



# 2026 Operating Budget

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Executive and Legislative**

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# 2026 City of Oshawa Operating Budget by Department

Department: Executive and Legislative

| Executive and Legislative | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|---------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Executive and Legislative | 1,084,100                    | 1,097,900        | 1,130,500        | 32,600                                              | 100.00%                      | 100.00%                      |
| <b>Total</b>              | <b>1,084,100</b>             | <b>1,097,900</b> | <b>1,130,500</b> | <b>32,600</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

**2026**  
**City of Oshawa**  
**Operating Budget by Program**

Program: 001 - Office of the Mayor

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs             | 294,600                      | 295,000        | 304,100        | 9,100                                               |
| Program and Office Supplies | 2,600                        | 3,000          | 3,000          | -                                                   |
| Professional Services       | 8,100                        | 9,000          | 9,000          | -                                                   |
| <b>Total</b>                | <b>305,300</b>               | <b>307,000</b> | <b>316,100</b> | <b>9,100</b>                                        |

**2026**  
**City of Oshawa**  
**Operating Budget by Program**

Program: 002 - City Councillor Expenditures

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget   | 2026 Budget   | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|---------------|---------------|-----------------------------------------------------|
| Program and Office Supplies | 800                          | 1,600         | 1,600         | -                                                   |
| Professional Services       | 3,800                        | 9,000         | 9,000         | -                                                   |
| <b>Total</b>                | <b>4,600</b>                 | <b>10,600</b> | <b>10,600</b> | -                                                   |

**2026**  
**City of Oshawa**  
**Operating Budget by Program**

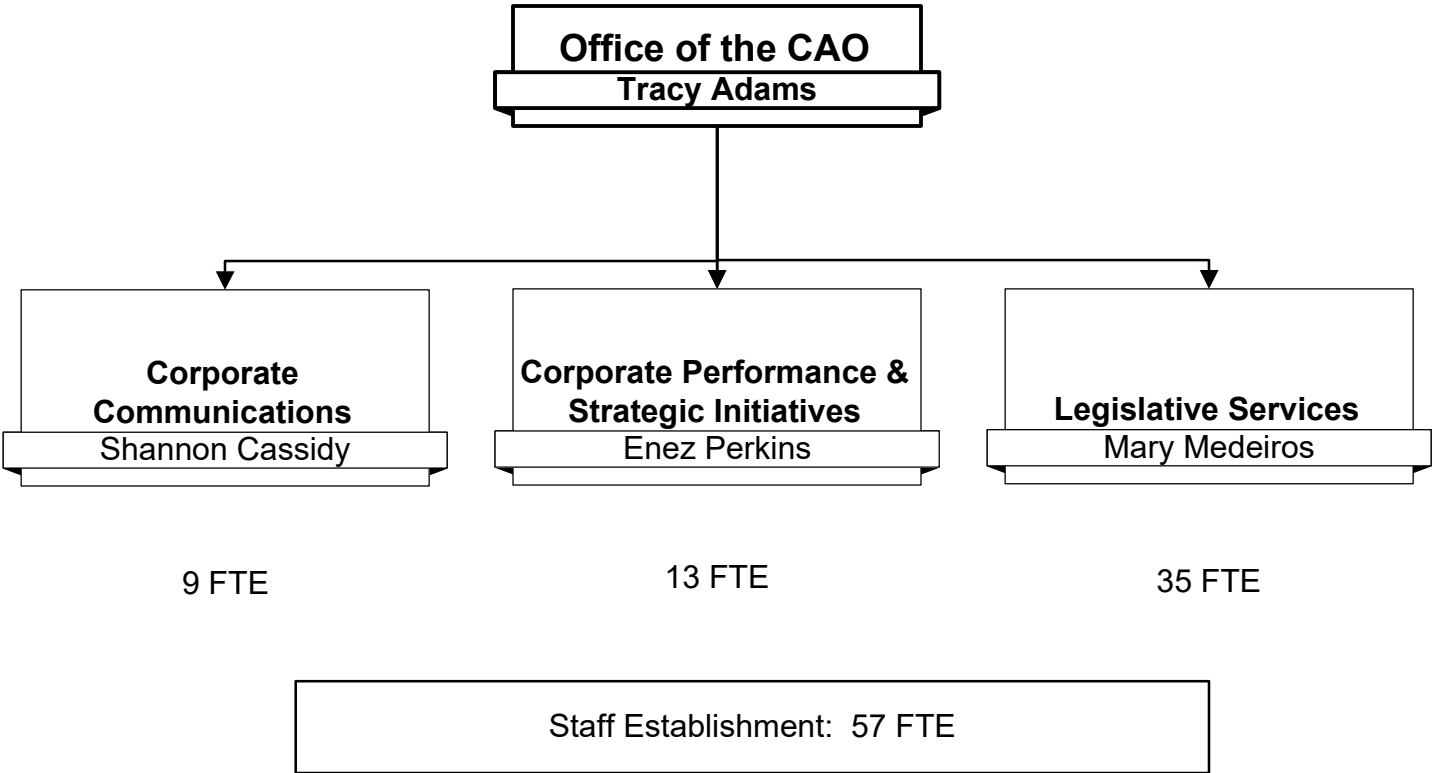
Program: 003 - Councillors' Expenditures

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs             | 718,900                      | 716,300        | 739,800        | 23,500                                              |
| Program and Office Supplies | -                            | 12,000         | 12,000         | -                                                   |
| Professional Services       | 59,400                       | 52,000         | 52,000         | -                                                   |
| Recoveries                  | (4,100)                      | -              | -              | -                                                   |
| <b>Total</b>                | <b>774,200</b>               | <b>780,300</b> | <b>803,800</b> | <b>23,500</b>                                       |

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Office of the Chief Administrative Officer**

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# 2026 City of Oshawa Operating Budget by Department

Department: Office of the CAO

| Office of the CAO                               | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Corporate Communications                        | 1,456,500                    | 1,469,300        | 1,504,200        | 34,900                                              | 20.94%                       | 19.11%                       |
| Corporate Performance and Strategic Initiatives | 1,359,200                    | 1,341,300        | 1,942,800        | 601,500                                             | 19.12%                       | 24.68%                       |
| Legislative Services                            | 4,055,400                    | 4,206,300        | 4,424,100        | 217,800                                             | 59.95%                       | 56.21%                       |
| <b>Total</b>                                    | <b>6,871,100</b>             | <b>7,016,900</b> | <b>7,871,100</b> | <b>854,200</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

# 2026 City of Oshawa Operating Budget by Branch

Branch: Corporate Communications

| Corporate Communications       | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|--------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 012 - Corporate Communications | 1,456,500                    | 1,469,300        | 1,504,200        | 34,900                                              | 100.00%                      | 100.00%                      |
| <b>Total</b>                   | <b>1,456,500</b>             | <b>1,469,300</b> | <b>1,504,200</b> | <b>34,900</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

## 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
- Social media
- Media relations
- Emergency communications

Branch Staff Establishment: 9 FTE

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 012 - Corporate Communications

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,369,200                    | 1,375,600        | 1,413,400        | 37,800                                              |
| Program and Office Supplies | 60,000                       | 66,100           | 69,100           | 3,000                                               |
| Professional Services       | 23,000                       | 23,700           | 20,700           | (3,000)                                             |
| Contribution to Capital     | 4,300                        | 3,900            | 1,000            | (2,900)                                             |
| <b>Total</b>                | <b>1,456,500</b>             | <b>1,469,300</b> | <b>1,504,200</b> | <b>34,900</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Corporate Performance and Strategic Initiatives

| Corporate Performance and Strategic Initiatives     | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-----------------------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 010 - Corporate Performance & Strategic Initiatives | 1,571,500                    | 1,516,900        | 2,122,900        | 606,000                                             | 113.09%                      | 109.27%                      |
| 013 - Comm Sponsorship & Advertising                | (212,300)                    | (175,600)        | (180,100)        | (4,500)                                             | (13.09%)                     | (9.27%)                      |
| <b>Total</b>                                        | <b>1,359,200</b>             | <b>1,341,300</b> | <b>1,942,800</b> | <b>601,500</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

The Corporate Performance & Strategic Initiatives branch drives alignment between corporate priorities and the Oshawa Strategic Plan. We support the leadership team by leading strategic planning, performance measurement, and continuous improvement across the organization.

Our work includes:

- Advancing the Oshawa Strategic Plan
- Leading corporate and strategic planning
- Measuring and reporting on corporate performance
- Developing policy and partnerships
- Managing intergovernmental and stakeholder relations
- Supporting corporate projects and innovation
- Overseeing risk management
- Facilitating community partnerships and grant programs

Through these efforts, we help ensure the City delivers its strategic goals with transparency, accountability, and impact.

Branch Staff Establishment: 13 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 010 - Corporate Performance & Strategic Initiatives

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,555,700                    | 1,496,400        | 2,107,700        | 611,300                                             |
| Program and Office Supplies | 2,900                        | 3,000            | 3,000            | -                                                   |
| Professional Services       | 12,900                       | 17,500           | 12,200           | (5,300)                                             |
| <b>Total</b>                | <b>1,571,500</b>             | <b>1,516,900</b> | <b>2,122,900</b> | <b>606,000</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus reallocation of 7 staff positions from Programs 309 (Facility Maintenance - Parks), 050 (Finance Services), and 210 (Engineering Services).

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 013 - Comm Sponsorship & Advertising

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 122,200                      | 148,700          | 149,300          | 600                                                 |
| Program and Office Supplies | 2,900                        | 3,300            | 3,300            | -                                                   |
| Professional Services       | 16,700                       | 13,400           | 8,300            | (5,100)                                             |
| Operating Revenue           | (343,100)                    | (341,000)        | (341,000)        | -                                                   |
| Recoveries                  | (11,000)                     | -                | -                | -                                                   |
| <b>Total</b>                | <b>(212,300)</b>             | <b>(175,600)</b> | <b>(180,100)</b> | <b>(4,500)</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, offset by reversal of one-time costs related to the development of a sponsorship document package.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Legislative Services

| Legislative Services       | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 030 - Legislative Services | 2,043,100                    | 2,066,800        | 2,407,500        | 340,700                                             | 49.14%                       | 54.42%                       |
| 031 - Municipal Elections  | -                            | -                | -                | -                                                   | -                            | -                            |
| 041 - Service Oshawa       | 2,012,300                    | 2,139,500        | 2,016,600        | (122,900)                                           | 50.86%                       | 45.58%                       |
| <b>Total</b>               | <b>4,055,400</b>             | <b>4,206,300</b> | <b>4,424,100</b> | <b>217,800</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

Legislative Services' core functions include Council and Committee support services; corporate customer services; accessibility services, information access and privacy; and corporate records management and municipal and school board elections.

Legislative Services is comprised of three divisions:

- City Clerk Administrative Services
- Municipal Elections
- Service Oshawa

Branch Staff Establishment: 35 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 030 - Legislative Services

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,910,200                    | 1,912,900        | 2,230,800        | 317,900                                             |
| Program and Office Supplies | 5,200                        | 5,100            | 9,300            | 4,200                                               |
| Professional Services       | 132,300                      | 144,300          | 168,900          | 24,600                                              |
| Maintenance and Repairs     | 3,000                        | 7,500            | 7,500            | -                                                   |
| Contribution to Capital     | -                            | 5,000            | -                | (5,000)                                             |
| Operating Revenue           | (7,600)                      | (8,000)          | (9,000)          | (1,000)                                             |
| <b>Total</b>                | <b>2,043,100</b>             | <b>2,066,800</b> | <b>2,407,500</b> | <b>340,700</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1 new position added during 2025 budget, and increased costs for off-site external record storage, partially offset by reallocation of 2 staff positions from Programs 015 (Diversity, Equity, and Reconciliation) and 041 (Service Oshawa).



# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 031 - Municipal Elections

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget | 2026 Budget | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|-------------|-------------|-----------------------------------------------------|
| Personnel Costs             | 64,000                       | 50,200      | 457,300     | 407,100                                             |
| Program and Office Supplies | 2,600                        | 2,600       | 279,000     | 276,400                                             |
| Professional Services       | 354,000                      | 319,400     | 1,128,000   | 808,600                                             |
| Maintenance and Repairs     | -                            | -           | 8,000       | 8,000                                               |
| Operating Revenue           | (400)                        | (200)       | (1,100)     | (900)                                               |
| Contributions from Reserves | (420,200)                    | (372,000)   | (1,871,200) | (1,499,200)                                         |
| <b>Total</b>                | -                            | -           | -           | -                                                   |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

Election year budget, per CNCL-25-39 the 2026 Municipal and School Board election will follow a hybrid model.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 041 - Service Oshawa

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 2,265,100                    | 2,336,600        | 2,272,100        | (64,500)                                            |
| Program and Office Supplies         | 78,400                       | 56,700           | 73,100           | 16,400                                              |
| Professional Services               | 49,300                       | 45,800           | 59,000           | 13,200                                              |
| Maintenance and Repairs             | 1,300                        | 1,400            | 1,400            | -                                                   |
| Contribution to Capital             | 4,000                        | 8,200            | 4,000            | (4,200)                                             |
| Contributions and Financial Charges | 1,200                        | 1,200            | 1,000            | (200)                                               |
| Operating Revenue                   | (386,900)                    | (310,400)        | (394,000)        | (83,600)                                            |
| Recoveries                          | (100)                        | -                | -                | -                                                   |
| <b>Total</b>                        | <b>2,012,300</b>             | <b>2,139,500</b> | <b>2,016,600</b> | <b>(122,900)</b>                                    |

## **Variance Explanation**

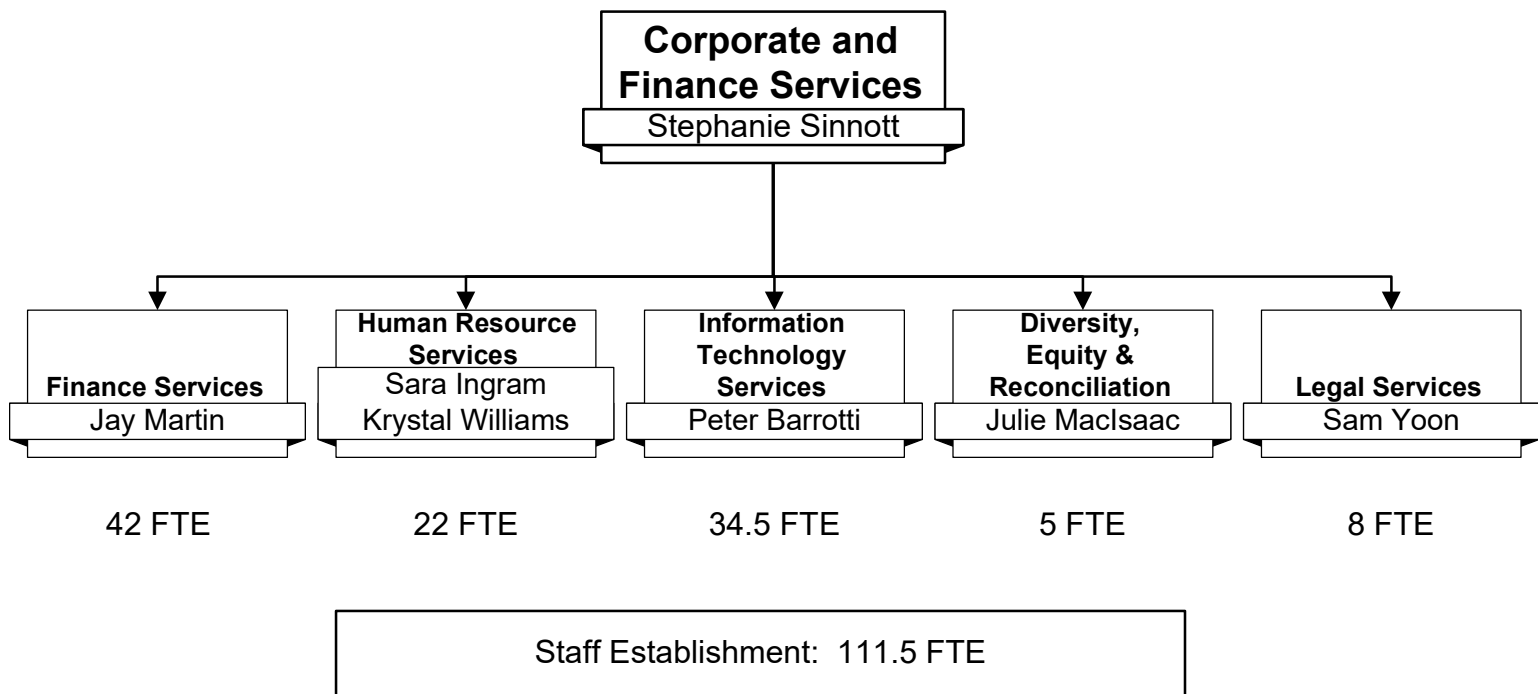
2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, offset with reallocation of 1 staff position to Program 030 (Legislative Services), plus increased revenues primarily related to civil marriage ceremonies.

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Department of Corporate and Finance Services**

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# 2026 City of Oshawa Operating Budget by Department

Department: Corporate and Finance Services

| Corporate and Finance Services    | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-----------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Diversity Equity & Reconciliation | 914,200                      | 1,021,400         | 959,100           | (62,300)                                            | 4.39%                        | 3.99%                        |
| Finance Services                  | 4,901,600                    | 5,101,000         | 5,113,300         | 12,300                                              | 21.94%                       | 21.29%                       |
| Human Resources Services          | 4,446,900                    | 4,619,500         | 4,343,400         | (276,100)                                           | 19.87%                       | 18.09%                       |
| Information Technology Services   | 9,522,700                    | 10,546,100        | 11,554,700        | 1,008,600                                           | 45.36%                       | 48.12%                       |
| Legal Services                    | 1,896,600                    | 1,961,400         | 2,042,000         | 80,600                                              | 8.44%                        | 8.50%                        |
| <b>Total</b>                      | <b>21,682,000</b>            | <b>23,249,400</b> | <b>24,012,500</b> | <b>763,100</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

# 2026 City of Oshawa Operating Budget by Branch

Branch: Finance Services

| Finance Services                 | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 050 - Finance Services           | 4,937,700                    | 5,129,000        | 5,239,200        | 110,200                                             | 100.55%                      | 102.46%                      |
| 063 - Tax Billing and Collection | (36,100)                     | (28,000)         | (125,900)        | (97,900)                                            | (0.55%)                      | (2.46%)                      |
| <b>Total</b>                     | <b>4,901,600</b>             | <b>5,101,000</b> | <b>5,113,300</b> | <b>12,300</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

Finance Services provides collaborative and progressive support services that drives sustainable business strategy ensuring compliance and fiscal responsibility.

The responsibilities of all six divisions extend to ensuring all financial transactions are appropriate for record keeping and financial reporting through working collaboratively with all departments, employees, residents, suppliers, regulatory authorities and auditors regarding support, guidance and expertise on a day-to-day basis.

Finance Services is comprised of six divisions:

- Financial Reporting and Planning;
- Financial Services;
- Taxation Services;
- Payroll Services;
- Asset Management and Capital;
- Procurement.

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

Branch Staff Establishment: 42 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 050 - Finance Services

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 4,690,300                    | 4,948,300        | 5,096,500        | 148,200                                             |
| Program and Office Supplies | 185,500                      | 193,900          | 205,500          | 11,600                                              |
| Professional Services       | 51,600                       | 51,700           | 53,200           | 1,500                                               |
| Maintenance and Repairs     | 11,600                       | 12,000           | 13,500           | 1,500                                               |
| Contribution to Capital     | -                            | 2,400            | 2,400            | -                                                   |
| Contributions from Reserves | -                            | -                | (130,900)        | (130,900)                                           |
| Recoveries                  | (1,300)                      | (79,300)         | (1,000)          | 78,300                                              |
| <b>Total</b>                | <b>4,937,700</b>             | <b>5,129,000</b> | <b>5,239,200</b> | <b>110,200</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, reallocation of 1 staff position from Program 063 (Taxation Services), and increased temporary position requirements, partially offset by a recovery from reserves and reallocation of 2 positions to Program 010 (Corporate Performance & Strategic Initiatives).

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 063 - Tax Billing and Collection

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget     | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|-----------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 702,800                      | 736,900         | 606,500          | (130,400)                                           |
| Program and Office Supplies | 276,700                      | 297,000         | 285,500          | (11,500)                                            |
| Professional Services       | 12,800                       | 12,600          | 12,100           | (500)                                               |
| Operating Revenue           | (1,024,100)                  | (1,071,500)     | (1,026,000)      | 45,500                                              |
| Recoveries                  | (4,300)                      | (3,000)         | (4,000)          | (1,000)                                             |
| <b>Total</b>                | <b>(36,100)</b>              | <b>(28,000)</b> | <b>(125,900)</b> | <b>(97,900)</b>                                     |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Reallocation of 1 staff position to Program 050 (Finance Services), partially offset by decreased tax revenues related to volume.



# 2026 City of Oshawa Operating Budget by Branch

Branch: Human Resources Services

| Human Resources Services      | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 040 - Human Resource Services | 4,446,900                    | 4,619,500        | 4,343,400        | (276,100)                                           | 100.00%                      | 100.00%                      |
| <b>Total</b>                  | <b>4,446,900</b>             | <b>4,619,500</b> | <b>4,343,400</b> | <b>(276,100)</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

Human Resource Services is dedicated to serving our community as a collaborative business partner to the Corporation by being people-focused, fiscally responsible, 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. Human Resources fosters 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: 22 FTE

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 040 - Human Resource Services

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 3,529,200                    | 3,690,100        | 3,464,700        | (225,400)                                           |
| Program and Office Supplies | 36,800                       | 35,600           | 43,600           | 8,000                                               |
| Professional Services       | 909,100                      | 923,000          | 932,300          | 9,300                                               |
| Maintenance and Repairs     | 33,800                       | 32,800           | 36,400           | 3,600                                               |
| Contribution to Capital     | 19,700                       | 19,700           | 15,900           | (3,800)                                             |
| Recoveries                  | (81,700)                     | (81,700)         | (149,500)        | (67,800)                                            |
| <b>Total</b>                | <b>4,446,900</b>             | <b>4,619,500</b> | <b>4,343,400</b> | <b>(276,100)</b>                                    |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1 new position added during 2025 budget, offset with reallocation of 2 staff positions to Program 240 (Roads Operations), and an increased recovery from a capital project.

# **2026** **City of Oshawa** **Operating Budget by Branch**

Branch: Diversity Equity & Reconciliation

| Diversity Equity & Reconciliation          | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|--------------------------------------------|------------------------------|------------------|----------------|-----------------------------------------------------|------------------------------|------------------------------|
| 015 - Diversity, Equity and Reconciliation | 914,200                      | 1,021,400        | 959,100        | (62,300)                                            | 100.00%                      | 100.00%                      |
| <b>Total</b>                               | <b>914,200</b>               | <b>1,021,400</b> | <b>959,100</b> | <b>(62,300)</b>                                     | <b>100.00%</b>               | <b>100.00%</b>               |

## **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.

Branch Staff Establishment: 5 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 015 - Diversity, Equity and Reconciliation

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|----------------|-----------------------------------------------------|
| Personnel Costs             | 769,900                      | 829,500          | 820,500        | (9,000)                                             |
| Program and Office Supplies | 15,400                       | 16,900           | 23,000         | 6,100                                               |
| Professional Services       | 127,900                      | 166,200          | 115,600        | (50,600)                                            |
| Maintenance and Repairs     | 1,000                        | -                | -              | -                                                   |
| Contribution to Capital     | -                            | 8,800            | -              | (8,800)                                             |
| <b>Total</b>                | <b>914,200</b>               | <b>1,021,400</b> | <b>959,100</b> | <b>(62,300)</b>                                     |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1 new position added during 2025 budget, offset with reallocation of 1 staff position to Program 030 (Legislative Services), and reversal of one-time expenses related to developing a Diversity, Equity, Inclusion, Accessibility, Anti-Racism Strategy.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Information Technology Services

| Information Technology Services  | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 080 - ITS - Admin                | 684,300                      | 872,600           | 987,200           | 114,600                                             | 8.27%                        | 8.54%                        |
| 081 - ITS Application Support    | 1,869,600                    | 2,341,900         | 2,119,000         | (222,900)                                           | 22.21%                       | 18.34%                       |
| 083 - ITS Infrastructure Support | 1,595,400                    | 1,712,600         | 1,727,600         | 15,000                                              | 16.24%                       | 14.95%                       |
| 084 - ITS Corporate Technology   | 5,373,400                    | 5,619,000         | 6,720,900         | 1,101,900                                           | 53.28%                       | 58.17%                       |
| <b>Total</b>                     | <b>9,522,700</b>             | <b>10,546,100</b> | <b>11,554,700</b> | <b>1,008,600</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

Information Technology Services is responsible for technology solutions that are vital to the efficient delivery of services to the public. Information Technology Services support its various City business partners through the implementation and operations of a 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 M.F.I.P.P.A., By-law 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.

Information Technology Services 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 and Infrastructure Operations
- Business Applications

Branch Staff Establishment: 34.5 FTE

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 080 - ITS - Admin

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs             | 611,200                      | 710,000        | 813,000        | 103,000                                             |
| Program and Office Supplies | 1,000                        | 1,400          | 1,400          | -                                                   |
| Professional Services       | 68,100                       | 156,800        | 158,800        | 2,000                                               |
| Contribution to Capital     | 4,000                        | 4,400          | 14,000         | 9,600                                               |
| <b>Total</b>                | <b>684,300</b>               | <b>872,600</b> | <b>987,200</b> | <b>114,600</b>                                      |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus reallocation of 1 staff position from Program 081 (ITS Application Support).

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 081 - ITS Application Support

| Category        | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs | 1,869,600                    | 2,341,900        | 2,119,000        | (222,900)                                           |
| <b>Total</b>    | <b>1,869,600</b>             | <b>2,341,900</b> | <b>2,119,000</b> | <b>(222,900)</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1 new position added during 2025 budget, offset by reallocation of 1 staff position to Program 080 (ITS - Admin), and savings due to position vacancies.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 083 - ITS Infrastructure Support

| Category              | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs       | 1,587,200                    | 1,700,100        | 1,715,100        | 15,000                                              |
| Professional Services | 8,200                        | 12,500           | 12,500           | -                                                   |
| <b>Total</b>          | <b>1,595,400</b>             | <b>1,712,600</b> | <b>1,727,600</b> | <b>15,000</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1.5 new positions added during 2025 budget, partially offset by savings due to position vacancies.



# 2026

## City of Oshawa

### Operating Budget by Program

Program: 084 - ITS Corporate Technology

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Professional Services       | 875,400                      | 921,100          | 1,139,900        | 218,800                                             |
| Maintenance and Repairs     | 4,698,000                    | 4,897,900        | 5,781,000        | 883,100                                             |
| Contributions from Reserves | (200,000)                    | (200,000)        | (200,000)        | -                                                   |
| <b>Total</b>                | <b>5,373,400</b>             | <b>5,619,000</b> | <b>6,720,900</b> | <b>1,101,900</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Increased communication and annual IT equipment maintenance & support costs.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Legal Services

| Legal Services       | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 025 - Legal Services | 1,896,600                    | 1,961,400        | 2,042,000        | 80,600                                              | 100.00%                      | 100.00%                      |
| <b>Total</b>         | <b>1,896,600</b>             | <b>1,961,400</b> | <b>2,042,000</b> | <b>80,600</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

## 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

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 025 - Legal Services

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,353,700                    | 1,400,500        | 1,473,500        | 73,000                                              |
| Program and Office Supplies | 39,300                       | 44,500           | 46,100           | 1,600                                               |
| Professional Services       | 521,400                      | 544,000          | 552,600          | 8,600                                               |
| Contribution to Capital     | 2,000                        | 3,400            | 800              | (2,600)                                             |
| Recoveries                  | (19,800)                     | (31,000)         | (31,000)         | -                                                   |
| <b>Total</b>                | <b>1,896,600</b>             | <b>1,961,400</b> | <b>2,042,000</b> | <b>80,600</b>                                       |

## **Variance Explanation**

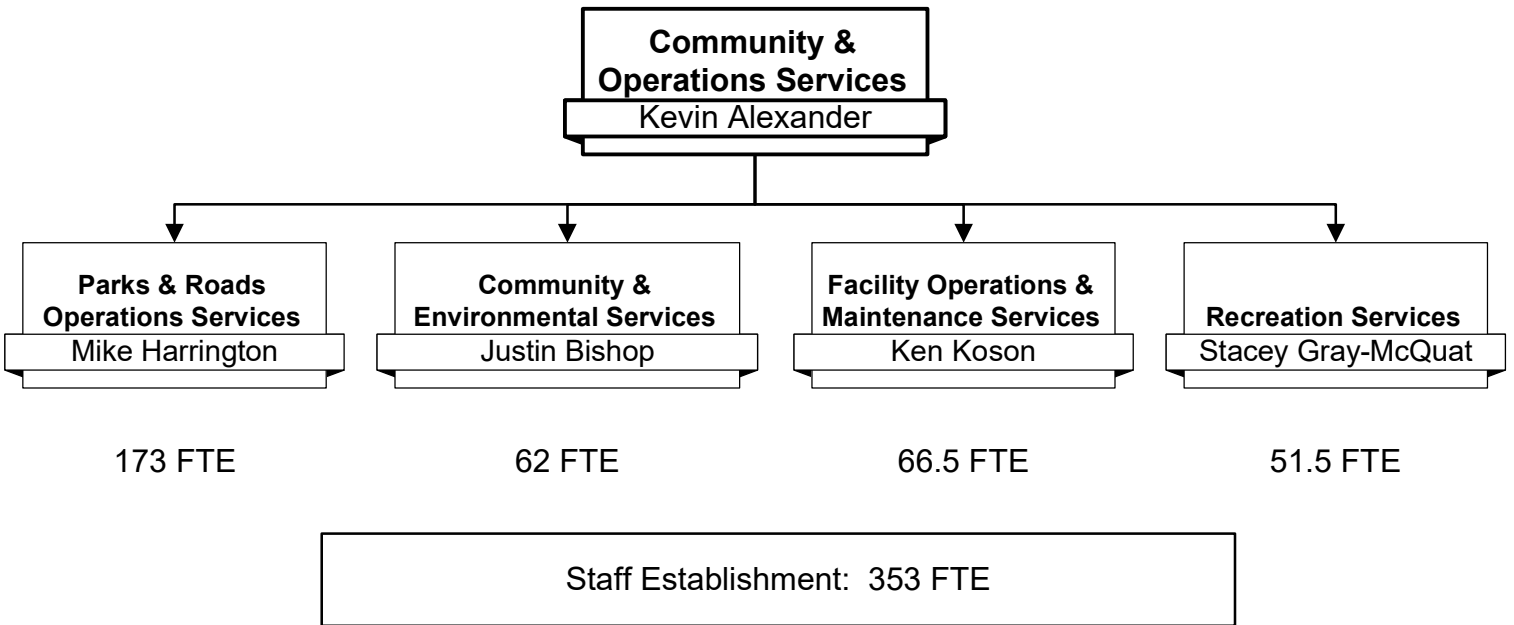
2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases.

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Department of Community and Operations Services**

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# 2026 City of Oshawa Operating Budget by Department

Department: Community and Operations Services

| Community and Operations Services            | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Community and Environmental Services         | 9,138,400                    | 8,687,800         | 9,348,000         | 660,200                                             | 13.51%                       | 14.03%                       |
| Facility Operations and Maintenance Services | 13,302,700                   | 13,866,700        | 14,630,500        | 763,800                                             | 21.56%                       | 21.96%                       |
| Parks and Roads Operations Services          | 36,449,700                   | 36,556,300        | 37,048,200        | 491,900                                             | 56.83%                       | 55.61%                       |
| Recreation Services                          | 5,364,900                    | 5,209,300         | 5,591,000         | 381,700                                             | 8.10%                        | 8.39%                        |
| <b>Total</b>                                 | <b>64,255,700</b>            | <b>64,320,100</b> | <b>66,617,700</b> | <b>2,297,600</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

# 2026 City of Oshawa Operating Budget by Branch

Branch: Community and Environmental Services

| Community and Environmental Services | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|--------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 246 - Waste Collection and Env Prgs  | 7,591,500                    | 7,146,900        | 7,737,100        | 590,200                                             | 82.26%                       | 82.77%                       |
| 260 - Fleet Maintenance              | 30,700                       | -                | -                | -                                                   | -                            | -                            |
| 319 - Animal Care                    | 1,201,200                    | 1,242,600        | 1,277,500        | 34,900                                              | 14.30%                       | 13.67%                       |
| 320 - Union Cemetery Admin           | 315,000                      | 298,300          | 333,400          | 35,100                                              | 3.43%                        | 3.57%                        |
| <b>Total</b>                         | <b>9,138,400</b>             | <b>8,687,800</b> | <b>9,348,000</b> | <b>660,200</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## 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: 56.5 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 246 - Waste Collection and Env Prgs

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 3,674,500                    | 3,607,000        | 4,001,900        | 394,900                                             |
| Program and Office Supplies | 35,600                       | 36,900           | 64,200           | 27,300                                              |
| Building/Equipment Supplies | 19,800                       | 15,800           | 30,100           | 14,300                                              |
| Professional Services       | 1,092,000                    | 811,900          | 605,100          | (206,800)                                           |
| Maintenance and Repairs     | 2,869,000                    | 2,772,300        | 3,109,400        | 337,100                                             |
| Operating Revenue           | (93,500)                     | (97,000)         | (73,100)         | 23,900                                              |
| Recoveries                  | (5,900)                      | -                | (500)            | (500)                                               |
| <b>Total</b>                | <b>7,591,500</b>             | <b>7,146,900</b> | <b>7,737,100</b> | <b>590,200</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, annualization of 1 new position added during 2025 budget, along with the reversal of salary savings for 1 vacant staff position recognized in the 2025 budget. Reallocation of 1 staff position, split from Program 240 (Roads Operations) and Program 309 (Roads Operations/Parks Facility Maintenance). Garbage Packer costs have increased due to higher volumes of pick-ups due to growth and rising pricing. Decreased revenues from eliminating the fee for large item collections and increased costs for a new scheduling software as per Report CO-25-05 Options for Expansion of Large Item Collection Program.



# 2026

## City of Oshawa

### Operating Budget by Program

Program: 260 - Fleet Maintenance

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget | 2026 Budget | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|-------------|-------------|-----------------------------------------------------|
| Personnel Costs             | 1,981,200                    | 1,998,200   | 2,175,600   | 177,400                                             |
| Program and Office Supplies | 82,500                       | 88,900      | 82,700      | (6,200)                                             |
| Building/Equipment Supplies | 2,243,700                    | 2,294,500   | 2,245,700   | (48,800)                                            |
| Professional Services       | 333,400                      | 315,600     | 337,700     | 22,100                                              |
| Maintenance and Repairs     | 554,600                      | 490,500     | 507,100     | 16,600                                              |
| Utilities                   | -                            | -           | 16,100      | 16,100                                              |
| Contribution to Capital     | 3,400                        | -           | 9,500       | 9,500                                               |
| Subsidies                   | (2,000)                      | -           | -           | -                                                   |
| Operating Revenue           | (1,000)                      | (700)       | (1,600)     | (900)                                               |
| Recoveries                  | (5,165,100)                  | (5,187,000) | (5,372,800) | (185,800)                                           |
| <b>Total</b>                | <b>30,700</b>                | <b>-</b>    | <b>-</b>    | <b>-</b>                                            |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, reallocation of 1 staff position split from Program 240 (Roads Operations and Program 309 (Parks Facility Maintenance). Increased pricing for insurance, one-time energy audit for electric vehicle charging stations and new electricity budget for the charging stations. Decreased cost of fuel, partially offset by increased volume and pricing of automotive parts.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 319 - Animal Care

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,116,300                    | 1,132,300        | 1,127,700        | (4,600)                                             |
| Program and Office Supplies | 71,900                       | 85,000           | 71,900           | (13,100)                                            |
| Professional Services       | 409,000                      | 403,200          | 478,500          | 75,300                                              |
| Maintenance and Repairs     | 20,600                       | 20,600           | 20,900           | 300                                                 |
| Operating Revenue           | (411,900)                    | (393,500)        | (416,500)        | (23,000)                                            |
| Recoveries                  | (4,700)                      | (5,000)          | (5,000)          | -                                                   |
| <b>Total</b>                | <b>1,201,200</b>             | <b>1,242,600</b> | <b>1,277,500</b> | <b>34,900</b>                                       |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Decreased program supplies due to utilization of more donated food, plus increased revenue due to volume and Report CF-25-44 Fees and Charges By-law Update, partially offset with reallocation of wildlife road response budget from Program 240 (Roads Operations).

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 320 - Union Cemetery Admin

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs                     | 417,600                      | 413,600        | 462,600        | 49,000                                              |
| Program and Office Supplies         | 8,600                        | 8,600          | 8,600          | -                                                   |
| Building/Equipment Supplies         | 5,600                        | 5,600          | 5,600          | -                                                   |
| Professional Services               | 2,200                        | 2,400          | 2,100          | (300)                                               |
| Maintenance and Repairs             | 180,800                      | 188,600        | 183,500        | (5,100)                                             |
| Contribution to Capital             | 700                          | 800            | -              | (800)                                               |
| Contributions and Financial Charges | 11,000                       | 11,000         | 11,000         | -                                                   |
| Operating Revenue                   | (274,000)                    | (289,200)      | (300,400)      | (11,200)                                            |
| Interest on Investments             | (32,700)                     | (35,000)       | (33,500)       | 1,500                                               |
| Recoveries                          | (4,800)                      | (8,100)        | (6,100)        | 2,000                                               |
| <b>Total</b>                        | <b>315,000</b>               | <b>298,300</b> | <b>333,400</b> | <b>35,100</b>                                       |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, increased temporary staffing requirements and reduced volume of marker and niche sales, partially offset by decreased contracted service requirements due to leaf removal being performed in-house and revenue increases approved in Report CF-25-44 Fees and Charges by-law update.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Facility Operations and Maintenance Services

| Facility Operations and Maintenance Services | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 310 - Maintenance - Rec Facilities           | 8,310,800                    | 8,671,700         | 9,620,300         | 948,600                                             | 62.54%                       | 65.76%                       |
| 341 - Maintenance - City Facilities          | 4,202,800                    | 4,421,700         | 4,235,600         | (186,100)                                           | 31.89%                       | 28.95%                       |
| 395 - Maintenance - Fire Facilities          | 789,100                      | 773,300           | 774,600           | 1,300                                               | 5.58%                        | 5.29%                        |
| <b>Total</b>                                 | <b>13,302,700</b>            | <b>13,866,700</b> | <b>14,630,500</b> | <b>763,800</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

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

This branch is responsible for the day-to-day Operation of City Owned Buildings including implementation and execution of facility maintenance plans.

Branch Staff Establishment: 66.5 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 310 - Maintenance - Rec Facilities

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 6,093,500                    | 6,093,500        | 6,591,300        | 497,800                                             |
| Program and Office Supplies         | 18,900                       | 20,300           | 26,850           | 6,550                                               |
| Building/Equipment Supplies         | 511,400                      | 578,700          | 564,200          | (14,500)                                            |
| Professional Services               | 34,300                       | 37,900           | 421,200          | 383,300                                             |
| Maintenance and Repairs             | 2,284,400                    | 2,283,900        | 2,476,750        | 192,850                                             |
| Utilities                           | 2,987,400                    | 3,157,700        | 3,223,400        | 65,700                                              |
| Contribution to Capital             | 149,700                      | 149,900          | 78,800           | (71,100)                                            |
| Contributions and Financial Charges | 6,300                        | 6,000            | 6,600            | 600                                                 |
| Operating Revenue                   | (3,621,900)                  | (3,503,000)      | (3,683,800)      | (180,800)                                           |
| Contributions from Reserves         | (100,700)                    | (100,700)        | (39,800)         | 60,900                                              |
| Recoveries                          | (52,500)                     | (52,500)         | (45,200)         | 7,300                                               |
| <b>Total</b>                        | <b>8,310,800</b>             | <b>8,671,700</b> | <b>9,620,300</b> | <b>948,600</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, annualization of 2 new positions added during 2025 budget, reallocation of 2 regular part-time staff positions from Program 232 (Municipal Parking). Reallocation of building maintenance budgets from Program 309 (Parks Facility Maintenance), partially offset with increased revenue for Facility and Ice Rentals plus revenue increases approved in Report CF-25-44 Fees and Charges by-law Update.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 341 - Maintenance - City Facilities

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,798,100                    | 1,815,400        | 1,911,600        | 96,200                                              |
| Program and Office Supplies | 12,600                       | 7,000            | 16,800           | 9,800                                               |
| Building/Equipment Supplies | 111,700                      | 86,900           | 69,900           | (17,000)                                            |
| Professional Services       | 20,600                       | 21,700           | 24,800           | 3,100                                               |
| Maintenance and Repairs     | 1,565,900                    | 1,717,700        | 1,447,100        | (270,600)                                           |
| Utilities                   | 720,800                      | 801,000          | 797,400          | (3,600)                                             |
| Contribution to Capital     | 8,000                        | 8,000            | 4,000            | (4,000)                                             |
| Operating Revenue           | (32,900)                     | (34,000)         | (34,000)         | -                                                   |
| Recoveries                  | (2,000)                      | (2,000)          | (2,000)          | -                                                   |
| <b>Total</b>                | <b>4,202,800</b>             | <b>4,421,700</b> | <b>4,235,600</b> | <b>(186,100)</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, increased requirement for safety supplies and equipment offset by operational efficiencies.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 395 - Maintenance - Fire Facilities

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Building/Equipment Supplies | 71,000                       | 69,000         | 69,000         | -                                                   |
| Professional Services       | 400                          | -              | 9,500          | 9,500                                               |
| Maintenance and Repairs     | 449,000                      | 444,800        | 415,800        | (29,000)                                            |
| Utilities                   | 268,700                      | 259,500        | 280,300        | 20,800                                              |
| <b>Total</b>                | <b>789,100</b>               | <b>773,300</b> | <b>774,600</b> | <b>1,300</b>                                        |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

Reallocation of winter maintenance budget from Program 240 (Roads Operations), partially offset by operational efficiencies.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Parks and Roads Operations Services

| Parks and Roads Operations Services | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 230 - Traffic Operations            | 1,159,700                    | 1,159,800         | 1,206,400         | 46,600                                              | 3.17%                        | 3.26%                        |
| 233 - Street Lighting               | 1,781,800                    | 1,698,700         | 1,699,100         | 400                                                 | 4.65%                        | 4.59%                        |
| 234 - Crossing Guards               | 1,575,500                    | 1,643,200         | 1,725,300         | 82,100                                              | 4.49%                        | 4.66%                        |
| 240 - Roads Operations              | 17,965,100                   | 17,893,900        | 17,968,900        | 75,000                                              | 48.95%                       | 48.50%                       |
| 309 - Facility Maint - Parks        | 13,967,600                   | 14,160,700        | 14,448,500        | 287,800                                             | 38.74%                       | 39.00%                       |
| <b>Total</b>                        | <b>36,449,700</b>            | <b>36,556,300</b> | <b>37,048,200</b> | <b>491,900</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## 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 & Operations Safety and Training
- Traffic and Streetlighting
- Crossing Guards

Branch Staff Establishment: 173 FTE



# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 230 - Traffic Operations

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 854,700                      | 892,000          | 896,900          | 4,900                                               |
| Program and Office Supplies | 1,000                        | 1,100            | 1,100            | -                                                   |
| Professional Services       | 266,900                      | 228,800          | 269,400          | 40,600                                              |
| Utilities                   | 28,200                       | 27,900           | 29,000           | 1,100                                               |
| Contribution to Capital     | 8,900                        | 10,000           | 10,000           | -                                                   |
| <b>Total</b>                | <b>1,159,700</b>             | <b>1,159,800</b> | <b>1,206,400</b> | <b>46,600</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

Price and volume increases for Region of Durham signal maintenance program.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 233 - Street Lighting

| Category              | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Professional Services | 434,600                      | 435,000          | 394,100          | (40,900)                                            |
| Utilities             | 1,377,300                    | 1,276,400        | 1,332,700        | 56,300                                              |
| Recoveries            | (30,100)                     | (12,700)         | (27,700)         | (15,000)                                            |
| <b>Total</b>          | <b>1,781,800</b>             | <b>1,698,700</b> | <b>1,699,100</b> | <b>400</b>                                          |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

Increased inventory of street lights due to growth, and rising electricity costs, partially offset by reduced expenses for contracted utility locate services.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 234 - Crossing Guards

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,566,300                    | 1,634,000        | 1,716,100        | 82,100                                              |
| Program and Office Supplies | 8,200                        | 8,200            | 8,200            | -                                                   |
| Professional Services       | 1,000                        | 1,000            | 1,000            | -                                                   |
| <b>Total</b>                | <b>1,575,500</b>             | <b>1,643,200</b> | <b>1,725,300</b> | <b>82,100</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 240 - Roads Operations

| Category                        | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|---------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|
| Personnel Costs                 | 9,478,400                    | 9,279,900         | 9,899,100         | 619,200                                             |
| Program and Office Supplies     | 96,200                       | 99,000            | 80,300            | (18,700)                                            |
| Building/Equipment Supplies     | 1,678,400                    | 1,740,700         | 1,675,200         | (65,500)                                            |
| Professional Services           | 3,814,200                    | 3,866,800         | 3,303,400         | (563,400)                                           |
| Maintenance and Repairs         | 3,827,100                    | 3,826,700         | 3,961,300         | 134,600                                             |
| Contribution to Capital         | 38,000                       | 39,000            | 29,500            | (9,500)                                             |
| Operating Revenue               | (18,600)                     | (12,000)          | (18,000)          | (6,000)                                             |
| Contributions from Reserve Fund | (325,000)                    | (325,000)         | (331,500)         | (6,500)                                             |
| Recoveries                      | (623,600)                    | (621,200)         | (630,400)         | (9,200)                                             |
| <b>Total</b>                    | <b>17,965,100</b>            | <b>17,893,900</b> | <b>17,968,900</b> | <b>75,000</b>                                       |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus increased temporary staff requirements, fully offset by a decrease in contracted services. Increased fleet costs as a result of higher vehicle replacement values, partially offset by decreased volumes of road salt.

Program reallocations:

- 2 staff positions from Program 040 (Human Resource Services)
- 1 staff position from Program 309 (Facility Maintenance Parks)
- Snow removal contracted services for Recreation Centres to Program 310 (Facilities and Operational Maintenance Services)
- Wildlife road response budget to Program 319 (Animal Services)
- Public Works at Work program costs to Program 332 (Special Events)

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 309 - Facility Maintenance - Parks

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|
| Personnel Costs                     | 8,457,200                    | 8,486,600         | 8,856,300         | 369,700                                             |
| Program and Office Supplies         | 912,900                      | 917,000           | 929,200           | 12,200                                              |
| Building/Equipment Supplies         | 227,000                      | 221,800           | 235,800           | 14,000                                              |
| Professional Services               | 1,870,200                    | 1,870,800         | 1,954,600         | 83,800                                              |
| Maintenance and Repairs             | 2,977,800                    | 3,029,200         | 3,234,800         | 205,600                                             |
| Utilities                           | 177,900                      | 180,600           | 134,100           | (46,500)                                            |
| Contribution to Capital             | 108,000                      | 108,000           | 63,000            | (45,000)                                            |
| Contributions and Financial Charges | 900                          | 900               | 1,100             | 200                                                 |
| Subsidies                           | (10,000)                     | -                 | -                 | -                                                   |
| Operating Revenue                   | (560,800)                    | (491,500)         | (759,700)         | (268,200)                                           |
| Contributions from Reserves         | (77,500)                     | (77,500)          | (77,500)          | -                                                   |
| Recoveries                          | (116,000)                    | (85,200)          | (123,200)         | (38,000)                                            |
| <b>Total</b>                        | <b>13,967,600</b>            | <b>14,160,700</b> | <b>14,448,500</b> | <b>287,800</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, annualization of 2 new positions added during 2025 budget, plus the addition of 2 new staff positions approved in Report CNCL-25-57 (Parking at Lakeview Park), partially offset by reallocation of 1 staff position to Program 246 (Waste Operations) and 1 staff position to Program 260 (Fleet Services).

Increased contracted services for grass cutting and increased volume for tree maintenance, partially offset by Regional recoveries and increased revenues approved in Report CF-25-44 Fees and Charges By-law Update.

# **2026** **City of Oshawa** **Operating Budget by Branch**

Branch: Recreation Services

| Recreation Services                  | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|--------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 321 - Recreational Programs          | 4,165,100                    | 3,884,800        | 4,318,300        | 433,500                                             | 74.57%                       | 77.24%                       |
| 349 - Business and Customer Services | 1,199,800                    | 1,324,500        | 1,272,700        | (51,800)                                            | 25.43%                       | 22.76%                       |
| <b>Total</b>                         | <b>5,364,900</b>             | <b>5,209,300</b> | <b>5,591,000</b> | <b>381,700</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## **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 and the promotion and utilization 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:

- Recreation Business Services
- Program Services

Branch Staff Establishment: 51.5 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 321 - Recreational Programs

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 9,684,200                    | 9,682,400        | 10,541,700       | 859,300                                             |
| Program and Office Supplies         | 246,800                      | 257,800          | 258,700          | 900                                                 |
| Building/Equipment Supplies         | 1,000                        | 1,400            | 1,400            | -                                                   |
| Professional Services               | 275,300                      | 280,000          | 279,900          | (100)                                               |
| Maintenance and Repairs             | 58,100                       | 54,900           | 62,400           | 7,500                                               |
| Contribution to Capital             | 184,700                      | 184,700          | 130,000          | (54,700)                                            |
| Contributions and Financial Charges | 99,800                       | 100,000          | 100,000          | -                                                   |
| Subsidies                           | (39,000)                     | (37,300)         | (37,300)         | -                                                   |
| Operating Revenue                   | (6,134,600)                  | (6,430,500)      | (6,861,200)      | (430,700)                                           |
| Contributions from Reserves         | (184,700)                    | (184,700)        | (130,000)        | 54,700                                              |
| Recoveries                          | (26,500)                     | (23,900)         | (27,300)         | (3,400)                                             |
| <b>Total</b>                        | <b>4,165,100</b>             | <b>3,884,800</b> | <b>4,318,300</b> | <b>433,500</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, reduced revenues/expenses as a result of South Oshawa Community Centre pool closure, partially offset with increased revenues approved in Report CF-25-44 Fees and Charges By-law Update.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 349 - Business and Customer Services

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,136,800                    | 1,218,200        | 1,214,800        | (3,400)                                             |
| Program and Office Supplies | 26,100                       | 67,400           | 15,400           | (52,000)                                            |
| Professional Services       | 91,900                       | 93,800           | 95,800           | 2,000                                               |
| Operating Revenue           | (55,000)                     | (54,900)         | (53,300)         | 1,600                                               |
| <b>Total</b>                | <b>1,199,800</b>             | <b>1,324,500</b> | <b>1,272,700</b> | <b>(51,800)</b>                                     |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

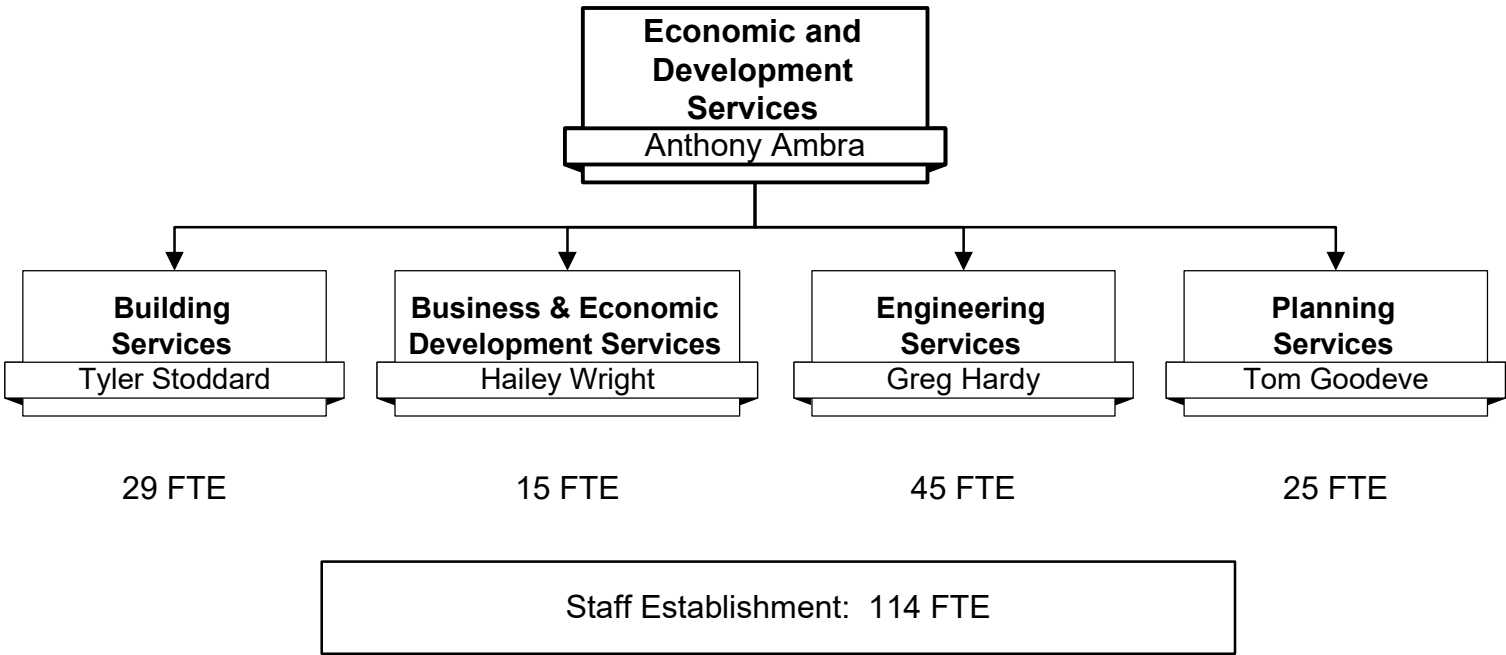
Decreased printing costs of active Oshawa recreation guide per report CO-25-13 Recreation Services Communications Modernization.



**Corporation of the City of Oshawa**  
**2026 Budget**  
**Department of Economic and Development Services**

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# 2026 City of Oshawa Operating Budget by Department

Department: Economic and Development Services

| Economic and Development Services | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-----------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Building Services                 | (1,233,900)                  | (1,248,100)      | (1,327,700)      | (79,600)                                            | (13.51%)                     | (14.95%)                     |
| Business & Economic Development   | 2,944,400                    | 3,213,800        | 3,256,600        | 42,800                                              | 34.78%                       | 36.68%                       |
| Engineering Services              | 3,877,400                    | 4,824,100        | 4,467,000        | (357,100)                                           | 52.20%                       | 50.31%                       |
| Planning Services                 | 1,892,100                    | 2,451,000        | 2,482,800        | 31,800                                              | 26.52%                       | 27.96%                       |
| <b>Total</b>                      | <b>7,480,000</b>             | <b>9,240,800</b> | <b>8,878,700</b> | <b>(362,100)</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

# 2026 City of Oshawa Operating Budget by Branch

Branch: Building Services

| Building Services       | 2025<br>Projected<br>Actuals | 2025 Budget        | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------------|------------------------------|--------------------|--------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 560 - Building Services | (1,233,900)                  | (1,248,100)        | (1,327,700)        | (79,600)                                            | 100.00%                      | 100.00%                      |
| <b>Total</b>            | <b>(1,233,900)</b>           | <b>(1,248,100)</b> | <b>(1,327,700)</b> | <b>(79,600)</b>                                     | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

Building Services is responsible for ensuring 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, and applicable law compliance, while also collecting City, Education and Regional Development Charges and assigning 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 complaint investigations. Permit Administration services provides the first point of customer service contact, develops reports, payroll, bylaws, budgets and the intake of building permits, including the review of submissions, collection of fees and zoning reviews.

The branch is comprised of the following divisions:

- Permit Services
- Building Inspection Services
- Permit Administration Services

Branch Staff Establishment: 29 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 560 - Building Services

| Category                        | 2025<br>Projected<br>Actuals | 2025 Budget        | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|---------------------------------|------------------------------|--------------------|--------------------|-----------------------------------------------------|
| Personnel Costs                 | 3,959,700                    | 4,137,700          | 4,050,700          | (87,000)                                            |
| Program and Office Supplies     | 15,200                       | 20,600             | 22,700             | 2,100                                               |
| Professional Services           | 92,000                       | 96,800             | 94,900             | (1,900)                                             |
| Maintenance and Repairs         | 111,600                      | 111,100            | 139,900            | 28,800                                              |
| Contribution to Capital         | 8,400                        | 51,200             | 50,000             | (1,200)                                             |
| Operating Revenue               | (3,738,700)                  | (4,011,000)        | (3,614,000)        | 397,000                                             |
| Contributions from Reserve Fund | (1,682,100)                  | (1,651,200)        | (2,068,600)        | (417,400)                                           |
| Recoveries                      | -                            | (3,300)            | (3,300)            | -                                                   |
| <b>Total</b>                    | <b>(1,233,900)</b>           | <b>(1,248,100)</b> | <b>(1,327,700)</b> | <b>(79,600)</b>                                     |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Reduction in building permit revenue, offset by salary savings for position vacancies and an increase from the Building Permit Reserve.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Business & Economic Development

| Business & Economic Development     | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 332 - Special Events                | 1,146,800                    | 1,236,600        | 1,252,200        | 15,600                                              | 38.48%                       | 38.45%                       |
| 350 - Culture                       | 453,400                      | 514,700          | 503,900          | (10,800)                                            | 16.02%                       | 15.47%                       |
| 500 - Business and Economic Develop | 1,344,200                    | 1,462,500        | 1,500,500        | 38,000                                              | 45.51%                       | 46.08%                       |
| <b>Total</b>                        | <b>2,944,400</b>             | <b>3,213,800</b> | <b>3,256,600</b> | <b>42,800</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

Business retention and expansion, marketing and investment attraction, downtown and business development, economic development research, business events and workshops and the administration of various 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, support to third-party event organizers and culture development projects and initiatives.

The branch is comprised of the following divisions:

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

Branch Staff Establishment: 15 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 332 - Special Events

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 767,600                      | 803,300          | 812,900          | 9,600                                               |
| Program and Office Supplies | 95,800                       | 96,200           | 71,600           | (24,600)                                            |
| Building/Equipment Supplies | 500                          | 500              | 500              | -                                                   |
| Professional Services       | 484,000                      | 495,600          | 533,400          | 37,800                                              |
| Maintenance and Repairs     | 12,000                       | 12,100           | 12,400           | 300                                                 |
| Subsidies                   | (67,700)                     | (40,000)         | (40,000)         | -                                                   |
| Operating Revenue           | (138,000)                    | (121,100)        | (128,600)        | (7,500)                                             |
| Recoveries                  | (7,400)                      | (10,000)         | (10,000)         | -                                                   |
| <b>Total</b>                | <b>1,146,800</b>             | <b>1,236,600</b> | <b>1,252,200</b> | <b>15,600</b>                                       |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1 new position added during 2025 budget, partially offset by increased sponsorship revenue.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 350 - Culture

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs             | 368,400                      | 430,500        | 419,400        | (11,100)                                            |
| Program and Office Supplies | 9,300                        | 7,200          | 7,400          | 200                                                 |
| Professional Services       | 78,100                       | 81,500         | 79,300         | (2,200)                                             |
| Contribution to Capital     | -                            | -              | 300            | 300                                                 |
| Subsidies                   | (2,400)                      | (4,500)        | (2,500)        | 2,000                                               |
| <b>Total</b>                | <b>453,400</b>               | <b>514,700</b> | <b>503,900</b> | <b>(10,800)</b>                                     |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

Reduction in temporary position requirements, partially offset by a reduction in grant revenue.



# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 500 - Business and Economic Development

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,100,700                    | 1,092,200        | 1,120,300        | 28,100                                              |
| Program and Office Supplies | 30,700                       | 28,000           | 58,800           | 30,800                                              |
| Professional Services       | 219,000                      | 342,300          | 321,400          | (20,900)                                            |
| Recoveries                  | (6,200)                      | -                | -                | -                                                   |
| <b>Total</b>                | <b>1,344,200</b>             | <b>1,462,500</b> | <b>1,500,500</b> | <b>38,000</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Engineering Services

| Engineering Services       | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 210 - Engineering Services | 3,877,400                    | 4,824,100        | 4,467,000        | (357,100)                                           | 100.00%                      | 100.00%                      |
| <b>Total</b>               | <b>3,877,400</b>             | <b>4,824,100</b> | <b>4,467,000</b> | <b>(357,100)</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

## 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:

- Infrastructure Planning
- Infrastructure Approvals
- Infrastructure Delivery

Branch Staff Establishment: 45 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 210 - Engineering Services

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 5,890,900                    | 6,775,800        | 6,473,900        | (301,900)                                           |
| Program and Office Supplies         | 19,900                       | 19,800           | 20,800           | 1,000                                               |
| Building/Equipment Supplies         | 1,000                        | 900              | 900              | -                                                   |
| Professional Services               | 90,400                       | 106,900          | 73,400           | (33,500)                                            |
| Maintenance and Repairs             | 133,400                      | 133,400          | 142,800          | 9,400                                               |
| Contribution to Capital             | 19,500                       | 23,600           | -                | (23,600)                                            |
| Contributions and Financial Charges | 45,000                       | 45,000           | 40,000           | (5,000)                                             |
| Operating Revenue                   | (721,400)                    | (712,600)        | (721,100)        | (8,500)                                             |
| Contributions from Reserves         | (1,388,700)                  | (1,388,700)      | (1,388,700)      | -                                                   |
| Recoveries                          | (212,600)                    | (180,000)        | (175,000)        | 5,000                                               |
| <b>Total</b>                        | <b>3,877,400</b>             | <b>4,824,100</b> | <b>4,467,000</b> | <b>(357,100)</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Reallocation of 3 staff positions to Program 010 (Corporate Performance & Strategic Initiatives), plus transfer of expenses to capital related to watercourse monitoring.

# **2026** **City of Oshawa** **Operating Budget by Branch**

Branch: Planning Services

| Planning Services       | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 574 - Planning Services | 1,892,100                    | 2,451,000        | 2,482,800        | 31,800                                              | 100.00%                      | 100.00%                      |
| <b>Total</b>            | <b>1,892,100</b>             | <b>2,451,000</b> | <b>2,482,800</b> | <b>31,800</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

## **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
- Development Planning
- Urban Design and Landscape Architecture

Branch Staff Establishment: 25 FTE

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 574 - Planning Services

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 3,436,000                    | 3,646,200        | 3,763,500        | 117,300                                             |
| Program and Office Supplies         | 5,500                        | 6,700            | 6,700            | -                                                   |
| Professional Services               | 171,200                      | 288,000          | 214,300          | (73,700)                                            |
| Maintenance and Repairs             | -                            | 300              | -                | (300)                                               |
| Contribution to Capital             | 300                          | 2,200            | 700              | (1,500)                                             |
| Contributions and Financial Charges | -                            | -                | 5,000            | 5,000                                               |
| Operating Revenue                   | (1,720,900)                  | (1,482,400)      | (1,482,400)      | -                                                   |
| Contributions from Reserves         | -                            | -                | (5,000)          | (5,000)                                             |
| Recoveries                          | -                            | (10,000)         | (20,000)         | (10,000)                                            |
| <b>Total</b>                        | <b>1,892,100</b>             | <b>2,451,000</b> | <b>2,482,800</b> | <b>31,800</b>                                       |

## **Variance Explanation**

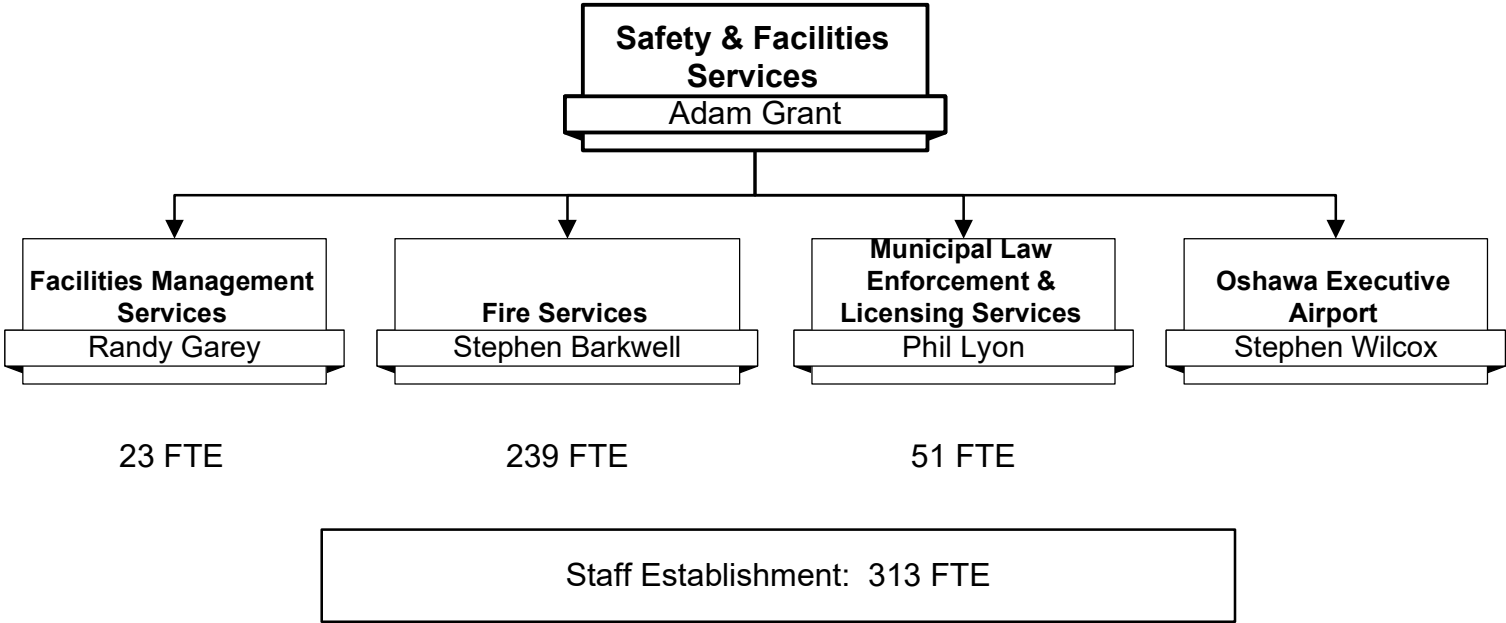
2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus increased temporary position requirements related to a summer student, partially offset by decreased volume of professional & technical fees related to heritage research reports, appraisals, and surveys.

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Department of Safety and Facilities Services**

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# 2026 City of Oshawa Operating Budget by Department

Department: Safety and Facilities Services

| Safety and Facilities Services        | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|---------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Facility Management Services          | 7,324,600                    | 6,936,300         | 7,036,800         | 100,500                                             | 15.26%                       | 13.99%                       |
| Fire Services                         | 34,909,400                   | 35,036,500        | 39,934,200        | 4,897,700                                           | 77.06%                       | 79.41%                       |
| Municipal Law Enforcement & Licensing | 3,437,700                    | 3,495,000         | 3,319,100         | (175,900)                                           | 7.69%                        | 6.60%                        |
| <b>Total</b>                          | <b>45,671,700</b>            | <b>45,467,800</b> | <b>50,290,100</b> | <b>4,822,300</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |



# 2026 City of Oshawa Operating Budget by Branch

Branch: Facility Management Services

| Facility Management Services    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|---------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 086 - Corporate Security        | 3,625,700                    | 3,098,600        | 3,310,900        | 212,300                                             | 44.67%                       | 47.05%                       |
| 340 - Facility Management Admin | 3,698,900                    | 3,837,700        | 3,725,900        | (111,800)                                           | 55.33%                       | 52.95%                       |
| <b>Total</b>                    | <b>7,324,600</b>             | <b>6,936,300</b> | <b>7,036,800</b> | <b>100,500</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

## 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

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

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 086 - Corporate Security

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 297,500                      | 303,400          | 309,600          | 6,200                                               |
| Program and Office Supplies | 17,000                       | 17,000           | 17,500           | 500                                                 |
| Professional Services       | 3,253,200                    | 2,723,200        | 2,925,800        | 202,600                                             |
| Maintenance and Repairs     | 58,000                       | 55,000           | 58,000           | 3,000                                               |
| <b>Total</b>                | <b>3,625,700</b>             | <b>3,098,600</b> | <b>3,310,900</b> | <b>212,300</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus contractual increases in corporate guard services.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 340 - Facility Management Admin

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 3,106,600                    | 3,233,500        | 3,306,400        | 72,900                                              |
| Program and Office Supplies | 6,900                        | 6,500            | 5,500            | (1,000)                                             |
| Professional Services       | 446,500                      | 458,800          | 275,500          | (183,300)                                           |
| Maintenance and Repairs     | 130,000                      | 130,000          | 130,000          | -                                                   |
| Utilities                   | 3,900                        | 3,900            | 3,500            | (400)                                               |
| Contribution to Capital     | 5,000                        | 5,000            | 5,000            | -                                                   |
| <b>Total</b>                | <b>3,698,900</b>             | <b>3,837,700</b> | <b>3,725,900</b> | <b>(111,800)</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, offset by a reduction in professional services due to reduced monitoring requirements.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Fire Services

| Fire Services                  | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|--------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 390 - Fire - Admin             | 2,091,600                    | 2,073,300         | 2,218,800         | 145,500                                             | 5.92%                        | 5.56%                        |
| 391 - Fire Prevention          | 1,792,600                    | 1,742,300         | 1,965,300         | 223,000                                             | 4.97%                        | 4.92%                        |
| 392 - Fire - Training          | 669,600                      | 713,500           | 791,700           | 78,200                                              | 2.04%                        | 1.98%                        |
| 393 - Fire - Suppression       | 29,144,500                   | 29,523,300        | 32,750,200        | 3,226,900                                           | 84.26%                       | 82.01%                       |
| 394 - Fire - Mechanical        | 749,700                      | 749,300           | 831,900           | 82,600                                              | 2.14%                        | 2.08%                        |
| 396 - Fire - Dispatch Services | 461,400                      | 234,800           | 1,376,300         | 1,141,500                                           | 0.67%                        | 3.45%                        |
| <b>Total</b>                   | <b>34,909,400</b>            | <b>35,036,500</b> | <b>39,934,200</b> | <b>4,897,700</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

## 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

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 390 - Fire - Admin

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,628,700                    | 1,628,700        | 1,700,000        | 71,300                                              |
| Program and Office Supplies | 87,700                       | 79,200           | 109,400          | 30,200                                              |
| Professional Services       | 377,600                      | 368,400          | 417,400          | 49,000                                              |
| Contribution to Capital     | 5,000                        | 5,000            | -                | (5,000)                                             |
| Operating Revenue           | (7,400)                      | (8,000)          | (8,000)          | -                                                   |
| <b>Total</b>                | <b>2,091,600</b>             | <b>2,073,300</b> | <b>2,218,800</b> | <b>145,500</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, annualization of 1 new position added during 2025 budget, contractual price increase of software, and one-time costs related to updating the Fire Masterplan and Community Risk Assessment.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 391 - Fire Prevention

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 1,782,800                    | 1,729,800        | 1,846,100        | 116,300                                             |
| Program and Office Supplies         | 39,500                       | 40,100           | 43,100           | 3,000                                               |
| Professional Services               | 11,700                       | 12,000           | 12,100           | 100                                                 |
| Contributions and Financial Charges | -                            | -                | 123,400          | 123,400                                             |
| Operating Revenue                   | (40,700)                     | (38,900)         | (47,700)         | (8,800)                                             |
| Recoveries                          | (700)                        | (700)            | (11,700)         | (11,000)                                            |
| <b>Total</b>                        | <b>1,792,600</b>             | <b>1,742,300</b> | <b>1,965,300</b> | <b>223,000</b>                                      |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases partially offset by increased revenues/recoveries approved in Report CF-25-44 Fees and Charges By-law Update.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 392 - Fire - Training

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs                     | 663,700                      | 707,800        | 739,300        | 31,500                                              |
| Program and Office Supplies         | 7,900                        | 8,200          | 8,200          | -                                                   |
| Contributions and Financial Charges | -                            | -              | 46,700         | 46,700                                              |
| Recoveries                          | (2,000)                      | (2,500)        | (2,500)        | -                                                   |
| <b>Total</b>                        | <b>669,600</b>               | <b>713,500</b> | <b>791,700</b> | <b>78,200</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 393 - Fire - Suppression

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|
| Personnel Costs                     | 28,509,400                   | 28,881,500        | 30,434,800        | 1,553,300                                           |
| Program and Office Supplies         | 767,400                      | 775,200           | 740,300           | (34,900)                                            |
| Building/Equipment Supplies         | 20,000                       | 20,000            | 20,400            | 400                                                 |
| Professional Services               | 16,900                       | 16,000            | 16,000            | -                                                   |
| Maintenance and Repairs             | 300                          | -                 | -                 | -                                                   |
| Contribution to Capital             | 165,000                      | 165,000           | 154,000           | (11,000)                                            |
| Contributions and Financial Charges | -                            | -                 | 2,058,100         | 2,058,100                                           |
| Contributions from Reserves         | (165,000)                    | (165,000)         | (154,000)         | 11,000                                              |
| Recoveries                          | (169,500)                    | (169,400)         | (519,400)         | (350,000)                                           |
| <b>Total</b>                        | <b>29,144,500</b>            | <b>29,523,300</b> | <b>32,750,200</b> | <b>3,226,900</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, partially offset by decreased bunker gear requirements, and new vehicle collision fee for at fault accidents approved in Report CF-25-44 Fees and Charges By-law Update.



# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 394 - Fire - Mechanical

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs                     | 408,800                      | 409,700        | 433,000        | 23,300                                              |
| Program and Office Supplies         | 7,200                        | 7,700          | 7,700          | -                                                   |
| Building/Equipment Supplies         | 287,100                      | 285,800        | 308,300        | 22,500                                              |
| Professional Services               | 6,600                        | 6,100          | 6,100          | -                                                   |
| Maintenance and Repairs             | 40,000                       | 40,000         | 40,000         | -                                                   |
| Contributions and Financial Charges | -                            | -              | 36,800         | 36,800                                              |
| <b>Total</b>                        | <b>749,700</b>               | <b>749,300</b> | <b>831,900</b> | <b>82,600</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus increased volume and pricing for automotive parts.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 396 - Fire - Dispatch Services

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|----------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 3,501,300                    | 3,595,400      | 4,015,400        | 420,000                                             |
| Program and Office Supplies         | 8,400                        | 9,100          | 9,100            | -                                                   |
| Professional Services               | 78,000                       | 59,400         | 59,500           | 100                                                 |
| Maintenance and Repairs             | 193,700                      | 194,100        | 494,100          | 300,000                                             |
| Contributions and Financial Charges | -                            | -              | 258,500          | 258,500                                             |
| Operating Revenue                   | (3,320,000)                  | (3,623,200)    | (3,460,300)      | 162,900                                             |
| <b>Total</b>                        | <b>461,400</b>               | <b>234,800</b> | <b>1,376,300</b> | <b>1,141,500</b>                                    |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, revised revenue forecasts related to shared dispatch model and increased contractual costs related to NG911 CAD (computer aided dispatch) software.

# 2026 City of Oshawa Operating Budget by Branch

Branch: Municipal Law Enforcement & Licensing

| Municipal Law Enforcement & Licensing | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|---------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|------------------------------|------------------------------|
| 034 - Licensing Services              | (503,100)                    | (291,500)        | (327,500)        | (36,000)                                            | (8.34%)                      | (9.87%)                      |
| 564 - Municipal Law Enforcement       | 3,122,400                    | 3,012,900        | 2,845,300        | (167,600)                                           | 86.21%                       | 85.73%                       |
| 569 - Municipal Law Enforce Admin     | 818,400                      | 773,600          | 801,300          | 27,700                                              | 22.13%                       | 24.14%                       |
| <b>Total</b>                          | <b>3,437,700</b>             | <b>3,495,000</b> | <b>3,319,100</b> | <b>(175,900)</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

## Branch Purpose:

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: 51 FTE

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 034 - Licensing Services

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs             | 1,358,900                    | 1,456,000        | 1,533,700        | 77,700                                              |
| Program and Office Supplies | 5,500                        | 3,500            | 1,700            | (1,800)                                             |
| Professional Services       | 400                          | -                | 300              | 300                                                 |
| Maintenance and Repairs     | 45,600                       | 45,200           | 54,700           | 9,500                                               |
| Operating Revenue           | (1,913,400)                  | (1,796,200)      | (1,917,900)      | (121,700)                                           |
| Recoveries                  | (100)                        | -                | -                | -                                                   |
| <b>Total</b>                | <b>(503,100)</b>             | <b>(291,500)</b> | <b>(327,500)</b> | <b>(36,000)</b>                                     |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, plus annualization of 1 new position added during 2025 budget, offset by increased license revenues due to accounting standard updates and report CF-25-44 Fees and Charges By-law update.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 564 - Municipal Law Enforcement

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs                     | 4,568,800                    | 4,700,800        | 4,730,100        | 29,300                                              |
| Program and Office Supplies         | 1,000                        | 1,000            | 1,000            | -                                                   |
| Building/Equipment Supplies         | 600                          | -                | -                | -                                                   |
| Professional Services               | 327,500                      | 334,600          | 339,700          | 5,100                                               |
| Maintenance and Repairs             | 290,600                      | 284,000          | 336,200          | 52,200                                              |
| Contributions and Financial Charges | 21,600                       | 20,000           | 345,000          | 325,000                                             |
| Operating Revenue                   | (2,009,700)                  | (2,252,000)      | (2,821,200)      | (569,200)                                           |
| Recoveries                          | (78,000)                     | (75,500)         | (85,500)         | (10,000)                                            |
| <b>Total</b>                        | <b>3,122,400</b>             | <b>3,012,900</b> | <b>2,845,300</b> | <b>(167,600)</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, offset by increased revenues due to accounting standard updates.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 569 - Municipal Law Enforce Admin

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Personnel Costs             | 619,100                      | 582,500        | 614,500        | 32,000                                              |
| Program and Office Supplies | 106,800                      | 99,700         | 100,800        | 1,100                                               |
| Professional Services       | 73,600                       | 73,000         | 78,200         | 5,200                                               |
| Contribution to Capital     | 25,400                       | 25,400         | 14,800         | (10,600)                                            |
| Operating Revenue           | (6,500)                      | (7,000)        | (7,000)        | -                                                   |
| <b>Total</b>                | <b>818,400</b>               | <b>773,600</b> | <b>801,300</b> | <b>27,700</b>                                       |

## **Variance Explanation**

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases.

**Corporation of the City of Oshawa**

**2026 Budget**

**Municipal Parking**

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Program 232 Municipal Parking

Program 346 Maintenance Parking Facilities

# **2026** **City of Oshawa** **Operating Budget by Department**

Department: Municipal Parking

| Municipal Parking | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-------------------|------------------------------|----------------|----------------|-----------------------------------------------------|------------------------------|------------------------------|
| Municipal Parking | 671,500                      | 580,800        | 165,600        | (415,200)                                           | 100.00%                      | 100.00%                      |
| <b>Total</b>      | <b>671,500</b>               | <b>580,800</b> | <b>165,600</b> | <b>(415,200)</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |



# **2026** **City of Oshawa** **Operating Budget by Branch**

Branch: Municipal Parking

| Municipal Parking                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|--------------------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|------------------------------|------------------------------|
| 232 - Municipal Parking              | (718,100)                    | (774,100)      | (1,163,300)    | (389,200)                                           | (133.28%)                    | (702.48%)                    |
| 346 - Maintenance Parking Facilities | 1,389,600                    | 1,354,900      | 1,328,900      | (26,000)                                            | 233.28%                      | 802.48%                      |
| <b>Total</b>                         | <b>671,500</b>               | <b>580,800</b> | <b>165,600</b> | <b>(415,200)</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

## **Branch Purpose:**

Program 232

Responsible for the 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: 5.5 FTE

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 232 - Municipal Parking

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|--------------------|-----------------------------------------------------|
| Personnel Costs                     | 652,200                      | 690,100          | 679,500            | (10,600)                                            |
| Program and Office Supplies         | 10,200                       | 10,200           | 20,300             | 10,100                                              |
| Building/Equipment Supplies         | 41,100                       | 62,100           | 65,600             | 3,500                                               |
| Professional Services               | 38,800                       | 39,100           | 40,900             | 1,800                                               |
| Maintenance and Repairs             | 62,500                       | 63,700           | 62,200             | (1,500)                                             |
| Contributions and Financial Charges | 633,000                      | 624,600          | 670,100            | 45,500                                              |
| Operating Revenue                   | (2,155,900)                  | (2,263,900)      | (2,701,900)        | (438,000)                                           |
| <b>Total</b>                        | <b>(718,100)</b>             | <b>(774,100)</b> | <b>(1,163,300)</b> | <b>(389,200)</b>                                    |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

General wage and benefit increases, offset by reallocation of 2 regular part-time staff positions to Program 310 (Maintenance - Recreation Facilities). Higher costs due to new Automated Parking System software and payment processing fees. Revenue increases approved in report CF-25-44 Fees and Charges By-law update.

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 346 - Maintenance Parking Facilities

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Program and Office Supplies | -                            | 4,000            | 4,000            | -                                                   |
| Building/Equipment Supplies | 7,400                        | 2,900            | 2,900            | -                                                   |
| Professional Services       | 375,200                      | 401,000          | 376,500          | (24,500)                                            |
| Maintenance and Repairs     | 744,500                      | 711,200          | 702,500          | (8,700)                                             |
| Utilities                   | 262,500                      | 235,800          | 243,000          | 7,200                                               |
| <b>Total</b>                | <b>1,389,600</b>             | <b>1,354,900</b> | <b>1,328,900</b> | <b>(26,000)</b>                                     |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Decrease in professional services achieved through optimization of corporate guard coverage.

# 2026 City of Oshawa Operating Budget by Department

Department: Airport

| Airport          | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|------------------|------------------------------|----------------|----------------|-----------------------------------------------------|------------------------------|------------------------------|
| Airport Services | 353,300                      | 115,200        | 634,700        | 519,500                                             | 100.00%                      | 100.00%                      |
| <b>Total</b>     | <b>353,300</b>               | <b>115,200</b> | <b>634,700</b> | <b>519,500</b>                                      | <b>100.00%</b>               | <b>100.00%</b>               |

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 381 - Airport Operations

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Program and Office Supplies         | 31,000                       | 27,200         | 27,800         | 600                                                 |
| Building/Equipment Supplies         | 2,915,600                    | 3,383,800      | 3,050,000      | (333,800)                                           |
| Professional Services               | 1,249,400                    | 1,230,400      | 1,289,600      | 59,200                                              |
| Maintenance and Repairs             | 377,400                      | 348,000        | 372,400        | 24,400                                              |
| Utilities                           | 156,100                      | 154,400        | 156,000        | 1,600                                               |
| Contributions and Financial Charges | 195,300                      | 192,700        | 291,900        | 99,200                                              |
| Operating Revenue                   | (4,421,200)                  | (5,041,400)    | (4,400,600)    | 640,800                                             |
| Recoveries                          | (150,300)                    | (179,900)      | (152,400)      | 27,500                                              |
| <b>Total</b>                        | <b>353,300</b>               | <b>115,200</b> | <b>634,700</b> | <b>519,500</b>                                      |

#### Variance Explanation

2026 Operating Budget to 2025 Approved Budget Variance:

Reduction in operating revenues/expenses related to reduced flight movements due to the departure of the flight school.

Oshawa is in a period of transition as it looks to strengthen the role of the Airport as an executive Airport and an economic asset to provide high quality aviation facilities that encourage economic growth and meet corporate aviation needs. Increased contributions to airport reserve, as per Report CNCL-24-116 (airport improvement fees).

**Corporation of the City of Oshawa**  
**2026 Budget**  
**External Agency – Tribute Communities Centre**

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# Tribute Communities Centre

## Oak View Group 2026 Operating Budget and Business Plan

### Overview:

2024 was another strong operational year in which the venue hosted 111 events resulting in a (\$195,708) operating deficit thereby beating the budget by \$584,892. This tremendous outcome was attributed to several factors including but not limited to several highly successful live events, and strongly attended Oshawa Generals regular season games, both of which fueled ancillary revenues; and more so the 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.

At the time of this report, 2025 is on a trajectory to meet budget (\$798,000) despite a significantly lighter year of Live Events touring in the secondary markets. 2025 has finally "caught up" from the backlog of tours that were stacked up and delayed coming out of the pandemic. 2025 has seen the Live events and Oshawa Generals games continue to outperform expectations, including another run to the OHL Championship by the Oshawa Generals, resulting in an additional 8 unbudgeted playoff games as the Oshawa Generals won the Eastern Conference Championship before bowing out to the London Knights in the OHL finals for the second straight season. Attendance throughout the regular season, as well as all rounds of the playoffs, was strong. The average attendance during the regular season was 5,568 per game, an increase over 2024 by 479 per game, while the average playoff attendance was 5,650 per game representing an increase over last season's playoff average of 5,599 per game. With the anticipated loss of players from this year's championship roster, it is anticipated that the team will see a dip in the eastern conference standings.

The largest disappointment to date continues to be 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 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 2026/2027, 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 the past two seasons. Poised to lose significant players from that roster, the team is building towards another championship run in the upcoming seasons, but it is anticipated the 2025/2026 season will be challenged to match the past season's success. The Generals brought in a new head coach again this season, Mario Pouliot who looks to lead them back to Eastern Conference supremacy. Ticket sales for the 2025/26 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.





# Tribute Communities Centre

Shared marketing continued to rebound 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-Ice Water Treatment system which will enhance the ice by making it harder, faster ice surface with less snow build-up, lines and logos are brighter and more visible, improved ice texture for figure skating and faster times for speed skating, reduced ice maintenance and energy savings by operating higher ice surface temperatures.

## **Facility Maintenance:**

Oak View 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 programing 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 ensure 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 2025 Capital Projects to date:

- \$95,000 for Jet Ice RO system
- \$55,000 to replace 2 x ride on floor scrubbers
- \$11,700 to replace aging/outdated walk behind floor scrubber and carpet extractor
- \$22,000 to replace rubber flooring in dressing rooms #1 & #7
- \$7,500 to replace aging/outdated 4 x laptops
- \$60,000 annual payment to new event deck
- \$100,867 annual payment to replace rink board system
- Contribution to fleet of \$22,752.

## **Major Capital Investments forecasted for 2026:**

\$60,000 - Event deck annual payment

\$100,867 - Rink board replacement annual payment







# Tribute Communities Centre

\$22,752 - Contribution to fleet reserve  
\$25,000 – Replacement of Rink 2 sliding doors  
\$15,000 - Baby Change Tables  
\$50,000 - Various Food & Beverage Items  
\$10,000 – IT upgrades, replacement laptops  
\$25,000 – Replacement of damaged fixed bowl seats  
\$25,000 – Replacement of damaged concert chairs (currently rent to supplement)  
\$55,000 – Replacement of rubber flooring in remaining dressing rooms #2 - #6  
\$8,500 – Fixed bowl seating seat covers  
\$3,500 – Dasher board covers

## Major Capital Investments forecasted for 2027 and beyond:

\$300,000 - Domestic Boilers Replacement\*  
\$950,000 - AHU 1 Desiccant Replacement\*  
\$300,000 - Rink 2 Desiccant Replacement\*  
\$750,000 - Fire Panel Upgrade\*  
\$250,000 - Recirculation Pumps/Lines  
\$125,000 - Life Safety Lines\*  
\$280,000 – Full Concert Chair Replacement  
\$1,400,000 - Retract Seating Replacement\*  
\$2,800,000 – Entire Bowl Fixed Seating Replacement\*  
\$125,000 - Kitchen Floor Replacement\*  
\$150,000 - Draft System Replacement\*

NOTE: items identified with (\*) could be covered under the upcoming renovations in 2027.

## 2026 Budget Objectives and Assumptions:

As in the past, the 2026 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 2025 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 2026 operating budget:

- Increased number of events from 2025 Budget and 2025 Actuals. We saw a significant slowdown in Live events in 2025 in the secondary markets due to the touring side finally catching up from the pandemic backlogs. 2026 is anticipated to be a much stronger year for Live events based on industry trend and current traffic/holds in the calendar. By leveraging relationships with promoters from my previous venues, we anticipate an increase in the diversity of the types of events coming to the Tribute Communities Centre such as Kabaddi, rodeo's and drag shows to name a few. No Cirque Du Soliel or Disney on Ice are budgeted for 2026, both are looking to return in 2027.



- Reduction of the Generals per game net rev due to new lease agreement. Net per game amount reduced by 10K per game under the prior agreement. The F&B incentive increased from 10% to 20% back to the Generals, impacts both the per game rev and overall net ancillary event income.
- Welcoming the Oshawa Firewolves (NLL) that brings an additional preseason game, 9 regular season games and 1 budgeted playoff game (Max 5 home playoff games if they went the distance). With being a venue rental, the per game net rev will be much higher than a Generals game. 2026 Budget reflects a regular season net rev of 59K/game.
- Indirect Expenses have increased by 350K from the 2025 budget due to the following factors:
  - FT Staffing salary increases of 4% in all departments
  - Further increases to Ontario's minimum wage affecting all Nonevent PT staff
  - 35K for new finance software (Net Suite/Coupa)
  - 50K for Assistant Box Office Manager – position was added in October 2024; position was not included in the 2025 Budget.
  - 250K in Operations due to:
    - Increased service contract amounts, building supplies, R&M, a/v etc.
    - 65K in additional utility costs and no longer billing back utility amounts to the Generals per the new agreement
    - 55K for a new Maintenance and Conversion Supervisor
      - Eliminated the Admin Assistant position
      - With the additional tenant, events/venue usage and facility age, further maintenance is required to maintain and increase the current standards set.
      - With additional tenants, events etc. increased amount of venue conversions will be required and have been a challenge in past to complete in timely manner.
  - 60K in Food and Beverage due to higher credit card fees incurred by going cashless compared to 2025 Budget.

## Executive Summary:

The 2025 operating budget was conservatively constructed and guided by cautious optimism for the future. Bolstered by a long Generals playoff run, and the addition of the Firewolves who will play 2 home games in 2025, the venue is poised for a strong year. The 2026 budget is designed to build on this forward momentum and with full season of the Oshawa Firewolves; 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 events 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 Generals playoff games and 1 Firewolves playoff game, therefore, the length of a playoff run beyond the two budgeted games will greatly determine the year's level of financial success.



# Tribute Communities Centre

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. Oak View Group at the Tribute Communities Centre continues to focus on sustainability and efficiencies in operations while setting the standard for best practices.

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

Sincerely,

A blue ink handwritten signature, appearing to read "Andrew Nash", with a long, sweeping horizontal line extending to the right.

Andrew Nash  
General Manager

**TRIBUTE COMMUNITIES CENTRE  
BUDGET SUMMARY  
FY2026**

|                                                  | <b>FY2024<br/>BUDGET</b> | <b>FY2024<br/>ACTUAL</b> | <b>FY2025<br/>BUDGET</b> | <b>FY2025<br/>FORECAST</b> | <b>FY2026<br/>BUDGET</b> |
|--------------------------------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------|
| <b>RENTAL INCOME</b>                             |                          |                          |                          |                            |                          |
| <b># of EVENTS</b>                               | <b>92</b>                | <b>111</b>               | <b>94</b>                | <b>73</b>                  | <b>99</b>                |
| <b>DIRECT EVENT INCOME</b>                       | <b>755,900</b>           | <b>895,616</b>           | <b>712,400</b>           | <b>632,574</b>             | <b>651,850</b>           |
| <b>FACILITY AND CONVENIENCE FEES</b>             | <b>410,900</b>           | <b>475,013</b>           | <b>443,300</b>           | <b>265,637</b>             | <b>434,480</b>           |
| <b>ANCILLIARY INCOME</b>                         |                          |                          |                          |                            |                          |
| <b>CONCESSIONS</b>                               | 770,600                  | 1,242,870                | 952,900                  | <b>1,244,316</b>           | 1,223,315                |
| <b>SUITES CATERING</b>                           | 138,900                  | 239,628                  | 139,700                  | <b>373,266</b>             | 183,227                  |
| <b>RESTAURANT</b>                                | 241,200                  | 372,738                  | 249,700                  | <b>186,633</b>             | 289,760                  |
| <b>NOVELTIES</b>                                 | 46,900                   | 40,282                   | 58,800                   | <b>25,805</b>              | 41,580                   |
| <b>EVENT OPERATING INCOME</b>                    | <b>2,364,400</b>         | <b>3,266,147</b>         | <b>2,556,800</b>         | <b>2,728,231</b>           | <b>2,824,212</b>         |
| <b>Suite Revenue</b>                             | 338,500                  | 493,061                  | 337,400                  | <b>337,400</b>             | 352,600                  |
| <b>Interest, Dividends &amp; Miscellaneous</b>   | 86,000                   | 179,589                  | 137,500                  | <b>137,500</b>             | 132,600                  |
| <b>Ice &amp; Room Rentals</b>                    | 1,134,900                | 1,143,062                | 1,214,000                | <b>1,217,000</b>           | 1,236,700                |
| <b>Advertising (Net of Expenses)</b>             | 203,000                  | 251,705                  | 218,300                  | <b>157,600</b>             | 212,300                  |
| <b>Naming Rights</b>                             | 202,000                  | 199,760                  | 202,000                  | <b>202,000</b>             | 202,000                  |
| <b>Exclusivity Rights</b>                        | 49,500                   | 66,087                   | 53,400                   | <b>53,400</b>              | 53,400                   |
| <b>F&amp;B Sales (Net of Cost of Goods Sold)</b> | 84,200                   | 99,655                   | 135,700                  | <b>135,700</b>             | 141,076                  |
| <b>ATM Surcharge Revenue</b>                     | 1,600                    | 1,257                    | 1,600                    | <b>1,600</b>               | 1,700                    |
| <b>Ticker Order &amp; Fulfillment Revenue</b>    | 79,900                   | 95,138                   | 91,600                   | <b>91,600</b>              | 95,200                   |
| <b>TOTAL OTHER INCOME</b>                        | <b>2,179,600</b>         | <b>2,529,314</b>         | <b>2,391,500</b>         | <b>2,228,445</b>           | <b>2,427,576</b>         |
| <b>TOTAL INCOME (EVENT &amp; OTHER)</b>          | <b>4,544,000</b>         | <b>5,795,461</b>         | <b>4,948,300</b>         | <b>4,956,676</b>           | <b>5,251,788</b>         |
| <b>INDIRECT EXPENSES</b>                         |                          |                          |                          |                            |                          |
| Executive & Admin                                | 304,300                  | 305,281                  | 323,500                  | 278,469                    | 247,184                  |
| Finance                                          | 346,100                  | 361,629                  | 360,800                  | 356,948                    | 407,963                  |
| Events & Ice Programming                         | 548,200                  | 525,482                  | 581,600                  | 581,600                    | 597,626                  |
| Marketing & Sales                                | 308,500                  | 320,800                  | 329,700                  | 338,700                    | 342,277                  |
| Operations                                       | 2,032,500                | 2,308,454                | 2,296,400                | 2,292,400                  | 2,548,994                |
| Food & Beverage                                  | 781,700                  | 752,046                  | 780,500                  | 798,500                    | 855,359                  |
| Box Office                                       | 298,200                  | 286,268                  | 308,500                  | 338,258                    | 342,702                  |
| Overhead                                         | 705,100                  | 1,131,209                | 766,200                  | 831,100                    | 756,807                  |
| <b>TOTAL INDIRECT EXPENSES</b>                   | <b>5,324,600</b>         | <b>5,991,169</b>         | <b>5,747,200</b>         | <b>5,815,975</b>           | <b>6,098,912</b>         |
| <b>INCOME (LOSS) FROM OPERATIONS</b>             | <b>(780,600)</b>         | <b>(195,708)</b>         | <b>(798,900)</b>         | <b>(859,299)</b>           | <b>(847,125)</b>         |

**2026**  
**City of Oshawa**  
**Operating Budget by Branch**

Branch: Tribute Communities Centre

| <b>Tribute Communities Centre</b> | <b>2025<br/>Projected<br/>Actuals</b> | <b>2025 Budget</b> | <b>2026 Budget</b> | <b>Budget to<br/>Budget<br/>Variance \$'s<br/>2026 - 2025</b> | <b>Percentage of<br/>2025 Budget</b> | <b>Percentage of<br/>2026 Budget</b> |
|-----------------------------------|---------------------------------------|--------------------|--------------------|---------------------------------------------------------------|--------------------------------------|--------------------------------------|
| 118 - Tribute Communities Centre  | 859,300                               | 798,900            | 847,100            | 48,200                                                        | 100.00%                              | 100.00%                              |
| <b>Total</b>                      | <b>859,300</b>                        | <b>798,900</b>     | <b>847,100</b>     | <b>48,200</b>                                                 | <b>100.00%</b>                       | <b>100.00%</b>                       |

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Corporate Revenue**

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# **2026** **City of Oshawa** **Operating Budget by Department**

Department: Other Revenue

| Other Revenue | 2025<br>Projected<br>Actuals | 2025 Budget         | 2026 Budget         | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|---------------|------------------------------|---------------------|---------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Other Revenue | (11,458,400)                 | (10,760,700)        | (12,064,900)        | (1,304,200)                                         | 100.00%                      | 100.00%                      |
| <b>Total</b>  | <b>(11,458,400)</b>          | <b>(10,760,700)</b> | <b>(12,064,900)</b> | <b>(1,304,200)</b>                                  | <b>100.00%</b>               | <b>100.00%</b>               |

# 2026 City of Oshawa Operating Budget by Program

Program: 805 - Rental Revenue

| Category          | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Operating Revenue | (629,700)                    | (629,400)        | (702,900)        | (73,500)                                            |
| <b>Total</b>      | <b>(629,700)</b>             | <b>(629,400)</b> | <b>(702,900)</b> | <b>(73,500)</b>                                     |

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



# 2026

## City of Oshawa

### Operating Budget by Program

Program: 806 - Prov Offences Revenue Act

| Category          | 2025<br>Projected<br>Actuals | 2025 Budget | 2026 Budget     | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------|------------------------------|-------------|-----------------|-----------------------------------------------------|
| Operating Revenue | (65,000)                     | -           | (50,000)        | (50,000)                                            |
| <b>Total</b>      | <b>(65,000)</b>              | <b>-</b>    | <b>(50,000)</b> | <b>(50,000)</b>                                     |

Durham Region POA Court Services handles charges laid under the Provincial Offences Act (POA). Offences under the POA include those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor Licence and Control Act, and other provincial legislation, municipal by-laws and minor federal offences. Any actual year end net surplus in the POA courts is allocated across all Durham local municipalities and the Region.

**2026**  
**City of Oshawa**  
**Operating Budget by Program**

Program: 807 - Penalties and Interest on tax

| Category                      | 2025<br>Projected<br>Actuals | 2025 Budget        | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------|------------------------------|--------------------|--------------------|-----------------------------------------------------|
| Penalties and Interest on Tax | (4,678,900)                  | (4,050,000)        | (5,050,000)        | (1,000,000)                                         |
| <b>Total</b>                  | <b>(4,678,900)</b>           | <b>(4,050,000)</b> | <b>(5,050,000)</b> | <b>(1,000,000)</b>                                  |

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

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 808 - Interest on Investments

| Category                | 2025<br>Projected<br>Actuals | 2025 Budget        | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------|------------------------------|--------------------|--------------------|-----------------------------------------------------|
| Interest on Investments | (4,110,000)                  | (4,095,000)        | (3,700,000)        | 395,000                                             |
| <b>Total</b>            | <b>(4,110,000)</b>           | <b>(4,095,000)</b> | <b>(3,700,000)</b> | <b>395,000</b>                                      |

This program is used to account for interest earned on the City's investments.

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 809 - Other Revenues

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget        | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|--------------------|--------------------|-----------------------------------------------------|
| Program and Office Supplies         | 11,900                       | 10,000             | 12,000             | 2,000                                               |
| Contributions and Financial Charges | 550,700                      | 455,800            | 623,700            | 167,900                                             |
| Operating Revenue                   | (2,462,400)                  | (2,377,100)        | (2,697,700)        | (320,600)                                           |
| Recoveries                          | (75,000)                     | (75,000)           | (500,000)          | (425,000)                                           |
| <b>Total</b>                        | <b>(1,974,800)</b>           | <b>(1,986,300)</b> | <b>(2,562,000)</b> | <b>(575,700)</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**  
**2026 Budget**  
**Corporate Expenditures**

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# **2026** **City of Oshawa** **Operating Budget by Department**

Department: Corporate Expenditures

| Corporate Expenditures | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Corporate Expenditures | 32,876,800                   | 31,888,500        | 33,503,400        | 1,614,900                                           | 100.00%                      | 100.00%                      |
| <b>Total</b>           | <b>32,876,800</b>            | <b>31,888,500</b> | <b>33,503,400</b> | <b>1,614,900</b>                                    | <b>100.00%</b>               | <b>100.00%</b>               |

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 100 - Corporate Expenditures

| Category                    | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Program and Office Supplies | 91,400                       | 62,400         | 92,600         | 30,200                                              |
| Professional Services       | 101,000                      | 106,400        | 108,100        | 1,700                                               |
| <b>Total</b>                | <b>192,400</b>               | <b>168,800</b> | <b>200,700</b> | <b>31,900</b>                                       |

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

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 102 - Consulting and Audit Fees

| Category              | 2025<br>Projected<br>Actuals | 2025 Budget    | 2026 Budget    | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------|------------------------------|----------------|----------------|-----------------------------------------------------|
| Professional Services | 118,200                      | 133,800        | 117,500        | (16,300)                                            |
| <b>Total</b>          | <b>118,200</b>               | <b>133,800</b> | <b>117,500</b> | <b>(16,300)</b>                                     |

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



# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 104 - City Memberships

| Category              | 2025<br>Projected<br>Actuals | 2025 Budget   | 2026 Budget   | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------|------------------------------|---------------|---------------|-----------------------------------------------------|
| Professional Services | 57,200                       | 51,500        | 57,900        | 6,400                                               |
| <b>Total</b>          | <b>57,200</b>                | <b>51,500</b> | <b>57,900</b> | <b>6,400</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).

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 105 - Financial Charges

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Contributions and Financial Charges | 8,766,800                    | 9,108,500        | 8,768,100        | (340,400)                                           |
| Operating Revenue                   | (9,500)                      | (8,000)          | (9,000)          | (1,000)                                             |
| Contributions from Reserves         | (636,800)                    | (636,800)        | (1,099,900)      | (463,100)                                           |
| Recoveries                          | (77,700)                     | (77,700)         | (77,700)         | -                                                   |
| <b>Total</b>                        | <b>8,042,800</b>             | <b>8,386,000</b> | <b>7,581,500</b> | <b>(804,500)</b>                                    |

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

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 107 - Taxes Written off

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Professional Services               | 106,500                      | 160,000          | 115,000          | (45,000)                                            |
| Contributions and Financial Charges | 2,860,600                    | 2,435,000        | 1,872,000        | (563,000)                                           |
| Contributions from Reserves         | (400,000)                    | (400,000)        | (400,000)        | -                                                   |
| <b>Total</b>                        | <b>2,567,100</b>             | <b>2,195,000</b> | <b>1,587,000</b> | <b>(608,000)</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.

# 2026 City of Oshawa Operating Budget by Program

Program: 108 - Contingency

| Category              | 2025<br>Projected<br>Actuals | 2025 Budget        | 2026 Budget        | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------|------------------------------|--------------------|--------------------|-----------------------------------------------------|
| Personnel Costs       | (1,500,000)                  | (1,500,000)        | (1,500,000)        | -                                                   |
| Professional Services | (200,000)                    | (200,000)          | (200,000)          | -                                                   |
| <b>Total</b>          | <b>(1,700,000)</b>           | <b>(1,700,000)</b> | <b>(1,700,000)</b> | -                                                   |

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

**2026**  
**City of Oshawa**  
**Operating Budget by Program**

Program: 109 - Allowances

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget   | 2026 Budget   | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|---------------|---------------|-----------------------------------------------------|
| Contributions and Financial Charges | 16,100                       | 27,300        | 36,500        | 9,200                                               |
| <b>Total</b>                        | <b>16,100</b>                | <b>27,300</b> | <b>36,500</b> | <b>9,200</b>                                        |

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

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 110 - Contributions to Reserves

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|
| Contributions and Financial Charges | 17,946,300                   | 17,946,300        | 20,367,900        | 2,421,600                                           |
| <b>Total</b>                        | <b>17,946,300</b>            | <b>17,946,300</b> | <b>20,367,900</b> | <b>2,421,600</b>                                    |

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

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 111 - Corporate Benefits

| Category        | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs | 1,477,300                    | 1,293,700        | 1,512,100        | 218,400                                             |
| Recoveries      | (45,300)                     | (48,600)         | (53,500)         | (4,900)                                             |
| <b>Total</b>    | <b>1,432,000</b>             | <b>1,245,100</b> | <b>1,458,600</b> | <b>213,500</b>                                      |

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

# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 113 - Workers Comp

| Category        | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Personnel Costs | 1,581,400                    | 1,000,000        | 1,000,000        | -                                                   |
| <b>Total</b>    | <b>1,581,400</b>             | <b>1,000,000</b> | <b>1,000,000</b> | <b>-</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.



# **2026** **City of Oshawa** **Operating Budget by Program**

Program: 114 - Insurance

| Category              | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-----------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Professional Services | 1,849,600                    | 1,945,700        | 2,062,700        | 117,000                                             |
| Recoveries            | (388,200)                    | (589,300)        | (448,300)        | 141,000                                             |
| <b>Total</b>          | <b>1,461,400</b>             | <b>1,356,400</b> | <b>1,614,400</b> | <b>258,000</b>                                      |

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

# 2026

## City of Oshawa

### Operating Budget by Program

Program: 116 - Grants

| Category                            | 2025<br>Projected<br>Actuals | 2025 Budget      | 2026 Budget      | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|-------------------------------------|------------------------------|------------------|------------------|-----------------------------------------------------|
| Utilities                           | 119,400                      | 124,600          | 127,100          | 2,500                                               |
| Contributions and Financial Charges | 1,042,500                    | 953,700          | 1,079,300        | 125,600                                             |
| Contributions from Reserves         | -                            | -                | (25,000)         | (25,000)                                            |
| <b>Total</b>                        | <b>1,161,900</b>             | <b>1,078,300</b> | <b>1,181,400</b> | <b>103,100</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 Education (last payment is 2026), and other outstanding in-kind agreements.

**Corporation of the City of Oshawa**

**2026 Budget**

**External Agencies**

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# 2026

## City of Oshawa

### Operating Budget by Program

Program: 117 - External Agencies

| Category                          | 2025<br>Projected<br>Actuals | 2025 Budget       | 2026 Budget       | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 | Percentage of<br>2025 Budget | Percentage of<br>2026 Budget |
|-----------------------------------|------------------------------|-------------------|-------------------|-----------------------------------------------------|------------------------------|------------------------------|
| Oshawa Senior Community Centres   | 2,100,400                    | 2,100,400         | 2,180,100         | 79,700                                              | 15.35%                       | 15.81%                       |
| Value of Space Provided - OSCC55+ | 233,000                      | 233,000           | 251,500           | 18,500                                              | 1.70%                        | 1.82%                        |
| Oshawa Public Library             | 9,549,800                    | 9,549,800         | 9,549,800         | -                                                   | 69.77%                       | 69.27%                       |
| The Parkwood Foundation           | 325,000                      | 325,000           | 325,000           | -                                                   | 2.37%                        | 2.36%                        |
| Oshawa Historical Society         | 486,600                      | 486,600           | 486,600           | -                                                   | 3.56%                        | 3.53%                        |
| Robert McLaughlin Art Gallery     | 992,600                      | 992,600           | 992,600           | -                                                   | 7.25%                        | 7.20%                        |
| <b>Total</b>                      | <b>13,687,400</b>            | <b>13,687,400</b> | <b>13,785,600</b> | <b>98,200</b>                                       | <b>100.00%</b>               | <b>100.00%</b>               |

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2026 Budget  
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## 2026 Business Plan

# Oshawa Senior Community Centres (OSCC55+)

## 2026 Business Plan

The Oshawa Senior Community Centres (OSCC55+) is a not-for-profit organization dedicated to providing inclusive programs, services, and supports for residents aged 55 and older. Established in 1968, OSCC55+ has grown to operate four branches and multiple satellite locations across Oshawa, serving as a key partner in advancing the health, social participation, and overall well-being of older adults.

The following 2026 Business Plan builds upon the OSCC55+ 2026 Operating Budget submission, and outlines the organization's strategic direction for the upcoming year, providing a framework to guide decision-making, resource allocation, and service delivery. The plan is informed by community needs and guided by internal efficiencies and innovations to ensure that OSCC55+ continues to deliver relevant and sustainable programs through a fiscally responsible lens. It also demonstrates alignment with both the City of Oshawa's 2024–2027 Strategic Plan and OSCC55+'s 2024-2028 Strategic Plan, particularly in the areas of building strong, inclusive communities, promoting health and well-being, and supporting sustainable growth.

This document presents OSCC55+'s vision, mission, service overview, client identification, and a comprehensive SWOT analysis. It also details objectives, strategies, and actions that will enable the organization to respond to emerging challenges and opportunities while maintaining operational and financial accountability.

Through the 2026 Business Plan, OSCC55+ reaffirms its commitment to being a responsive, innovative, and collaborative community partner, supporting older adults in Oshawa to remain active, engaged, and connected.

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## Vision Statement

Living well at 55+!

## Mission Statement

The Oshawa Senior Community Centres (OSCC55+) is a not-for-profit organization that works collaboratively with community partners, to provide a wide range of inclusive leisure programs and services that support the well-being of adults 55+ in the community.

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## Service Description

The OSCC55+ is a not-for-profit organization providing programs and services designed for individuals aged 55 and older. We operate multiple branches across Oshawa, ensuring accessibility to a wide geographic area, and a diverse older adult community. Services include:

- **Recreation Programs & Special Events:** Art, excursions, music, games, hobby clubs, and a wide variety of general interest courses.
  - **Continuing Education:** Fitness, workshops & seminars, lifelong learning courses, digital literacy, guest lectures.
  - **Health & Wellness Services:** Falls prevention, exercise, nutrition programs, wellness clinics, and mental health supports.
  - **Social & Cultural Activities:** Dances, cultural events, intergenerational programs, and volunteer opportunities.
  - **Support Services:** Transportation programs, congregate dining, peer support, Adult Day Services, caregiver support, and community referrals.
  - **Partners at Work:** A large variety of volunteer opportunities available throughout the OSCC55+ branches.
  - **Advocacy & Support:** As Oshawa's only seniors centre, it is the responsibility of OSCC55+ to actively understand, respond and support issues that affect our 55+ community.
- 

## Client Identification

### Primary Clients:

- Adults aged 55+ residing in Oshawa. Memberships and access to supports are available to non-residents aged 55+ (at an additional cost).

### Demographic Profile:

- Seniors represent a significant proportion of Oshawa's residents; according to the 2021 Census, adults aged 55+ accounted for 30.3% of the population.
  - Many OSCC55+ participants are retired or semi-retired, with varying income levels.
  - Increasing diversity in Oshawa brings a growing population of seniors from culturally diverse backgrounds.
  - A portion of our clients experience barriers such as limited mobility, isolation, or financial constraints, requiring affordable and accessible programs.
- 
-



# 2025 Accomplishments

## SWOT Analysis

The OSCC55+ plays a vital role in enhancing the quality of life for older adults in the Oshawa community by offering inclusive, accessible, and engaging programs, services, and supports. As the organization plans for the future, it is essential to evaluate both internal and external factors that may influence its ability to achieve its mission.

The SWOT analysis below provides an outline of the organization's key advantages OSCC55+ can build upon, the internal challenges it must address, the external opportunities that can drive growth and innovation, and the potential risks that require mitigation. This analysis serves as a foundation for strategic planning, ensuring that OSCC55+ remains responsive to the evolving needs of older adults while continuing to foster community connection, health, and well-being.

### Strengths

- Long-standing reputation and trust within the community; enjoy the uniqueness of being the only seniors centre in Oshawa.
- Dedicated and experienced staff.
- Wide range of affordable programs and services tailored to the 55+ community.
- Strong volunteer base that enhances program delivery.
- Multiple centre locations throughout Oshawa, increasing accessibility.
- Excellent long-standing partnership agreements with the City of Oshawa, Ontario Health East, and the Ministry for Seniors and Accessibility.
- Strong relationships with community healthcare providers, and community support service organizations, higher learning educational institutions, and other key stakeholders.
- Development of organizational performance scorecard to measure year to date outputs against annual targets.

### Weaknesses

- Limited diversification of financial resources and dependence on government grants, donations, and fundraising.
- Aging facilities (ex. John Street Branch) and infrastructure requiring ongoing maintenance and upgrades (including fleet services).
- Transportation barriers for seniors living outside OSCC55+ catchment areas.
- Requirement for individuals to purchase an annual membership to access health-related services (ex. Foot care and Adult Day Services) offered by OSCC55+, thus creating a barrier to service.

## Opportunities

- Growing senior population creates increased demand for programs and services.
- Collaboration with healthcare partners and community support services providers to address holistic health needs of seniors.
- Increased awareness of mental health and social isolation issues among seniors opens opportunities for targeted programs.
- Investigate government and community grants available for senior-focused initiatives and wellness projects.
- Potential to remove membership requirements barriers for those needing to access OSCC55+ health-related services.
- Promote the benefits of OSCC55+ membership.
- Openness for continuous efficiency reviews throughout the organization.
- Re-visit the creation of fund development consultant to position OSCC55+ for future financial sustainability.

## Threats

- Inability to control imposed staffing salaries and benefits costs which continue to rise in annual increments.
- Rising operational costs, including utilities, maintenance, and facility upkeep.
- Competition with other community organizations or private senior service providers offering similar services (ex. foot care).
- Economic downturns that may reduce charitable giving and government funding.
- Volunteer recruitment challenges as demographics shift.
- Rapid technological changes may leave some seniors behind, impacting engagement.

## Objectives

|                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |                                |                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------|---------------------------------|
| <b>Agency Objective 1</b>                                                                                                                                                      | <b>Participant Growth &amp; Engagement.</b> The intention of this objective is to focus on measuring increases in annual OSCC55+ membership rates, overall participation levels within our Centres, and evaluating and responding to the changing needs of our active members.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    |                                |                                 |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b>                                                                                                            | <p>Alignment with Oshawa Strategic Plan 2024-2027<br/> Priority Area - Belong: Inclusive &amp; Healthy Community. This priority area has a focus on participation rates in City programs</p> <p>Alignment with OSCC55+ 2024-2028 Strategic Plan<br/> Table 1, Goal 1: Increase the OSCC55+ membership<br/> Table 1, Goal 2: Continuous improvement of programs and services (planning and delivery) to meet the growing and diverse needs of older adults in the community.</p> <p>Oshawa Age-Friendly Strategy 2019<br/> Objective 4.1 – Provide opportunities for older adults to participate in social, recreational and continuing education programs<br/> *while the release of this strategy was six years ago, it contains relevant data that was developed in partnership with the City of Oshawa and OSCC55+</p> |                    |                                |                                 |
| <b>Priority</b>                                                                                                                                                                | 1. Participation levels throughout OSCC55+<br>2. 2026 Client Satisfaction Survey                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    |                                |                                 |
| <b>Responsibility</b>                                                                                                                                                          | OSCC55+ Executive Director and Management Team with support of all staff and Board of Directors Future Needs and Property Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |                                |                                 |
| <b>Supporting Partners</b>                                                                                                                                                     | The City of Oshawa – Recreation Department                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                                |                                 |
| <b>Actions Per Strategy</b>                                                                                                                                                    | <b>Timing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Status</b>      | <b>Performance Indicator</b>   | <b>Target</b>                   |
| <b>1.Participation levels throughout OSCC55+</b><br>Expand upon campaigns that promote the value of OSCC55+ membership – opportunity to promote with City of Oshawa Recreation | Continuous throughout 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | On track to launch | # of annual active memberships | 10% increase in new memberships |

|                                                                                                                                                                                                                                                                          |                                                           |                                                                      |                                                                                               |                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Understand participation rates throughout OSCC55+ programs</i></p>                                                                                                                                                                                                 |                                                           |                                                                      | <p><i># of program attendances</i></p> <p><i># of members accessing multiple programs</i></p> | <p><i>10% increase in overall program attendance</i></p> <p><i>10% increase in members accessing 2 or more programs or services in a calendar year</i></p> |
| <p><i>Launch membership retention program to connect with individuals who have not renewed their membership in the past year with the goal of 1) encouraging retention 2) understanding the reasons for voluntary non-renewals, and 3) informing future planning</i></p> | <p><i>Q4 2025-and continuous throughout 2026</i></p>      | <p><i>On track to launch</i></p>                                     | <p><i># of annual membership renewals as a result of retention program</i></p>                | <p><i>Retention program results in additional 10% increase in annual memberships</i></p>                                                                   |
| <p><b>2. 2026 Client Satisfaction Survey</b><br/> <i>Launch survey campaign for all OSCC55+ members (online and hard copy)</i></p>                                                                                                                                       | <p><i>Q4 2025 with analysis of results in Q1 2026</i></p> | <p><i>On track - Planning and preparation nearing completion</i></p> | <p><i># of completed surveys returned</i></p>                                                 | <p><i>While we will strive for a 10-30% overall survey return rate, we will also aim for an 85% overall satisfaction</i></p>                               |

|                                                                                                                                                                                                                                                                                                                                                              |  |  |  |                            |
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| <i>options will be available)</i>                                                                                                                                                                                                                                                                                                                            |  |  |  | <i>rate of respondents</i> |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                                                                                                                                    |  |  |  |                            |
| <i>Outside of the 3.8% operating increase submitted to the City of Oshawa through the 2026 Operating Budget, we do not anticipate additional resource requirements due to our planned efficiencies throughout 2026.</i>                                                                                                                                      |  |  |  |                            |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                                                                                                                                       |  |  |  |                            |
| <i>Through the administration of the Client Satisfaction Survey, members have opportunity to feel heard. Results of Client Satisfaction survey have potential to inform future directions, generate new memberships, and increase our understanding of usership and trending within the organization (ex. members accessing multiple programs/services).</i> |  |  |  |                            |

|                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                 |                                                               |                                              |
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| <b>Agency Objective 2</b>                                                                                                                                                                    | <p><b>Alignment of Programs and Services.</b> The intention of this objective is to address barriers that impact program participation and identify opportunities for inclusion.</p> <p><i>Note: results from our 2026 Client Satisfaction Survey will also be key in determining future program planning directions</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |                                                               |                                              |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b>                                                                                                                          | <p><i>Alignment with Oshawa Strategic Plan 2024-2027</i><br/> <i>Priority Area - Innovate: Vibrant Culture. This priority as a focus on welcoming communities and the creation of new opportunities.</i><br/> <i>Priority Area - Belong: Inclusive &amp; Healthy Community. This priority has a focus on the reduction of barriers.</i></p> <p><i>Alignment with OSCC55+ 2024-2028 Strategic Plan Table 1, Goal 2: Continuous improvement of programs and services (planning and delivery) to meet the growing and diverse needs of older adults in the community.</i></p> <p><i>Oshawa Age-Friendly Strategy 2019</i><br/> <i>Objective 5.1 – Provide opportunities to ensure that older adults are included and respected in the community</i></p> |                                 |                                                               |                                              |
| <b>Priority</b>                                                                                                                                                                              | <ol style="list-style-type: none"> <li>1. Persons requiring health-related services</li> <li>2. Re-define OSCC55+ program categories</li> <li>3. Re-define Member Subsidy Program</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |                                                               |                                              |
| <b>Responsibility</b>                                                                                                                                                                        | OSCC55+ Executive Director and Management Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                 |                                                               |                                              |
| <b>Supporting Partners</b>                                                                                                                                                                   | Home and Community Care Support Services Central East (key referral source for OSCC55+ Adult Day Services and Foot Care)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                 |                                                               |                                              |
| <b>Actions Per Strategy</b>                                                                                                                                                                  | <b>Timing</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Status</b>                   | <b>Performance Indicator</b>                                  | <b>Target</b>                                |
| <b>1. Persons requiring health-related services</b><br>- Eliminate membership requirements for health-related services (ex. Foot care and specialized adult day services)                    | Launch by Q2 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | On track – planning in progress | # of individuals impacted                                     | 10% increase in foot care referrals year one |
| <b>2. Re-define OSCC55+ program categories</b><br>- Retire current Guest Pass program with the introduction of member vs non-member rates for special events offered by OSCC55+ (ex. Holiday | Launch by Q2 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | On track – planning in progress | # of non-member participants accessing special event programs | 10% increase generated from Special Events   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                                 |                                                                                                                |                                                                                                                                                     |
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| meal programs, Bingo Bonanzas)                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                                 |                                                                                                                |                                                                                                                                                     |
| <b>3. Re-define Member Subsidy Program</b><br>(current subsidy allows for up to 25% discount on a leisure program registration)<br>-Prepare criteria and launch new member subsidy campaign that removes barriers for low-income seniors to participate in programs<br>Note: see addition of proposed fund development consultant in Objective 3.                                                                                                                                          | Launch Q1 2026 | On track – planning in progress | # of individuals receiving member subsidies<br><br># of program spaces utilized through member subsidy program | In year one, we will establish a baseline of individuals accessing the member subsidy program (with the goal of anticipated growth year over year). |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                                 |                                                                                                                |                                                                                                                                                     |
| Outside of the 3.8% operating increase submitted to the City of Oshawa through the 2026 Operating Budget exercise, we do not anticipate additional resource requirements at this time with the exception of a contracted services request for a fund development consultant. One of the intentions with this addition is to increase our ability to subsidize. As a not-for-profit organization focused on the senior population, it is our responsibility to remove barriers to services. |                |                                 |                                                                                                                |                                                                                                                                                     |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                                 |                                                                                                                |                                                                                                                                                     |
| Increased access of potential clients who need access to health-related services combined with members positively impacted by available subsidy.                                                                                                                                                                                                                                                                                                                                           |                |                                 |                                                                                                                |                                                                                                                                                     |

|                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                            |               |                                                    |                                                                                                                                                  |
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| <b>Agency Objective 3</b>                                                                                                                                         | <b>Financial Sustainability &amp; Diversification.</b> The intention of this priority is to strengthen financial resources with a view to short and long-term sustainability and resilience, while securing new partnerships attached to revenue.                                                                                          |               |                                                    |                                                                                                                                                  |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b>                                                                                               | <p><i>Alignment with Oshawa Strategic Plan 2024-2027</i><br/> <i>Priority Area - Lead: Governance &amp; Service Excellence. This priority has a focus on innovation and fiscal stewardship.</i></p> <p><i>Alignment with OSCC55+ 2024-2028 Strategic Plan</i><br/> <i>Table 3, Goal 1: Annual sustainable funding will be secured.</i></p> |               |                                                    |                                                                                                                                                  |
| <b>Priority</b>                                                                                                                                                   | <p>1. Strengthen resources to ensure long-term sustainability</p> <p>2. Community Relations Outreach Strategy</p>                                                                                                                                                                                                                          |               |                                                    |                                                                                                                                                  |
| <b>Responsibility</b>                                                                                                                                             | Executive Director and OSCC55+ Management Team                                                                                                                                                                                                                                                                                             |               |                                                    |                                                                                                                                                  |
| <b>Supporting Partners</b>                                                                                                                                        | <p>Ontario Health East</p> <p>Ministry for Seniors &amp; Accessibility</p> <p>Future Corporate Partners TBD</p>                                                                                                                                                                                                                            |               |                                                    |                                                                                                                                                  |
| <b>Actions Per Strategy</b>                                                                                                                                       | <b>Timing</b>                                                                                                                                                                                                                                                                                                                              | <b>Status</b> | <b>Performance Indicator</b>                       | <b>Target</b>                                                                                                                                    |
| <p><b>1. Strengthen resources to ensure long-term sustainability</b></p> <p>- Implement user fee strategy to increase cost recovery and program accessibility</p> | Prepared to launch Q1 2026                                                                                                                                                                                                                                                                                                                 | On track      | N/A                                                | 28% OSCC55+ generated revenue (includes user fees, advertising, and donations) in an effort to decrease our reliance on external funding sources |
| -Apply for emerging grants related to seniors' health and well-being and mentorship                                                                               | Ongoing                                                                                                                                                                                                                                                                                                                                    | Ongoing       | <p># grants applied</p> <p># of grants awarded</p> | N/A                                                                                                                                              |



|                                                                                                                    |                                         |                                 |                                 |                                                               |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------|---------------------------------|---------------------------------------------------------------|
| <i>-Apply for capital grants to support rising maintenance costs associated with our aging facility</i>            | <i>Ongoing</i>                          | <i>Ongoing</i>                  | <i># grants applied</i>         | <i>N/A</i>                                                    |
| <i>-Preparation of requests to funding partners for base and one-time requests to relieve ongoing pressures</i>    | <i>Q4 2025 and Q1 2026</i>              | <i>On track</i>                 | <i># of grants awarded</i>      | <i>N/A</i>                                                    |
| <i>-Launch Case for Support Campaign (build on 2025 Campaign) – tied to Member Subsidy outlined in Objective 2</i> | <i>Q4 2026</i>                          | <i>Not yet started</i>          | <i># of approved requests</i>   | <i>N/A</i>                                                    |
| <i>-Hire fund development consultant to create and shepherd a sustainability plan</i>                              | <i>Q2 2026 (dependent on approvals)</i> | <i>TBD</i>                      | <i># of support cards sold</i>  | <i>Will establish target once 2025 Campaign has completed</i> |
| <b>2. Implement Community Relations Outreach Strategy</b>                                                          |                                         |                                 |                                 |                                                               |
| <i>-Increase revenue from primary fundraising event (2<sup>nd</sup> Annual Pickleball4All)</i>                     | <i>Q2 2026</i>                          | <i>Early stages of planning</i> | <i># of event participants</i>  | <i>10% increase in event registrations</i>                    |
| <i>-Pursue corporate sponsorships and partnerships</i>                                                             | <i>Ongoing</i>                          | <i>Ongoing</i>                  | <i># of new event sponsors</i>  | <i>10% increase in fundraising revenue</i>                    |
| <i>-Pursue increased ad revenues and business partner agreements</i>                                               | <i>Ongoing</i>                          | <i>Ongoing</i>                  | <i># new corporate sponsors</i> | <i>10% increase in sponsorship</i>                            |
|                                                                                                                    |                                         |                                 | <i># new ad revenues</i>        | <i>10% increase in ad revenue</i>                             |

|                                                                                                                                                                                                                                                                                     |  |  |                                       |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|---------------------------------------|--|
|                                                                                                                                                                                                                                                                                     |  |  | # new business partnership agreements |  |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                                                           |  |  |                                       |  |
| <i>Outside of the 3.8% operating increase submitted to the City of Oshawa through the 2026 Operating Budget exercise, we do not anticipate additional resource requirements at this time with the exception of a contracted services request for a fund development consultant.</i> |  |  |                                       |  |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                                                              |  |  |                                       |  |
| <i>Invest increased revenue into staffing and benefits, operating, and capital costs as part of the OSCC55+ sustainability plan.</i>                                                                                                                                                |  |  |                                       |  |

|                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                             |               |                                                              |                                                        |
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| <b>Agency Objective 4</b>                                                                                                                                                                                                                                   | <b>Workforce Development &amp; Volunteer Engagement.</b> <i>The intention of this priority is to strengthen human resources needed to continue delivering high-quality services</i>                                                                                                                         |               |                                                              |                                                        |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b>                                                                                                                                                                                         | <i>Alignment with Oshawa Strategic Plan 2024-2027<br/> Priority Area - Lead: Governance &amp; Service Excellence. This priority has a focus on effective service delivery standards.</i><br><br><i>Alignment with OSCC55+ 2024-2028 Strategic Plan Table 2, Goal 4: Recruit and retain qualified staff.</i> |               |                                                              |                                                        |
| <b>Priority</b>                                                                                                                                                                                                                                             | 1.OSCC55+ Staffing Plan<br>2.OSCC55+ Volunteer Re-training Plan                                                                                                                                                                                                                                             |               |                                                              |                                                        |
| <b>Responsibility</b>                                                                                                                                                                                                                                       | Executive Director, Management Team, Volunteer Resource Co-ordinator                                                                                                                                                                                                                                        |               |                                                              |                                                        |
| <b>Supporting Partners</b>                                                                                                                                                                                                                                  | City of Oshawa Human Resources                                                                                                                                                                                                                                                                              |               |                                                              |                                                        |
| <b>Actions Per Strategy</b>                                                                                                                                                                                                                                 | <b>Timing</b>                                                                                                                                                                                                                                                                                               | <b>Status</b> | <b>Performance Indicator</b>                                 | <b>Target</b>                                          |
| <b>1. OSCC55+ Staffing Plan</b><br>-Review all staff vacancies from OSCC55+ with the following considerations:<br>1) organizational strength<br>2) organizational needs<br>3) upholding service standards, and 4) financial position (positive or negative) | <i>This practice began in Q1 2025 and will continue throughout 2026.</i>                                                                                                                                                                                                                                    | Ongoing       | N/A                                                          | N/A                                                    |
| <b>2. OSCC55+ Re-training Plan</b><br>-OSCC55+ will introduce a mandatory annual volunteer re-training program for all active registered volunteers to ensure all organizational policies are understood and adhered to                                     | <i>Introduction Q4 2025 with annual event in Q4 2026 to recertify volunteer commitment</i>                                                                                                                                                                                                                  | In progress   | # of OSCC55+ volunteers participating in re-training program | We are targeting 100% of all active program volunteers |

| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Outside of the 3.8% operating increase submitted to the City of Oshawa through the 2026 Operating Budget exercise, we do not anticipate additional resource requirements due to our planned efficiencies.</i>                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><i>Through our commitment to implementing an ongoing staffing review plan, we are fostering openness to think about our business in a different way. For example, in Q1 2026, rather than replacing an upcoming planned management vacancy, we are gapping this position in an effort to understand organizational requirements and fiscal accountability.</i></p> <p><i>Likewise, in setting the expectations for all volunteers to participate in annual re-training, we are building organizational strength through a capable and engaged team aligned with superior service standards.</i></p> |

## Conclusion

The OSCC55+ 2026 Operating Budget and Business Plan outlines a clear and purposeful path forward, grounded in our commitment to enriching the lives of older adults throughout Oshawa and beyond. Through our vision and mission, we reaffirm our role as a vital community hub that promotes health, connection, and well-being for individuals 55 and older.

By identifying our core client base and evaluating our internal and external environment through a detailed SWOT analysis, we have developed four strategic objectives that will guide our actions over the next several years: increasing participation and growth, aligning our programs and services with evolving needs, ensuring financial sustainability and diversification, and strengthening both our workforce and volunteer engagement.

These objectives reflect not only the current realities and opportunities within our organization, but also the values and aspirations we strive to uphold. As we implement this plan, we remain dedicated to being adaptable, inclusive, and innovative while ensuring that OSCC55+ continues to thrive as a leader in senior services, now and into the future.

With the support of our valued members, staff, volunteers, partners, funders and stakeholders, we are confident in our ability to achieve our goals and make a lasting, positive impact on the lives of older adults across Oshawa.

## References

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**The Corporation of the City of Oshawa**  
**2026 Operating Budget**  
**OSCC55+**

| Description                         | 2025<br>Projected<br>Actuals | 2025<br>Approved<br>Budget | 2026<br>Proposed<br>Budget | 2026-2025<br>Variance \$'s | 2026-2025<br>Variance % |
|-------------------------------------|------------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Personnel Costs                     | 4,133,300                    | 4,270,395                  | 4,382,700                  | 112,305                    | 2.6                     |
| Program and Office Supplies         | 87,400                       | 86,365                     | 88,000                     | 1,635                      | 1.9                     |
| Professional Services               | 725,800                      | 761,450                    | 759,300                    | (2,150)                    | (0.3)                   |
| Maintenance and Repairs             | 311,000                      | 325,029                    | 346,100                    | 21,071                     | 6.5                     |
| Utilities                           | 46,500                       | 47,926                     | 49,000                     | 1,074                      | 2.2                     |
| Contributions and Financial Charges | 42,000                       | 20,420                     | 21,900                     | 1,480                      | 7.2                     |
| Agency Generated Revenue            | (3,241,200)                  | (3,411,185)                | (3,466,900)                | (55,715)                   | 1.6                     |
| City of Oshawa Grants               | (2,100,400)                  | (2,100,400)                | (2,180,100)                | (79,700)                   | 3.8                     |
| <b>Total OSCC55+</b>                | <b>4,400</b>                 | <b>-</b>                   | <b>-</b>                   | <b>-</b>                   |                         |

Variance Explanations:

The overall increase to the 2026 Operating Budget consists primarily of unavoidable increases to salary and benefit costs. To help mitigate this impact we have included gapping of a planned vacancy during the first quarter of 2026 to achieve short-term cost containment. Additional pressures on the budget result from inflationary increases and higher program delivery costs.

To offset some of these increases, we have enhanced Agency Generated Revenue through the Ontario Health East (OHE), Seniors Active Living Centre (SALC), advertising, and an updated user fee strategy to increase cost recovery while also improving program accessibility.

**Corporation of the City of Oshawa**  
**2026 Budget**  
**External Agency – Oshawa Public Library**

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## 2026 Business Plan





## 1. Vision and Mission Statement

Vision:

Oshawa Public Libraries is the community hub for a lifetime of exploration, enjoyment, and learning.

Mission Statement:

Oshawa Public Libraries enriches our community by providing experiences and resources for everyone to discover, learn and grow.

## 2. Service Description & Client Identification

Oshawa Public Libraries (OPL) provides free library service through four (4) branch libraries (McLaughlin, John Aker Northview, Delpark Homes Centre, and Jess Hann) as well as a visiting library service for the homebound, virtual library service 24/7 through our website <http://oshawalibrary.ca>, and a Library Lending Machine at the Oshawa Civic Recreation Centre.

Service Highlights:

- Over 1 million items loaned each year
- Almost a half a million visits annually to our four branches
- Over 52,000 library members
- Almost 2,000 free programs and events with over 44,000 participants annually
- Over 65,000 logins at our public computers

OPL is an external agency of the City of Oshawa and reports to the Oshawa Public Library Board in compliance with the Ontario Public Libraries Act. The Library Board is appointed by Council and is comprised of ten citizen appointees plus one City Councilor.

Municipalities are the primary funder for public libraries in Ontario. The Province of Ontario contributes an average of 2% operating funding to public libraries and provincial funding has been frozen for over 25 years.

Our clients are primarily citizens of Oshawa and the Region of Durham, as well as across Ontario through the inter-library loan program.

### 3. 2025 Accomplishments

Oshawa Public Libraries provided direct support of the City of Oshawa's strategic goals of Innovate: vibrant culture and economy; Belong: inclusive and healthy community; Care: safe and sustainable environment; Lead: governance and service excellence, through the following:

#### Agency Objective 1 – Engage and Inspire through Programs and Services

| Strategies                                             | Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Support Life-long Learning and all forms of literacies | <ul style="list-style-type: none"><li>• Our new Math Buddies program helped kids in grades 1-3 struggling with math.</li><li>• Volunteers in our Reading Buddies program helped kids in grades JK - 4 improve their readings skills.</li><li>• Hosted 4 Repair Cafes where volunteers teach others how to fix items and keep broken objects out of landfills.</li><li>• Provided a series of eco-friendly programs for all ages.</li></ul>                                                                                                                                   |
| Provide fun activities to encourage reading            | <ul style="list-style-type: none"><li>• Our annual Summer Reading Club had 1,504 kids participate. 122 teens and 212 adults also took part in reading challenges this summer for a grand total of 1,838 which slightly surpassed last year's total of 1,828.</li><li>• Families participating in the 1,000 Books Before Kindergarten program read over 20,000 books to their preschoolers in the first two quarters of 2025.</li><li>• 150 new parents signed up for Baby Book Club encouraging parents to read to their baby.</li></ul>                                     |
| Respond to the changing demographics of our community  | <ul style="list-style-type: none"><li>• Offered programs to support newcomers to Canada with over 600 in attendance during Q1-Q2.</li><li>• Hosted tables at our branches for John Howard Society Employment &amp; Training Services, Meta Employment Services, Newcomer Settlement Services, and Narcotics Anonymous.</li><li>• Provided tax clinics whereby volunteers processed 490 income tax returns for low income individuals and families generating an estimated economic benefit of over 2.6 million for the community surpassing our goal of 2 million.</li></ul> |

| Strategies                 | Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Offer cultural experiences | <ul style="list-style-type: none"> <li>• Hosted 4 author readings: Gwen Tuinman, Bryn Turnbull, Steve Burrows, Bianca Marais.</li> <li>• Supported Truth &amp; Reconciliation through Indigenous programs including an Indigenous Reads Challenge, a Celebration of Indigenous Languages, Sound Healing session, Outdoor Indigenous Story Time, and a reading with Cree poet and writer Michelle Good.</li> <li>• Hosted musical performances including Isshin Daiko Drumming during Asian History Month. The Bruce Gorrie Trio will play at the McLaughlin branch during the Bright and Merry Market.</li> <li>• Participated in Doors Open with tours of the Local History Room at the McLaughlin branch, and in Culture Days with an Indian Dance Workshop.</li> <li>• Offered the annual Seniors Writing Contest and Art Contest in partnership with the OSCC55+ and the RMG.</li> </ul> |
| Provide a link to the past | <ul style="list-style-type: none"> <li>• Created poster displays on Oshawa's history.</li> <li>• On track to digitize 3 more years of historical Oshawa Times newspapers covering the period 1968-1970 by year-end.</li> <li>• Produced 5 Oshawa history podcasts for our series "Past Forward: Oshawa's Forgotten Stories".</li> <li>• Conducted oral history interviews with long-time Oshawa residents.</li> <li>• Continued digitizing the Oshawa War Diaries. Volumes 6 and 7 digitized.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |

## Agency Objective 2 – Foster Strong Community Presence and Partnerships

| Strategies                                                                  | Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase Public Awareness of Programs and Service                           | <ul style="list-style-type: none"> <li>• Conducted a public awareness survey of library services and developed a promotional campaign of library services emphasizing our lesser known offerings.</li> <li>• Distributed library information packages to new homeowners in Oshawa by partnering with a real estate company.</li> </ul>                                                                                                                                                                                                                                    |
| Develop Partnerships with Organizations that Complement Library Services    | <ul style="list-style-type: none"> <li>• Hosted Infant Hearing Clinics in partnership with Oak Valley Health.</li> <li>• Partnered with Ontario Tech to provide STEM and AI programs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                          |
| Increase Visibility in the Community Through Events and Outreach Activities | <ul style="list-style-type: none"> <li>• Participated in the Peony Festival, Doors Open, Indigenous Cultural Celebration, Oshawa Farmers Market, Convergence Music &amp; Arts Festival, and the upcoming Bright and Merry Market.</li> <li>• Provided “Pop-up Library” service outside the library at community events and at organizations including monthly visits to 9 seniors assisted living complexes. Currently have over 1,100 seniors receiving home deliveries.</li> <li>• Participated in 21 “Welcome to Kindergarten” programs at various schools.</li> </ul> |
| Provide Inclusive and Welcoming Spaces                                      | <ul style="list-style-type: none"> <li>• Celebrated Pride Month by hosting an annual Drag Queen Storytime.</li> <li>• All staff trained in AODA and Human Rights Code legislation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             |

### Agency Objective 3 – Enhance Organizational Capacity

| Strategies                                          | Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Promote Sustainability and Explore Efficiencies     | <ul style="list-style-type: none"> <li>• Created a cybersecurity attack response plan, and provided ongoing cybersecurity training to staff.</li> <li>• Participated in a national Public Library Social Impact Survey through the Canadian Urban Libraries Council.</li> <li>• Secured a Young Canada Works grant for our local history projects, and sponsorship from OPG's Power for Change Project Empowerment grant for STEAM programs.</li> <li>• Re-negotiated our health benefits plan and switched EAP providers for better pricing.</li> </ul> |
| Empower Staff to Provide Excellent Customer Service | <ul style="list-style-type: none"> <li>• Developed a series of online tutorials using Niche Academy to efficiently conduct staff training.</li> <li>• Provided Autism Ontario training to front-line service staff and expanded the sensory equipment available at the Library and for customers to borrow.</li> <li>• Provided new staff with Ryan Dowd Homelessness Training, and follow up webinars with existing staff</li> </ul>                                                                                                                    |
| Explore New Trends in Public Library Service        | <ul style="list-style-type: none"> <li>• Calculated OPL's social return on investment using a tool created by the Ontario Library Service and NORDIK Institute.</li> <li>• Promoted and monitored the usage of the Library Lending Machine at the Civic Recreation Centre.</li> <li>• Continued planning for a 5<sup>th</sup> branch.</li> </ul>                                                                                                                                                                                                         |
| Maintain and Enhance our Physical Spaces            | <ul style="list-style-type: none"> <li>• Repaired leaking patio doors, replaced emergency lights and exit signs to meet current standards, replaced lights in the children's department with energy efficient LED lighting, repaired exhaust systems in washrooms, and repaired the concrete walkway of the McLaughlin branch.</li> <li>• Replaced worn furniture and equipment as needed.</li> <li>• Implemented the Bagot Street name change on Oshawa Public Library signage, stationery, etc.</li> </ul>                                             |

#### Agency Objective 4 – Promote Digital Inclusion

| Strategies                                       | Results                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide Access and Support to Current Technology | <ul style="list-style-type: none"><li>• Increased the number of WiFi hotspots to loan to the public to decrease wait list times.</li><li>• Continued loaning Connect Kits to those without access to the internet.</li><li>• Purchased 10 Envoy Connect Players to loan to customers with visual or print disabilities.</li></ul>                                        |
| Advance Digital and Media Knowledge              | <ul style="list-style-type: none"><li>• Expanded our “How A.I. is Changing the World” series of programs by partnering with Ontario Tech.</li><li>• Continued providing digital literacy and technology workshops for adults to help bridge the digital divide including Computer basics, Introduction to Gmail, Create with Cricut, and Virtual Reality (VR).</li></ul> |
| Invest in New Technologies                       | <ul style="list-style-type: none"><li>• Replaced 10 self-checkout machines (end of life technology).</li><li>• Expanded our suite of Coding, VR, Maker, and STEM programming equipment.</li><li>• Increased our cybersecurity initiatives.</li></ul>                                                                                                                     |

## **4. SWOT Analysis - Strengths, Challenges, Opportunities, Threats**

### **Strengths**

- Knowledgeable, professional staff
- Largest collection of print and digital resources in Durham Region, as well as a unique collection of local history and genealogy resources
- Up-to-date technology e.g. tablets and WiFi hotspots to loan, and “Maker” technology and STEAM learning programs in all four branches including 3D printers, Smart boards, and robotics
- Four convenient locations and virtual library services 24/7 through our website <http://oshawalibrary.ca>
- Book Lending Machine at Civic Recreation Centre
- Homebound delivery service for those who are unable to visit the Library, and deposit collections for seniors’ facilities
- Support from the Friends of the Library
- Partnerships with numerous organizations throughout Oshawa and beyond
- Responsive to changing community needs and customer demands
- Ability to serve a fast growing and diverse population
- Great variety of free programs, resources, outreach services, and special events
- The Library’s strategic directions are aligned with the City’s strategic goals

### **Challenges/Weaknesses**

- Annual subscription fees for software, digital services, and platforms, etc. No more “one and done expenses” instead ongoing subscription fees every year.
- Pricing structure from publishers for eBooks and eAudiobooks for libraries. Libraries pay much more for digital formats than individual consumers pay
- Decrease in revenue due to no overdue fines for children and teens, decreased room rentals due to insurance requirements
- Safety concerns for staff and customers at some of our locations due to illegal activity of some customers. Customers report feeling unsafe at the McLaughlin branch and are reluctant to visit the library especially during evening hours.
- Staff burnout from dealing with difficult/abusive customers, illegal activity, and people experiencing mental health issues and/or homelessness in the Library
- Lack of public awareness of all the Library has to offer
- Meeting the technological demands and changing needs of customers while providing reading, learning, and recreational opportunities in a variety of formats
- Changes to availability of physical formats for movies and television. e.g. lack of availability of dvds and only streaming available
- Maintaining aging facilities and repair costs
- Increased insurance costs

## **Opportunities**

- Prove how flexible and technologically savvy libraries are
- Showcase our digital content, hybrid programs, and student support initiatives
- Work with the City to address aging infrastructure and develop a realistic capital plan
- Continue developing partnerships with other organizations
- Provide training to support and empower staff to understand and serve the unique needs of unsheltered or marginalized people using the library
- Work with DRPS, the City, and other local agencies to improve safety for customers and staff
- Pursue other sources of funding such as donations and sponsorships
- Support the City's strategic goals
- Work with the City to help promote our services

## **Threats**

- Cybersecurity attacks
- Inflation – rising costs of goods and services
- Funding cuts or freezes
- Changes in the public's perception of the library's usefulness and/or a lack of public awareness of what the library offers
- Customers using the library for nefarious purposes, troublesome customers intimidating other customers and/or staff
- Low Canadian dollar affecting our purchasing power, especially with books and e-resources, which are predominantly American



## 5. Objectives

| Agency Objective                                                                                                         | Engage and Inspire through Programs and Services                                                                                                                                                                                                                                                                                                                                             |         |                                 |                             |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------|-----------------------------|
| <b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.) | <p>Oshawa Strategic Plan:<br/>           Innovate: vibrant culture and economy<br/>           Belong: inclusive and healthy community<br/>           Care: safe and sustainable environment<br/>           Lead: governance and service excellence</p> <p>Oshawa Culture Strategy<br/>           Oshawa Diversity, Equity and Inclusion Plan<br/>           Oshawa Age-Friendly Strategy</p> |         |                                 |                             |
| <b>Strategies</b>                                                                                                        | <ol style="list-style-type: none"> <li>1. Support life-long learning and all forms of literacy</li> <li>2. Provide fun activities to encourage reading</li> <li>3. Respond to the changing demographics of our community</li> <li>4. Offer cultural experiences</li> <li>5. Provide a link to the past</li> </ol>                                                                            |         |                                 |                             |
| <b>Responsibility</b>                                                                                                    | Director, Customer Experience, Manager, Programming and Community Engagement, Branch Managers                                                                                                                                                                                                                                                                                                |         |                                 |                             |
| <b>Supporting Partners</b>                                                                                               | Durham District School Board, Durham Catholic School Board, CDCD, Revenue Canada, OSCC55+                                                                                                                                                                                                                                                                                                    |         |                                 |                             |
| Actions Per Strategy                                                                                                     | Timing                                                                                                                                                                                                                                                                                                                                                                                       | Status  | Performance Indicator           | Target                      |
| <b>1. Support life-long learning and all forms of literacies:</b>                                                        |                                                                                                                                                                                                                                                                                                                                                                                              |         |                                 |                             |
| 1.1 Provide Reading Buddies program for grades JK-4                                                                      | Q1-Q4                                                                                                                                                                                                                                                                                                                                                                                        | Ongoing | Number of Reading Buddies pairs | 50 pairs of Reading Buddies |
| 1.2 Provide Math Buddies Program for grades 1-3                                                                          | Q1-Q4                                                                                                                                                                                                                                                                                                                                                                                        | Ongoing | Number of Math Buddies pairs    | 20 pairs of Math Buddies    |
| 1.3 Provide STEAM Programs                                                                                               | Q1-Q4                                                                                                                                                                                                                                                                                                                                                                                        | Ongoing | Number of STEAM programs        | 175 STEAM programs          |
| 1.4 Host Repair Cafes                                                                                                    | Q1-Q4                                                                                                                                                                                                                                                                                                                                                                                        | Ongoing | Number of Repair Cafes          | 2 Repair Cafes              |

|                                                                  |                                                                                    |       |          |                                                                                      |
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| <b>2. Provide fun activities to encourage reading:</b>           |                                                                                    |       |          |                                                                                      |
| 2.1                                                              | Annual Summer Reading Club                                                         | Q3    | Ongoing  | Number of minutes read<br>250,000 minutes                                            |
| 2.2                                                              | Expand our “Page By Page Reading Quest” for children during the school year        | Q1-Q2 | Planning | Number of participants<br>75 participants                                            |
| <b>3. Respond to the changing demographics of our community:</b> |                                                                                    |       |          |                                                                                      |
| 3.1                                                              | Offer story times in different languages                                           | Q1-Q4 | Ongoing  | Number of story times in different languages<br>8 story times in different languages |
| 3.2                                                              | Provide newcomer support programs including ESL Club, Ladies Newcomer Circle, etc. | Q1-Q4 | Ongoing  | Number of attendees<br>900 attendees                                                 |
| 3.3                                                              | Provide Volunteer Income Tax Clinics for low income families and individuals       | Q1-Q2 | Ongoing  | Economic value to community<br>2 million dollars in economic value to the community  |
| 3.4                                                              | Host Civic Engagement programs                                                     | Q3-Q4 | Planning | Number of civic engagement programs<br>2 civic engagement programs                   |

|                                                                                                                                                                                                                                                                                                                                  |                                                        |       |          |                                                                                  |
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| <b>4. Offer cultural experiences:</b>                                                                                                                                                                                                                                                                                            |                                                        |       |          |                                                                                  |
| 4.1                                                                                                                                                                                                                                                                                                                              | Host author readings                                   | Q1-Q4 | Ongoing  | Number of author readings<br>4 author readings                                   |
| 4.2                                                                                                                                                                                                                                                                                                                              | Host Indigenous programs                               | Q1-Q4 | Ongoing  | Number of Indigenous programs offered<br>4 Indigenous programs                   |
| 4.3                                                                                                                                                                                                                                                                                                                              | Participate in Culture Days                            | Q4    | Ongoing  | Number of Culture Days events<br>2 Culture Days events                           |
| 4.4                                                                                                                                                                                                                                                                                                                              | Offer annual Seniors Art Contest                       | Q3-Q4 | Ongoing  | Number of contests<br>1 contest                                                  |
| 4.5                                                                                                                                                                                                                                                                                                                              | Continue to offer cultural performances (music, dance) | Q1-Q4 | Ongoing  | Number of cultural performances<br>3 performances                                |
| <b>5. Provide a link to the past:</b>                                                                                                                                                                                                                                                                                            |                                                        |       |          |                                                                                  |
| 5.1                                                                                                                                                                                                                                                                                                                              | Implement a Genealogist in Residence program           | Q1-Q2 | Planning | Number of Genealogist in Residence bookings<br>25 bookings                       |
| 5.2                                                                                                                                                                                                                                                                                                                              | Digitize historical Oshawa newspapers                  | Q1-Q4 | Underway | Number of years of newspapers digitized<br>3 years digitized (Jan 1971-Dec 1973) |
| 5.3                                                                                                                                                                                                                                                                                                                              | Continue digitizing the Oshawa War Diaries             | Q1-Q4 | Underway | Number of years digitized<br>Digitize books 8 and 9                              |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                                                                                                        |                                                        |       |          |                                                                                  |
| \$20,000 to digitize 3 years of historical Oshawa newspapers                                                                                                                                                                                                                                                                     |                                                        |       |          |                                                                                  |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                                                                                                           |                                                        |       |          |                                                                                  |
| <ul style="list-style-type: none"> <li>• Curriculum support</li> <li>• Improved customer service for increasingly multilingual demographics</li> <li>• Support for low-income individuals and families</li> <li>• Free cultural experiences</li> <li>• Preservation, increased awareness, and pride in Oshawa history</li> </ul> |                                                        |       |          |                                                                                  |

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| <b>Agency Objective</b>                                                                                                  | <b>Foster Strong Community Presence and Partnerships</b>                                                                                                                                                                                                            |               |                                                                               |                          |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.) | City of Oshawa Strategic Plan:<br>Innovate: vibrant culture and economy<br>Belong: inclusive and healthy community<br>Care: safe and sustainable environment<br>Lead: governance and service excellence<br><br>Oshawa Diversity and Inclusion Plan                  |               |                                                                               |                          |
| <b>Strategies</b>                                                                                                        | 1. Increase public awareness of programs and services<br>2. Develop partnerships with organizations that complement library services<br>3. Increase visibility in the community through events and outreach activities<br>4. Provide inclusive and welcoming spaces |               |                                                                               |                          |
| <b>Responsibility</b>                                                                                                    | Manager, Programming and Community Engagement, Manager, Marketing                                                                                                                                                                                                   |               |                                                                               |                          |
| <b>Supporting Partners</b>                                                                                               | Ontario Tech, Durham College, Oak Valley Health, John Howard Society, Meta Employment Services, Durham District School Board, Durham Catholic School Board, PGLAG, Autism Ontario                                                                                   |               |                                                                               |                          |
| <b>Actions Per Strategy</b>                                                                                              | <b>Timing</b>                                                                                                                                                                                                                                                       | <b>Status</b> | <b>Performance Indicator</b>                                                  | <b>Target</b>            |
| <b>1. Increase public awareness of programs and services:</b>                                                            |                                                                                                                                                                                                                                                                     |               |                                                                               |                          |
| 1.1 Develop a Library Welcome Passport for new library members                                                           | Q3-Q4                                                                                                                                                                                                                                                               | Planning      | Percentage of people that complete Welcome to the Library Passport activities | 50% completion rate      |
| <b>2. Develop partnerships with organizations that complement library services:</b>                                      |                                                                                                                                                                                                                                                                     |               |                                                                               |                          |
| 2.1 Continue offering Infant Hearing Clinics                                                                             | Q1-Q4                                                                                                                                                                                                                                                               | Ongoing       | Number of families participating                                              | 600 families participate |
| 2.2 Increase the number of community outreach tables at library branches to support local organizations                  | Q1-Q4                                                                                                                                                                                                                                                               | Ongoing       | Number of organization's community outreach tables                            | 14 organizations         |

|                                                                                                                                                                                                                     |                                                                              |       |          |                                                          |
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| <b>3. Increase visibility in the community through events and outreach activities:</b>                                                                                                                              |                                                                              |       |          |                                                          |
| 3.1                                                                                                                                                                                                                 | Conduct a grade 9 outreach initiative                                        | Q3-Q4 | Planning | Number of high schools visited<br>5 high schools visited |
| 3.2                                                                                                                                                                                                                 | Develop a “Get Carded” campaign with schools in high risk neighbourhoods     | Q1-Q2 | Planning | Number of classes visited<br>15 classes visited          |
| 3.3                                                                                                                                                                                                                 | Offer “Pop-Up Library” service off site at events, other organizations, etc. | Q1-Q4 | Ongoing  | Number of “Pop-Up Libraries”<br>30 “Pop-Up Libraries”    |
| <b>4. Provide inclusive and welcoming spaces:</b>                                                                                                                                                                   |                                                                              |       |          |                                                          |
| 4.1                                                                                                                                                                                                                 | Offer LGBTQ+ positive programs including Drag Queen Storytime                | Q2    | Ongoing  | Number of programs<br>4 programs                         |
| 4.2                                                                                                                                                                                                                 | Provide neurodivergent friendly programs                                     | Q1-Q2 | Ongoing  | Number of programs<br>4 programs                         |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                           |                                                                              |       |          |                                                          |
|                                                                                                                                                                                                                     |                                                                              |       |          |                                                          |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                              |                                                                              |       |          |                                                          |
| <ul style="list-style-type: none"> <li>Increased public awareness of library services</li> <li>Support for families</li> <li>Support for the LGBTQ+ community</li> <li>Enhanced educational partnerships</li> </ul> |                                                                              |       |          |                                                          |

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| <b>Agency Objective</b>                                                                                                  | <b>Enhance Organizational Capacity</b>                                                                                                                                                                                                                                                                             |               |                                           |                                                 |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.) | City of Oshawa Strategic Plan:<br>Innovate: vibrant culture and economy<br>Belong: inclusive and healthy community<br>Care: safe and sustainable environment<br>Lead: governance and service excellence<br><br>Oshawa Teaching City initiative<br>Oshawa Parks, Recreation, Libraries and Culture Needs Assessment |               |                                           |                                                 |
| <b>Strategies</b>                                                                                                        | 1. Promote sustainability and explore efficiencies<br>2. Empower staff to provide excellent customer service<br>3. Explore new trends in public library service<br>4. Maintain and enhance our physical and digital spaces                                                                                         |               |                                           |                                                 |
| <b>Responsibility</b>                                                                                                    | CEO, Manager, Marketing, Manager, HR & Labour Relations, Branch Managers, Director, Customer Experience, Manager, Building Services & Health & Safety                                                                                                                                                              |               |                                           |                                                 |
| <b>Supporting Partners</b>                                                                                               | Durham District School Board, Durham Catholic School Board, Durham College, Abilities Centre, Centre for Free Expression                                                                                                                                                                                           |               |                                           |                                                 |
| <b>Actions Per Strategy</b>                                                                                              | <b>Timing</b>                                                                                                                                                                                                                                                                                                      | <b>Status</b> | <b>Performance Indicator</b>              | <b>Target</b>                                   |
| <b>1. Promote sustainability and explore efficiencies</b>                                                                |                                                                                                                                                                                                                                                                                                                    |               |                                           |                                                 |
| 1.1 Develop a membership retention strategy                                                                              | Q2-Q4                                                                                                                                                                                                                                                                                                              | Planning      | Membership retention strategy implemented | Membership retention strategy implemented by Q2 |
| 1.2 Secure new corporate sponsor for special programs/events                                                             | Q2                                                                                                                                                                                                                                                                                                                 | Planning      | Number of corporate sponsors              | 1 new major sponsor                             |
| 1.3 Provide meaningful work placements for students                                                                      | Q1-Q4                                                                                                                                                                                                                                                                                                              | Ongoing       | Number of student placements              | 6 student placements                            |
| <b>2. Empower staff to provide excellent customer service:</b>                                                           |                                                                                                                                                                                                                                                                                                                    |               |                                           |                                                 |
| 2.1 Provide Intellectual Freedom training to staff                                                                       | Q1                                                                                                                                                                                                                                                                                                                 | Underway      | Percentage of front-line staff trained    | 100% of front-line staff trained by end of Q1   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |       |          |                                               |                                                      |
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| <b>3. Explore new trends in public library service:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |       |          |                                               |                                                      |
| 3.1 Planning for a 5 <sup>th</sup> library branch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Q1-Q4 | Ongoing  | Participation in new branch planning meetings | 100% participation in planning meetings              |
| <b>4. Maintain and enhance our physical spaces:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       |          |                                               |                                                      |
| 4.1 Replace carpet and paint Jess Hann branch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Q4    | Planning | Carpet replaced and walls painted             | Completed by end of Q4                               |
| 4.2 Refurbish John Aker Northview branch public washrooms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Q1-Q2 | Planning | Public washrooms refurbished                  | Completed by end of Q2                               |
| 4.3 Replace hot water boiler pumps at McLaughlin branch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Q3    | Planning | Hot water boiler pump replaced                | Completed by end of Q3                               |
| 4.4 Replace hot water circulating pumps at McLaughlin branch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Q3    | Planning | Hot water circulating pumps replaced          | Completed by end of Q3                               |
| 4.5 Furniture & Equipment replacement as needed for all locations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Q1-Q4 | Ongoing  | Furniture & equipment replaced as needed      | 100% of broken/worn furniture and equipment replaced |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |       |          |                                               |                                                      |
| <ul style="list-style-type: none"> <li>• \$100,000 for Jess Hann carpet and paint</li> <li>• \$60,000 for John Aker Northview public washrooms refurbishment</li> <li>• \$20,000 to replace hot water boiler pumps at McLaughlin</li> <li>• \$30,000 to replace hot water circulating pumps at McLaughlin</li> <li>• \$25,000 for furniture and equipment replacement (all locations - state of good repair)</li> </ul>                                                                                                                                              |       |          |                                               |                                                      |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |          |                                               |                                                      |
| <ul style="list-style-type: none"> <li>• Develop new partnerships and strengthen existing partnerships</li> <li>• Provide meaningful work placements for students</li> <li>• Refurbishment of Jess Hann branch (20 years since carpet was replaced)</li> <li>• Public washrooms at John Aker Northview refreshed and additional AODA features added to improve accessibility</li> <li>• End of life for hot water boilers and circulating pumps – state of good repair</li> <li>• Attractive, safe, and well-maintained libraries for the public to enjoy</li> </ul> |       |          |                                               |                                                      |

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| <b>Agency Objective</b>                                                                                                  | <b>Promote Digital Inclusion</b>                                                                                                                                                                                                                                                                                    |               |                                                        |                                        |
| <b>Relevant City Strategic Goals and other City Strategic Plans</b> (if possible, note specific Goals, Objectives, etc.) | City of Oshawa Strategic Plan:<br>Innovate: vibrant culture and economy<br>Belong: inclusive and healthy community<br>Care: safe and sustainable environment<br>Lead: governance and service excellence<br><br>Oshawa Age-Friendly Strategy<br>Oshawa Diversity and Inclusion Plan<br>Oshawa Teaching City Strategy |               |                                                        |                                        |
| <b>Strategies</b>                                                                                                        | 1. Provide access and support to current technology<br>2. Advance digital and media knowledge<br>3. Invest in new technologies                                                                                                                                                                                      |               |                                                        |                                        |
| <b>Responsibility</b>                                                                                                    | Director, Collections, Communications and Access, Manager, Marketing                                                                                                                                                                                                                                                |               |                                                        |                                        |
| <b>Supporting Partners</b>                                                                                               | OSCC55+, Friends of the Library                                                                                                                                                                                                                                                                                     |               |                                                        |                                        |
| <b>Actions Per Strategy</b>                                                                                              | <b>Timing</b>                                                                                                                                                                                                                                                                                                       | <b>Status</b> | <b>Performance Indicator</b>                           | <b>Target</b>                          |
| <b>1. Provide access and support to current technology:</b>                                                              |                                                                                                                                                                                                                                                                                                                     |               |                                                        |                                        |
| 1.1 Tech Talks with OSCC55+ members                                                                                      | Q1-Q4                                                                                                                                                                                                                                                                                                               | Ongoing       | Number of Tech Talks                                   | 20 Tech Talks                          |
| 1.2 Public computer workstations                                                                                         | Q1-Q4                                                                                                                                                                                                                                                                                                               | Ongoing       | Number of computer workstation logins                  | 60,000 public computer logins          |
| 1.3 WiFi hotspot loans                                                                                                   | Q1-Q4                                                                                                                                                                                                                                                                                                               | Ongoing       | Number of WiFi hotspot loans                           | 600 WiFi hotspot loans                 |
| 1.4 3D Printing                                                                                                          | Q1-Q4                                                                                                                                                                                                                                                                                                               | Ongoing       | Number of 3D prints                                    | 350 3D prints                          |
| 1.5 Memory Lab (analog to digital conversion workstation)                                                                | Q1-Q4                                                                                                                                                                                                                                                                                                               | Ongoing       | Number of bookings to use our digitization workstation | 150 bookings of digitization equipment |
| <b>2. Advance digital and media knowledge:</b>                                                                           |                                                                                                                                                                                                                                                                                                                     |               |                                                        |                                        |
| 2.1 "Digital Discovery Challenge" of our services to our customers                                                       | Q1-Q4                                                                                                                                                                                                                                                                                                               | Planning      | Number of digital discovery challenges                 | 4 digital discovery challenges         |



|                                                                                                                                                        |                                                      |    |          |                              |                                                |
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| 3. Invest in New Technologies:                                                                                                                         |                                                      |    |          |                              |                                                |
| 3.1                                                                                                                                                    | Implement a library app (BiblioApp)                  | Q1 | Planning | Library app implemented      | Library app implemented in Q1                  |
| 3.2                                                                                                                                                    | Develop a publicity campaign for our new library app | Q2 | Planning | Publicity campaign developed | Publicity campaign launched by beginning of Q2 |
| New Resource Requirements (if any)                                                                                                                     |                                                      |    |          |                              |                                                |
| <ul style="list-style-type: none"><li>Annual subscription fee for BiblioApp \$5,829</li></ul>                                                          |                                                      |    |          |                              |                                                |
| Outcomes/Benefits Per Objective                                                                                                                        |                                                      |    |          |                              |                                                |
| <ul style="list-style-type: none"><li>Educate and support the public on new technologies.</li><li>Utilize technology to create efficiencies.</li></ul> |                                                      |    |          |                              |                                                |

## 6. Resource Requirements

The proposed 2026 Municipal grant takes into consideration the following unavoidable business costs:

|                                                                           |                                               |                                                                                                                                                              |
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| <b>Staffing</b>                                                           |                                               | Estimated 3.25% contractual obligation for 2026 effective April 2026, step increases as applicable, 12% increase in health plan benefits effective Sept 2026 |
| <b>Utilities</b>                                                          | Natural Gas                                   | 8% increase estimate                                                                                                                                         |
|                                                                           | Electricity                                   | 2.5% increase estimate                                                                                                                                       |
|                                                                           | Water and Sewer                               | 5% increase estimate                                                                                                                                         |
| <b>Fuel</b>                                                               | Gasoline                                      | 2% increase estimate                                                                                                                                         |
| <b>Supplies and Services</b>                                              | Stationary                                    | 2% CPI increase estimate                                                                                                                                     |
|                                                                           | Janitorial Services                           | 2% CPI increase estimate                                                                                                                                     |
|                                                                           | Security                                      | 2% increase estimate                                                                                                                                         |
|                                                                           | Insurance                                     | 56% actual increase as per City. Additional \$36,400 in insurance premium for a total of \$101,400 for 2026                                                  |
| <b>Maintenance and Repairs</b>                                            | Elevator Maintenance                          | 2% CPI increase estimate                                                                                                                                     |
|                                                                           | Electrical Equipment Maintenance              | 2% CPI increase estimate                                                                                                                                     |
|                                                                           | Roof Maintenance                              | 2% CPI increase estimate                                                                                                                                     |
|                                                                           | Snow Removal                                  | 2% CPI increase estimate                                                                                                                                     |
| <b>Major Repairs &amp; Furniture, Fixtures &amp; Equipment (FF&amp;E)</b> | Furniture and equipment replacement as needed | \$25,000                                                                                                                                                     |
|                                                                           | Major Repairs                                 | \$210,000                                                                                                                                                    |

## **7. Conclusion**

In the 2025 municipal budget, Oshawa Public Libraries received zero increase in funding although there were contractual obligations of 2.5% for COLA, a 160% increase in insurance, and other inflationary costs to absorb beyond our control.

As a result of these expense increases and working within a zero-based budget, we continued to seek cost efficiencies by re-negotiating the price for our health benefits plan, and switched EAP providers to reduce expenses.

In addition, we reduced staffing, and evaluated open hours to the public compared to usage and made the difficult decision to reduce open hours by 3 hours per week at one location for a total of 234.5 open hours in our four branches per week.

The modest funding increase of 1.5% requested for the 2026 operating budget stabilizes library funding to meet customer demand and is the result of unavoidable contractual obligations, inflationary and program costs required to maintain existing service levels.

**The Corporation of the City of Oshawa**  
**2026 Operating Budget**  
**Oshawa Public Libraries**

| Description                          | 2025<br>Projected<br>Actuals | 2025<br>Approved<br>Budget | 2026<br>Proposed<br>Budget | 2026-2025<br>Variance \$'s | 2026-2025<br>Variance % |
|--------------------------------------|------------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Personnel Costs                      | 7,537,983                    | 7,753,900                  | 7,841,811                  | 87,911                     | 1.1                     |
| Program and Office Supplies          | 1,097,828                    | 1,077,770                  | 1,085,370                  | 7,600                      | 0.7                     |
| Professional Services                | 338,250                      | 340,925                    | 333,520                    | (7,405)                    | (2.2)                   |
| Maintenance and Repairs              | 894,749                      | 766,285                    | 804,533                    | 38,248                     | 5.0                     |
| Utilities                            | 220,000                      | 227,000                    | 236,000                    | 9,000                      | 4.0                     |
| Contributions and Financial Charges  | 69,658                       | 6,600                      | 7,500                      | 900                        | 13.6                    |
| Agency Generated Revenue             | (624,219)                    | (622,719)                  | (619,719)                  | 3,000                      | (0.5)                   |
| City of Oshawa Grants                | (9,549,761)                  | (9,549,761)                | (9,689,015)                | (139,254)                  | 1.5                     |
| <b>Total Oshawa Public Libraries</b> | <b>(15,512)</b>              | <b>-</b>                   | <b>-</b>                   | <b>-</b>                   |                         |

Variance Explanations:

Projected Actuals 2025

Contributions and Financial Charges includes the financing of the 2024 operating deficit of \$61,758

Variances for 2026

Personnel Costs includes 3.25% COLA and step increases. We have partially offset the increase by renegotiating health benefit costs (\$120,000) and a reduction in staff hours.

Maintenance and Repairs increase due to 56% (\$36,400) rise in insurance costs as per City over 2025.

Utilities 4% estimated inflationary increase.

**Corporation of the City of Oshawa**  
**2026 Budget**  
**External Agency – The Parkwood Foundation**

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# **The Parkwood Foundation 2026 Budget and Business Plan**

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**Prepared for: The City of Oshawa  
September 2025**



## Contents

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The Parkwood Foundation would like, once again this year, to extend our utmost appreciation to the City of Oshawa, Council and the staff, for continuing to support this treasured National Historic Site with ongoing annual operating grants. This document outlines our accomplishments from the past year and our upcoming plans for 2026. The past year we have seen some new and different challenges as it seems that competition has never been more fierce for the tourism dollar. We are continuing to focus on providing an exceptional experience for guests, ways to promote cross tourism at multiple sites in Oshawa and drive visitors to our Parkwood and the City of Oshawa. Our goal as it has been for the past few years, was to continue to provide a wide array of events that appeal to a diverse population, reflective of our community in a way that provides an exceptional visitor experience, access to our grounds, and drive revenue to continue to invest in our asset. As always, it is very important to us that we continue to ensure our grounds were accessible to the community, so all guests can enjoy the important mental health benefits they provide, and we can be a place where people can reset and recharge for a few hours.

***As our lead benefactor, the City of Oshawa is demonstrating its commitment to the legacy of R.S. McLaughlin. We are requesting continued support in the amount of a \$325,000 operating grant for 2026.***

## Mission Statement and Values

2024 saw the beginning of our new 5-year strategic plan, and a component of this was to create new mission and vision statements. We shared this last year, but they are worth repeating and sharing!

***Mission:*** We preserve the rich history of Parkwood National Historic Site, while educating visitors on the McLaughlin family legacy. More than a museum, Parkwood is a living story that offers the community extraordinary experiences that embrace the past and inspire the future

***Values:*** Integrity, heritage, authenticity, quality, community

## Internal Positioning Statement

Parkwood National Historic Site is the destination for unique experience seekers. It is an immersive and enchanting marvel for the entire family. Parkwood believes every guest should leave experientially satiated by its exclusive combination of distinctive events and dining, lush magnificence, meticulously preserved heritage, curated tours and prolific Canadian auto-baron history. Parkwood is a memory worth revisiting.

## Tagline

Experience Extraordinary

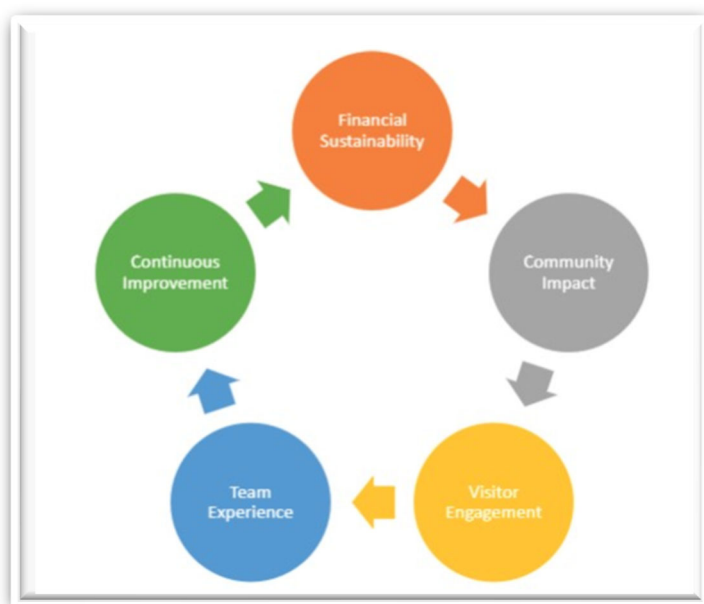
## Service Description and Client Identification

Parkwood National Historic Site and Gardens exists to celebrate the social history of the 20<sup>th</sup> century and is primarily a Museum and Tourism entity, open to the public to fulfill social, cultural, and educational objectives for our community and beyond.



## 2025 Accomplishments

We were very excited to complete the second year Working under our new 5-year strategic plan. This plan was developed in consultation with the Board of Directors, and an external facilitator. This new plan continues to support change that is robust, engaging and contains a strong focus on continuing to support Oshawa and Durham Region as a vital social, economic, and cultural force. We have established goals, objectives, tasks and Deadlines for each strategic priority.



### Strategic Pillar #1: Community Impact

Parkwood aims to become the indispensable connective tissue that keeps the Durham community together. We need to create a plan to deepen our relationships, engagement and impact within the community, in turn increasing the sustainability of Parkwood. The key goals we are working towards under this pillar are;

1. Increased Reach of 10% in visitors each year on tours and through event participation
2. Research and implement events that better align with the diversity and evolving needs of our community
3. Enhanced Community Relationships
4. Corporate Alignment

### Parkwood Tourism & Programming

With the increased awareness we have been receiving, Parkwood continued to work on ensuring we had an extensive line up of exciting programs and events for our guests. . Our goal is always to provide a first-class experience, drive revenue and keep up our relevance as a hub within our community. With over **200** workshops and **6** marquis events, we were delighted to see so many guests on the property, including numerous new visitors from the Toronto and surrounding regions. Whether it was a golf tournament, the annual Gala Dinner, Beer Fest, Wine & Coffee, Valentines Date Night, Markets on the Lawn, Yoga in the Gardens, Mother's Day or Christmas Tea in the mansion, Cookie Decorating, Picnics on the lawn, Candle Making, Fall Planter workshops, Stained Glass, Whiskey & Charcuterie, or a cooking in the kitchen event, there was a reason for everyone to visit Parkwood multiple times!

**We are thrilled that participation in our 2025 event schedule increased by 33% over 2024.**

## Specialty Tours

In addition to our regular tour, we achieved our goal of offering 9 specialty tours, with a different one being offered every other month. This goal of these tours is to tell our stories, and provide multiple opportunities for guests to visit Parkwood again and again and experience something different.

- Auto-Baron Tours (primary tour)
- Greenhouse Tours (Feb.)
- Parkwood Behind the Scenes, Movie Tours (March)
- Private Spaces Tours (April & 2 days/week throughout the year)
- Garden & Statue Tours (June – Sept.)
- Basement Tours (Aug.)
- Toilet Luxury & Hygiene Tours (Sept.)
- Servants Tours (Oct.)
- World War II Tours (Nov.)
- Christmas Tours (Nov/Dec)

## Community Partnerships

Parkwood continued to participate in quarterly meetings with local ED's in the Oshawa community looking at new ways to partner and support one another. In addition, continued our participation in the Oshawa Tourism Committee, and a Durham wide ED Group that is working to promote inclusion and participation by Durham residents in local charities. Our ED hosts a Canadian ED group that has over 900 members, along with participation in 4 museum groups. All of this helps us with our awareness and reach into the community and a deeper understanding of what is happening within the cultural sector.

In partnership with Branch 43 of the Royal Canadian Legion and the Commonwealth War Graves Commission, Parkwood continues to hold the lead role of observing the condition and preserving the soldiers' headstones and plots at Union Cemetery. Cleaning the headstones takes place monthly May – Sept. The plots and headstones were gifted to the Veterans by George & R.S. McLaughlin.

Parkwood is proud to enter its 9<sup>th</sup> year working with the Durham Master Gardeners and the Oshawa Garden Club, to continue to evolve and deepen the historical significance of our gardens. In the past year we completed the 5-year project to restore our tennis court gardens, and we are excited to say we completed phase one (north lilac dell) of our next project ~ restoration of the two lilac grove dells.

In addition to strengthening the above relationships, our focus moving forward is to deepen relationships with Parks Canada, the Ministry of Heritage & Culture, Lakeridge Health and

General Motors Canada. In 2025 we were delighted to welcome Jake Currie, Plant Manager of GM to our Board of Directors.

## **Strategic Pillar #2: Visitor Engagement**

Parkwood has a goal of becoming the hub of the Durham Region. We strive to become the destination of choice, providing excellent customer service, enhanced accessibility and top of mind awareness for a WOW experience. In 2025 here are some of the objectives we accomplished.

**Visitor Mapping:** This year we gathered our staff and volunteers together for the third time to continue moving further through the tasks we identified during the extensive exercises and process of Visitor Mapping. The purpose was not only to gain the perspective of our visitors, but to understand what we are doing well and what areas may need improvement. Through these sessions we gained a great deal of new ideas and learnings that we are working to integrate into our daily operations. Visitor Mapping has become an ongoing and integral part of how we function as an organization, and move people through Parkwood to provide the best experience possible.

We continued investing in **Search Engine Optimization (SEO)** to ensure that Parkwood is front and centre on all social media platforms internally through Facebook, Instagram, Google Business, etc. and that our business information on over 30 external sites (google business, Yelp, etc.) is always accurate and up-to-date. This project will also endeavour to ensure we are found when individuals search for key information online (weddings, venue rentals, museums, historic homes, gardens, tours, things to do in Oshawa, etc.)

***Parkwood went viral, again!*** With profiles written by Blog TO, Narcity Toronto, Narcity Quebec, TODO Toronto, Date night Toronto, Tik Tok, and multiple social media influencers, Parkwood's presence exploded online with over this summer!

***New signage:*** With the support of Oshawa Power, new pole banner signs were created and installed on both the east and west sides of Simcoe Street North, from Parkwood Court to Adelaide. In addition, we are very proud of the 5 new front facing signs we updated with our new branding. In addition, we added lighting to these signs for better visibility and accessibility.

### ***Social Media:***

- Our recently developed ***social media strategy*** was unveiled this year, and we are seeing great success with over 22,400 followers on Instagram, and 22,000 followers on Facebook!

- In June we hired a ***part-time Social Media Coordinator*** to help us drive stronger engagement and continued continuity on our social platforms. It is our hope that this position will also help us be more proactive and less reactive when it comes to social media trends.
- We were not as successful on focusing our efforts on creating a stronger awareness through social media relating to our Gift Shop, (resource issue) however we hope to address this priority moving into 2026 with the recent hire of our Social Media Coordinator.
- We are proud and honoured that Parkwood received several awards in 2025:

***Oshawa/Whitby Readers Choice Awards***

- Diamond Award for Best Local Tourist Attraction
- Diamond Award for Wedding Facility/Venue
- Diamond Award for Restaurant with a View

***Community Votes Oshawa***

- Platinum Award for Best Museum
- Platinum Award for Best Local Tourist Attraction
- 4.6-star review on **Google reviews** (over 1058 reviews)
- #1 rated on **Trip Advisor** “Things to do in Oshawa”, and rated 4.6 out of 493 reviews
- **Tripadvisor Traveller’s Choice Award 2025** (in the top 10% of destinations reviewed worldwide)
- #1 rated on **Threebestrated.ca** landmarks in Oshawa with a 5-star review for the 9<sup>th</sup> year in a row
- In 2026 the focus for the Marketing Committee will continue to be:
  - The creation of a more strategic approach to address advertising campaigns with the goal of driving traffic and ensuring we can reach those who are not on social media. This will include specialty tours, programming and fundraising events, especially as they relate to the changing cultural demographics of Oshawa.
  - The creation of metrics by which we can measure the success of these campaigns to ensure we are investing appropriately and seeing positive results.
  - Utilizing GEO-fencing/locating on social media to capture traffic from surrounding areas and visitors to the hospital

- The continued implementation of SEO and investing in SEM, and possibly Google Search Ads if we can secure a google grant.
- Increased and focused presence for the Parkwood Gift Shop to help drive traffic to the shop (in person and online)
- Updated signage on the grounds, with our new logo and brand personality reflected.
- As a way to engage youth and connect to the community we coordinated several summer youth volunteer days with over 410 total hours of participation!

### **Inclusiveness & Accessibility:**

To ensure Parkwood is more inclusive and accessible we had scheduled a series of meetings with a consulting firm to determine ways in which Parkwood can be more accessible to those with physical challenges, language barriers, and more. We have had recently established an Accessibility Committee whose focus will be to identify, short-term, mid-term and long-terms list of things we need to do to make Parkwood more accessible. (barrier accessibility, a tour in sign language on an iPad for those with hearing challenges. tours in several languages, Deaf Awareness Day, Low Sensory Awareness day, Mental Health Awareness day, etc.) We will continue to work with Accessibility Canada and the Accessibility of the City of Oshawa, so we can become more aware of accessibility challenges.

We entered into a contract with the Abilities Centre to undergo an intensive accessibility training for our staff. The goal of this training is to better understand inclusion, diversity, accessibility and all of the ways we can provide the best possible experience to guests, volunteers and staff who may be dealing with any of these challenges.

2025 presented many interactions for our team with members of the public who were struggling with mental health challenges. This led us to continue our team training on best ways to deal with individuals experiencing mental health challenges, keeping Parkwood guests safe, while managing situations in a way that allows for respect and dignity of the individual. A goal for 2026 will be to find funding for a more comprehensive team training session.

- We have been searching for funding for the past year or two, and we are going to try again in 2026. Our goal is to find enough funding to develop an app for our gardens to tell the amazing story of the historic grounds in a way that would be accessible to all visitors with historic photos, images and stories.

### Strategic Pillar #3: Team Experience

Our volunteers and team are the cornerstone of Parkwood's success. We need to provide an open, inclusive, non-discriminatory workplace where every team member feels valued and heard, and can feel connected to the team and to the organization while continuing to develop and contribute with pride. We were thrilled to provide an anonymous opportunity through Survey Monkey for our team to provide opportunities for honest feedback to help measure employee engagement and satisfaction. Once the survey was completed, one of our board members, who has HRP designation conducted several team brainstorming sessions to understand more about the feedback we received. Our next steps involve addressing ways to implement some of this feedback or explain why it might not be possible. Our goals for 2026 continue along this path and include:

- The continued creation of a fun and safe environment for our team
- Continuing to develop opportunities for 3 key learnings for each of the team members
- The completion of our comprehensive Volunteer Recruitment, Retention and Orientation strategy, including a new Orientation session.
- Succession planning strategies for our senior team and Board of Directors

An additional focus in 2025 was the addition of 1 more HRP professional to our HR Committee, and we are pleased to have achieved that goal!

### Strategic Pillar #4: Continuous Improvement

Our PPP Committee took a deep look into the projects that have been completed after the past few years, and completed an overhaul of our long-range **Master Capital Plan** that prioritizes and sequences key investments in capital projects and assets as well as projected maintenance. This is an organic document, fluid in nature and will evolve and develop further as we continue to utilize it on an ongoing basis. This plan has been instrumental in keeping us focused on completing deferred maintenance and the ongoing maintenance needs of Parkwood.

Some highlights of our 2025 Projects are:

- Extra support in the garden for needed root feeding, mulch, tree pruning, etc.
- Painting maintenance on the grounds
- Repair and re-stucco of the chimney facing Simcoe Street
- Extensive repairs and upgrades to the HVAC system and outdated software
- Working with the Durham Master Gardeners and the Oshawa Garden Club, we began the first phase of a two phase restoration project involving the restoration of our lilac dells
- Pole banner signs created and installed on Simcoe Street between Parkwood Court and Adelaide
- Creation and installation of 5 new signs outward facing signs, to include new lighting
- Continued masonry work around the grounds
- Maintenance and rebuilding of the two vents of the Greenhouses

- Enhanced pest control at the Tea House to attempt to address the ongoing wasp problems at the Tea House in late summer
- Ongoing digitization of archives
- Repair of the basement ceiling with a new steel beam (damage due to salt usage in the winter)

2026 will see the continuation of investing in Parkwood to ensure its sustainability, viability and guest experience. The list of projects has already been identified and prioritized.

### *Capital Projects*

In the past 8 years Parkwood has continued to invest any excess revenue or grant funding in our asset infrastructure, with the goal of ensuring sustainability, and legacy. It is important that we ensure Parkwood is here for another 100 years for our visitors to enjoy, and it is equally important that they enjoy their visit to Parkwood as a first-class destination. We still have work to do to invest in preserving and conserving the Estate but we continue to push forward and strategize ways for funding to ensure this is possible!

#### **Strategic Pillar #5: Financial Sustainability**

Sustainability through diversity is vital to a successful future for Parkwood and we will continue to be dedicated to addressing a solid plan to continue to grow. (philanthropy, individual giving, earned revenue, foundation grants, sponsorships, events, and a supporting social media plan) Our focus in 2026 will continue to be grant applications to support all of the ongoing projects that have been identified, along with ensuring stability for our current revenue streams.

**Parkwood Studios** 2025 started quietly at Parkwood in terms of filming activity, however as the summer arrived filming picked up, and all signs point to an even busier filming year in 2026. To date, 2025 welcomed 3 productions, 3 commercials that spent 13 days onsite in Oshawa, with approximately 85 film staff in attendance.

- Murdock Mysteries – Netflix Series
- The Way Home – Hallmark Series

As move through the year there are 4 productions with dates for filming on hold.

Parkwood was pleased to partner once again, with Film Durham on a Co-Branding Agreement whose purpose is to promote Durham's Film Industry.

#### **Weddings and photography**

Once again this year, Parkwood was a popular destination of choice for wedding ceremonies, especially wedding and engagement photography. As a way to ensure the best possible visitor experience, and continue to enhance and expand this experience to ensure long-term viability, we brought photography/wedding coordination back in-house through the addition of our

Wedding & Photo Pass Coordinator. This move has increased our photo bookings over the past year by 62%,

### Tea House

The Tea House continued to be an exceptionally popular destination once again this summer.

At the start of the season we added 2 additional tables, and a summer student that acted as an Ambassador for the Tea House, Parkwood and the City of Oshawa. Their role was to support and greet guests, ensure the Tea House experience was exceptional, share information on Parkwood with the hopes we could secure ancillary business through tours or Gift Shop sales, and since many of the guests were new to the region, share with them other great things that they could do while in Oshawa. In 2026 we will put the Tea House catering out for RFP into the community.

## SWOT Analysis

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths | <ul style="list-style-type: none"> <li>• Strong social media following</li> <li>• Exceptional historic resources</li> <li>• Unique space for event and program offerings, especially with the addition of the new building in the Rose Garden</li> <li>• Source of community pride with increasing awareness within Oshawa and the GTA each day</li> <li>• Support of community leaders, Region &amp; City Council</li> <li>• Dedication of staff (as evidenced by long-service)</li> <li>• Ability to attract volunteers for a multitude of positions</li> <li>• Exposure &amp; expertise to engage with museum &amp; historic site, horticulture, education and tourism sectors</li> <li>• Growing status among peers</li> <li>• Seasoned leadership expertise</li> <li>• Prime space for movie filming, photography, weddings &amp; corporate events</li> <li>• Geographically accessible</li> <li>• Financially accessible</li> <li>• The story of who we are is steeped in community history</li> <li>• Central location, bus availability</li> <li>• Understanding by the staff and Board for the need to invest in our infrastructure/asset</li> <li>• Strong connections with Durham College, Ontario Tech and Trent University</li> <li>• Successful Tea House</li> <li>• New branding/logo/brand personality</li> <li>• Gift Shop evolution</li> <li>• Establishment of Accessibility Committee</li> <li>• Online and in-person store</li> </ul> |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Weaknesses    | <ul style="list-style-type: none"> <li>• Historic resources are undervalued</li> <li>• Mid-level awareness by the public (has been increasing in past years but we need to continue to build on this)</li> <li>• Staff resources</li> <li>• Operating and capital challenges not well-understood, particularly the higher costs and standards required of heritage preservation and presentation</li> <li>• Insufficient financial resources – operating, capital</li> <li>• Lack of awareness among younger generation (we have made progress in the past few years in this area however it continues to be an area we must focus on)</li> <li>• 2<sup>nd</sup> floor not wheelchair accessible &amp; overall accessibility in certain areas</li> <li>• Language translation and lack of digital tours</li> <li>• More accessibility needed</li> </ul>                                                                                                                                                         |
| Opportunities | <ul style="list-style-type: none"> <li>• Continued provincial and regional investment in tourism</li> <li>• New education/heritage &amp; horticultural connections may help increase awareness, support and partnership opportunities, and help increase audience diversity</li> <li>• School/group tours</li> <li>• Partnership opportunities with other local organizations</li> <li>• Opportunities for an App for the gardens and parts of the mansion</li> <li>• Opportunity for a community app to tell the story of the McLaughlin Family, before they arrived at Parkwood (Oshawa, Tyrone, Eniskillen)</li> <li>• The creation of a space in our Carriage House to introduce the connection to GM, hosting some McLaughlin Buicks – Visitor Welcome Centre</li> <li>• Plans for the new building in the Rose Garden area</li> <li>• Applications for use of technology to engage visitors on a different level (augmented reality, AI )</li> <li>• Grant funding in arts &amp; culture space</li> </ul> |
| Threats       | <ul style="list-style-type: none"> <li>• Deferral of capital reinvestment (further estimated projects about \$ 4.1 million – the list continues to expand as we look to complete the necessary projects)</li> <li>• Relevance (museum may be seen as old or stuffy, although we are working hard to change this mindset)</li> <li>• Funding/Revenue streams decrease</li> <li>• Public stops visiting museum/events</li> <li>• Cost of living is high, people do not have as much discretionary spending</li> <li>• Staff turnover</li> <li>• Awareness within the community and surrounding areas</li> <li>• Lack of understanding by the public that Parkwood is a charity and not a for profit organization</li> </ul>                                                                                                                                                                                                                                                                                       |

| Agency Objective 1                                                                                                | Community Impact                                                                                                                                     |                                                                                |                                                                                                                               |                                                                          |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.) | <b>City of Oshawa Draft Strategic Plan 2024-2027, Innovate   Belong   Care   Lead</b><br><br><i>Innovate</i><br><br><i>Belong</i><br><br><i>Lead</i> |                                                                                |                                                                                                                               |                                                                          |
| Strategies                                                                                                        | 1. <i>Increased participation in events/tours</i><br>2. <i>Enhanced Relationships</i><br>3. <i>Corporate Relationships</i>                           |                                                                                |                                                                                                                               |                                                                          |
| Responsibility                                                                                                    | <i>Board of Directors, Executive Director, Marketing Committee</i>                                                                                   |                                                                                |                                                                                                                               |                                                                          |
| Supporting Partners                                                                                               | <i>Event Team, Marketing Committee, Strategic Planning Committee, Community Partners</i>                                                             |                                                                                |                                                                                                                               |                                                                          |
| Actions Per Strategy                                                                                              | Timing                                                                                                                                               | Status                                                                         | Performance Indicator                                                                                                         | Target                                                                   |
| Create list of 2026 events to include additional 10% visitors on each event/tour                                  | Q1 2026                                                                                                                                              | Event plan meeting to research and establish event & tour list                 | Date is set for the session<br><br>Agenda established<br><br>Research on best practices, and conversations with other museums | 2026 Plan is established<br><br>3-5 ideas from this plan are implemented |
| Create QR code materials advertising events to be placed around the community                                     | Q2 2026                                                                                                                                              | Design promotional materials<br><br>Source places to put printed QR materials. | Promotional piece is created                                                                                                  | Promotional materials placed around the community in 20 spaces           |
| Create plan for better awareness to the community                                                                 | Q1 2026                                                                                                                                              | Work with Marketing Committee to further develop our strategy                  |                                                                                                                               |                                                                          |
| Enhanced relationships with City                                                                                  | Q2 2026                                                                                                                                              | Continue to meet with staff at City of Oshawa (annual meeting with             | Date set for meetings                                                                                                         | Q3 2026                                                                  |

|                                                                                                                                                                                                          |                                                                                                                                                     |                                                                                                                  |                                                                                                  |                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Enhanced relationships with Community Partners                                                                                                                                                           |                                                                                                                                                     | CAO, Accessibility Coordinator, etc.)<br><br>Establish meetings with Lakeridge, GM and 10 new potential partners | Presentation or discussions with City Council members<br><br>identify organizations to meet with | Council has a deeper understanding of our priorities and completed projects<br><br>5 new partnerships created |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                |                                                                                                                                                     |                                                                                                                  |                                                                                                  |                                                                                                               |
| <i>Research on best practices for marketing and awareness, board support, peer support, community support to create connections for meetings.</i>                                                        |                                                                                                                                                     |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                   |                                                                                                                                                     |                                                                                                                  |                                                                                                  |                                                                                                               |
| <i>Ensure that through a diverse set of events and tours Parkwood remains relevant to our Community and continues to draw visitors from all cultural communities, and that we are accessible to all.</i> |                                                                                                                                                     |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Agency Objective 2</b>                                                                                                                                                                                | <b>Visitor Experience</b>                                                                                                                           |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b>                                                                                 | <b><i>City of Oshawa Draft Strategic Plan 2024-2027, Innovate   Belong   Care   Lead</i></b><br><br><i>Innovate</i><br><i>Belong</i><br><i>Lead</i> |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Strategies</b>                                                                                                                                                                                        | 1. <i>Visual Identity</i><br>2. <i>Richness of the Experience</i><br>3. <i>Increased Accessibility</i>                                              |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Responsibility</b>                                                                                                                                                                                    | <i>Executive Director</i>                                                                                                                           |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Supporting Partners</b>                                                                                                                                                                               | <i>Brand Ambition, Marketing Committee, City of Oshawa</i>                                                                                          |                                                                                                                  |                                                                                                  |                                                                                                               |
| <b>Actions Per Strategy</b>                                                                                                                                                                              | <b>Timing</b>                                                                                                                                       | <b>Status</b>                                                                                                    | <b>Performance Indicator</b>                                                                     | <b>Target</b>                                                                                                 |
| New signage for Parkwood                                                                                                                                                                                 | Q4 2026                                                                                                                                             | Source wayfinding expert to help plan property signage, utilizing best practices for the visitor experience      | Parkwood has a cohesive new look                                                                 | All signage in place on property                                                                              |

|                                                                                                                                                                                                                                                      |         |                                                                                                          |                                                                                                           |                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Enhanced user friendly/accessible website                                                                                                                                                                                                            | Q4 2026 | Develop RFP for new website                                                                              | RFP distributed to 3 local vendors                                                                        | Consultant identified                            |
| Implementation of results from the 2 <sup>nd</sup> annual Visitor Mapping Session                                                                                                                                                                    | Q3 2026 | Meeting with staff to identify key results from the session                                              | List created and agreed upon by staff of areas to focus on                                                | Implement 10 suggested changes                   |
| Increased Accessibility                                                                                                                                                                                                                              | Ongoing | Connect with Durham Deaf Services and to create a plan to use interpreters for a special Auto Baron Tour | New tour created and implemented monthly beginning Q3                                                     | Increased satisfaction with deaf visitors by 80% |
|                                                                                                                                                                                                                                                      |         | Connect with CNIB to establish best ways to ensure accessibility for those with visual challenges        | List created and approved by Board                                                                        | Implement 3 suggested changes                    |
|                                                                                                                                                                                                                                                      |         | Work with Abilities Centre and coordinate their "Accessibility Training" for core Parkwood Team          | Create list of key team & committee members to participate, and organize dates for the sessions (4 dates) | All sessions completed                           |
|                                                                                                                                                                                                                                                      |         |                                                                                                          | Meet with Board to review and approve list of potential changes                                           | Implement minimum of 3-5 suggested changes       |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                                                            |         |                                                                                                          |                                                                                                           |                                                  |
| CNIB, Durham Deaf Services, City of Oshawa, External Marketing Agency, Signage Specialist, City of Oshawa, Accessibility Coordinator, CNIB, , Graphic Designer, Language Translators, AI, Federal Government, Accessibility Canada, Abilities Centre |         |                                                                                                          |                                                                                                           |                                                  |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                                                               |         |                                                                                                          |                                                                                                           |                                                  |

*Updated, professional and cohesive look will help to ensure Parkwood is a respected brand that is relevant and appealing to tourism sector and visitors, which translates to more revenue. In addition, this work will provide our visitors with a “WOW” experience.*

|                                                                                                                          |                                                                                                                                                                                                             |                                                                                                             |                                                                    |                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Agency Objective 3</b>                                                                                                | <b>Team Experience</b>                                                                                                                                                                                      |                                                                                                             |                                                                    |                                                                                                     |
| <b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b> | <b>City of Oshawa Draft Strategic Plan 2024-2027, Innovate   Belong   Care   Lead</b><br><br><i>Belong</i><br><br><i>Care</i><br><br><i>Lead</i>                                                            |                                                                                                             |                                                                    |                                                                                                     |
| <b>Strategies</b>                                                                                                        | <ol style="list-style-type: none"> <li>1. <i>Build a people first culture</i></li> <li>2. <i>Employee Satisfaction</i></li> <li>3. <i>Increased Opportunities for learning &amp; development</i></li> </ol> |                                                                                                             |                                                                    |                                                                                                     |
| <b>Responsibility</b>                                                                                                    | <i>Executive Director</i>                                                                                                                                                                                   |                                                                                                             |                                                                    |                                                                                                     |
| <b>Supporting Partners</b>                                                                                               | <i>Staff, HR Committee, Board of Directors</i>                                                                                                                                                              |                                                                                                             |                                                                    |                                                                                                     |
| <b>Actions Per Strategy</b>                                                                                              | <b>Timing</b>                                                                                                                                                                                               | <b>Status</b>                                                                                               | <b>Performance Indicator</b>                                       | <b>Target</b>                                                                                       |
| Establish a strong HR foundation by creating 3 new employee development programs                                         | Q2 2026                                                                                                                                                                                                     | Develop succession plan for next level of team members (senior leaders completed)                           | Meet with team members to learn key components for each position   | Succession Plans created for each position, including timeline of work for each position            |
|                                                                                                                          | Q2 2026                                                                                                                                                                                                     | Create a performance development program                                                                    | Meetings set with HR Committee to research and develop the program | First set of performance development meetings with team completed                                   |
| Provide team opportunity to participate in 2 <sup>nd</sup> annual Employee engagement survey                             | Q2 2026                                                                                                                                                                                                     | Determine the goals of the engagement survey, the platform to be utilized and roll out the anonymous survey | Questions identified<br><br>Survey created                         | Survey completed and results shared with Board and Team.<br><br>3 goals for improvement implemented |

|                                                                                                                                                     |         |                                                               |                                                          |                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------|
| Increase learning and development opportunities by 3 new learnings per year for each employee                                                       | Q1 2026 | ED to establish a list of opportunities for each staff member | Plan presented to staff and individuals select learnings | Each employee completes 3 new development learnings during the year |
| <b>New Resource Requirements (if any)</b>                                                                                                           |         |                                                               |                                                          |                                                                     |
| <i>External staff survey organization (Survey Monkey)</i>                                                                                           |         |                                                               |                                                          |                                                                     |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                              |         |                                                               |                                                          |                                                                     |
| <i>Long-term engaged staff who are eager to develop and stay committed to the Parkwood team and enjoy their daily experience of coming to work.</i> |         |                                                               |                                                          |                                                                     |

|                                                                                                                          |                                                                                                                                                             |                                                                                                                           |                              |                                                                           |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------------------------------------------|
| <b>Agency Objective 4</b>                                                                                                | <b>Continuous Improvement</b>                                                                                                                               |                                                                                                                           |                              |                                                                           |
| <b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b> | <b><i>City of Oshawa Draft Strategic Plan 2024-2027, Innovate   Belong   Care   Lead</i></b><br><br><i>Innovate</i><br><br><i>Belong</i><br><br><i>Lead</i> |                                                                                                                           |                              |                                                                           |
| <b>Strategies</b>                                                                                                        | 1. <i>Develop Board Succession plan</i><br>2. <i>Improved Board Governance</i><br>3. <i>Invest in physical property and appearance</i>                      |                                                                                                                           |                              |                                                                           |
| <b>Responsibility</b>                                                                                                    | <i>Executive Director, Staff, Marketing Committee</i>                                                                                                       |                                                                                                                           |                              |                                                                           |
| <b>Supporting Partners</b>                                                                                               | <i>ED, PPP Committee, HR Committee, Executive Committee</i>                                                                                                 |                                                                                                                           |                              |                                                                           |
| <b>Actions Per Strategy</b>                                                                                              | <b>Timing</b>                                                                                                                                               | <b>Status</b>                                                                                                             | <b>Performance Indicator</b> | <b>Target</b>                                                             |
| Develop succession plan for Board Members                                                                                | Q3 2026                                                                                                                                                     | Update Board Matrix to proactively prepare for turnover by identifying term cycles and matrix gaps for future recruitment | Matrix is updated            | Gaps identified along with terms of office and resulting succession plan. |

|                                                                                                                                                                                                  |         |                                                                                             |                                                                                                                                                                    |                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Develop recruitment and retention strategy for Board members                                                                                                                                     | Q2 2026 | Executive Committee working to create strategy                                              | All Board members interviewed for feedback                                                                                                                         | 2 new board members recruited                                                                                  |
| Ensure proper board governance                                                                                                                                                                   | Ongoing | Develop list of training opportunities and education sessions for Board members             | Exec Committee to oversee the execution of the trainings                                                                                                           | Quarterly sessions delivered to the Board                                                                      |
| Develop future list of PPP projects                                                                                                                                                              | Q1 2026 | Brainstorming session to take place with the team and Board in Q1 to establish updated list | List will be broken down into short term, medium term, long terms projects in the categories of conservation, maintenance, capital investment and brand experience | 6 new PPP Projects (could be more or less depending on project costs and funds available) completed by Q4 2026 |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                        |         |                                                                                             |                                                                                                                                                                    |                                                                                                                |
| Contractors, trade specialists                                                                                                                                                                   |         |                                                                                             |                                                                                                                                                                    |                                                                                                                |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                           |         |                                                                                             |                                                                                                                                                                    |                                                                                                                |
| <i>Revitalized estate will attract more tourism visitors, TV/film production, and weddings/corporate functions. It will also ensure Parkwood infrastructure is appropriate and well managed.</i> |         |                                                                                             |                                                                                                                                                                    |                                                                                                                |

|                                                                                                                          |                                                                                                                                                                                                                        |                                                                        |                                                   |                                             |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------|
| <b>Agency Objective 5</b>                                                                                                | <b>Financial Sustainability</b>                                                                                                                                                                                        |                                                                        |                                                   |                                             |
| <b>Relevant City Strategic Goals and other City Strategic Plans (if possible, note specific Goals, Objectives, etc.)</b> | <b><i>City of Oshawa Draft Strategic Plan 2024-2027, Innovate   Belong   Care   Lead</i></b><br><br><i>Innovate</i><br><br><i>Belong</i><br><br><i>Lead</i>                                                            |                                                                        |                                                   |                                             |
| <b>Strategies</b>                                                                                                        | 1. <i>Foundation database to support grant writing</i><br>2. <i>Create diverse series of events to drive visitors to Parkwood</i><br>3. <i>Continue to strengthen relationships with Location Managers for filming</i> |                                                                        |                                                   |                                             |
| <b>Responsibility</b>                                                                                                    | <i>Executive Director, Staff &amp; Volunteer Committee</i>                                                                                                                                                             |                                                                        |                                                   |                                             |
| <b>Supporting Partners</b>                                                                                               | <i>Film Location Scouts</i>                                                                                                                                                                                            |                                                                        |                                                   |                                             |
| <b>Actions Per Strategy</b>                                                                                              | <b>Timing</b>                                                                                                                                                                                                          | <b>Status</b>                                                          | <b>Performance Indicator</b>                      | <b>Target</b>                               |
| Enhanced pool of grants to draw from                                                                                     | Q2 2026                                                                                                                                                                                                                | Research online grant programs                                         | Decision on program and purchase                  | Program learned and integrated              |
|                                                                                                                          |                                                                                                                                                                                                                        | Create Case for Support                                                | Case for Support Completed and vetted through AFP | Two new grants secured                      |
| Set up all events on website and online booking system                                                                   | Q1 2026                                                                                                                                                                                                                | Gather all information, pricing, collateral images to be placed online | All events live on FareHarbor                     | Q1 2026 and ongoing as new events are added |
| Continue to strengthen relationships with Location Scouts & Region of Durham Film Office                                 | Ongoing                                                                                                                                                                                                                | Meeting dates established and agendas to be circulated                 | Host monthly Film Committees during the year      | Q1/2/3/4 2026                               |
| Establish ad-hoc Film Committee with industry contact                                                                    | Q3 2026                                                                                                                                                                                                                | Connect with possible participants for the Committee                   | Host first meeting                                | Q3 2026                                     |



|                                                                                                                                                                                                              |  |  |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|
|                                                                                                                                                                                                              |  |  |  |  |
| <b>New Resource Requirements (if any)</b>                                                                                                                                                                    |  |  |  |  |
|                                                                                                                                                                                                              |  |  |  |  |
| <b>Outcomes/Benefits Per Objective</b>                                                                                                                                                                       |  |  |  |  |
| <i>.An increased sustainable revenue base will allow for more investment in Parkwood and thereby enhancing heritage/tourism opportunities for programming which are all designed to advance our mandate.</i> |  |  |  |  |

## Resource Requirements

The 2026 budget projects a deficit of \$13,000

## 2025 Objectives & Conclusion

We were excited about what 2025 would bring to Parkwood with some of the key projects over the past few years beginning to see benefits. The past few years have taught us the continuing need to pivot, change and adapt. No matter what the year brought, we continued to evolve as an organization to ensure we created foundational building blocks, enhanced our visitor experience and created sustainable revenue streams to support the Estate and grounds. The team, volunteers and members of the Board have worked hard over the past few years modernizing our operations, evolving our business best practices, enhancing and growing our team, developing new lines of business to try to ensure that Parkwood is a memory worth revisiting.

Our plans for 2026 are exciting and we have moved from the previous few years of cautious optimism to one of “pushing forward” and “diving back in”. With the success of our events these past four years, we are excited to begin the year with a strong line up of diverse events, the continuing success of the Tea House and the Gift Shop, the rollout of our new property signage along with the creation and implementation of strong marketing and awareness campaigns for even more visibility.

We will continue to place a strong focus on finding better and relevant ways to be sustainable and as always, we will continue on our path to provide an excellent and elevated visitor experience, finding ways to be a central hub for the community. This will include a detailed accessibility plan upon which we will continue to build tours in various languages, dialogues around more accessibility and inclusion, and connections with outside agencies.

We continue to find ways to inspire people to visit more than once each year, as we will deliver the promise of experiencing something new each time. With the addition of our tour, we have

a goal to create a school program that will tie our programming into existing history curriculum, and we will work to build and continue to strengthen relationships with Retirement Homes and Bus Tours to create memorable day trips, for when these are possible again.

All of the above will be complemented by our other key revenue streams; Parkwood Weddings, Parkwood Studios, and Parkwood Conference & Event Services. Parkwood's objectives, will build upon the Board's Strategic Pillars for growth and our new 2024-2028 Strategic Plan, which tie into the City of Oshawa's Draft Strategic Plan 2024-2027, *Innovate | Belong | Care | Lead*

***With continued thanks and appreciation.***

## Contact Information

Laura Mountjoy, Executive Director

[laura.mountjoy@parkwoodestate.com](mailto:laura.mountjoy@parkwoodestate.com)

905-433-4311

416-918-5385 (cell)

## Board of Directors

|                                               |                  |
|-----------------------------------------------|------------------|
| <b>Bob Pinkney</b>                            | <b>President</b> |
| <b>Dr. Scott Henderson</b>                    | Vice- President  |
| <b>Pat Rudka</b>                              | Secretary        |
| <b>David Laing</b>                            | Treasurer        |
| <b>City Councillor Tito-Dante Marimpietri</b> | Member           |
| <b>Max Lysyk</b>                              | Member           |
| <b>Jake Currie</b>                            | Member           |
| <b>Diana Kirk</b>                             | Member           |
| <b>Lindsay Temple</b>                         | Member           |
| <b>Aleya MacFayden</b>                        | Member           |
| <b>Niko Anastassakis</b>                      | Member           |
| <b>Louise Hastie</b>                          | Member           |

## 2026 Operating Budget

See attached budget document

## Variance Explanations:

### **2025 Variance Explanations:**

**Personnel Cost:** To stay in line with our strategic plan to create a hub for the community, our 2025 plan called for bringing our photography and wedding coordination back in house. This will allow us to grow this line item, thereby introducing more people to Parkwood. Most of this salary was covered by what we were paying to an external group, the variance is what we had to cover.

- **Maintenance and Repairs:** This line exceeds what we had planned to budget as a result of our continuing commitment to fix the Infrastructure at Parkwood. Some of these funds come from our investments, some are covered by grant funding, and some from within our planned budget, which we went over this year by the variance you see in the numbers. Part of our rationale for spending more than we had budgeted was being aware of the excess revenue over budget we are projecting due to the amazing success of our wedding and photography revenue this year.

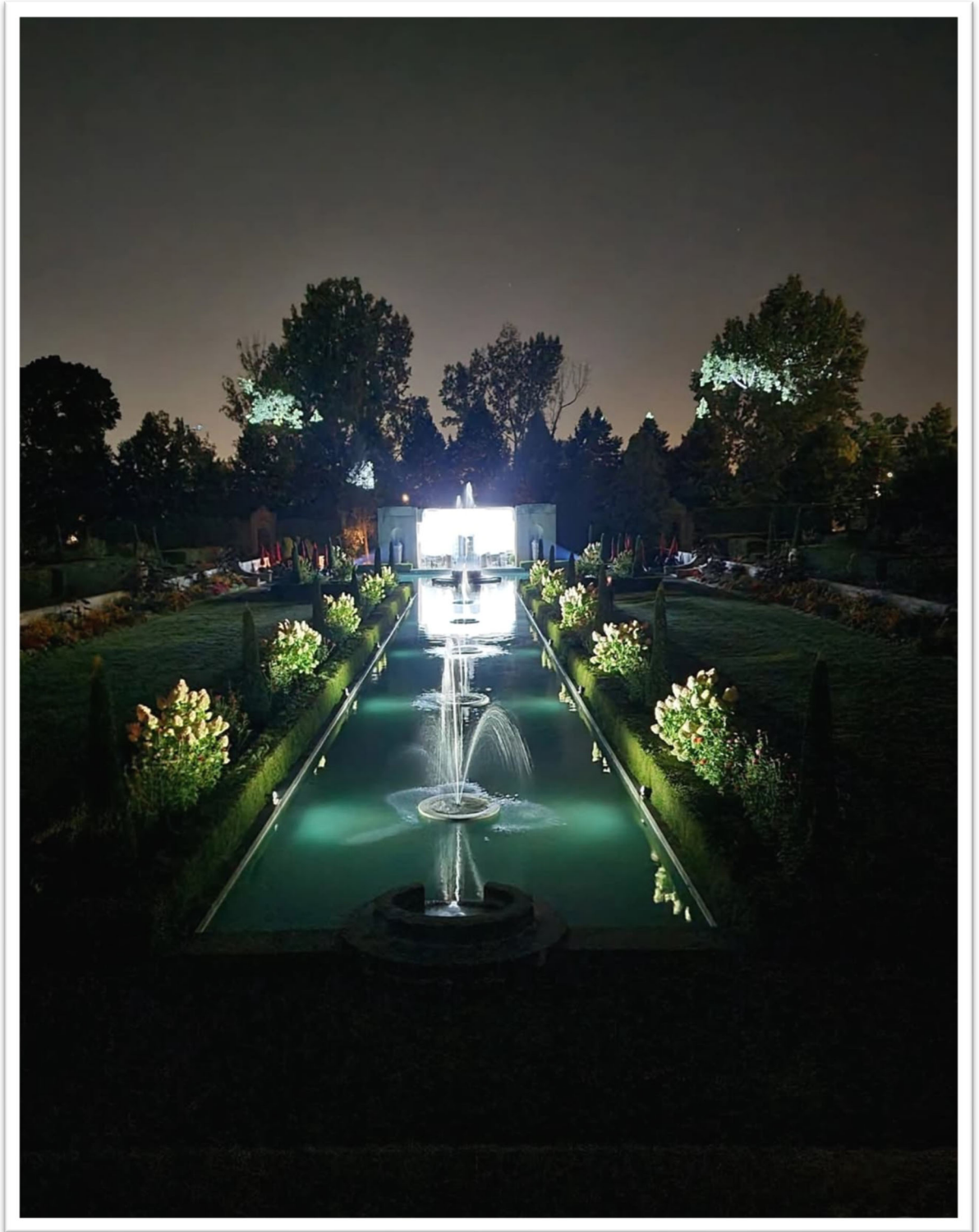
Some of the projects completed included:

- Extra support in the garden for needed root feeding, mulch, tree pruning, etc.
- Painting maintenance on the grounds
- Repair and re-stucco of the chimney facing Simcoe Street
- Extensive repairs and upgrades to the HVAC system and outdated software
- Working with the Durham Master Gardeners and the Oshawa Garden Club, we began the first phase of a two phase restoration project involving the restoration of our lilac dells
- Pole banner signs created and installed on Simcoe Street between Parkwood Court and Adelaide
- Creation and installation of 5 new signs outward facing signs, to include new lighting
- Continued masonry work around the grounds
- Maintenance and rebuilding of the two vents of the Greenhouses
- Enhanced pest control at the Tea House to attempt to address the ongoing wasp problems at the Tea House in late summer
- Ongoing digitization of archives
- Repair of the basement ceiling with a new steel beam (damage due to salt usage in the winter)

- **Agency Generated Revenue:** We are projecting a surplus in revenue this year due to an amazing year of wedding and photography revenue. We have been very strategic with this line, and have focused time and effort to see success. Now our goal is to ensure we can maintain.

### **2026 Variance Explanations:**

- **Personnel Cost:** To stay in line with our strategic plan to create a hub for the community, our 2025 plan called for us to bring in a Social Media Coordinator to handle all of our social media.. As a front facing organization dealing with the public this will us to create dialogues with the public, and create enticing campaigns to continue to help create awareness and drive traffic. This position will be part-time rather than the full time that we had planned. The position is anticipated to start in late September of 2026, so the majority of the revenue impact will be felt in 2026.
- **Program and Office Supplies:** Continued programming for the public, and artefact conservation is a priority for 2026. Our goal is to continue to conserve and preserve these important artefacts, which will continue to enhance the visitor experience. We have been able to create some relationships that will offer us some reduced costs in this area due to donations of goods and/or services.
- **Professional Services:** we expect these costs to remain similar to our actual for 2025. (With the success of the Gift Shop we now need to do an inventory once a year with an external auditor, in addition to our regular audit)
- **Maintenance and Repairs:** This is cost for general maintenance, repairs, horticulture supplies, is expected to increase a small amount this year. Parkwood is a big place and if we want to continue to be relevant to the community, a hub and a place visitors want to visit we need to ensure we keep a high standard and that all things are working. We are still dealing with deferred maintenance from 20 years ago that was never completed, but that we have spent the past 9 years working away at! We often adjust this expense depending on our revenue. If we appear to have a surplus of revenue we will add more projects as the list is long!)
- **Agency Generated Revenue:** We are being a bit optimistic on our revenue forecast, but that is because we continue to be aggressive with our event, wedding and photography revenue and social media plans, driving more visitors to Parkwood, through tours, Gift Shop and the Tea House. Once again will understand this may be optimistic and we will be watching this line item very carefully.



**The Corporation of the City of Oshawa**  
**2026 Operating Budget**  
**Parkwood Foundation**

| Description                         | 2025<br>Projected<br>Actuals | 2025<br>Approved<br>Budget | 2026<br>Proposed<br>Budget | 2026-2025<br>Variance \$'s | 2026-2025<br>Variance % |
|-------------------------------------|------------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Personnel Costs                     | 924,000                      | 900,000                    | 920,000                    | 20,000                     | 2.2                     |
| Program and Office Supplies         | 83,400                       | 82,000                     | 85,000                     | 3,000                      | 3.7                     |
| Professional Services               | 133,000                      | 135,000                    | 138,000                    | 3,000                      | 2.2                     |
| Maintenance and Repairs             | 211,000                      | 170,000                    | 175,000                    | 5,000                      | 2.9                     |
| Utilities                           |                              |                            |                            | -                          |                         |
| Contributions and Financial Charges |                              |                            |                            | -                          |                         |
| Agency Generated Revenue            | (1,035,380)                  | (900,000)                  | (980,000)                  | (80,000)                   | 8.9                     |
| City of Oshawa Grants               | (325,000)                    | (325,000)                  | (325,000)                  | -                          | -                       |
| <b>Total Parkwood Foundation</b>    | <b>(8,980)</b>               | <b>62,000</b>              | <b>13,000</b>              | <b>(49,000)</b>            | <b>(79.0)</b>           |

Variance Explanations:

**Personnel Cost:** To stay in line with our strategic plan to create a hub for the community, our 2025 plan called for bringing our photography and wedding coordination back in house. This allowed us to grow this line item, thereby introducing more people to Parkwood. Most of this salary was covered by what we were paying to an external group, the variance is what we had to cover.

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Some of the projects completed included:

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**Corporation of the City of Oshawa**  
**2026 Budget**  
**External Agency – Oshawa Historical Society**

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— Collections. Spaces. People. —

**Oshawa Historical Society**  
*operating the Oshawa Museum*  
**Business Plan 2026**

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  2. Mission and Values
  3. Service Description and Client Identification
    - a. Organization
    - b. The Collections
    - c. The Spaces
    - d. The People
    - e. The Programming
  4. 2025 Accomplishments
  5. 2024 Highlights
  6. SWOT Analysis
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  9. Conclusion
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- Appendix 1: 2026 Operating Budget  
Appendix 2: 2024 and 2025 Budget Surpluses  
Appendix 3: 2024-2026 Reserves  
Appendix 4: 2025 Personnel



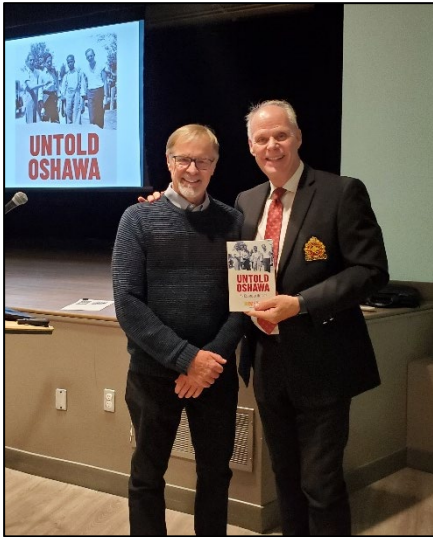
**1. Introduction**

Since 1960, the Oshawa Museum, operated by the Oshawa Historical Society, has been collecting, researching, and telling the stories of Oshawa's history. As the only museum with a focus on the community of Oshawa, we take great pride in showcasing the history of our city from the earliest First Nations settlements to the present day.

The Oshawa Museum's Business Plan for 2024-2025 presents four strategic objectives for key areas of focus that will guide and build on the ways the Museum serves the people of Oshawa, including:

- managing the artefact and archival collections that tell the stories of Oshawa and the land on which it sits;
- researching, interpreting, and presenting Oshawa's history;
- guided by collaborations with our partners, colleagues, and stakeholders, providing compelling experiences to the public, that will connect them to Oshawa's past; and
- remaining resilient and prepared for the future.





The objectives of the Business Plan 2024-2025, along with the related strategies and actions outlined in the Action Plan 2025, will ensure that the Oshawa Museum continues to play a central role in the cultural life of Oshawa, and that it remains:

- visitor-oriented
- flexible and responsive to change
- accessible and engaging to diverse audiences
- fiscally responsible
- connected with the community
- supportive of the City's culture and heritage tourism goals.

The four strategic objectives, along with each of their associated strategies and action items, will help the staff and directors of the Oshawa Museum to shape the work to be accomplished over the next year, in order to realize the mission of the Oshawa Historical

Society, and the goals shared with the City of Oshawa.

## 2. Mission and Values

The Oshawa Museum preserves and actively promotes awareness and appreciation of Oshawa's history for the education, enrichment and enjoyment of a diverse audience.

The Oshawa Museum will be guided in all its activities by the following values:

- **Respect:** trustworthy, respected in the community, professional, accurate
- **Pro-active outreach:** collaborative, creative, community focused
- **Inclusive:** accessible, open, representative, welcoming
- **Education:** engaging, original, imaginative, diverse
- **Presentation:** our collection helps us to understand and connect with our city, both past and present
- **Diligence:** accomplished, consistent, mindful

## 3. Service Description and Client Identification

### a. The Organization

The Oshawa Historical Society is a not-for-profit charitable institution, and maintains the Oshawa Museum as a repository for artefacts and written records of historical interest to the community of Oshawa.

The Oshawa Museum is the only museum in Oshawa focused on the history of the community and the land on which the present city sits. It is comprised of three heritage-designated houses, along with a more recent Drive Shed.

The Oshawa Museum is home to more than 50,000 objects and archival materials, the scope of which covers all of Oshawa's history, from pre-contact to the present day, including social history,



science, technology, and more, and provides an accurate and dependable source of information on Oshawa's past.

### **b. The Collections**

The Oshawa Historical Society recognizes the stewardship of its artefact and archival collections, and the museum structures themselves, as a public trust. Members of the Historical Society, and Museum staff and visitors value the trust placed with them to safeguard the artefact and archival collections. We recognize our responsibility to strategically develop and protect the collection for future generations.

Just like Oshawa's history, the collections are diverse. The Oshawa Historical Society is committed to expanding the narratives that are collected and shared, to be more inclusive of underrepresented communities. Museum staff care for over 50,000 artefacts and archival records, and will continue to strategically manage and develop the collections as a resource for education and research.

### **c. The Spaces**

The three heritage-designated buildings, Guy House (1846), Henry House (1840), and Robinson House (1854), as well as the Anniversary Drive Shed (2009), are comprised of programming areas, workspaces, artifact storage, and exhibition space. The buildings are owned by the City of Oshawa and, in 2010, a 20-year occupancy license was signed between the Oshawa Historical Society and the Corporation of the City of Oshawa.

The Oshawa Museum promotes its spaces as an asset to the community, to engage visitors, and raise the visibility of the Museum. These buildings are used for educational programming, for community events and commemorations, as workspaces for Museum staff, and to house the Museum's collections.

Future plans include the construction of a new visitor center designed to offer an elevated, welcoming museum experience, including a larger and improved community gathering and programming space.

### **d. The People**

The Museum is operated by an elected Board of Directors, as an external agency of the City of Oshawa. As outlined in the Constitution and By-Laws (2021), the Board is responsible for all decisions relating to the operation of the Museum. The Board consists of a President, Vice President, Treasurer, Secretary, and Directors at Large. There are several standing committees, each with a chairperson. Each Board position is assigned specific responsibilities, as are the committees.





The Board of Directors for the Oshawa Historical Society is made up of volunteer members of the community who are recruited for their strong community spirit and skills in areas that ensure the resiliency and strength of the Society and the Museum. Members are recruited regularly from diverse backgrounds.

The staff of the Oshawa Museum is currently made up of five regular full-time positions (Executive Director, Archivist, Curator, Community Engagement Coordinator and Visitor Experience Coordinator), one regular part-time position (Maintenance), and six casual positions (Visitor Hosts). The number of staff are also boosted by contract staff and internships, funded by project grants, as well as co-op students, and volunteers. It is important that staff have these opportunities to enrich the museum sector by hosting enriching opportunities with the next generation of museum professionals.

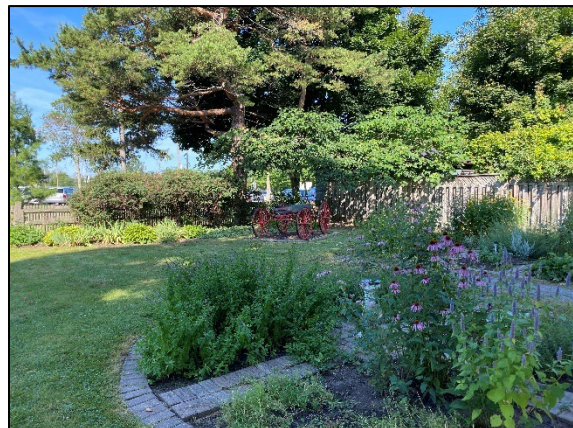
The Oshawa Museum employs professional, committed and highly-knowledgeable people. The specialized knowledge of the staff is what gives significance to the Museum's activities, as they strive to share unique, diverse, and relevant stories with the public through various means including exhibitions (on- and off-site, and online), a quarterly newsletter, workshops and presentations, publications, social media, blogs, regular *Oshawa This Week* articles, and OshawaMuseum.org. The staff and volunteers additionally raise the visibility of the Museum and the community by sharing their expertise through their work on community committees, in various publications, and by presenting at conferences.

#### **e. The Programming**

Programming at the Oshawa Museum includes regular and special events, educational presentations or workshops offered both on and off the main Museum site.

These opportunities are open to booked groups, or for drop-in or registered individual participants.

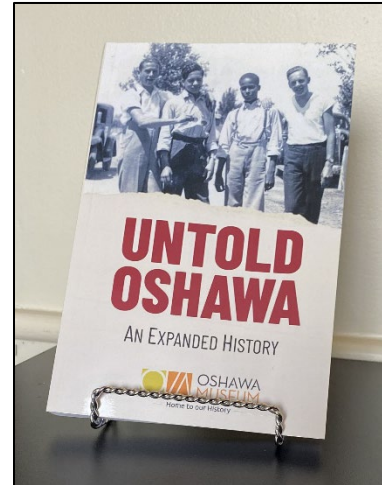
The Oshawa Museum offers curriculum-based educational programming, facilitated by staff to meet the needs of teachers and group leaders. Topics include specific neighbourhoods or events in Oshawa's history, the experiences of past Oshawa residents, exploring the past using primary resources, and more.





Some of the newly-developed and most-popular programming highlights in 2025 have been:

- Untold Oshawa: An Expanded History (exhibit and publication)
- Scenes From the Cemetery (event)
- Letters from the Trenches (educational program)
- Port Oshawa Cemetery (walking tour)
- Oshawa's Black History: One Family's Journey (educational program)
- St. Gregory Catholic Cemetery (walking tour)
- A Carrying Place: Archaeology and First Nations in Oshawa (educational program)
- A Day in the Life of a Victorian Child (educational program)
- Stories From the Homefront (educational program)



In addition, the Oshawa Museum offers programming during school professional development days, and during school breaks.

The Oshawa Historical Society, in partnership with Oshawa Public Libraries, hosts eight lectures per year on historical topics.

Annual events offer an accessibly-priced opportunity for families and individuals to participate in special programming at the Oshawa Museum.

- July: Grandpa Henry's Picnic
- October: Hallowe'en at the Harbour
- December: Lamplight Tour

Throughout the year, there are workshops, tea and talks, walking tours, and Curator's tours, on various historic topics. In partnership with Yoga Connect Durham, the Henry House Gardens are animated by pop-up classes each Friday from May to September.



#### 4. 2025 Accomplishments

| OBJECTIVE 1: To be a dynamic and essential part of the cultural landscape of Oshawa.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Worked with representatives of Ontario Tech University, Fleming College, Oshawa Civic Band, Oshawa Public Libraries, Pickering Public Library, Canadian Federation of University Women (Oshawa Chapter), Canadian Languages Museum, Durham Alternative Secondary School, Central Lake Ontario Conservation Authority, Metrolinx Community Engagement, Friends of Second Marsh, Parkwood National Historic Site, Oshawa Tourism, the Royal Canadian Legion, and more, on various events, projects, and programs</li> <li>• Staff members sat on committees, including Heritage Oshawa, Fleming College Program Advisory Committee, Regional Museum Network, Cultural Leadership Council, York Durham Museum Archives Association, and more</li> <li>• Participated in the Oshawa Peony Festival, Durham District School Board Heritage Fair, Doors Open Oshawa, Purple Woods Maple Syrup Festival, Canada Day at Lakeview Park, and more</li> <li>• Produced a new catalogue of education programs, which has been distributed to Durham District School Board schools</li> <li>• Produced a teacher's guide for group attending education programs</li> <li>• Introduced a new monthly crafting circle at Guy House</li> <li>• Hosted Yoga in the Henry House Gardens, June-September</li> <li>• Expanded library pass program to include users of the Pickering Public Library</li> <li>• Fielded many research requests by community members and students</li> <li>• Coordinated with the City of Oshawa to proclaim May as Museum Month in Oshawa</li> </ul> |
| OBJECTIVE 2: To present relevant and meaningful content that reflect the communities of Oshawa.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• <i>Untold Oshawa: An Expanded History</i> was awarded the City of Oshawa Innovation &amp; Creation Champion Award</li> <li>• Developed a new exhibit as an introduction to Oshawa's history at Guy House</li> <li>• Led a new walking tour through the Grandview Neighbourhood</li> <li>• Hosted a travelling exhibit, <i>Indigenous Languages in Canada</i></li> <li>• Produced a new education program for secondary students on the post-WWII period, using primary archival materials</li> <li>• Presented at the Oshawa Public Library (John Aker Northview Branch) on <i>Oshawa's Black History</i></li> <li>• Produced a new presentation on <i>The Women of Whitby Township</i></li> <li>• Produced a new Scenes From the Cemetery presentation</li> <li>• Produced and distributed four print and digital newsletters</li> <li>• Presented regular social media content on the history of Oshawa</li> <li>• Presented a panel discussion on <i>Untold Oshawa: An Expanded History</i> at Ontario Tech University</li> <li>• Hosted the Holodomor National Awareness Tour exhibit bus and Postcards to the Front workshop</li> <li>• New listings added to <i>Discover Historic Oshawa</i> website</li> <li>• Contributed monthly articles to <i>Oshawa This Week</i> online newspaper</li> </ul>                                                                                                                                                                                                                                                       |

- Appeared on Oshawa Libraries' podcast, *Past Forward: Oshawa's Forgotten Stories*
- Appeared on Rogers TV Durham, to speak about *Untold Oshawa: An Expanded History*
- Accepted and processed several additions to the museum and archival collections, including items relating to the Hon. Michael Starr

**OBJECTIVE 3: Foster a culture of inclusivity, expertise, and to recognize the value of diversity.**

- Hosted special events for Indigenous Peoples Day, and the National Day for Truth and Reconciliation
- Awarded five awards to Oshawa secondary school students, to recognize outstanding achievement in the study of Canadian history
- Presented at the Association of Canadian Archivist's Annual Conference in Ottawa on *Archiving Cultural Memory: When Historical Fact Challenges Community Memory*
- Presented at the Ontario Genealogical Society on *Untold Oshawa: An Expanded History*
- Project/employment grants allowed the hiring of four post-secondary students
- Hosted two secondary school co-op students
- Hosted students from Ontario Tech University's XBIT course at each edition of the regular Speakers Series events
- Retained two new Board members

**OBJECTIVE 4: Ensure the resiliency and flexibility of the Museum's operations and collections.**

- Two members of staff celebrated their 25<sup>th</sup> work anniversary at the Oshawa Museum
- 50% of full-time staff have each served for over than 20 years
- All staff received Accessibility training
- Other professional development opportunities included: DEI Best Practices (hosted by Durham Region), Ethics in Social Media, Oshawa Tourism Stakeholders Meetup, Funding Opportunities Forum, Association of Canadian Archivists Conference
- Updated Personnel Policy and Volunteer Policy
- Made WIFI available in all museum buildings
- New Spaces Committee (of the Oshawa Historical Society Board) met several times to coordinate new Visitor Centre project
- Coordinated repairs of Henry House windows and Guy House foundation with City of Oshawa Facilities



## 5. 2024 Highlights





## 6. SWOT Analysis

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths  | <ul style="list-style-type: none"> <li>• The Oshawa Museum is Oshawa’s only museum dedicated to the history of the community of Oshawa and is recognized as the definitive source on Oshawa history</li> <li>• Most extensive archival and artefact collections representing Oshawa’s history</li> <li>• Well-known, beautiful, and easy-to-find location in Lakeview Park can easily be optimized for City’s waterfront development plans</li> <li>• Excellent and longstanding relationship with members of Council, City staff, Heritage Oshawa and other boards and committees</li> <li>• Highly-knowledgeable, skilled, respected and committed staff, board and volunteers</li> <li>• Strong social media and blog following and engagement numbers</li> <li>• Flexible and responsive to change and new challenges</li> <li>• Strong usage of the Museum’s programming by Oshawa schools and community groups</li> <li>• Multi-year partnerships and relationships in place with many community organizations (Trent University, Durham Storytellers, Oshawa Little Theatre, Oshawa Public Libraries, Club Carib, Yoga Connect Durham, and more)</li> <li>• Broad thematic scope of programs that engage visitors</li> <li>• Respected by the public and colleagues</li> <li>• Known for transparent and positive interactions with the public</li> </ul>                     |
| Challenges | <ul style="list-style-type: none"> <li>• Difficult to increase self-generated revenue with spatial limitations and lack of programming, storage, and exhibit space</li> <li>• Increasing professional (insurance, audit), repair, fuel, and service fees put pressure on the budget</li> <li>• Collections and building interpretation have historically over-examined the experiences of white, middle-class, 19th century residents of Oshawa, underserving other experiences and communities</li> <li>• Difficult to apply for many major grants due to restrictions on major projects associated with capital, lack of matching funds</li> <li>• Self-generated revenue is contingent on external factors such as weather, adequate space for events, and external events happening in Lakeview Park</li> <li>• Difficult to increase rates for agency revenue-raising activities in an economically-challenged society</li> <li>• Vulnerable to vandalism, environmental impacts due to location</li> <li>• Adapting historic homes for museum functions leads to Infrastructure challenges (ex.: HVAC, accessibility, space restrictions)</li> <li>• Insufficient funds for artifact acquisition, to address gaps in the collection</li> <li>• Staff compensation packages are below the average (in some cases, by more than 20%) for community museums in Ontario</li> </ul> |



|               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Challenges    | <ul style="list-style-type: none"> <li>• Low public profile for the Oshawa Historical Society and lack of awareness for heritage locally</li> <li>• Multiple paths of approach to the Museum creates confusion for visitors and accessibility challenges</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Opportunities | <ul style="list-style-type: none"> <li>• City's future plans for waterfront development</li> <li>• Continued support from all levels of government and multiple departments</li> <li>• Strong local pride in Oshawa's history</li> <li>• Facility expansion project will address several space challenges</li> <li>• Fundraising plans associated with the facility expansion will also increase awareness of the Museum and its activities</li> <li>• Use of web-based tools and more virtual programming helps to increase profile, broaden reach and connect with the Museum's audience</li> <li>• Partnerships and collaborations with post-secondary institutions and community groups maximizes the reach of the Oshawa Museum</li> <li>• Strong online presence by the Museum – social media, blogs, online articles, websites</li> <li>• Location in Lakeview Park allows for maximum visibility for Museum programs and events, especially during the summer months</li> <li>• Participation in Cultural Leadership Council, Heritage Oshawa, and other groups raises our visibility and our awareness of current issues in local heritage and culture</li> </ul>                                                                         |
| Threats       | <ul style="list-style-type: none"> <li>• Potential cuts to operating budget and project grants from all levels of funders – Federal, Provincial and Municipal</li> <li>• Reliance on employment grants means uncertain seasonal staffing levels</li> <li>• Year-on-year inflation of non-discretionary, fixed costs</li> <li>• Uncertainty in local economy</li> <li>• Safety challenges require greater number of staff on site during opening hours, leading to increased costs</li> <li>• Sector-wide difficulty in recruiting volunteers, members, and Board members</li> <li>• Lack of communication regarding externally hosted events in Lakeview Park or on major nearby roads has a negative impact on Museum operations (Ribfest, Simcoe St. construction etc.)</li> <li>• Membership model is not as popular as in the past, resulting in a narrower audience and difficulty with communication</li> <li>• Volunteering is not as popular as in the past, resulting in fewer people to assist with gardens, events, and other projects, or higher costs associated with these services</li> <li>• Lack of a community newspaper or widespread method of local communication makes marketing events and programming difficult</li> </ul> |

## 7. 2026 Objectives

| <b>OBJECTIVE 1: To be a dynamic and essential part of the cultural landscape of Oshawa.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Oshawa Museum, operated by the Oshawa Historical Society, and as the steward of Oshawa's shared heritage, provides accessible opportunities for the public to learn about and be inspired by Oshawa's history, art, culture, and society. The museum ensures that there is a home for Oshawa's collective memories and artefacts. The museum also creates community spaces through programming such as educational workshops, events, and exhibits, and, in doing so, activates Lakeview Park and brings people to the waterfront. The Oshawa Museum contributes to the development of a shared sense of memory and identity for Oshawa. To connect Oshawa's current residents and visitors with many aspects of Oshawa's history, the museum has developed strong relationships with community partners, organizations, and Indigenous communities. As part of Oshawa's cultural landscape, the Oshawa Museum shares information about other cultural opportunities and organizations.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Relevant City Strategic Goals</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p><b><i>Oshawa Strategic Plan 2024-2027</i></b></p> <ul style="list-style-type: none"> <li>• INNOVATE 3: Continue to foster strong partnerships with education institutions, community partners and employers.</li> <li>• INNOVATE 4: Attract and promote a vibrant artistic and cultural economy.</li> <li>• INNOVATE 6: Promote the waterfront as a destination and innovative mixed-use community.</li> <li>• BELONG 1: Commit to meaningful reconciliation with Indigenous communities.</li> <li>• BELONG 2: Reduce systematic barriers and deliver engaging, equitable and culturally inclusive programs and services for all participants.</li> <li>• BELONG 3: Invest in infrastructure and assets that meet the needs for sustainable growth.</li> <li>• LEAD 4: Enhance effective communication and encourage all community members to actively participate and learn about services, programs, and spaces.</li> </ul> <p><b><i>Oshawa Economic Development Strategy, 2023</i></b></p> <ul style="list-style-type: none"> <li>• Strategy 1A: Enhance local business development</li> <li>• Strategy 5A: Create a vibrant community for people to live, work, learn and play.</li> </ul> <p><b><i>Culture Counts: Oshawa Arts, Culture and Heritage Plan, 2014</i></b></p> <ul style="list-style-type: none"> <li>• Strategic Direction 3.1: Increase and Strengthen Communication within and about the Arts, Culture and Heritage Sector</li> <li>• Strategic Direction 3.2: Increase Community Awareness and Promotion of Cultural Resources</li> </ul> |

| Strategy                                                                | Responsibility/<br>Lead                                                                                                    | Supporting Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Action                                                                                                          | Timing | Status  | KPI                                                                  | Target |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------|---------|----------------------------------------------------------------------|--------|
| 1.1: Provide excellent learning experiences                             | <ul style="list-style-type: none"> <li>Curator</li> <li>Visitor Experience Coordinator</li> </ul>                          | <ul style="list-style-type: none"> <li>Durham District School Board</li> <li>Durham Catholic District School Board</li> </ul>                                                                                                                                                                                                                                                                                                                                                          | Develop a plan to convert or add to additional exhibits to include opportunities for multi-sensory experiences. | Q1-Q4  | Ongoing | # of new opportunities                                               | 5      |
| 1.2: Seek out and engage in meaningful partnerships and collaborations. | <ul style="list-style-type: none"> <li>Visitor Experience Coordinator</li> <li>Community Engagement Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>Oshawa Public Libraries</li> <li>post secondary institutions</li> <li>Union Cemetery</li> <li>Parkwood National Historic Site</li> <li>Canadian Tank Museum</li> <li>Canadian Automotive Museum</li> <li>Robert McLaughlin Gallery</li> <li>Parks and Facilities Maintenance Services</li> <li>Yoga Connect Durham</li> <li>Durham District School Board</li> <li>Durham Catholic District School Board</li> <li>Durham Storytellers</li> </ul> | Continue to seek out and participate in partner events throughout Oshawa.                                       | Q1-Q4  | Ongoing | # of partner events participated in                                  | 12     |
|                                                                         |                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Support awareness for culture and heritage in Oshawa.                                                           | Q1-Q4  | Ongoing | # of media posts promoting other heritage or cultural orgs in Oshawa | 12     |

|                                                                          |                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                           |       |                   |                                                                        |                 |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------|------------------------------------------------------------------------|-----------------|
| 1.3: Increase the community's awareness of the Museum and its resources. | <ul style="list-style-type: none"> <li>Executive Director</li> <li>Archivist</li> <li>Visitor Experience Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>Oshawa Public Libraries</li> <li>post secondary institutions</li> <li>Union Cemetery</li> <li>Parkwood National Historic Site</li> <li>Canadian Tank Museum</li> <li>Canadian Automotive Museum</li> <li>Robert McLaughlin Gallery</li> <li>Parks and Facilities Maintenance Services</li> <li>Yoga Connect Durham</li> <li>Durham District School Board</li> <li>Durham Catholic District School Board</li> <li>Durham Storytellers</li> </ul> | Increase all user interactions with the museum, including museum visitors, research requests, event registrations, participants in educational programs, and off-site event interactions. | Q1-Q4 | Ongoing           | # of total user interactions                                           | +2.5% over 2025 |
|                                                                          |                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Increase online access to collections and media content.                                                                                                                                  | Q1-Q2 | Under development | # of new digital resources available through the Oshawa Museum website | 5               |
|                                                                          |                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Create new opportunities for the public to attend the Oshawa Museum site.                                                                                                                 | Q1-Q4 | Ongoing           | # of new events, partner events, or other means of visitor interaction | 3               |

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>New Resource Requirements</b> | N/A                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Outcomes Per Objective</b>    | <ul style="list-style-type: none"> <li>Increased awareness of how the Oshawa Historical Society and the Oshawa Museum's activities add value to the community</li> <li>Increased community pride</li> <li>Increased public use of the Oshawa Museum and its programming</li> <li>Increased appreciation and awareness of the value and economic value of culture in the community of Oshawa.</li> </ul> |

**OBJECTIVE 2: To present relevant and meaningful content that reflect the communities of Oshawa.**

The Oshawa Museum collects objects, develops programming, and presents stories that reflect Oshawa's communities. The museum is able to do this through strong partnerships and relationships with other organizations, educational institutions, and community groups. The Oshawa Museum creates opportunities to learn about Oshawa's culture and history that meet Oshawa's residents and visitors where they are, and takes care to ensure that visitors to the museum are recognized, welcomed and feel comfortable becoming part of the cultural conversation.

**Relevant City Strategic Goals**

***Oshawa Strategic Plan 2024-2027***

- INNOVATE 3: Continue to foster strong partnerships with education institutions, community partners and employers.
- INNOVATE 4: Attract and promote a vibrant artistic and cultural economy.
- INNOVATE 6: Promote the waterfront as a destination and innovative mixed-use community.
- BELONG 1: Commit to meaningful reconciliation with Indigenous communities.
- BELONG 2: Reduce systematic barriers and deliver engaging, equitable and culturally inclusive programs and services for all participants.

***Oshawa Economic Development Strategy, 2023***

- Strategy 5A: Create a vibrant community for people to live, work, learn and play.

***Culture Counts: Oshawa Arts, Culture and Heritage Plan, 2014***

- Strategic Direction 4.4: Conserve and Celebrate Oshawa's Rich History and Heritage

| Strategy                                                                                   | Responsibility/<br>Lead                                                                                          | Supporting Partners                                                                                                                                         | Action                                                                                                      | Timing | Status  | KPI                                                                                   | Target |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------|---------|---------------------------------------------------------------------------------------|--------|
| 2.1: Deliver excellent on-site, in-class, and virtual educational programming experiences. | <ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Visitor Experience Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>• Durham District School Board</li> <li>• Durham Catholic District School Board</li> <li>• City of Oshawa</li> </ul> | Increase number of educational programs, including on-site, off-site, virtual, and educational kit rentals. | Q1-Q4  | Ongoing | # of on- and off-site educational programs led                                        | 40     |
|                                                                                            |                                                                                                                  |                                                                                                                                                             | Increase the number of visitors who tour Robinson House and Henry House.                                    | Q1-Q4  | Ongoing | Percentage of visitors to the Museum site who tour Robinson House and/or Henry House. | 40%    |

| Strategy                                                                                                                    | Responsibility/<br>Lead                                                                                                                                                                                                                                                                                   | Supporting Partners                                                                                                                                                                                                                                                                                      | Action                                                                                   | Timing | Status            | KPI                                                         | Target |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------|-------------------|-------------------------------------------------------------|--------|
|                                                                                                                             |                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                          | Increase visitor feedback with drop-in tours of Robinson House and Henry House.          | Q1-Q4  | Ongoing           | # of surveys completed                                      | 30     |
| 2.2: Continue to explore digital engagement opportunities to expand accessibility and awareness of the Museum's activities. | <ul style="list-style-type: none"><li>Executive Director</li><li>Community Engagement Coordinator</li></ul>                                                                                                                                                                                               | <ul style="list-style-type: none"><li>Ontario Tech University</li><li>Durham College</li><li>Trent University Durham</li><li>Oshawa Public Libraries</li><li>Parkwood National Historic Site</li><li>Canadian Tank Museum</li><li>Canadian Automotive Museum</li><li>Robert McLaughlin Gallery</li></ul> | Launch a new website for the Oshawa Museum, improved for navigability and accessibility. | Q2     | Under development | Website launched                                            | Yes    |
|                                                                                                                             |                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                          | Share news of the Museum's activities using social media and other digital outlets.      | Q1-Q4  | Ongoing           | # of digital posts specifically regarding museum activities | 30     |
| New Resource Requirements                                                                                                   | N/A                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                          |                                                                                          |        |                   |                                                             |        |
| Outcomes Per Objective                                                                                                      | <ul style="list-style-type: none"><li>Increased public use of the Oshawa Museum</li><li>Increased public knowledge of a community identity</li><li>Increased public awareness of Oshawa’s diversity</li><li>Increased community engagement in the Oshawa Museum and heritage/culture in Oshawa.</li></ul> |                                                                                                                                                                                                                                                                                                          |                                                                                          |        |                   |                                                             |        |

**OBJECTIVE 3: To foster a culture of inclusivity, expertise, and to recognize the value of diversity.**

The Oshawa Museum designs programming, exhibits, events, training and development, policies, and procedures through the lenses of inclusivity, accessibility, and diversity. The museum strives to make its services as welcoming, transparent, and accessible as possible. To do this, the museum and Oshawa Historical Society work with a wide array of partners in the communities that make up Oshawa, and communities of knowledge, and are continually inviting new voices and perspectives.

**Relevant City  
Strategic Goals**

***Oshawa Strategic Plan 2024-2027***

- BELONG 1: Commit to meaningful reconciliation with Indigenous communities.
- BELONG 2: Reduce systemic barriers and deliver engaging, equitable and culturally inclusive programs and services for all participants
- LEAD 2: Expand and embed equity, inclusion, accessibility, anti-racism and reconciliation across policies, practices, and procedures within the organization.
- LEAD 7: Offer community engagement activities that enhance transparency and bring diverse voices and perspectives into decision-making processes.

***Oshawa Economic Development Strategy, 2023***

- Strategy 1A: Enhance local business development
- Strategy 5A: Create a vibrant community for people to live, work, learn and play.

***Culture Counts: Oshawa Arts, Culture and Heritage Plan, 2014***

- Strategic Direction 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector
- Strategic Direction 4.3: Increase Opportunities for Cultural Programming for all Ages
- Strategic Direction 4.4: Conserve and Celebrate Oshawa's Rich History and Heritage

***Research Report: City of Oshawa Diversity and Inclusion Plan, 2017***

- Strategic Direction 1: Leadership
- Strategic Direction 3: Community Development
- Strategic Direction 4: Human Resource Development
- Strategic Direction 5: Education and Awareness

| Strategy                                                                                                                                                     | Responsibility/<br>Lead                                                                                                                                  | Supporting Partners                                                                                                                                                                                         | Action                                                                                      | Timing | Status   | KPI                          | Target |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------|----------|------------------------------|--------|
| 3.1: Connect collections, exhibitions, and programs with new audiences that reflect the diversity of identities and experiences within Oshawa's communities. | <ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Archivist</li> <li>• Curator</li> <li>• Visitor Experience Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>• Oshawa Public Libraries</li> <li>• post secondary institutions</li> <li>• Mississaugas of Scugog Island First Nation</li> <li>• Oshawa and Durham Métis</li> </ul> | Develop events that increase awareness of the diversity of Oshawa's history.                | Q1-Q4  | Ongoing  | # of events developed        | 2      |
|                                                                                                                                                              |                                                                                                                                                          |                                                                                                                                                                                                             | Collect and retain oral histories that are relevant to Oshawa's people, places, or culture. | Q3-Q4  | Planning | # of oral histories recorded | 1      |

| Strategy                                                      | Responsibility/<br>Lead                                              | Supporting Partners                                                                                                                                                                                                                                                                                                                           | Action                                                                                                                                                              | Timing | Status  | KPI                                   | Target                                  |
|---------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|---------------------------------------|-----------------------------------------|
|                                                               |                                                                      | <ul style="list-style-type: none"> <li>Bawaajigewin Aboriginal Community Circle</li> <li>Pride Durham</li> <li>Library and Archives Canada</li> <li>Durham District School Board</li> <li>Western University</li> <li>Durham Catholic District School Board</li> <li>Durham Storytellers</li> <li>Oshawa Seniors Community Centres</li> </ul> |                                                                                                                                                                     |        |         |                                       |                                         |
| 3.2: Continue to develop staff, board members, and volunteers | <ul style="list-style-type: none"> <li>Executive Director</li> </ul> | <ul style="list-style-type: none"> <li>Trent University Durham</li> <li>Durham College</li> <li>Ontario Museum Association</li> <li>Training partners</li> </ul>                                                                                                                                                                              | Organize and make available to staff professional development opportunities in visitor service, museology, or health and safety.                                    | Q1-Q4  | Ongoing | # of average training hours for staff | FT staff: 6 hours;<br>PT staff: 3 hours |
|                                                               |                                                                      |                                                                                                                                                                                                                                                                                                                                               | Inspire careers in the GLAM (Gallery, Library, Arts, and Museum) sector by hosting enriching co-op placements, student internships, and student project placements. | Q1-Q4  | Ongoing | # of placements                       | 4                                       |



|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>New Resource Requirements</b> | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Outcomes Per Objective</b>    | <ul style="list-style-type: none"> <li>• Increased connection with the community</li> <li>• Increased ability to reflect Oshawa's community and share Oshawa's diverse stories</li> <li>• Increased public use of the Oshawa Museum</li> <li>• Increased public knowledge of a community identity</li> <li>• Increased public awareness of Oshawa's diversity</li> <li>• Increased community pride in Oshawa's history and the current community</li> <li>• Increased public use of the Oshawa Museum and its programming</li> <li>• Well-trained, knowledgeable, satisfied, and professional staff</li> </ul> |

**OBJECTIVE 4: To ensure the resiliency and flexibility of the museum's operations and collections.**

The Oshawa Historical Society continually, carefully, transparently, and responsibly monitors its revenue, expenses, assets, and resources. The museum responsibly plans for necessary expansion of its activities and facilities, that will allow for continued and improved service for the people of Oshawa.

**Relevant City Strategic Goals**

***Oshawa Strategic Plan 2024-2027***

- INNOVATE 3: Continue to foster strong partnerships with education institutions, community partners and employers.
- INNOVATE 4: Attract and promote a vibrant artistic and cultural economy.
- INNOVATE 6: Promote the waterfront as a destination and innovative mixed-use community.
- BELONG 2: Reduce systemic barriers and deliver engaging, equitable and culturally inclusive programs and services for all participants
- LEAD 1: Provide transparent, efficient, and responsible fiscal stewardship and use of resources.
- LEAD 6: Advocate for increased regional, provincial, and federal support for programs, services, and infrastructure.
- LEAD 7: Offer community engagement activities that enhance transparency and bring diverse voices and perspectives into decision-making processes.

***Oshawa Economic Development Strategy, 2023***

- Strategy 1A: Enhance local business development
- Strategy 5A: Create a vibrant community for people to live, work, learn and play.

***Culture Counts: Oshawa Arts, Culture and Heritage Plan, 2014***

- Strategic Direction 2.4: Work Collaboratively with Oshawa's Educational Institutions
- Strategic Direction 4.1: Build and Sustain Partnerships Across the Arts, Culture and Heritage Sector
- Strategic Direction 4.3: Increase Opportunities for Cultural Programming for all Ages
- Strategic Direction 4.4: Conserve and Celebrate Oshawa's Rich History and Heritage

| Strategy                                                                          | Responsibility/<br>Lead                                                                   | Supporting Partners                                                                                                                                                                           | Action                                                                                                                | Timing | Status   | KPI                                          | Target |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------|----------|----------------------------------------------|--------|
| 4.1: Review earned-revenue-generating activities to support a sustainable future. | <ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Curator</li> </ul> | <ul style="list-style-type: none"> <li>• Community members and stakeholders</li> <li>• Ministry of Culture, Tourism and Sport Government of Canada</li> <li>• Government of Canada</li> </ul> | Investigate revising the Museum's operating hours to increase accessibility for visitors during times of peak demand. | Q2-Q3  | Planning | Investigation launched and testing completed | Yes    |
|                                                                                   |                                                                                           |                                                                                                                                                                                               | Improve the online program and event booking experience.                                                              | Q1-Q2  | Planning | New e-booking and registration               | Yes    |

| Strategy                                                                                                                                  | Responsibility/<br>Lead                                              | Supporting Partners                                                                                                                                                                                                                                                                                       | Action                                                                                                                     | Timing | Status      | KPI                          | Target |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------|-------------|------------------------------|--------|
|                                                                                                                                           |                                                                      |                                                                                                                                                                                                                                                                                                           |                                                                                                                            |        |             | processed<br>launched        |        |
|                                                                                                                                           |                                                                      |                                                                                                                                                                                                                                                                                                           | Improve the online shopping experience.                                                                                    | Q1-Q2  | Planning    | New e-commerce site launched | Yes    |
| 4.2: Continue to refresh and update existing visitor spaces.                                                                              | <ul style="list-style-type: none"> <li>Curator</li> </ul>            | <ul style="list-style-type: none"> <li>Mississaugas of Scugog Island First Nation</li> <li>Oshawa and Durham Métis</li> <li>Bawaajigewin Aboriginal Community Circle</li> <li>Community members and stakeholders</li> <li>Ministry of Culture, Tourism and Sport</li> <li>Government of Canada</li> </ul> | Refresh and update A <i>Carrying Place</i> exhibit in the Indigenous Gallery.                                              | Q2-Q3  | In progress | Refreshed exhibit opened     | Yes    |
| 4.3: Practice good governance to ensure effective, efficient, and open management of the Oshawa Museum and the Oshawa Historical Society. | <ul style="list-style-type: none"> <li>Executive Director</li> </ul> | <ul style="list-style-type: none"> <li>Oshawa Public Libraries</li> <li>Members of the Oshawa Historical Society</li> <li>City of Oshawa</li> <li>Ontario Museum Association</li> <li>Ministry of Culture, Tourism and Sport</li> <li>Government of Canada</li> </ul>                                     | Develop a 5-year strategic plan for 2027-2032, which will inform the objectives and strategies for the annual Action Plan. | Q2-Q4  | In progress | Strategic plan in place      | Yes    |
|                                                                                                                                           |                                                                      |                                                                                                                                                                                                                                                                                                           | Present reports to members of the Oshawa Historical                                                                        | Q1-Q4  | Ongoing     | # of reports delivered       | 8      |

| Strategy | Responsibility/<br>Lead | Supporting Partners | Action                                                                                                                                                       | Timing | Status  | KPI                                | Target |
|----------|-------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|------------------------------------|--------|
|          |                         |                     | Society at each member's meeting (8 meetings per year).                                                                                                      |        |         |                                    |        |
|          |                         |                     | Present quarterly financial reports to the City of Oshawa.                                                                                                   | Q1-Q4  | Ongoing | # of reports delivered             | 4      |
|          |                         |                     | Present monthly financial and activity reports to the Board of Directors.                                                                                    | Q1-Q4  | Ongoing | # of reports delivered             | 12     |
|          |                         |                     | Continue to review and update policies and guidelines, according to the established schedule. (2026: Interpretation and Education, Training, Accessibility.) | Q1-Q4  | Ongoing | # of policies reviewed and updated | 3      |

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>New Resource Requirements</b> | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Outcomes Per Objective</b>    | <ul style="list-style-type: none"> <li>• Strengthened social capital</li> <li>• Improved organizational performance</li> <li>• Increased transparency</li> <li>• Well-trained, satisfied, professional staff</li> <li>• Increased earned revenue</li> <li>• Increased opportunities to support the work of Oshawa Historical Society and the Oshawa Museum</li> <li>• Improved organizational efficiency</li> <li>• Support for City of Oshawa's waterfront plans</li> <li>• Improved visibility of Oshawa's heritage assets</li> </ul> |

## 8. Resource Requirements

The Oshawa Historical Society appreciates the support from members of Oshawa City Council and City staff for the work of the Museum, and we recognize the need for responsible action that ensures the sustainability of the agency on behalf of Oshawa going forward.

Following a zero-budget increase in 2025, the Oshawa Historical Society has re-examined its planned services and budget for 2026, and has developed a budget that will allow the activities of the Oshawa Museum to remain consistent with the direction provided by the City of Oshawa Strategic Plan, the Oshawa Economic Development Strategy, and Culture Counts.

The Oshawa Historical Society is therefore respectfully submitting a budget request for 2024, with a minimal but essential increase of 3.6% (\$17,582), which includes modest cost of living increases for staff, as well as inflationary increases as directed by the City of Oshawa (2024) and the anticipated Consumer Price Index for 2026.

The Society also anticipates an increase in agency-generated revenue, commensurate with an increase in booked-group programming, ticketed events, and gift shop sales.

## 9. Conclusion

The Oshawa Historical Society gratefully acknowledges the City of Oshawa for its past and current support of the Oshawa Museum and its efforts to preserve and promote awareness and appreciation for Oshawa's history and stories.

The Oshawa Museum is an important part of the cultural community in Oshawa and will continue to tell great stories, expand the historical narrative and spark interest in local history. As the only community museum in Oshawa, the three heritage homes and the drive shed that comprise the Museum are ideally situated to tell Oshawa's stories. The Oshawa Museum helps to communicate community identity, enhance public knowledge, encourage community engagement and contribute value to our community.



The Oshawa Museum's strength is in its collections, spaces, and people, along with its ability to welcome and include all of Oshawa's residents and visitors. History organizations make their communities more attractive places in which to live, work, learn and play. With astute leadership, compelling vision, and partners and resources sufficient to the task, the Oshawa Historical Society will continue to be a leader in the arts, culture and heritage community of Oshawa.

## 10. Contact Information

Kat Akerfeldt, Executive Director  
director@oshawamuseum.org  
905-436-7624 x 104

**The Corporation of the City of Oshawa**  
**2026 Operating Budget**  
**Oshawa Historical Society**

| Description                            | 2025<br>Projected<br>Actuals | 2025<br>Approved<br>Budget | 2026<br>Proposed<br>Budget | 2026-2025<br>Variance \$'s | 2026-2025<br>Variance % |
|----------------------------------------|------------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Personnel Costs                        | 418,600                      | 418,600                    | 435,344                    | 16,744                     | 4.0                     |
| Program and Office Supplies            | 25,093                       | 25,093                     | 25,720                     | 627                        | 2.5                     |
| Professional Services                  | 41,407                       | 41,407                     | 42,235                     | 828                        | 2.0                     |
| Maintenance and Repairs                | 27,895                       | 27,895                     | 28,453                     | 558                        | 2.0                     |
| Utilities                              | 26,251                       | 26,251                     | 26,960                     | 709                        | 2.7                     |
| Contributions and Financial Charges    |                              |                            |                            | -                          |                         |
| Agency Generated Revenue               | (52,632)                     | (52,632)                   | (54,530)                   | (1,898)                    | 3.6                     |
| City of Oshawa Grants                  | (486,600)                    | (486,600)                  | (504,182)                  | (17,582)                   | 3.6                     |
| <b>Total Oshawa Historical Society</b> | <b>14</b>                    | <b>14</b>                  | <b>-</b>                   | <b>(14)</b>                | <b>(100.0)</b>          |

Variance Explanations:

2026

|                             |      |                                                              |
|-----------------------------|------|--------------------------------------------------------------|
| Personnel                   | 4%   | Cost of living increases.                                    |
| Utilities - Electricity     | 2.5% | Electricity only. Tied to City inflationary increase (2024). |
| Utilities - Water and Sewer | 5%   | Water only. Tied to City inflationary increase (2024).       |
| Program and Office Supplies | 2%   | CPI - stationery, security, and janitorial supplies only.    |
| Utilities - Fuel            | 3%   | Fuel only. Tied to City inflationary increase (2024).        |
| Maintenance and Repairs     | 2%   | CPI                                                          |
| Professional Services       | 2%   | CPI                                                          |

**Corporation of the City of Oshawa**  
**2026 Budget**  
**External Agency – The Robert McLaughlin Gallery**

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## 1. *The Robert McLaughlin Gallery*

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Since its founding in the mid-1960s, The Robert McLaughlin Gallery (RMG) has been more than a cultural destination; it has been a hub of creativity, care, and civic connection. Today, the RMG stands as an essential part of Oshawa's social infrastructure: a public space where art is harnessed to strengthen community well-being, inspire lifelong learning, and spark civic pride.

The RMG is a contemporary and essential civic resource; home to a nationally valued collection, award-winning exhibitions, and innovative programs that connect art with the needs of today's communities. We are both a cultural anchor and a well-being hub, advancing education, equity, and creativity while shaping a more vibrant and inclusive city. Guided by our new strategic plan, *Art, Community, and Care (2025–2027)*, we are charting a bold future where the gallery is recognized not only for artistic excellence but also for its impact on community vitality and resilience.

We foster belonging by creating accessible spaces where residents, newcomers, and visitors can connect. We deliver free and inclusive programming that addresses social isolation, supports mental health, and strengthens cultural identity. We reach underserved members of our community through targeted outreach initiatives, while also developing new opportunities to bring college and university students into our downtown core, linking innovation, vitality, and creativity to the city's growth. Our partnerships take many shapes and forms: with local schools, colleges, and universities; with social service agencies and community groups; with regional artists and national institutions. Together, these collaborations extend the impact of the gallery beyond its walls, positioning the RMG as a trusted civic partner in addressing community well-being, revitalization, and economic development.

At the same time, we face significant challenges that require sustained and increased investment. The costs of maintaining our ageing infrastructure, including urgent maintenance on our past-due chiller system, continue to rise. Inflation is driving up the costs of all programming and operations, while we work to ensure our staff receive equitable compensation and benefits in line with industry standards. These realities place financial pressures on our ability to adapt and grow.

The investment from the City has been transformational, allowing us to strengthen our team, revitalize our facilities, and expand our community impact. With continued and increased support, the RMG can fully realize its role as a well-being hub and cultural anchor, ensuring that Oshawa's residents have access to world-class art experiences, meaningful educational opportunities, and a welcoming civic space where everyone belongs.

Together with the City, the RMG is not only shaping Oshawa's cultural identity today, we are laying the foundation for the city's next era of growth, resilience, and innovation, rooted in care and creativity.



# 2026 Business Plan

## *Vision and Mission*

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### **Vision**

Art cultivates caring communities.

### **Mission**

We build relationships with diverse artists and communities to present collections, exhibitions, and programs.

### **Our Values**

#### Care

We believe well-being is vital and demonstrate care through compassion, kindness, and patience.

#### Artists

We centre artistic practices, perspectives, and voices.

#### Equity

We integrate anti-oppressive and anti-racist practices in all facets of the organization, working towards systemic change.

#### Collaboration

We bring together multiple people and perspectives to learn, create, and connect with each other.

#### Accessibility

We welcome everyone and find ways for all to participate.

#### Accountability

We take responsibility for our actions and communicate clearly, promoting safety and openness for all.

### **Our Strategic Priorities**

Annually, the RMG team sets operational goals and tasks to achieve the priorities set out in our strategic plan. Staff performance plans link directly to these goals, ensuring that the organization's day-to-day work advances our long-term vision.

#### 1. Deepen Supports for Artists

Artists are at the heart of everything we do. We provide meaningful opportunities, fair compensation, and intentional care for artists at all stages of their careers, with a focus on amplifying equity-deserving voices.

#### 2. Nurture Relationships

We cultivate strong and enduring relationships across every level of our community and sector. From grassroots organizations and local community groups to national cultural partners, we extend the reach of the gallery by connecting with those who amplify our

# 2026 Business Plan



impact. We also engage directly with individuals and target groups with specific needs, ensuring that the RMG is a trusted partner in advancing equity, access, and community well-being. Investment in the RMG therefore extends far beyond our walls, creating wide-reaching opportunities for civic connection, collaboration, and care.

## 3. Be a recognized Welcoming Space

The RMG is a gathering place where everyone belongs. We foster inclusive, accessible, and caring spaces, both within the gallery and beyond, that invite connection, dialogue, and creativity.

## 4. Amplify Awareness and Reach

We share the RMG's stories broadly and authentically. Through partnerships, communications, and programming, we increase visibility, expand audiences, and inspire civic pride locally, regionally, and nationally.

## 5. Strengthen Sustainability and Responsiveness

We steward our human, financial, and environmental resources responsibly. By embedding a culture of care and planning for resilience, we balance ambition with capacity and remain responsive to community needs and opportunities.

## 2. Service Description and Client Identification

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### **Organization**

The Robert McLaughlin Gallery (RMG) is located on the treaty lands of the Mississaugas of Scugog Island First Nation. This land has been the traditional territory of the Michi Saagiig Nishnaabeg since 1700, and before that, it was stewarded by communities of the Haudenosaunee and Wendat confederacies. It is covered under the Williams Treaties and the Dish with One Spoon Wampum. This area continues to be home to many Indigenous peoples from across Mishiike Minisi. We recognize the sovereignty of all Indigenous nations and are grateful for the opportunity to learn, live, and work on this land.

We acknowledge the continuing impacts of colonialism and the ways these histories have shaped cultural institutions, including our own. The RMG accepts its responsibility to redress structural inequities and is committed to centring Indigenous voices, perspectives, and leadership in our work.

The RMG is an External Agency of the City of Oshawa, serving as a cultural anchor and essential community asset. Our building is owned by the City and leased to the RMG, affirming the City's recognition of the gallery's public value. Incorporated in the Province of Ontario as a not-for-profit public art gallery, the RMG is governed by a Board of Directors that reflects the diversity and perspectives of Oshawa and Durham Region. The Chief Executive Officer holds overall responsibility for artistic direction and organizational management, supported by a dedicated staff team of arts and culture professionals. Together, the Board and staff advance the RMG's mandate: to be a trusted civic partner, a well-being hub, and a centre for creativity, connection, and care.

The RMG also holds national significance. As home to the most extensive collection of works by Painters Eleven and a growing collection of contemporary Canadian art, the gallery contributes to the stewardship of Canada's artistic history and identity. Our exhibitions and programs have received national recognition, reinforcing Oshawa's role in safeguarding and advancing cultural heritage. Caring for the RMG is therefore both a local investment and a national responsibility, ensuring that Oshawa remains at the forefront of Canada's cultural landscape.

### **We Are Community Centric**

Investment in the RMG delivers exponential impact. Cultural infrastructure consistently provides one of the highest returns on investment for cities, outpacing even the sports sector, because it strengthens the social fabric, fuels economic growth, and enhances community well-being. As Oshawa's public art gallery, the RMG transforms every dollar into wide-reaching benefits: supporting seniors by breaking down isolation, deepening the student experience so young people choose to study, work, and play in our city, and fostering belonging for residents across all walks of life. Through grassroots partnerships, collaborations with local and national organizations, and programs that respond directly to community needs, the RMG amplifies the City's investment into lasting civic impact. Guided by the vision of new leadership, we are advancing the role of the GLAM (Galleries, Libraries, Archives, and Museums) sector as essential public infrastructure, reaching beyond the cultural sphere to strengthen public health, fuel economic vitality, and build a connected, caring, and creative Oshawa.

# 2026 Business Plan

## 3. 2025 Accomplishments

### SWOT Analysis

#### *Strengths*

- Recognized as a community gathering space for all to engage in art
- A track record of achieving our goals and acting on our objectives to support our values and mission
- Collaborates regularly for greater impact, building opportunities across Durham Region arts and culture sector by taking a leadership role
- Strong governance and leadership from our Board of Directors and Senior Leadership
- Integral support from the City of Oshawa, in particular Facility Management Services, on capital and development of the community arts greenspace
- An outdoor programming space in The Backyard providing opportunities for new events and partnerships
- Dedicated, empathetic, skilled, and diverse staff team
- A team culture that focuses on and embodies accountability, care, and belonging
- Expansive purpose-built facility supports programming and holds an important and expanding collection of modern and contemporary art
- Sharing and offering that space to others for use
- Community partnerships and socially engaged exhibitions increase awareness of contemporary art and the RMG, and explore urgent issues facing our communities
- Collaborations and partnerships with UOIT, Trent University and Durham College to raise awareness of the RMG, increasing visitation, and enhance student life experience and reputation of “university town”
- Commitment to equitable access by breaking down barriers to the arts for all
- Capacity management ensure the RMG team can jump on opportunities that arise to support our community partners

#### *Challenges (Weaknesses)*

- Continued challenges with agency generated revenues rebounding post COVID-19
- Market fluctuations can have a significant impact on our invested funds that include our endowments and other donor restricted funds
- Slower return of and program participants in some areas is resulting in slower growth of agency generated revenues
- Ensuring the building and space does not intimidate or create barriers to access.
- Need to raise awareness across the broader community that the RMG is here, free, and accessible
- Need to build stronger evaluative tools, data and understanding of our audience in order to facilitate organizational learning and guiding growth

# 2026 Business Plan

## *Opportunities*

- Continuing to support the revitalization of Downtown Oshawa
- Work with incoming health focused organizations (hospitals, clinics, medicine schools) to enhance social health needs.
- Support regional push for the creative industries performing arts by providing a stage and accessible venue for events and concerts.
- Engage with public art initiatives to expand collection into parks and downtown mural projects to become a key player in the downtown's beautification and belonging efforts.
- Increase venue rental marketing to increase use. Activate kitchen to entice use.
- Phase 2 of The Backyard as a legacy project for the City's Centennial
- Continuing to build on our fundraising capacity and strategy
- Working with new community partners and strengthening and deepening relationships
- Raising awareness of the RMG locally, regionally, and nationally to build pride in our City, as well as our future as a hub for contemporary and community-engaged arts practice
- Becoming more active and known as a 'third space' in Oshawa
- Providing space to community groups who may otherwise may not have it, including groups like the GAP Committee and arts/culture groups with no bricks and mortar
- Providing more support for local and regional artists
- Expanding popular programming like our youth after school art workshops, RMG Fridays, and community art exhibitions with additional resources
- To become a workplace that embodies care and does not subscribe to urgency culture
- To build a reputation as the leading regional public art gallery in all of Canada

## *Threats*

- Slow return of revenue from venue rentals and the gift shop
- Lack of awareness about the RMG, free admission, free programming
- Perception that art is not for everyone
- Perception of downtown Oshawa continues to be a barrier to visitors coming downtown, particularly after dark
- Continued operating budget pressure from repairs and facility maintenance of a building with systems and functions that are nearing the end of their lifecycle.
- Staff turnover at such a small institution is challenging and often stalls or delays our programs and initiatives. Even one person leaving can impact achieving our strategic priorities

Within each of the challenges, we see opportunity. Within each of the threats, we see resilience. Our strengths and opportunities give us the adaptive capacity to adjust our operating model and reimagine how we best serve our local community.

REIMAGINE. This means letting go of some assumptions of what an art gallery does and focusing not just on the preservation and presentation of collections, but on the programming and connections that provide relevance to our audiences.

#### 4. Objectives

| Agency<br>Objective                  | Advancing Cultural Belonging and Amplifying Divers Artistic Voices                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevant City Strategic Goals</b> | <b>Oshawa Strategic Plan 2024-2027</b><br><br><i>INNOVATE: Vibrant Culture and Economy</i><br>I4. Attract and promote a vibrant artistic and cultural economy.<br><br><i>BELONG: Inclusive and Healthy Community</i><br>B1. Commit to meaningful reconciliation with Indigenous Communities<br><br>B2. Reduce systemic barriers and deliver engaging, equitable and culturally inclusive programs and services for all participants. | <b>Culture Counts Plan</b><br><i>2. Grow Culture-Led Economic Development</i><br>2. Leverage Cultural Resources to Support Downtown Revitalization<br>3. Expand Cultural Tourism Locally and Regionally<br>4. Work Collaboratively with Oshawa’s Educational Institutions<br><i>3. Increase and Strengthen Community within and about the Arts, Culture and Heritage Sector</i><br>5. Strengthen Communication<br>6. Increase Community Awareness<br><i>4. Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i><br>- Increase Opportunities for Cultural Programming of all age<br><i>6. Provide Access and Promote Inclusion in Oshawa’s Cultural Life</i><br>- Respond to cultural needs of all ages<br>- Address the Cultural Aspirations of Diverse Communities |

| Priority<br>+ Actions per<br>Strategy                                                                    | Responsibility            | Supporting<br>Partners                                                 | Actions/Outcome                                                                                             | Timing | Status    | KPI                                    | Target                                     |
|----------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------|-----------|----------------------------------------|--------------------------------------------|
| Create opportunities to centre and amplify equity deserving voices in planning, programs, and operations | Curatorial                | Kitchener-Waterloo Art Galleries                                       | Support national tour of RMG exhibition by artist Couzyn can Heuvelen                                       | Q1-Q2  | Confirmed | # of visitors and # of venues          | 1 x national exhibition tour at 4 venues   |
|                                                                                                          | Learning + Engagement     |                                                                        | Permanent relocation to RMG Backyard.                                                                       |        |           |                                        | Overall, 10% increase in visitor figures   |
|                                                                                                          | Visitor Engagement        |                                                                        |                                                                                                             |        |           |                                        |                                            |
|                                                                                                          | Marketing + Communication | Durham College + Ontario Tech                                          | Present two special exhibition by BIPOC and Indigenous Artists: Sukaina Kubba + Zoe Cire                    | Q3-Q4  | Confirmed | # of visitors and community partners   | 2 x partner relationships                  |
|                                                                                                          |                           | Dunlop Art Gallery                                                     | Present exhibition by Ekow Nimako exploring Black history and futures                                       | Q1     | Confirmed | # of visitors and # of partners        | 2 x partner relationships                  |
|                                                                                                          |                           | Curve Lake First Nation, Bawaajigewin ACC + Art Gallery of Mississauga | Present exhibition by Curve Lake First Nation artist Olivia Whetung                                         | Q2     | Confirmed | # of visitors and # of partners        | 3 x partner relationships                  |
|                                                                                                          |                           | Durham Region School Boards                                            | Curriculum based engaged participants in learning programs (schools, camps, workshops) in exhibition themes | Q1-Q4  | Confirmed | # of visitors and qualitative feedback | 6000 participants and positive evaluations |

| Strategy                                   | Responsibility | Supporting Partners                                                              | Actions/Outcome                                                                                                               | Timing  | Status                   | KPI                                                 | Target                                                |
|--------------------------------------------|----------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------|-----------------------------------------------------|-------------------------------------------------------|
| Deepen connections and support for artists | Curatorial     |                                                                                  | Curate first solo exhibition by local Black artist Georgia Fullerton and art therapy workshops                                | Q1      | Confirmed                | # of new artworks supported                         | 5 new artworks + 2 art therapy classes                |
|                                            |                | Oshawa Art Association and Cultural Expressions and OSCC (seniors) and OPLibrary | Continuing community partner exhibitions of practicing artists                                                                | Q2 & Q4 | Confirmed                | Increased recognition of local and regional artists | Overall, 10% increase in visitor figures              |
|                                            |                | RBC Foundation, Durham College                                                   | Expand artist in residence program with new funding cycle to include further support for DC students and a Backyard residency | Q3-Q4   | \$50,000 grant confirmed | Increased support for emerging and young artists    | 4 x artists in residence and 2 x DC graduating awards |



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| Agency<br>Objective                  | <i>Nurture and Deepen Relationships</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevant City Strategic Goals</b> | <b>Oshawa Strategic Plan 2024-2027</b><br><br><i>INNOVATE: Vibrant Culture and Economy</i><br>I3. Continue to foster strong partnerships with education institutions, community partners and employers.<br><br><i>CARE: Safe and Sustainable Environment</i><br>C1. Collaborate and advocate for effective services, programs, and community safety and well-being support.<br><br><i>BELONG: Inclusive and Healthy Community</i><br>B1. Commit to meaningful reconciliation with Indigenous communities. | <b>Culture Counts Plan</b><br><br><i>2. Grow Culture-Led Economic Development</i><br>7. Leverage Cultural Resources to Support Downtown Revitalization<br>8. Work Collaboratively with Oshawa’s Educational Institutions<br><i>3. Increase and Strengthen Community within and about the Arts, Culture and Heritage Sector</i><br>9. Strengthen Communication<br>10. Increase Community Awareness<br><i>4. Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i><br>- Build and Sustain Partnerships<br><br><i>5. Create Vibrant Places and Spaces</i><br>- Build on Current Strengths to Support<br>- Increase spaces and facilities for activities<br><br><i>6. Provide Access and Promote Inclusion in Oshawa’s Cultural Life</i><br>- Respond to cultural needs of all ages<br>- Address the Cultural Aspirations of Diverse Communities |

| Strategy                                                     | Responsibility                                                                                      | Supporting Partners                                                                                              | Actions/Outcome                                                                                                                                                                                              | Timing | Status                                                                                                                                             | KPI                                                     | Target                                                            |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------|
| Strengthen existing and establish new community partnerships | CEO                                                                                                 | Ongoing Active partnerships – 42                                                                                 | Nurture existing relationships by ensuring regular communications on activities and opportunities; invitations to community events- Utilizing transition of leadership to re-introduce and gain new partners | Q1-Q4  | Confirmed                                                                                                                                          | # of new partnerships deepened                          | 42 x partnerships deepened and maintained<br>5 x new partnerships |
|                                                              | Curatorial<br><br>Learning + Engagement<br><br>Visitor Engagement<br><br>Marketing + Communications |                                                                                                                  |                                                                                                                                                                                                              |        |                                                                                                                                                    |                                                         |                                                                   |
|                                                              |                                                                                                     | The LivingRoom Community Art Studio<br>+The Gap Committee<br>+Durham College Art Hive +<br>Ontario Tech Art Hive | Continued collaborative initiative “The Neighbour’s Project” to engage people with lived experience of homeless and housing precarity in arts activities                                                     | Q1-Q4  | Confirmed - Secured OTF two year funding : \$171,100 to activate the Livingroom community art studio at various events with 15+ partnership events | # of new visitors, # of events and positive experiences | 500 new visitors, 10 x outreach events, and evaluation complete   |

| Strategy                                                                                            | Responsibility                                                                                             | Supporting Partners                                                                                         | Actions/Outcome                                                                                                                                                                                                                              | Timing | Status            | KPI                                                                                                                                                 | Target                                                                              |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Gain a better understanding of the community we serve, and the communities not engaged with the RMG | <p>Visitor Engagement</p> <p>Marketing + Communications</p> <p>Curatorial</p> <p>Learning + Engagement</p> | <p>Oshawa Tourism</p> <p>Region of Durham</p>                                                               | <p>Ongoing visitor feedback for general visits and events building on evaluation from learning programs</p> <p>Expand marketing strategy to reach non-members.</p> <p>Integrate feedback into planning for future exhibitions and events</p> | Q1-Q4  | Under development | <p>General, quick survey for visitors</p> <p>Specific, quick survey for event attendees</p> <p>Established feedback loop</p> <p>New memberships</p> | <p>2 x surveys developed</p> <p>1 x mechanism for results to inform staff plans</p> |
| Build relationships with new donors/supporters and increase support from existing donor base        | <p>CEO</p> <p>Fractional Fundraiser</p>                                                                    | <p>Fractional Fundraising</p> <p>Corporate supporters</p> <p>Foundation donors</p> <p>Individual donors</p> | <p>Working with a fractional fundraiser, increase support from lapsed and current individual donors</p> <p>Continue to build relationships with local business owners</p>                                                                    | Q1-Q4  | Under development | <p>Embedded system for staff to work with fractional fundraiser</p>                                                                                 | <p>Meet donation goals</p> <p>3 x new relationships with local businesses</p>       |

| Agency<br>Objective                  | <i>A Welcoming Space for Community</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevant City Strategic Goals</b> | <b>Oshawa Strategic Plan 2024-2027</b><br><br><i>INNOVATE: Vibrant Culture and Economy</i><br>I5. Advance downtown as an urban core.<br><br><i>BELONG: Inclusive and Healthy Community</i><br>B3. Invest in infrastructure and assets that meet the needs for sustainable growth.<br><br><i>CARE: Safe and Sustainable Environment</i><br>C2. Provide and maintain recreational outdoor spaces, parks, and trails.<br><br><i>LEAD: Governance and Service Excellence</i><br>L2. Expand and embed equity, inclusion, accessibility, anti-racism and reconciliation across policies, practices, and procedures within the organization. | <b>Culture Counts Plan</b><br><br><i>2. Grow Culture-Led Economic Development</i><br>11. Leverage Cultural Resources to Support Downtown Revitalization<br>12. Work Collaboratively with Oshawa’s Educational Institutions<br><br><i>3. Increase and Strengthen Community within and about the Arts, Culture and Heritage Sector</i><br>13. Strengthen Communication<br>14. Increase Community Awareness<br><br><i>4. Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i><br><ul style="list-style-type: none"> <li>- Build and Sustain Partnerships</li> <li>- Increase opportunities for cultural programming</li> </ul><br><i>5. Create Vibrant Places and Spaces</i><br><ul style="list-style-type: none"> <li>- Build on Current Strengths to Support</li> <li>- Increase spaces and facilities for activities</li> </ul><br><i>6. Provide Access and Promote Inclusion in Oshawa’s Cultural Life</i><br><ul style="list-style-type: none"> <li>- Respond to cultural needs of all ages</li> <li>- Address the Cultural Aspirations of Diverse Communities</li> </ul> |

| Strategy                                                    | Responsibility                                                    | Supporting Partners                                                                                                 | Actions/Outcome                                                                                                                                                      | Timing | Status            | KPI                                                                                         | Target                                     |
|-------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------|---------------------------------------------------------------------------------------------|--------------------------------------------|
| Allocate gallery and building space for community gathering | Curatorial<br><br>Visitor Engagement<br><br>Learning + Engagement | The Gap Committee,<br>The LivingRoom Community Arts Studio<br><br>Region of Durham<br><br>City of Oshawa<br><br>OPG | Make spaces in the building available and accessible for meetings, workshops, and gatherings for community groups from across the City and Region                    | Q1-Q4  | Confirmed         | Use of space and lack of empty space<br><br>People feeling a sense of belonging and welcome | 5 x new partners using the space           |
|                                                             |                                                                   |                                                                                                                     | Continue accessible arts making events and learning programs including OPG Sundays and youth program                                                                 | Q1-Q4  | Confirmed         | Drop-in programs with no barriers                                                           | 15% increase in drop-in program attendance |
|                                                             |                                                                   |                                                                                                                     | Reimagine RMG Fridays to align with region and city priorities to enhance the creative industries including film and music. Becoming a known arts venue with in-kind | Q1-Q4  | Under development | Resources reallocated for greater impact                                                    | 4 x events enhanced                        |
| Take active role in promotion of Downtown Oshawa            | Visitor Engagement<br><br>Marketing + Communications              | City of Oshawa<br><br>Oshawa Tourism                                                                                | Participate in city-wide initiatives and events downtown, including those delivered by                                                                               | Q1-Q4  | Confirmed         | Number of events participating in                                                           | 3 x city-wide initiatives                  |

| Strategy                                    | Responsibility                                  | Supporting Partners                                                                     | Actions/Outcome                                                                                                                                                                                                                                                                                                     | Timing               | Status                                     | KPI                                                                                                                        | Target                                              |
|---------------------------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
|                                             |                                                 | Oshawa Chamber of Commerce                                                              | partner groups such as Oshawa Tourism<br>Partner on presentation of Convergence Festival to lead on visual arts component and secure more funding<br><br>Represent the RMG in committees and working groups focused on Downtown development<br><br>Support public art initiatives to beautify and enhance belonging | Q1-Q4                | Confirmed                                  | Community exhibition attendance<br><br>Participation and ownership of arts-related initiatives                             | Contribution to wayfinding and creative placemaking |
| Further enhance the gallery's outdoor space | CEO<br><br>Facilities<br><br>Visitor Engagement | LeuWebb Projects<br><br>Brook McIlroy Architects<br><br>Department of Canadian Heritage | Complete phase 2 of the backyard project that includes components to commemorate Oshawa's centennial and slide<br><br>Add new elements to the front entrance including artist-designed signage & determine feasibility of new gallery sign                                                                          | Q1-Q3<br><br>Q2 - Q3 | Under development<br><br>Under development | Advisory Council feedback integrated into design<br><br>Project achieved on time, to budget, and attracting new investment | Completed project by October 2025                   |

| Strategy                                                | Responsibility                                                                      | Supporting Partners    | Actions/Outcome                                                                                                                                                                        | Timing | Status    | KPI                                                              | Target                    |
|---------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|------------------------------------------------------------------|---------------------------|
| Continue to make our spaces approachable and accessible | Visitor Engagement<br><br>Facilities<br><br>Curatorial<br><br>Learning + Engagement | Accessibility advisors | Continue to achieve goals within our Access Plan.<br><br>Expand availability of multilingual resources and tours to promote inclusion and reflect Oshawa's growing cultural diversity, | Q1-Q4  | Confirmed | Continued additions of accommodation to programs and exhibitions | 1 x action plan delivered |

| Agency Objective                     | Visibility and Awareness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevant City Strategic Goals</b> | <b>Oshawa Strategic Plan 2024-2027</b><br><br><i>INNOVATE: Vibrant Culture and Economy</i><br>I5. Advance downtown as an urban core.<br><br><i>LEAD: Governance and Service Excellence</i><br>L6. Advocate for increased regional, provincial, and federal support for programs, services, and infrastructure.<br><br><i>LEAD: Governance and Service Excellence</i><br>L4. Enhance effective communication and encourage all community members to actively participate and learn about City services, programs, and spaces. | <b>Culture Counts Plan</b><br><br><i>3. Increase and Strengthen Community within and about the Arts, Culture and Heritage Sector</i> <ol style="list-style-type: none"> <li>1. Strengthen Communication</li> <li>2. Increase Community Awareness</li> </ol> <i>4. Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i> <ul style="list-style-type: none"> <li>- Build and Sustain Partnerships</li> <li>- Expand Financial Resources</li> </ul> <i>6. Provide Access and Promote Inclusion in Oshawa's Cultural Life</i> <ul style="list-style-type: none"> <li>- Respond to cultural needs of all ages</li> <li>- Address the Cultural Aspirations of Diverse Communities</li> </ul> |

| Strategy                                                                          | Responsibility                | Supporting Partners                  | Actions/Outcome                                                                               | Timing | Status    | KPI                        | Target          |
|-----------------------------------------------------------------------------------|-------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------|--------|-----------|----------------------------|-----------------|
| Collaborate with the arts and culture sector in Oshawa, Durham Region, and beyond | CEO<br><br>Visitor Engagement | City of Oshawa<br><br>Oshawa Tourism | Support city-wide events in Oshawa including Peony Festival, Bright & Merry, and Convergence, | Q1-Q4  | Confirmed | Oshawa event participation | 4 x city events |



| Strategy                                                         | Responsibility                                       | Supporting Partners                                                                        | Actions/Outcome                                                                       | Timing | Status            | KPI                                             | Target                                                                                                                                                                                |
|------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------|-------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  |                                                      | Region of Durham<br><br>Numerous arts and culture organizations/ individuals across Durham | Take leadership role in Durham Region Arts & Culture Collaborative                    | Q1-Q4  | Under development | Action the recommendations in consultant report | 4 x actions completed                                                                                                                                                                 |
| Enhance storytelling and communications to reach broad audiences | Marketing + Communications<br><br>Visitor Engagement | Adler Consultants and B.K. Productions                                                     | Invest in digital ads and search engine optimization (SEO) to reach broader audiences | Q1     | Under development | # of ads and engagement                         | Run 3–4 radio campaigns per year aligned with major exhibitions, events, or seasons and support fundraising actionable .<br><br>Convert influencer campaigns into measurable outcomes |
|                                                                  |                                                      |                                                                                            | Invest in professional video creation for increased engagement via social media       | Q1-Q4  | Confirmed         | # of followers                                  |                                                                                                                                                                                       |
|                                                                  |                                                      |                                                                                            | Invest in ongoing radio adds to increase awareness and prompt actions.                | Q2-Q4  | Under development | # of new audiences reached                      |                                                                                                                                                                                       |
|                                                                  |                                                      |                                                                                            | Engage influencers to reach new audiences                                             | Q3-Q4  | Under development | # of new audiences reached                      |                                                                                                                                                                                       |

| Agency<br>Objective                  | <i>Sustainability and Responsiveness</i>                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relevant City Strategic Goals</b> | <b>Oshawa Strategic Plan 2024-2027</b><br><br><i>LEAD: Governance and Service Excellence</i><br>L1. Provide transparent, efficient, and responsible fiscal stewardship and use of resources.<br><br>L5. Embrace innovation and advance continuous improvement initiatives and actions. | <b>Culture Counts Plan</b><br><br><i>1. Broaden and Evolve the City's Role in Arts, Culture and Heritage</i><br>3. Increase and Communicate the City's Financial Support<br><br><i>2. Grow Culture-Led Economic Development</i><br>4. Leverage Cultural Resources to Support Downtown Revitalization<br><br><i>3. Increase and Strengthen Community within and about the Arts, Culture and Heritage Sector</i><br>5. Strengthen Communication<br>6. Increase Community Awareness<br><br><i>4. Build a Strong, Vital and Connected Arts, Culture and Heritage Sector</i><br>- Expand Financial Resources |

| Strategy                                                                                                                                      | Responsibility                         | Supporting Partners | Actions/Outcome                                                                                                                                                           | Timing | Status            | KPI                                                                                                                  | Target                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Develop a resilient operational model and programming schedule that supports and prioritizes the well-being of staff, artists, and community. | CEO                                    | Board of Directors  | Re-organize operational structure to plans for 80% capacity to enable responsiveness to societal issues and engagement opportunities                                      | Q1-Q2  | Confirmed         | Staff roles and portfolios working to capacity, not beyond                                                           | Realistic budget and programming plans                                                 |
|                                                                                                                                               | Curatorial                             |                     | Reallocate leadership capacity away from ongoing maintenance & staff capacity management to strengthen strategic relationships in cultural, health, and economic sectors. | Q1-Q2  | Under development | Percentage of CEO/senior leadership time spent on strategic partnership development vs. facility/maintenance issues. | Complete an organizational review and confirm updated role descriptions by end of Q1   |
|                                                                                                                                               | Learning & Engagement                  |                     | Demonstrate financial growth by leveraging program-based and employment-based grants, ensuring the City's investment is amplified by external revenues.                   | Q1-Q2  | Under development |                                                                                                                      | Reduce instances of staff overtime or role overload to under 5% of total hours worked. |
| Extend our culture of care within our broader                                                                                                 | Curatorial<br>Learning +<br>Engagement | Ongoing partners    | Continued evaluation/survey for partners and artists                                                                                                                      | Q1-Q2  | Confirmed         | Surveys completed by partners and artists                                                                            | 60% of surveys completed to inform change                                              |

| Strategy                                      | Responsibility              | Supporting Partners   | Actions/Outcome                                                                             | Timing | Status            | KPI                                     | Target                             |
|-----------------------------------------------|-----------------------------|-----------------------|---------------------------------------------------------------------------------------------|--------|-------------------|-----------------------------------------|------------------------------------|
| community of artists, partners, and audiences | Visitor Engagement          |                       | Training for Front of House staff, including contract guards, to establish standard welcome | Q1     | Confirmed         | Increased sense of welcome for visitors |                                    |
|                                               |                             |                       | Practice our workplace values of accountability, belonging, and care with everyone          | Q1-Q4  | Confirmed         |                                         |                                    |
| Increased funding in earned revenue streams   | CEO                         | Fundraising Committee | Develop marketing and communications plan to promote venue rentals                          | Q1-Q2  | Under development | Completed plan and increased bookings   | 25% increase in number of bookings |
|                                               | Event and Venue Coordinator | Vendors               | Continue wholesale in the Shop to increase sales margins                                    | Q1-Q4  | Confirmed         | Increase revenues                       | 10% increase in sales revenues     |
|                                               | Marketing + Communications  | Contract caterers     |                                                                                             |        |                   |                                         |                                    |
|                                               | Visitor Engagement          |                       |                                                                                             |        |                   |                                         |                                    |

## 5. Resource Requirements

In 2024, the City of Oshawa signaled its confidence in the RMG with a meaningful operating increase. This investment recognized the Gallery's success in eliminating its long-standing deficit and supported our efforts to advance equity by bringing staff salaries closer to industry standards and strengthening care for our facilities.

In 2025, however, the operating budget was held flat at 0%, placing strain on our services at a time when community demand for cultural, educational, and wellness programming continues to grow. One of the most pressing challenges is our aging infrastructure. While the replacement of the chiller system is a City capital responsibility, ongoing repairs and maintenance fall to the RMG. In 2025 alone, these unbudgeted costs have grown dramatically, diverting funds away from other necessary building maintenance. On September 10, 2025, during the Feed the Need fundraiser, the chiller ceased to function completely and must undergo yet another round of emergency repairs, further inflating our repair budget. These escalating costs hinder our ability to care for the building and stretch our operating budget beyond its limits.

To serve Oshawa as a hub for education, downtown revitalization, wellness, and civic pride, we must also expand access. Extended evening and weekend hours will allow families, seniors, students, tourists, and newcomers to participate in programs such as senior socials, art wellness sessions, teen workshops, and newcomer multilingual tours. These extended hours will transform the Gallery into a true community anchor: a place where residents belong, where students stay downtown to learn and gather, and where Oshawa's cultural vibrancy drives economic revitalization.

At the same time, we must continue to recognize and retain the talented staff who dedicate their careers to Oshawa. Without competitive salaries and stable resources, we risk losing the expertise that ensures the Gallery remains both a national leader and a vital local partner.

In addition, greater alignment with City of Oshawa marketing resources and with Oshawa and Durham tourism marketing platforms would significantly extend the impact of municipal investment by broadening our reach, attracting new audiences, and showcasing Oshawa's cultural assets to regional and national visitors. The RMG will no longer be Oshawa's best kept cultural secret.

For these reasons, we respectfully request an increase in the City's operating investment beginning in 2026, alongside a long-range financial commitment. This investment will stabilize the RMG and amplify its impact, ensuring Oshawa has a gallery that is accessible, resilient, and responsive to its people.

| Request Year | Amount Requested | Percentage Increase |
|--------------|------------------|---------------------|
| 2024         | \$992,581        | 15%                 |
| 2025         | \$992,581        | 0%                  |
| 2026         | \$1,121,285      | 8.4%                |

## How Increased Support Will Be Used

These funds will allow the RMG to:

- Address urgent building pressures by covering the rising costs of maintaining our aging infrastructure, including emergency chiller repairs and unmanageable hydro fees.
- Advance essential exterior improvements such as resurfacing the outdoor accessibility ramp and updating exterior aesthetics to ensure the Gallery remains safe, welcoming, and approachable.
- Retain and support skilled staff who deliver high-quality programs and visitor experiences.
- Expand marketing reach by working in closer alignment with City of Oshawa and Durham Region tourism resources to attract broader audiences and strengthen cultural tourism.
- Compensate artists fairly and meet new provincial standards, which raised artist fees by 11% in 2025 and an additional 4% in 2026, even as provincial operating support was reduced by 7%. Fair artist compensation ensures Oshawa remains a respected destination for national and international partnerships and exhibitions.
- Reopen our doors more widely by extending public hours into evenings and weekends. Expanded access will directly address isolation, create vibrant downtown experiences for students and newcomers, and provide health-focused programs like the Art Hive and Queer Craft Circle.
- Launch the Art Wellness School during evening hours, offering programs that support local mental health, reduce isolation, and strengthen residents' sense of belonging. This initiative positions the RMG as a critical partner in advancing Oshawa's wellness and public health goals.
- Partner with the local music industry to expand cultural vibrancy by hosting monthly multi-arts events in the RMG Backyard and galleries. These events will spotlight Durham's musicians and creative entrepreneurs, contributing to Oshawa's growing entertainment sector while strengthening downtown nightlife and tourism.
- Sustain core operations and programs in the face of rising costs for building services, utilities, and program delivery, driven by the highest inflation rates in over three decades.

Together, we shine brighter. The RMG is deeply committed to doing its part in building a vibrant, inclusive, and sustainable future for Oshawa. We have expanded and diversified our revenue streams, securing program and employment grants alongside new sponsorships and fundraising partnerships, clear evidence of both fiscal responsibility and financial growth. To fully leverage these gains, we look to the City's partnership to ensure our building remains cool and stable and our doors open longer, so that Oshawa residents and visitors can experience the full impact of these investments in action.

## Why It Matters

Arts and culture are a proven driver of economic development and a central priority in Oshawa City Council's strategic plan. Investment in the RMG directly contributes to:

- strengthening the cultural and creative economy,
- advancing education and life-long learning,
- supporting equity and community well-being, and
- stewarding one of Oshawa's most important civic assets.

The City's investment ensures that the RMG not only preserves Canada's artistic heritage but also continues to serve as a well-being hub, civic gathering place, and catalyst for economic vitality in Oshawa.

*Investment in the cultural sector is one of the most powerful economic drivers available to municipalities. According to the Ontario Arts Council, every \$1 invested in the arts sector generates \$8.60 in economic impact for Ontario's economy. Arts and culture contribute more to Ontario's GDP than agriculture, forestry, fishing, and mining combined.*

For Oshawa, this means that every municipal dollar invested in the RMG directly fuels the local economy, attracts students and young professionals, and enriches the city's reputation as a dynamic, caring, and innovative community. With stronger investment, the RMG can amplify its role as both a cultural landmark of national significance and a community well-being hub—helping Oshawa achieve its economic, cultural, and social goals.

## 6. Conclusion

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The Robert McLaughlin Gallery is more than a gallery, it is a vital partner in advancing Oshawa's vision of a vibrant, inclusive, and connected city. By investing in the RMG, the City is investing in a proven driver of economic growth, community well-being, and cultural vitality. Our work directly aligns with Council's Strategic Plan by:

- **Supporting economic prosperity and growth** through cultural tourism, creative industries, and partnerships with Oshawa's music sector that strengthen the city's entertainment and nightlife economy.
- **Advancing social equity and inclusion** by breaking isolation and fostering belonging for seniors, students, newcomers, and equity-deserving groups through expanded hours, the launch of the Art Wellness School, and accessible wellness programming.
- **Strengthening resilient infrastructure** by stewarding a nationally significant facility and collection, while managing the ongoing operational pressures of an aging building until capital renewal is realized.
- **Enhancing quality of life** by making art, education, and health-focused resources accessible to all residents, and by offering our spaces for multi-arts events that bring the community together.
- **Expanding civic leadership capacity** by freeing senior staff from reactive maintenance management, allowing them to focus on building strategic relationships in cultural, health, and economic sectors that amplify Oshawa's profile and resilience.
- **Amplifying financial growth** by leveraging program-based and employment-based grants, sponsorships, and fundraising success, ensuring every municipal dollar is multiplied through external investment.

The RMG is not only a space for aesthetic experiences; it is a catalyst for civic pride, belonging, and innovation. We give our community opportunities to learn, to connect, and to see themselves reflected in a national cultural narrative. We spark awe and inspiration that extend beyond visual art, while amplifying cultural and visual literacy through nationally recognized exhibitions, education, and wellness programs. Traditional notions of the art gallery are outdated and do not reflect the power and reach of this institution today. The RMG has become a pioneer in civic reimagining: a hub of creative community care, a partner in public health, and a cultural anchor that fuels Oshawa's economic and social transformation. Supporting the RMG is not just supporting the arts; it is a commitment to building a stronger, healthier, more connected Oshawa.

On behalf of our members, volunteers, staff, visitors, participants, and Board of Directors, we extend sincere thanks for the City of Oshawa's continued support. Your investment ensures that Oshawa's world-class collection, its artists, and its people have a gallery worthy of their care, creativity, and ambition.



**The Corporation of the City of Oshawa**  
**2026 Operating Budget**  
**Robert McLaughlin Gallery**

| Description                            | 2025<br>Projected<br>Actuals | 2025<br>Approved<br>Budget | 2026<br>Proposed<br>Budget | 2026-2025<br>Variance \$'s | 2026-2025<br>Variance % |
|----------------------------------------|------------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Personnel Costs                        | 1,035,617                    | 996,620                    | 1,121,285                  | 124,665                    | 12.5                    |
| Program and Office Supplies            | 50,135                       | 41,550                     | 53,180                     | 11,630                     | 28.0                    |
| Professional Services                  | 519,047                      | 522,225                    | 530,906                    | 8,681                      | 1.7                     |
| Maintenance and Repairs                | 192,474                      | 161,492                    | 214,059                    | 52,568                     | 32.6                    |
| Utilities                              | 201,905                      | 197,152                    | 206,072                    | 8,920                      | 4.5                     |
| Contributions and Financial Charges    |                              |                            |                            | -                          |                         |
| Agency Generated Revenue               | (887,940)                    | (926,439)                  | (1,049,325)                | (122,886)                  | 13.3                    |
| City of Oshawa Grants                  | (992,600)                    | (992,600)                  | (1,076,177)                | (83,577)                   | 8.4                     |
| <b>Total Robert McLaughlin Gallery</b> | <b>118,639</b>               | <b>-</b>                   | <b>-</b>                   | <b>-</b>                   |                         |

\*projected deficit

Variance Explanations:

Personnel Costs - increase operating hours to Pre-Covid levels; staffing and security for additional opening hours

Program and Office Supplies - increase reflects additional program costs for additional operating hours

**Corporation of the City of Oshawa**  
**2026 Budget**  
**Advisory Committees of Council**

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**2026**  
**City of Oshawa**  
**Operating Budget by Program**

Program: 120 - Advisory Committees of Council

| Category                           | 2025 Projected<br>Actuals | 2025 Budget   | 2026 Budget   | Budget to<br>Budget<br>Variance \$'s<br>2026 - 2025 |
|------------------------------------|---------------------------|---------------|---------------|-----------------------------------------------------|
| Accessibility Advisory Committee   | 4,300                     | 3,300         | 3,300         | -                                                   |
| Environmental Advisory Committee   | 12,900                    | 15,800        | 15,800        | -                                                   |
| Heritage Oshawa Advisory Committee | 16,500                    | 19,800        | 19,800        | -                                                   |
| Animal Care Advisory Committee     | 2,200                     | 2,200         | 2,200         | -                                                   |
| <b>Total</b>                       | <b>35,900</b>             | <b>41,100</b> | <b>41,100</b> | <b>-</b>                                            |