The Diversity Equity and Inclusion (DEI) Coordinator position is required to assist with the work of the Diversity, Equity and Inclusion Officer as the demands on this area of work continue to grow. The additional position is in response to the following action within the Diversity and Inclusion Plan:

- Monitor human resource needs and consider the development of an appropriately funded and staffed Diversity Office as the Diversity and Inclusion Plan moves forward in its implementation.

This position also aligns heavily with one of the core priorities of the City's vision in the newly released Oshawa Strategic Plan: BELONG –Inclusive and Healthy Community.

The City of Oshawa's demographic continues to rapidly change with growth in the community. For example, early results from the 2021 Census indicate that the racialized population has increased exponentially since 2016. Oshawa's population is becoming more diverse and arguably less connected to local government. There is a need to understand and address the changing needs of Oshawa's population, work to remove new barriers to participation, and build community and civic engagement and belonging.

The DEI Coordinator is vital to achieving the vision of increasing the sense of belonging of Oshawa's residents. The position will concentrate on initiatives aimed at increasing social capital and community connections through activities such as:

- Understand the changing needs of Oshawa's population, through research, data analysis – both quantitative and qualitative.
- Proactively connect with the community; Build relationships with community organizations, equity deserving groups and neighbourhood community leaders to build trust and enhance government connections with community for an outcome of increased civic and community engagement.
- Develop and implement community-focused initiatives aimed at building and enhancing social capital, a sense of belonging in Oshawa.
- Coordinating community engagement activities aimed at equity-deserving groups and elevating diverse voices, including coordinating the Community Diversity Equity and Inclusion Committee.

As Oshawa's population continues to become more diverse, it is of utmost importance that the City focus efforts on enhancing community development to continue to build trust, deepen community to ensure that the City continues to meet the goal of an inclusive community and that all residents feel a sense of belonging and are connected to their neighbourhood, community and local government. At the same time, it is vital for the City to understand its community and their needs, in order to adequately serve its population.

This position is critical in the growth of the Diversity, Equity and Reconciliation Division, so that the effective staff can be more effective in strategic planning, policy development, education, training, and fulfilling the actions of the Diversity and Inclusion Plan and future DEIAA Strategy.

## 2. Risk Analysis

Not adding an additional resource of a DEI Coordinator position in the Diversity Equity and Reconciliation Division will negatively affect the ability for the City to implement the actions of the Diversity and Inclusion Plan, and Employee Demographic Census and future DEIAA Strategy.

The newly released Oshawa Strategic Plan includes many priorities, which are focused on Diversity, Equity and Inclusion. The goals will not be met without this resource.

As the scope of the work continues to grow and expand, there is a risk of employee burnout and retention of existing staff working in the DEI space.

Additionally, not adding an additional resource focused on building trust, social capital and community connections will be a missed opportunity for the City to engage meaningfully with Oshawa’s growing diverse population and equity deserving groups.

## 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 80,800	\$ 60,600
Benefits	\$ 24,200	\$ 18,200
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 105,800</b>	<b>\$ 82,600</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 105,800</b>	<b>\$ 82,600</b>

<b>Description</b>	Computer Aided Dispatch (CAD) Systems Administrator
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-07
<b>Department</b>	Corporate & Finance Services
<b>Branch</b>	Information Technology
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	CNCL-20-189 2020 Fire Master Plan and Community Risk Assessment CNCL-21-92 Strategic Workforce Planning: 2022-2025 Staff Resourcing Forecast Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	02/01/2025
<b>Pay Grade</b>	12

## 1. Purpose

As a result of the implementation of a new Computer Aided Dispatch solution to support the NG-911 modernization program, a new role was identified as an operational need to manage and oversee the maintenance, configuration and support of the Hexagon CAD system.

This role will support the day-to-day functions of the CAD systems, including configuration, data management, incident management, system maintenance and upgrades. As well as also supporting the technical infrastructure and reporting services support the solution.

The technology components used throughout the Oshawa Fire Services Dispatch systems are specialized and created specifically for fire service organizations and are growing in complexity. Historically the previous dispatch systems were directly supported by a sole vendor (Crisys). The new NG-911 solutions do not follow the same support model, we have multiple vendors and technologies to coordinate, and

this role will need to be the expert in all of these integrated systems in order to triage and escalate.

## 2. Risk Analysis

New NG-911, CAD and telecommunications systems require additional support to avoid potential impact to call processing and dispatch, delaying the response of Fire Services and partners to emergencies.

These new systems have added additional effort and complexity to the ecosystem which currently cannot be supported by dispatch staff or the fire service IT subject matter expert (SME). Without a dedicated support, these systems would be at risk of failure or timely resolution of incidents, which would impact Dispatch Operations and potentially public safety.

## 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 97,800	\$ 90,300
Benefits	\$ 26,700	\$ 24,600
On-boarding costs	\$ 1,900	\$ 5,600
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 126,400</b>	<b>\$ 120,500</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 126,400</b>	<b>\$ 120,500</b>

<b>Description</b>	Junior Cybersecurity Specialist
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-08
<b>Department</b>	Corporate & Finance Services
<b>Branch</b>	Information Technology
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Part Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	I

## 1. Purpose

The Junior Cybersecurity Specialist position will act to enhance the City’s cybersecurity posture to reduce the risk of cybersecurity incidents. Cooperation with local educational institutions minimizes recruitment costs, encourages qualified candidates and builds a pipeline of qualified cybersecurity resources with relevant knowledge of the City.

## 2. Risk Analysis

Cybersecurity incidents are among the most consistent risks the City faces with high financial and legal consequences associated with them. While external resources are leveraged where feasible, staff familiar with the City’s complex environment and personnel are critical to reducing risk. Existing resources are constantly under high pressure and are consistently on call to address alarms and potential threats resulting in high overtime and a substantial risk of burnout.

There is a significant deficit of qualified cybersecurity personnel available worldwide with routinely over a million (1,000,000) vacancies in the industry. This deficit results in a high rate of attrition and requires ongoing succession planning to mitigate risk and reduce hiring costs, training costs and an inability to fill vacancies.

This position increases the probability of quickly filling cybersecurity vacancies within the City with qualified, known candidates familiar with the City, reducing onboarding efforts and minimizing the effective learning curve.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 48,300	\$ 24,200
Benefits	\$ 11,100	\$ 5,600
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 60,200</b>	<b>\$ 33,600</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 60,200</b>	<b>\$ 33,600</b>

<b>Description</b>	Junior Support Analyst
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-09
<b>Department</b>	Corporate & Finance Services
<b>Branch</b>	Information Technology
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	10

## 1. Purpose

The Junior Support Analyst position acts to offset the available support resources redeployed to maintain the NG-911 environment. This position will provide support for the corporation, enhance customer service, allow senior resources to focus on more complex tasks, and reduce wait times.

In addition, the Client Support Services section is looking to establish succession planning for staff growth and retention purposes. The creation of this position allows the City to hire a less experienced candidate in a junior role with the potential to grow into future vacancies, minimizing onboarding costs and effort.

## 2. Risk Analysis

The redeployment of resources from the Client Support Services section to address other needs, in addition to the expanding technology requirements within the City, is creating additional pressure on remaining positions resulting in increased stress, service reductions and potential burn out.

Failure to create this position will result in extended wait times for corporate support, impact on staff morale, and degrade overall service levels. Staff will need to wait for

extended periods for support, or there will be an increased financial risk due to the use of temporary and contract staff.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 90,100	\$ 45,100
Benefits	\$ 26,200	\$ 13,100
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 117,100</b>	<b>\$ 62,000</b>

<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 117,100</b>	<b>\$ 62,000</b>

<b>Description</b>	Building Permit Assistant
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-10
<b>Department</b>	Economic & Development Services
<b>Branch</b>	Building Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	01/01/2025
<b>Pay Grade</b>	06

## 1. Purpose

Oshawa is in a state of massive growth as seen through building permit activity reports. Building Permit Assistants support the branch in many functions including building permit intake and issuing. Currently the lead time for intake and issuing may be up to three days out of the mandated 10 days we have to review and issue a permit. The purpose of adding this position is to lessen that lead time as well as perform other backlogged admin duties the branch requires to operate efficiently.

## 2. Risk Analysis

The workload for our three existing Building Permit Assistants is unsustainable. We currently employ 3 temporary employees to help with this workload, but those contracts will end in January. Without adding this position, we will suffer severe delays in permit processing and staff burnout.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 81,000	\$ 81,000
Benefits	\$ 23,600	\$ 23,600
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 105,400</b>	<b>\$ 108,400</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve Funding - Building Permit	\$ (105,400)	\$ (108,400)
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ (105,400)</b>	<b>\$ (108,400)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Description</b>	Principal Inspector
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-11
<b>Department</b>	Economic & Development Services
<b>Branch</b>	Building Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	01/01/2025
<b>Pay Grade</b>	P

## 1. Purpose

Oshawa is in a state of massive growth as seen through building permit activity reports. A big part of the projected growth going forward are large and complex buildings such as tall towers, train stations, commercial and industrial buildings. This is a new phase for Building Services, one where each complex building requires a higher level of care and review. A Principal Inspector, similar to our Structural Engineer is to structural, is a highly educated and experienced code expert that will analyze architectural components of construction, alternative solutions, and is charged with coaching/training junior staff in code matters.

## 2. Risk Analysis

A Principal Inspector in large part is created for staff retention and succession Planning, but also to recognize, the education, experience and knowledge it takes to successfully review these buildings in a way that holds developers, engineers and architects to account in code compliance. Without this position, knowledge transfer and training will suffer, review quality of complex buildings will go down and the path to succession will be less clear. Furthermore, staff retention of our most skilled and senior staff or recruitment of such will be more difficult as Oshawa will not be able to maintain competitiveness amongst similar sized municipalities.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 126,600	\$ 126,600
Benefits	\$ 33,200	\$ 33,200
On-boarding costs	\$ 800	\$ 4,500
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 160,600</b>	<b>\$ 164,300</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve Funding - Building Permit	\$ (160,600)	\$ (164,300)
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ (160,600)</b>	<b>\$ (164,300)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Description</b>	Project Manager
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-12
<b>Department</b>	Economic & Development Services
<b>Branch</b>	Engineering Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	01/01/2025
<b>Pay Grade</b>	P

## 1. Purpose

The purpose of this position is to support the design and construction activities of structure rehabilitation/replacement. The need for mobility requires that the highway system be kept in good repair. Structures (bridges and culverts) are a vital part of this system. The efficiency of the system is impaired and the public inconvenienced if a structure fails or its load-carrying capacity is reduced for any reason. This position would oversee the rehabilitation and replacement of structures identified in the bi-annual Ontario Structures Inspection Manual (O.S.I.M.) inspections. This position will also assist with additional road-related projects as required.

This position can be funded 100% from increased recoveries through DCs/ Fixed Fees/Capital.

## 2. Risk Analysis

The efficiency and state of good repair of the municipal structures could be impaired and the public inconvenienced if a structure fails or its load-carrying capacity is reduced for any reason. This position would oversee the rehabilitation and replacement of structures identified in the bi-annual Ontario Structures Inspection Manual (OSIM) inspections.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 121,800	\$ 121,800
Benefits	\$ 32,300	\$ 32,300
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 154,900</b>	<b>\$ 157,900</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding - DC/ Fixed Fees	\$ (154,900)	\$ (157,900)
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ (154,900)</b>	<b>\$ (157,900)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Description</b>	Construction Inspector
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-13
<b>Department</b>	Economic & Development Services
<b>Branch</b>	Engineering Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	01/01/2025
<b>Pay Grade</b>	11

## 1. Purpose

To support the construction activities of Major Capital Projects (Conlin, Thornton, Stevenson, etc). These projects are both technically, and logistically complex involving roadworks, multi-use paths, storm sewers, watermain and feeder mains, sanitary sewers and sanitary forcemains, traffic signalization, culverts, construction environmental management, excess soil management, and landscaping. An experienced full-time Construction Inspector is required to support the construction of these works.

This position can be funded 100% from increased recoveries through DCs/ Fixed Fees/Capital.

## 2. Risk Analysis

The construction inspection of new City assets, (roads, storm sewers, culverts, etc.) is critical to ensure that construction is completed in accordance with the applicable codes and standards, and that material quantities are verified for accuracy. Insufficient inspection resources would risk ensuring construction meets the Contract requirements and could result in reduced asset lifecycle (increasing costs), and potential safety concerns.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 105,200	\$ 105,200
Benefits	\$ 28,000	\$ 28,000
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 134,000</b>	<b>\$ 137,000</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve Funding - Fixed Fees	\$ (134,000)	\$ (137,000)
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ (134,000)</b>	<b>\$ (137,000)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Description</b>	Emergency Preparedness Program Manager
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-14
<b>Department</b>	Safety & Facilities Services
<b>Branch</b>	Fire Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	07/01/2025
<b>Pay Grade</b>	To Be Determined

## 1. Purpose

The City of Oshawa is making strategic decisions in order to create a Culture of Preparedness. The increasing frequency and complexity of emergencies, such as extreme weather events, technological accidents, pandemics, and other unforeseen crises, necessitate a proactive and coordinated approach. A Program Manager will provide the leadership and expertise required to navigate these challenges full time, ensuring that Oshawa meets provincial mandates and protects its citizens.

The City of Oshawa is a dynamic urban center, vulnerable to a range of natural and human-made emergencies. To ensure the safety, resilience, and well-being of its residents, it is crucial to establish a dedicated Program Manager of Emergency Management. This position will support the Deputy Fire Chief in the oversight and enhancement of the city's preparedness, response, recovery, and mitigation strategies, aligning with the Province of Ontario's legislative requirements within the Emergency Management and Civil Protection Act (E.M.C.P.A.) and its supporting Ontario Regulation 380/04.

The position will ensure Oshawa's compliance with the **E.M.C.P.A.** and related regulations, such as the requirement to have an up-to-date municipal emergency management program and emergency response plan. The Program Manager will also ensure that the city's emergency management activities align with the **Ontario**

---

**Provincial Emergency Response Plan (PERP), the Emergency Management Doctrine for Ontario, and other relevant guidelines.**

### **Benefits**

- **Enhanced Resilience:** A dedicated Program Manager will improve Oshawa's ability to withstand and recover from emergencies.
- **Improved Coordination:** Streamlined communication and coordination among various stakeholders, including municipal departments, first responders, and the community.
- **Legislative Compliance:** Ensures the city meets all provincial requirements, reducing liability and enhancing public trust.
- **Cost-Effective Management:** Proactive mitigation and preparedness efforts will reduce the long-term costs associated with emergency response and recovery.

The additional staff will help with fulfilling 2020 Fire Master Plan Operational Recommendation #39, "That consideration be given to sustaining ongoing emergency management training to ensure sufficient staff within the City are trained at all times to manage a major emergency within the City".

## **2. Risk Analysis**

If new staff not approved, potential risks may include:

- City of Oshawa won't meet annual training requirements for staff and annual exercise required to meet legislative requirements.
- Staff burnout of existing staff

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 125,000	\$ 62,500
Benefits	\$ 31,300	\$ 15,700
On-boarding costs	\$ 800	\$ 9,500
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 157,100</b>	<b>\$ 87,700</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 157,100</b>	<b>\$ 87,700</b>

<b>Description</b>	Senior Licensing Standards Examiner
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-15
<b>Department</b>	Safety & Facilities Services
<b>Branch</b>	Municipal Law Enforcement & Licensing Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	<ul style="list-style-type: none"> <li>• CNCL-21-92 Strategic Workforce Planning: 2020- 2025 Staff Resourcing Forecast</li> <li>• SF-24-06 Review of Licensing By-law 120-2005 and Proposed Program Enhancements</li> <li>• Strategic Workforce Planning: 2025-2028</li> </ul>
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	03/01/2025
<b>Pay Grade</b>	10

## 1. Purpose

The proposed position, **approved in principle by Council** in Report SF-24-06 “Review of Licensing By-law 120-2005 and Proposed Program Enhancements”, aims to support the updated Licensing By-law. This new role will address a critical shortage in Licensing Services.

The Senior Licensing Standards Examiner will conduct the review, inspection, and administration of over 40 types of licences/approvals in seven areas, including:

- **Property-Based Licensing/Permits:** Residential rentals, short-term rentals, pool enclosures, etc.
- **Business Licences:** Food shops, public garages, second-hand dealers, etc.
- **Vehicle-for-Hire Licensing:** Taxis, limousines, ride-sharing companies, etc.
- **Search of Records:** Compliance letters
- **Animal and Pet Store Licensing**
- **Lottery Licensing:** Bingos, raffles, etc.

- **Municipal Clearance for Liquor Licences Issued by the Alcohol and Gaming Commission of Ontario (A.G.C.O.)**

It is proposed to repurpose the additional Licensing and Standards Examiner position, as identified in CNCL-21-92 Strategic Workforce Planning: 2020- 2025 Staff Resourcing Forecast, to support both teams in Licensing Services.

## 2. Risk Analysis

Licensing Services is comprised of 2 teams:

1. **Licensing Administrators:** 3 staff handling 2,300-2,500 business licence applications annually.
2. **Licensing and Standards Examiners:** 2 staff managing 1,200 property-related licences/permits and 1,800 Fire and Property Standards inspections annually.

An analysis of the current state identified the following challenges:

- **Inadequate Staff Capacity:** Existing staffing cannot meet the demand. The updated Licensing By-law alone requires about 3,200 staff hours, not including other tasks.
- **Growth Pressures:** Since 2008, staffing levels **have not increased** despite rapid city growth. For instance, in 2022, the two Examiners processed 137% more licences than in 2012. The City has added new programs and licences (e.g. Driving Instructor and Schools, Short-Term Rentals, Vehicle-for-Hire, etc.) **without** increasing staff.
- **Long Processing Times:** Complex licences take about 52 days to process, while simpler ones take 9 days. Adding the additional resource and exploring technological advancements would speed up processing and improve efficiency.
- **Increased Demand for Specialized Customer Service:** Additional resources would provide enhanced, personalized customer service for special events and business licences.

### Risks Without Additional Staff:

- **Delayed Processing:** Complex and business licences may face delays, impacting public health and safety.
- **Service Prioritization:** The City might only address high-priority licences, lowering service levels for other types.

- **Reduced Compliance:** Lower compliance, lost revenue, and difficulties meeting Council priorities.
- **Customer Service Issues:** Service delays leading to financial strain and dissatisfied clients and insufficient backup for critical licensing services
- **Staff Burnout:** Risk of burnout and errors with current staffing levels.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 90,100	\$ 76,200
Benefits	\$ 25,300	\$ 21,400
On-boarding costs	\$ 3,900	\$ 11,900
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 119,300</b>	<b>\$ 109,500</b>
<b>Funding Sources/Savings</b>		
Increased revenues	\$ (119,300)	\$ (109,500)
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ (119,300)</b>	<b>\$ (109,500)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Description</b>	Automated Speed Enforcement
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-16
<b>Department</b>	Safety & Facilities Services
<b>Branch</b>	Municipal Law Enforcement & Licensing Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input checked="" type="checkbox"/> Capital
<b>Report Reference(s)</b>	Report SF-24-25
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	01/01/2025
<b>Pay Grade</b>	Other

## 1. Purpose

On June 24, 2024, Council approved an Automated Speed Enforcement (A.S.E.) model in principle as detailed in Section 5.5 of [Report SF-24-25](#).

The City's use of A.S.E. will be designed to:

- significantly increase compliance with the posted speed limit;
- decrease the average speed of vehicles;
- significantly decrease the number of vehicles travelling above the posted speed limit; and,
- create further downstream impacts of reducing the volume and severity of motor vehicle accidents on roads resulting in less strain on paramedical and medical services, and an overall reduction in negative externalities associated with vehicle collisions (e.g. traffic congestion, road maintenance, increased insurance premiums, etc.).

Section 5.5 of Report SF-24-25 established three (3) major components of A.S.E. as:

- an administrative monetary penalty (A.M.P.) enforcement system;
- internal A.S.E. contravention processing; and
- City owned and maintained A.S.E. cameras.

Implementing and operationalizing the use of A.S.E. through the prescribed model relies on the approval of funding both camera hardware (capital) and required staffing detailed below.

Initially, speed enforcement will consist of eleven (11) A.S.E. cameras, ten (10) operational and one camera to be purchased as a backup, to account for maintenance activities and potential vandalism. The initial setup will require the purchase of installation hardware, software and camera calibration

The number of staff required to efficiently and effectively implement, operate and administer eleven (11) A.S.E. cameras has been determined by the number of anticipated offences to be captured and processed on an annual basis, based on an assumed behavioural change in speed-related offences. The staffing complement required for the eleven (11) camera model is presented in **Table 1**.

**Table 1 - Required A.S.E. Program Staffing**

<b>Position</b>	<b>2025</b>	<b>2026</b>
Supervisor		1
Enforcement Officer		6
Administrative Assistants		3
Project & Business Analyst	1	

The responsibilities of the requested positions are listed below:

**Supervisor:**

- Provides leadership and supervision.
- Acquire detailed knowledge of each activity performed by Officers in order to provide input for improvements and efficiencies, guide staff in troubleshooting issues, and as necessary, provide training and back-up for these activities;
- Support and develop guidelines and procedures, ensuring consistent practices are followed by staff, update and improve upon guidelines and procedures as processes evolve; and
- Co-ordinate, schedule and assign work duties ensuring sufficient resources and adequate staffing to meet service levels and workload demands.
- Investigate and address escalated complaints related to A.S.E.
- Coordinate and assist in the delivery of training of the administrative assistant, Officers, and Screening and Hearings Officers.

**Enforcement Officers:**

- Conduct investigations of automated enforcement equipment records and photographic evidence associated with Automated Speed Enforcement operations to ensure compliance with the Highway Traffic Act, City of Oshawa standards and other applicable laws and regulations;

- Investigate potential infractions of statutes, regulations and bylaws regulating the use of Automated Enforcement equipment to determine whether infractions have occurred.
- Collect and document evidence photographs and prepare certified statements and make written notes;
- Ensure evidence meets the appropriate threshold of the alleged offence and that equipment has a proper and current Certification of Accuracy within the regulated timeframe; and
- Complete and certify the penalty notices for violations once an infraction has been established and ownership information is available.

**Administrative Assistants:**

- Prepare and compile hearing packages;
- Prepare hearing dockets and communicate with appellants to provide information on scheduled dates for in-person, written, and virtual hearings;
- Attend Hearings, track attendance, take minutes and liaise with the Hearings Officers;
- Oversee the timely and efficient issuance and processing of documents, updating and maintaining records, and customer communications following policies and procedures; and
- Receive, review, and process requests for vehicle plate denial.

**Project & Business Analyst:**

- Supports the implementation of A.S.E. and operationalizes the initiative.
- Ensures the effective and efficient operation of the A.S.E. program following implementation.
- Ensures A.S.E. is compliant with all provincial legislation.
- Prepare staff reports, presentations, and briefing notes.
- Conducts evaluation of A.S.E. and researches and liaises with external partners.
- Create internal training, policies, and procedures.

## 2. Risk Analysis

The intention of A.S.E. is to increase compliance with maximum posted rates of speed resulting in improved community safety. Penalty revenue is used to recover the cost of implementing, operating and administering A.S.E., with potential surplus revenues being dedicated to re-invest into Municipal Law Enforcement and community safety efforts. Staff are unable to accurately predict revenue due to the complex variables associated with driver behaviour; however, staff are confident in the resources required will be fully cost recovered.

### 3. Financial Implications

Initial capital requirements related to purchase, installation, calibration and software fees amount to \$1 Million will be funded by future revenues generated from the A.S.E program.

Staffing costs are expected to be fully recovered from the revenues generated.

#### **2025 Staffing:**

- 1 Project & Business Analyst, to start January 1, 2025

#### **2026 Staffing:**

- 6 Enforcement Officer, to start January 1, 2026
- 1 Supervisor, to start January 1, 2026
- 3 Administrative Assistants, to start January 1, 2026

<b>Description</b>	Event Assistant
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-17
<b>Department</b>	Economic & Development Services
<b>Branch</b>	Business & Economic Development Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Conversion of Temporary to Full Time Position(s)
<b>Anticipated Start Date</b>	03/01/2025
<b>Pay Grade</b>	06

## 1. Purpose

The position of a full-time Events Assistant is required to ensure the branch is responsive to the continuous growth in the number of community events supported by the Events team, as well as an increase in scope of City-led events. The number of community events has increased year over year, putting additional pressure and responsibilities on staff. The Events Assistant would be the product of merging the two annual temporary positions into one permanent full-time position. With this position being a full-time position, it will reduce annual hiring and orientation, will allow for continuity year over year and will assist with productivity in the events area.

The position will support the following:

- Assist with planning and delivery of city-run events.
- General project administration including focused support for 3<sup>rd</sup> party events, note taking, application tracking, general inbox/Lagan responses, weekly event briefs, volunteer reporter data entry.

---

## 2. Risk Analysis

As a result of the 100<sup>th</sup> anniversary, the Events Team delivered two new major events (March 8<sup>th</sup> Celebration, Indigenous Cultural Celebration). With the addition of the Ed Broadbent location, the number of 'Events in the Park' series has expanded. Additionally, long-standing City-run events have been enhanced and the City saw a substantial increase of third party events, all requiring varying degrees of liaising and support from the Events Team. It is anticipated the enhanced and additional City-run events (e.g. Indigenous Cultural Celebration, expanded Events in the Park) will form part of the regular operations and City offerings going forward. Additionally, in 2025, the Events Team will be coordinating Public Works Week and other community engagement events.

Without the transition of these temporary positions to a full-time position, executing these additional events and services, as well as providing adequate support to community group led events, will not be feasible. Without our team's support, community event organizers may experience frustration as they navigate the overwhelming process to host an event in Oshawa and the Events Team will not have the opportunity to be proactive to ensure the safety and success of those events. Community event organizers require timely responses and our assistance, which may cause them to seek alternative locations in surrounding municipalities if their experience is not positive.

With the growth of both city-run events and third-party community events, the existing staff currently do not have the capacity to take on more events and tasks

Without additional staff there would be staff burnout in the Events Team, additional overtime would be incurred, and the quality of events will decline.

### 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 73,400	\$ 62,100
Benefits	\$ 21,800	\$ 18,400
On-boarding costs	\$ 800	\$ 3,800
<b>Capital Requirements</b>		
<b>Total Costs</b>	<b>\$ 96,000</b>	<b>\$ 84,300</b>
<b>Funding Sources/Savings</b>		
Decrease expenses		\$ (70,000)
Reserve funding		
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ (70,000)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 96,000</b>	<b>\$ 14,300</b>

<b>Description</b>	Working Foreperson Waste – Growth Plus 4x4 Pickup Truck - Class 09
<b>Year</b>	2025
<b>Potential Adjustment #</b>	PA-25-18
<b>Department</b>	Community & Operations Services
<b>Branch</b>	Community & Environmental Services
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service <input checked="" type="checkbox"/> Capital
<b>Report Reference(s)</b>	Strategic Workforce Planning: 2025-2028
<b>Staffing Type</b>	Full Time Position
<b>Anticipated Start Date</b>	01/06/2025
<b>Pay Grade</b>	14

## 1. Purpose

The operational response to the accelerated growth of the city over the past few years, coupled with the replacement of contracted services with in-house staff has led to greater staffing levels in Waste Operations. With more staffing in the field, the requirement for a Working Foreperson Waste is required.

In 2023 Budget, Council approved one growth related vehicle and operator for waste through PA-23-05, along with four temporary employees and two vehicles for in-house yard waste through PA-23-06.

In 2024 Budget, the Mayor approved the yard waste crew as full-time Operator/Loader – Operator 2 positions through PA-24-20.

In 2026, it is anticipated Waste Services will be requesting another yard waste crew with two Operator/Loaders and one vehicle.

The increase in full-time employees has led to an increase in seasonal staff from four to six to accommodate vacation and any other unexpected absences.

The proposed Working Foreperson Waste will assist the current Working Foreperson with the day-to-day management of staff in the field, training of staff, monitoring of work, resident customer service and most importantly oversee safe operations.

The capital purchase of a 4x4 pickup truck would also be required for this role along with the associated fleet costs, a portion of the pick-up truck can be funded from Development Charges.

## 2. Risk Analysis

If the new Working Foreperson in Waste is not approved, the risks are as follows:

- lack of supervision in the field
- stress and burnout of existing Working Foreperson and Supervisor
- inability to effectively train and new and temporary staff
- safety concerns

## 3. Financial Implications

**Table 1: Summary of Financial Impact**

<b>Operating Costs</b>	<b>Full Year</b>	<b>2025</b>
Salaries	\$ 90,800	\$ 89,100
Benefits	\$ 26,000	\$ 25,500
Annual fleet costs (Fleet Rates)	\$ 33,100	\$ 32,500
<b>Capital Requirements</b>		
New Fleet Unit - Class 09		\$ 90,000
<b>Total Costs</b>	<b>\$ 149,900</b>	<b>\$ 237,100</b>
<b>Funding Sources/Savings</b>		
Increased revenues		
Reserve funding		\$ (32,000)
Other		
Tax levy		
<b>Total Funding Sources/Savings</b>	<b>\$ -</b>	<b>\$ (32,000)</b>
<b>Costs less Funding Sources/Savings</b>	<b>\$ 149,900</b>	<b>\$ 205,100</b>

**Additional Information:**

Fleet equipment purchased will be contingent upon new FTE approval.

**2025  
City Of Oshawa  
Operating Budget**

**Budget by Program: 120 Advisory Committees of Council**

	2024 Projected Actuals	2024 Approved Budget	2025 Base Budget	2025 Budget Adjustments	2025 One-Time Adjustments	2025 Operating Budget	2025 - 2024 Variance \$s	2025 - 2024 Variance %	2026 Forecast
Advisory Committees of Council									
Accessibility Advisory Committee	3,888	4,200	2,706	(6)	600	3,300	(900)	(21.4)	3,300
Environmental Advisory Committee	8,140	16,600	14,621	979	200	15,800	(800)	(4.8)	15,800
Heritage Oshawa Advisory Committee	19,160	22,800	4,565	(1,065)	16,300	19,800	(3,000)	(13.2)	19,800
Animal Care Advisory Committee	2,250	3,000	2,010	(310)	500	2,200	(800)	(26.7)	2,200
<b>Total 120 Advisory Committees of Council</b>	<b>33,438</b>	<b>46,600</b>	<b>23,902</b>	<b>(402)</b>	<b>17,600</b>	<b>41,100</b>	<b>(5,500)</b>	<b>(11.8)</b>	<b>41,100</b>