

Budget 2019-2021

December 10, 2018

OUR CITY OUR FUTURE

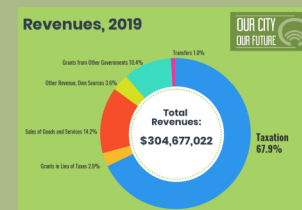
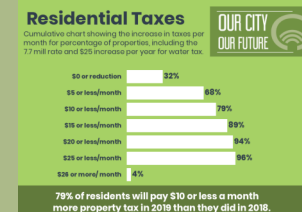
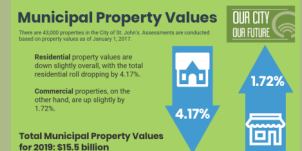
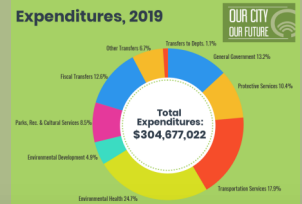
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MEDIA RELEASE

December 10, 2018

CITY COUNCIL PRESENTS BUDGET FOR 2019-2021

Today, the City of St. John's released the details of Budget 2019, the first year in a three-year budget plan for 2019-2021.

"Revenues and expenditures are balanced at \$304,677,022, up 2.4 per cent from 2018," said Councillor Dave Lane, lead councillor for the City's Finance and Administration portfolio. "Our goal is to provide high quality services and valuable programs in a fiscally responsible manner, and we are pleased that we are able to present a budget that anticipates no reduction in services in this fiscal year."

To present a balanced budget for 2019, the mill rate for residential owners will be set at 7.7, up .4 from the 2018 mill rate; commercial property tax will be based on a mill rate of 26.1, up 1.4 from 2018. Water taxes will increase by \$25, from \$580 in 2018 to \$605 in 2019.

Key themes in Budget 2019 include sustainability, efficiency, continuous improvement, community connections and the economy.

As part of the budget presentation, Councillor Lane announced plans to develop a new sustainability Plan for the City of St. John's. "Every decision Council makes impacts sustainability, today and into the future," explained Councillor Lane. "The new plan will consider energy efficiency, protection of our wetlands and trees, density, the cost of urban sprawl and infill development incentives, among others."

Operating efficiently and effectively without impacting services are key principles considered by Council in Budget 2019-2021. Feedback gathered through an unprecedented, year-long public engagement process was carefully considered, including opinions expressed through the City's Satisfaction Survey, conducted early in 2018.

"We commit to residents and property owners our promise to manage their tax dollars as effectively and efficiently as possible," said Councillor Lane. "Recognizing that costs will continue to rise over the next two years of this three-year plan, we will work diligently to ensure that any increases in tax are minimized and services are maintained."

Media Contact:

Kelly Maguire
Media Relations
City of St. John's
709-576-8491
kmaguire@stjohns.ca

ST. JOHN'S

CHECK AGAINST DELIVERY

Thank you, Your Worship.

As you know, my primary focus since being elected in 2013 has been to develop and strengthen City Hall's approach to public engagement. And like all of us around the table here today, I am also committed to achieving a high level of operational excellence and fiscal responsibility on behalf of our residents.

With that in mind, I'm very proud to present our next three-year budget plan for 2019 to 2021, with a detailed overview of our budget for 2019. It comes after the most extensive and robust consultation process in the city's history, and is on the heels of significant internal review and improvements to the way City Hall operates and serves the public.

The City began gathering data and feedback almost a year ago to inform both a new strategic plan, which will be released early in the new year, and the budget for the next three years. At the start of the engagement process, we committed to involving as many people as possible in the engagement process earlier than ever before.

I would like to take a moment to remind Council and residents of the process to date.

In March, we conducted the City's first statistically valid Citizen Satisfaction Survey. A total of 502 surveys were completed, and we learned that 78 percent of residents rate their quality of life as 7 out of ten or higher; 70 percent of residents are satisfied overall with service; and 56 percent perceive a high value for tax dollar.

What did that tell us in terms of preparing for the upcoming budget planning process?

While it is good to note that residents are generally happy with their quality of life in the City and that most residents are satisfied with the services we provide, we also note that there is still room for improvement.

Clearly, residents question the value they are receiving for their tax dollar. As a Council, we took that message to heart and have endeavored over the past six months to better demonstrate our commitment to operating an efficient and effective organization.

We entered into this budget planning period in the spirit of openness, transparency and accountability. More than in any period previously, Council has worked diligently to make our budget deliberations as public as possible.

For the first time in the City's history, we released an overview of our proposed plan in September via direct mail to every household in St. John's. I personally conducted numerous media interviews, as I know you did as well, Your Worship, and all members of Council were open to discussing the decision-making process on their social media feeds, in person and in the media.

Public discussion about the budget plan has been both lively and informative.

Speaking Notes: Presentation of Budget 2019-2021
Councillor Dave Lane, lead councillor for Finance and Administration
December 10, 2018

Online, our engagestjohns.ca website had over 1500 visitors, with over 1360 contributions to the discussion. In person, 110 people attended our 5 budget engagement sessions. We also engaged directly with the Seniors Advisory Committee, the Vibrant Communities group, and the City Business Roundtable, as well as other internal committees and working groups; convened a Strategy and Budget Advisory Committee; responded to dozens of emails and answered calls to 311; conducted two Facebook live events with 91 comments received; and even meet with over 300 residents about tax discounts for households on unserviced lots.

The feedback received through this robust engagement process was carefully reviewed and fully considered as part of preparing for this announcement today. It will continue to be used to influence important policies and long term plans in the months and years to come.

Whether or not residents would be accepting of reductions in service delivery was a serious consideration for this Council, and it was interesting to hear the diverse opinions on this topic in the public.

One small story from our public engagement sessions, Your Worship, showed us first-hand the main challenge with service reductions when one member of the public suggested that we do away with our bulk garbage service. In her opinion, it was not a well-utilized or valued service. Sitting next to her was another woman who said, "I don't care what you do, but don't you touch my bulk garbage pick-up!"

And that is just one of hundreds of services we provide to residents, each of whom has unique needs and expectations.

We also heard perspectives from younger residents that often differed from their older counterparts. While retirees often asked for reduced taxes above all else, younger people often said we shouldn't just take the approach of cutting services to reduce costs. They want a city that is modernizing and has amenities that enable them to maintain a healthy lifestyle and perhaps raise a family. In other words, services we would likely cut would impact their decision to stay here.

My point, Your Worship, is that our budget engagement made it clear that we a need to strike a balance. While we did hear calls for reduced taxes, we also heard many calls for enhanced investment in services like winter maintenance; amenities like recreation infrastructure; and initiatives to stimulate the economy.

As you know, this Council envisions a City where people want to live and work; a progressive city, shaped by its geography and history, with valued programs and services for the betterment of the entire community.

To ensure that we meet the needs of our entire community, Budget 2019 anticipates no reduction in services to the residents of St. John's.

Given 2019 is first year in a new assessment cycle, a key challenge we faced during our planning phase was an unknown: how much revenue would the City receive through taxation?

Due to a number of factors -- which we outlined in detail in our September mailout, in stories on our website and in the media, through social media and in discussions with residents online and in person -- property values were expected to decline in the new assessment period. This prediction has, generally speaking, been accurate and is reflective of a trend seen across the province.

Residential property values are down slightly overall, with the total residential roll dropping by 4.17 percent. Commercial properties, on the other hand, are up slightly by 1.72 percent, but total municipal property values have decreased from \$15.9 billion in 2018 to \$15.5 billion for 2019.

This would mean a shortfall in revenue if we maintain the existing mill rate. This fact, combined with other unavoidable cost increases including rising electricity rates and debt servicing charges, result in the need to increase mill rates for 2019.

Expenditures for the 2019 year are budgeted at \$304,677,022, up 2.4 percent from 2018 -- a marginal increase relative to the size of the City's budget, but an increase nonetheless.

To present a balanced budget for 2019, the mill rate for residential owners will be set at 7.7, up .4 from the 2018 mill rate; commercial property tax will be based on a mill rate of 26.1, up 1.4 from 2018; and water taxes will increase by \$25, from \$580 in 2018 to \$605 in 2019.

Property tax is a very individual thing, Your Worship, with the amount of tax you pay being tied directly to your assessed property value. However, it is good to note that, despite this increase in the mill rate, 4 of every 5 property owners will see an increase of less than \$10 a month; and almost one third of residential property owners will see no increase or in fact a drop in their taxes in 2019.

We acknowledge that, for some, any increase in property tax will be a burden and we pledge to work with you to the best of our ability to ease that burden. The appeal process for property owners is still open for residents and businesses who have questions or concerns about their assessments; our discount to qualified seniors will continue; and we pledge to keep costs down for our programs and services. Metrobus fares, for example, remain unchanged in 2019.

A number of factors are driving costs for 2019:

Maintaining our city's infrastructure is key for the effective movement of people and goods through our city. Much of our infrastructure work is funded through cost-shared capital projects, and this year we have a projected increase of \$3.3 million in debt servicing payments to cover our share of these projects.

In the past few years, the City has been able to take advantage of a number of cost-shared capital projects, from road and sewer work to the construction of facilities including the Kenmount Terrace Community Centre, which reduce the City's portion of construction by half or more.

Electricity costs are projected to rise by \$696,000 in 2019. We had initially projected a higher increase for the cost of electricity but have carefully reviewed our budget plan and reduced to what we believe is a reasonable projection for the coming year.

Speaking Notes: Presentation of Budget 2019-2021
Councillor Dave Lane, lead councillor for Finance and Administration
December 10, 2018

Payroll costs will increase \$3 million in 2019. We are keeping our staffing costs down by minimizing new hires; in 2019, we have a net increase of 7.94 full time equivalents – most of whom are staff hired to support the new Kenmount Terrace Community Centre and to support investment in information technology.

As you're aware, Your Worship, earlier this year Council announced a freeze on management wages for this budget cycle. With that said, some employees will receive step increases as part of their contracts, and employees at Metrobus and the St. John's Regional Fire Department will receive previously negotiated increases in 2019. Finally, adjustments have been made to accurately reflect the full costs associated with payroll for some of our casual and part-time employees.

Accuracy in budgeting is critically important, especially as the organization increases its efficiency.

The 2019 grant to St. John's Sports and Entertainment better reflects recent actuals as well as investments in sales and marketing for the Convention Centre and actual revenue at Mile One.

In truth, our support to Mile One Centre and the St. John's Convention Centre are investments in the economy: both these facilities generate economic benefit for the City and represent an excellent investment in stimulating activity in the downtown.

Realignments in our Community Services division have allowed us to further invest in economic development by repurposing our seasonal Tourist Information Centre on Water Street into a year-round Welcome Centre, serving the business community and new Canadians as well as the tourist sector. We have also hired a new Economic Development Officer, with existing funds, and will be supporting Destination St. John's with a \$50,000 grant to hire tourism marketing expertise.

And we are working collaboratively with partners such as the Board of Trade and Downtown St. John's to offer programs, services and promotions that encourage business growth and success.

On the topic of development, Your Worship, as you know the City charges development fees whenever new development is approved. Those fees help pay for new public parks and open spaces and the upgrading of existing parks. As such, they are an important source of revenue.

However, development fees can also be used creatively to help focus or encourage development in certain areas. The City's Envision St. John's Municipal Plan sets out eight intensification areas, where there is potential for redevelopment with a mix of land uses – residential, commercial and institutional. These areas are located on main roads, serviced by public transit, and near existing commercial services and schools.

As a way to encourage development in these intensification areas, I am pleased to announce that Council has decided to waive the development fees where developers propose comprehensive plans for redevelopment. We must also begin to measure the price of sprawl and consider better aligning development fees with the impact that projects can have on the surrounding community.

Cities are more than bricks and mortar, and we want St. John's to be a connected community where residents have a sense of belonging and are actively engaged in community life. As a municipality, we have a responsibility to offer programs and services that help to fill the gaps for people who need help in achieving those connections. The truth is, many in our city cannot afford to pay for private health and wellness opportunities.

Our recreation services promote those connections and we are proud to offer responsive programming that meets the needs of our neighborhoods and residents.

In 2019, we begin operations of a new and long-awaited community centre in Kenmount Terrace, offering access to programs and services that will benefit not only the direct neighbourhood but the entire region.

We are also investing in improving our summer program at Spruce Avenue/MacDonald Drive to ensure we are better able to meet inclusion needs in all our year-round recreation programs.

We continue to invest in healthy cities and to do the things that enhance quality of life – from launching a new ten-year Affordable Housing Strategy to developing neighbourhood profiles and offering interactive online tools to help newcomers navigate our communities. I am pleased to note, Your Worship, that we will continue to support the housing catalyst fund for practical and collaborative projects that produce tangible housing solutions for people, valued at \$50,000.

Through all of this, the City will work aggressively to find ways to operate more efficiently. Council is committed to keeping our human resources costs under control; to aggressively address the problem of rising power rates; and to focus on stability through partnerships with community and government organizations.

Earlier this year, we announced our decision to utilize previous surpluses to help address our debt, reducing our annual pension funding requirement by \$1.59 million. And contributions to the Torbay Road North Reserve Capital Fund – projected to be \$11M by the end of 2018 - have been eliminated, resulting in a net reduction in capital spending of \$1.8M per year.

We are always looking at ways to reduce costs, and I'm pleased to announce that new contracts within our City buildings division for snow clearing and ice control of some City parking lots have resulted in \$285,000 in savings for 2019; a new cellular service contract reduces our costs by \$150,000; and a move to VOIP – voice-over internet protocol -- technology will yield further savings. The elimination of staff car allowances saved \$295,000 from the bottom line.

We commit to developing a culture at City Hall that continuously seeks out ways to operate more efficiently and effectively, and this commitment is now formalized in a continuous improvement program.

By using LEAN continuous improvement approaches and techniques, our staff are already improving the way we operate and identify potential savings. We now have 9 LEAN Green Belt certified employees, with two more in progress and plans to grow our team in the next fiscal year. Projects already completed are having a direct impact on the way we do business both internally and externally for residents, businesses, and anyone who deals with City Hall.

For example, Your Worship, I was thrilled to see immediate results in the intake step (in the Access Centre) for building permits for residential new construction and renovations: staff made process changes that led to a reduction in waiting time from 6 days down to 1 or at most, 2. We have two more projects underway in the permits area which will see a further improvement in turnaround time. We have just scratched the surface on improvements in the permitting process, but these early results show what can be and is possible.

On a separate note, I am also pleased to announce that we are investing an additional \$150,000 to improve the efficiency and effectiveness of snow clearing operations, particularly addressing sidewalk snow clearing. This issue has been advocated by many on Council and it was a common theme in public engagement discussions and the citizen satisfaction survey.

As a council, we are also deeply committed to reviewing and improving our public transportation system and we all look forward to the results of the ongoing transit review. We believe that St. John's must have sustainable transportation networks that get people and goods where they need and want to go, safely and efficiently.

Progress is already being made on the public transportation front, and our commission members are making efforts to increase ridership levels through several means. While it is difficult to identify the direct cause at this early stage, I am pleased to note that in 2018 Metrobus saw a 3% increase in ridership.

Every decision the City makes impacts sustainability, today and into the future. By focusing on policy and strategy that supports a vision for a strong economy, values the environment we live in, supports progressive land use planning, and clearly demonstrates value for money to residents, St. John's will be an affordable and sustainable place to live and do business.

To that end, I am very pleased to announce our commitment, over the next three years, to developing and implementing not only a new Strategic Plan, but also new plans for economic development in a new Economic Roadmap. We will also develop a Sustainability Plan, which will consider energy efficiency, protection of our wetlands and trees, and density and the cost of urban sprawl, among other topics. These efforts will help us develop reliable fiscal sustainability and a robust response to climate change.

We will also work closely with our employees and unions, re-entering negotiations in this fiscal year, and working collaboratively on quality work life issues, from supporting a respectful workplace to operating with safety and wellness as key pillars of success.

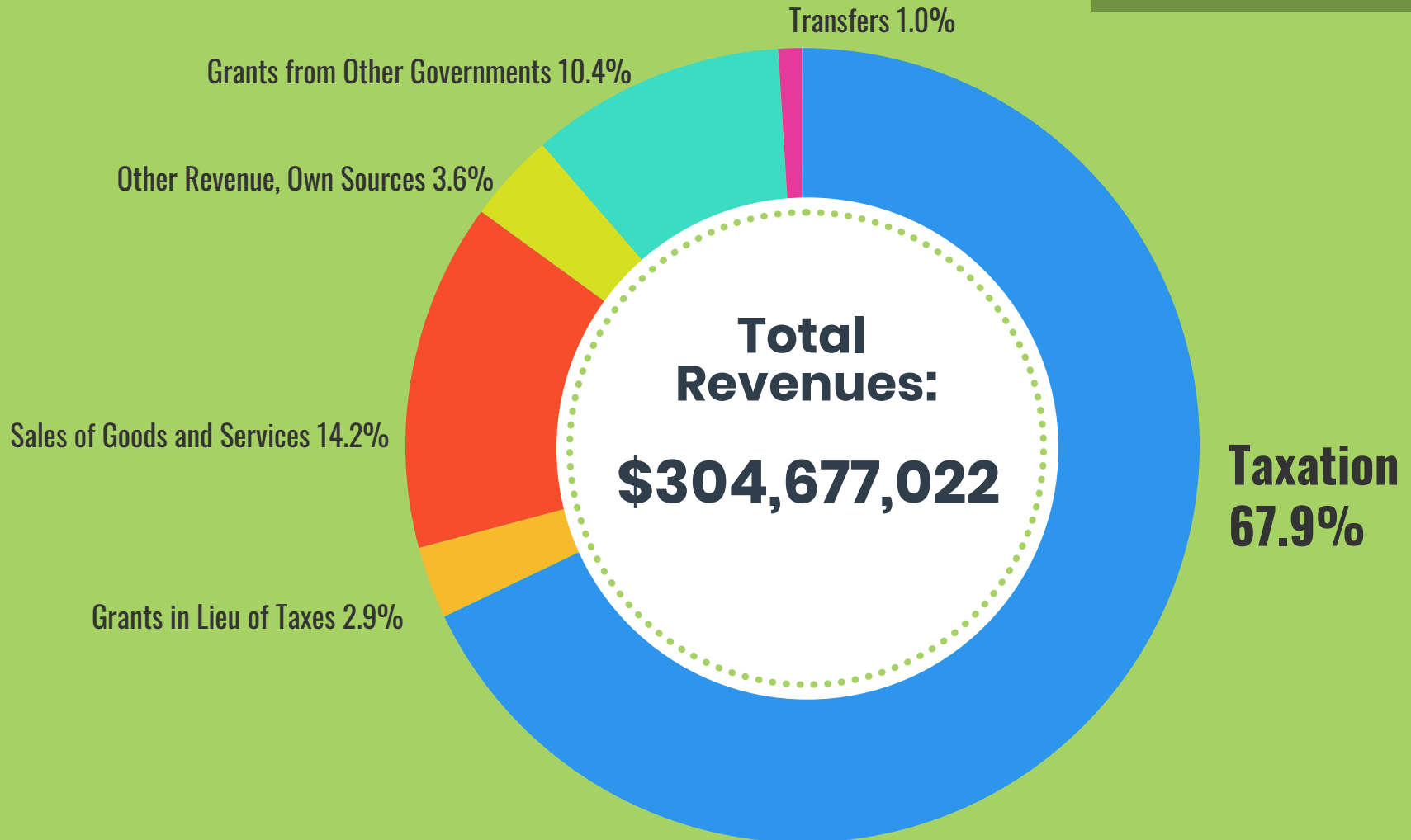
We commit to residents, businesses and property owners our promise to manage your tax dollars as effectively and efficiently as possible. Recognizing that costs will continue to rise over the next two years of this three-year plan and we must work diligently to ensure that any increases in tax are minimized and services are maintained.

Our goal, as always, will be to provide high quality services and valuable programs in a fiscally responsible manner.

And with that, I present the 2019 budget and 2019-2021 budget plan for approval.

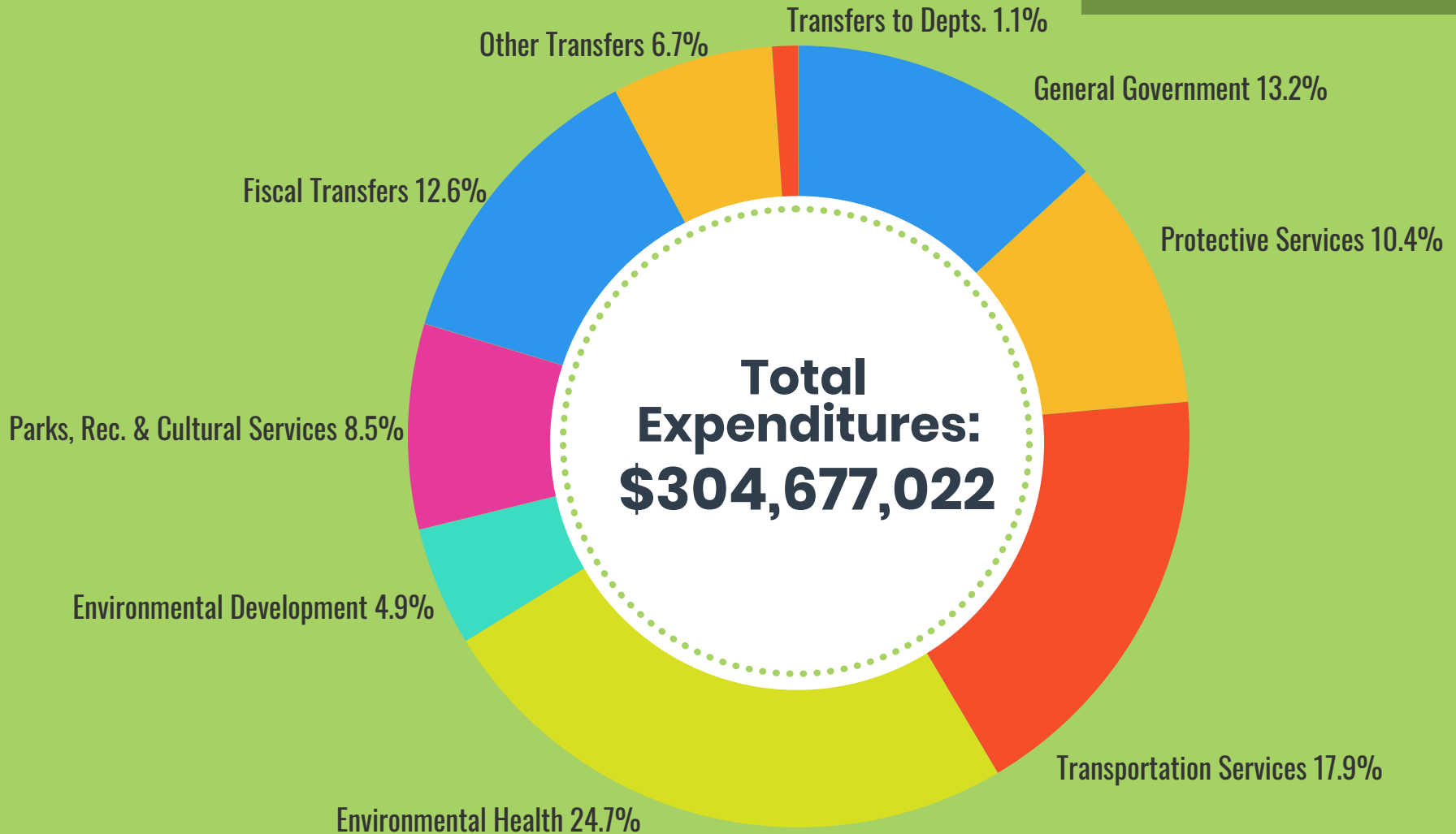
Revenues, 2019

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Expenditures, 2019

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Where We Are...

The City employs 1136.27 FTEs (or full-time equivalents) in permanent, casual, full-time and part-time contracts. Here's where we work for you:



Protective Services

St. John's
Regional Fire
Department,
Humane Services,
Inspections,
Parking
Enforcement

General Government

Mayor and Council, City Manager's office,
Internal Audit, Finance, Human Resources, Legal,
Communications, Service Center, Information
Technology, Risk Management, Engineering

Parks, Recreation and Cultural Services

Parks,
Recreation,
Archives

Environmental Health

Water and Waste Water,
Waste and Recycling

Transportation Services

Snow Clearing,
Road Maintenance,
Street Light and
Transportation

Mechanical

Fleet
Maintenance

Environmental Dev.

Planning, Housing,
Economic Dev., Events

Municipal Taxes

To calculate your property tax for 2019, multiply your property's assessed values by the mill rate (.0077 for residential and .0261 for commercial) and add \$605 water tax for fully serviced lots.

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Residential Mill Rate: **7.7**

Commercial Mill Rate: **26.1**

Water Tax: **\$605**

Property tax bills will be issued in January. Go to the City's [property tax calculator](#) to calculate your tax bill. Assessments were mailed in mid-November. For questions on assessments, contact the Assessment Division or visit [stjohns.ca](#).

What is driving costs for 2019?

debt payments on cost-shared capital projects

\$3.3M

additional, anticipated electricity costs

\$696K

negotiated increases & employer payroll costs

\$3M

increased operating grant to SJSEL

\$733K

Kenmount Terrace Community Centre

\$386K

OUR CITY
OUR FUTURE



Reinvesting & Finding Savings

\$1.8M

Torbay Road North Capital Reserve Fund

\$285K

new snow clearing and ice control contract

\$150K

cellular contract

\$295K

eliminated management car allowances

improved sidewalk snow clearing

\$150K

OUR CITY
OUR FUTURE



Table 1: 2018-2019 Revenue Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
Taxation:				
41112 Residential Realty ¹	90,530,000	91,300,000	(770,000)	-0.8%
41118 Commercial Realty ¹	74,700,000	70,600,000	4,100,000	5.8%
41940 Tourism Marketing Levy	3,400,000	3,300,000	100,000	3.0%
41991 Utility Tax ²	6,200,000	6,800,000	(600,000)	-8.8%
44410 Water Tax ³	32,058,000	30,560,500	1,497,500	4.9%
Taxation: Total	206,888,000	202,560,500	4,327,500	2.1%
Grants In Lieu Of Taxes:				
42100 Govt. Of Canada	5,000,000	5,000,000	-	0.0%
42200 Govt. Canada Agencies	950,000	950,000	-	0.0%
42300 Water Tax Grant ³	2,961,000	2,850,000	111,000	3.9%
Grants In Lieu Of Taxes: Total	8,911,000	8,800,000	111,000	1.3%
Sales of Goods & Services:				
44100 General Government	3,592,992	3,604,992	(12,000)	-0.3%
44300 Transportation ⁴	2,255,254	2,197,654	57,600	2.6%
44400 Environmental Health ³	20,352,859	19,261,675	1,091,184	5.7%
44435 Tipping Fees	13,891,604	13,891,604	-	0.0%
44700 Recreation ⁵	2,569,927	2,336,900	233,027	10.0%
44900 Other General	568,707	626,815	(58,108)	-9.3%
Sales Goods & Services: Total	43,231,343	41,919,640	1,311,703	3.1%
Other Revenue Own Sources:				
45120 Business Licenses	154,950	144,674	10,276	7.1%
45170 Construction Permits ⁶	3,065,220	2,931,095	134,125	4.6%
45200 Fines	1,956,250	1,954,150	2,100	0.1%
45300 Rents & Concessions	3,741,996	3,598,276	143,720	4.0%
45500 Investment Interest	321,216	325,716	(4,500)	-1.4%
45600 Interest Tax Arrears ⁶	1,800,000	1,400,000	400,000	28.6%
Other Revenue Own Sources: Total	11,039,632	10,353,911	685,721	6.6%
Grants Other Governments:				
47100 Other Grants ⁷	232,273	340,592	(108,319)	-31.8%
47107 CMHC Mortgage Subsidy ⁸	95,487	227,061	(131,574)	-57.9%
47110 Gas Tax Rebate	5,429,147	5,429,147	-	0.0%
47530 Recovery Debt Charges ⁹	24,759,319	23,625,495	1,133,824	4.8%
47550 Real Program Grants ⁶	59,000	232,000	(173,000)	-74.6%
47555 NPH Subsidy	1,060,542	967,343	93,199	9.6%
Grants Other Governments: Total	31,635,767	30,821,637	814,130	2.6%
Other Transfers:				
49201 Assessments/Transfers	2,971,280	3,115,389	(144,109)	-4.6%
Other Transfers: Total	2,971,280	3,115,389	(144,109)	-4.6%
Total Revenue	304,677,022	297,571,078	7,105,945	2.4%

Notes:

1. Adjustment of mill rates.
2. Due to decline in revenues of utility companies on which this tax is assessed.
3. Increase in water tax, sales of water, and grants in lieu to fund increase in water expenditures due primarily to 2019 bond issue and electricity costs.
4. Increase to residential and visitor parking permits, and impounding of vehicles.
5. Expected increase in recreation program revenues.
6. Revision of estimate to reflect recent years actuals.
7. Adjustment to budget for various one-time grants.
8. Reduction to CMHC mortgage subsidies received due to expired mortgages on non-profit housing properties.
9. Recovery of debt charges from regional partners related to 2019 bond issue.

Table 2: 2018-2019 Expenditure Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
General Government:				
General Administrative:				
1111 Mayor & Councilors	798,749	780,941	17,808	2.3%
1115 Civic Events & Receptions ¹	76,420	96,260	(19,840)	-20.6%
1212 Administration - Admin Services	1,076,346	1,030,275	46,071	4.5%
1213 Human Resources	1,056,698	1,043,630	13,067	1.3%
1214 Benefits Administration	273,561	266,863	6,698	2.5%
1215 City Manager's Office ²	415,979	524,173	(108,194)	-20.6%
1216 Employee Wellness	583,439	589,201	(5,762)	-1.0%
1217 Organizational Development	326,529	324,594	1,936	0.6%
1218 HR Advisory Services	1,085,223	1,063,860	21,364	2.0%
1220 Legal Services ³	1,837,141	1,562,594	274,546	17.6%
1221 Admin - Finance & Administration	649,731	631,138	18,593	2.9%
1222 Financial Services	1,012,588	1,007,489	5,099	0.5%
1223 Budgetary Services	372,760	367,661	5,099	1.4%
1225 Performance & Strategy	425,043	422,032	3,011	0.7%
1231 Assessment	2,174,993	2,245,286	(70,293)	-3.1%
1241 Revenue Accounting	1,240,206	1,231,893	8,312	0.7%
1250 Property Management ⁴	2,124,097	2,172,424	(48,327)	-2.2%
1251 Office Services ⁵	518,481	581,252	(62,772)	-10.8%
1252 Maint. City Hall	872,041	848,083	23,959	2.8%
1254 Maint. City Hall Annex	174,440	167,383	7,056	4.2%
1257 Maint. Railway Coastal Building ⁶	14,490	33,780	(19,290)	-57.1%
1258 Maint. 245 Freshwater Rd	230,366	223,466	6,900	3.1%
1259 Maint. Conway Bldg.	48,638	47,663	975	2.0%
1260 Archives Building ⁶	46,876	63,479	(16,603)	-26.2%
1261 Purchasing	687,139	685,159	1,980	0.3%
1262 Materials Management	852,841	919,659	(66,817)	-7.3%
1269 Internal Audit	332,394	324,753	7,642	2.4%
1270 Corporate Communications ⁵	985,900	902,983	82,917	9.2%
1272 Information Services ⁷	5,598,177	4,834,528	763,649	15.8%
1274 Service Centre	1,797,021	1,790,368	6,653	0.4%
1318 Land Information Systems	1,326,555	1,309,404	17,151	1.3%
General Administrative: Total	29,014,863	28,092,274	922,589	3.3%
Pensions & Benefits:				
1290 Pensions & Employee Benefits ⁸	1,872,836	1,759,836	113,000	6.4%
1297 Sick and Severance Liabilities	1,250,000	1,250,000	-	0.0%
Pensions & Benefits: Total	3,122,836	3,009,836	113,000	3.8%

Table 2: 2018-2019 Expenditure Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
Engineering:				
1311 Admin - Planning, Engineering & Regulatory Services	523,162	512,247	10,914	2.1%
1313 Development Control	1,516,010	1,451,802	64,208	4.4%
1314 Surveying	618,048	558,922	59,126	10.6%
1315 Transportation Engineering ⁹	1,961,044	1,850,438	110,606	6.0%
1316 Admin Support - Planning, Engineering & Regulatory Services	999,859	985,799	14,060	1.4%
1319 Engineering ⁹	1,299,703	1,437,804	(138,101)	-9.6%
1320 Capital Works - Buildings	506,246	492,443	13,802	2.8%
Engineering: Total	7,424,072	7,289,455	134,617	1.8%
Other General Government:				
1931 Risk Management & Insurance	525,311	526,688	(1,377)	-0.3%
Other General Government: Total	525,311	526,688	(1,377)	-0.3%
General Government: Total	40,087,082	38,918,252	1,168,829	3.0%
Protective Services:				
Fire & Traffic:				
2141 Parking Enforcement ¹⁰	2,029,263	2,192,373	(163,110)	-7.4%
2142 Crossing Guard Program	113,836	101,330	12,507	12.3%
2491 Fire Protection	24,966,513	24,891,979	74,534	0.3%
Fire & Traffic: Total	27,109,613	27,185,682	(76,070)	-0.3%
Protective Inspections:				
2921 Admin - Regulatory Services ¹¹	617,107	302,741	314,367	103.8%
2922 Building Inspection ¹²	1,753,325	1,902,350	(149,025)	-7.8%
2923 Electrical Inspection	561,622	575,439	(13,817)	-2.4%
2924 Plumbing Inspection	249,770	246,069	3,701	1.5%
2929 Taxi & By-law Inspection	178,668	164,203	14,465	8.8%
Protective Inspections: Total	3,360,492	3,190,801	169,691	5.3%
Other Protective Services:				
2931 Humane Services	1,227,126	1,222,883	4,242	0.3%
2932 Animal Control Facility ⁶	85,957	102,237	(16,280)	-15.9%
Other Protective Services: Total	1,313,083	1,325,120	(12,038)	-0.9%
Protective Services: Total	31,783,187	31,701,603	81,584	0.3%
Transportation Services:				
Roads Department:				
3011 Admin - Public Works ¹³	1,020,927	779,031	241,897	31.1%
3211 Admin - Streets & Parks ¹⁴	1,732,637	1,596,300	136,337	8.5%
3221 Maint. Of Roads	7,202,280	7,199,920	2,360	0.0%
3231 Snow Clearing	16,607,890	16,453,766	154,124	0.9%
3241 Public Works Depot Maint.	1,104,709	1,083,194	21,515	2.0%
3242 Maint. Of Asphalt Recycling Facility	9,846	9,260	586	6.3%
3252 Maint. of Traffic Signs & Lights ¹⁵	1,868,084	2,033,956	(165,872)	-8.2%
3262 Street Cleaning By Hand	351,195	351,145	50	0.0%
Roads Department: Total	29,897,569	29,506,572	390,996	1.3%

Table 2: 2018-2019 Expenditure Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
Other Transportation Services:				
3521 Parking Meters	1,187,936	1,143,821	44,115	3.9%
3561 Street Lighting ¹⁶	4,719,975	4,582,500	137,475	3.0%
3591 Metrobus & Para-Transit System ¹⁷	18,765,537	18,403,257	362,280	2.0%
Other Transportation Services: Total	24,673,448	24,129,578	543,870	2.3%
Transportation Services: Total	54,571,017	53,636,151	934,866	1.7%
Environmental Health:				
Water Department:				
4111 Admin - Environmental Services	2,326,844	2,420,943	(94,100)	-3.9%
4120 City Share of Regional Water	5,085,487	4,525,946	559,541	12.4%
4121 Petty Harbour Long Pond Water Treatment Plant	1,180,105	1,168,042	12,063	1.0%
4122 Winsor Lake Treatment Plant ¹⁸	11,362,924	10,197,571	1,165,353	11.4%
4123 Regional Water System ¹⁸	12,709,833	12,015,254	694,579	5.8%
4131 Water & Waste Water Distribution	10,537,834	10,491,793	46,041	0.4%
Water Department: Total	43,203,027	40,819,549	2,383,478	5.8%
Sewer Department:				
4225 Waste Water Treatment Facility	8,468,361	8,409,225	59,136	0.7%
Sewer Department: Total	8,468,361	8,409,225	59,136	0.7%
Sanitary Department:				
4321 Garbage Collection	8,192,074	8,144,991	47,083	0.6%
4322 Waste Diversion Public Awareness	203,085	217,665	(14,580)	-6.7%
4331 Garbage Disposal	9,170,869	9,235,664	(64,795)	-0.7%
4332 Bldg. Maint. Robin Hood Bay	325,962	314,584	11,379	3.6%
4333 Material Recovery Facility	1,539,897	1,539,897	-	0.0%
4334 RHB Residential Drop Off Facility	924,794	924,794	-	0.0%
4335 Eastern Waste Management	3,347,395	3,347,395	-	0.0%
Sanitary Department: Total	23,704,077	23,724,990	(20,913)	-0.1%
Environmental Health: Total	75,375,465	72,953,765	2,421,700	3.3%
Environmental Development:				
Planning:				
6113 Planning & Development	617,975	620,622	(2,647)	-0.4%
Planning: Total	617,975	620,622	(2,647)	-0.4%
Community Development:				
6211 Admin - Community Services	419,706	430,543	(10,838)	-2.5%
6212 Events & Services	617,709	616,176	1,533	0.2%
Community Development: Total	1,037,415	1,046,719	(9,304)	-0.9%

Table 2: 2018-2019 Expenditure Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
Housing & Real Estate:				
6341 Real Estate	16,732	16,732	-	0.0%
6342 Rental Housing Projects	777,565	777,565	-	0.0%
6343 Tourism Marketing Levy Expenditures ¹⁹	4,825,278	4,605,990	219,288	4.8%
6360 Non-Profit Housing Units ²⁰	4,924,508	4,821,166	103,342	2.1%
6391 Admin - Non-Profit Housing	688,413	676,423	11,990	1.8%
6392 Non-Profit Housing Maint.	655,104	674,360	(19,256)	-2.9%
6400 Homelessness Partnering Strategy	100,000	100,000	-	0.0%
Housing & Real Estate: Total	11,987,601	11,672,236	315,364	2.7%
Tourism & Economic Development:				
6612 Tourism Development ²¹	376,105	249,482	126,623	50.8%
6613 Visitor's Services ²¹	151,262	203,202	(51,940)	-25.6%
6616 Economic Development ²¹	518,719	520,902	(2,183)	-0.4%
6624 Maint. Gentara Bldg. ²¹	304,790	302,840	1,950	0.6%
6625 Quidi Vidi Visitor Centre ²¹	25,055	42,060	(17,005)	-40.4%
Tourism & Economic Development: Total	1,375,930	1,318,486	57,444	4.4%
Environmental Development: Total	15,018,921	14,658,063	360,857	2.5%
Parks, Recreation & Cultural Services:				
Parks Division:				
7111 Administration Parks	961,837	946,813	15,024	1.6%
7121 Municipal Parks Maint.	6,331,312	6,335,902	(4,590)	-0.1%
7123 Active Sports Facilities Maint.	714,853	710,043	4,810	0.7%
7125 Buckmasters Rec Centre Maint.	84,818	81,899	2,920	3.6%
7130 Mews Centre Maint.	203,448	197,988	5,460	2.8%
7131 Aquatic Parks Maint. ²²	253,927	229,017	24,910	10.9%
7133 Rotary Chalet Maint.	46,596	45,785	810	1.8%
7134 Sports Buildings Maint.	293,426	302,890	(9,464)	-3.1%
7135 Snow Clearing Steps ²³	681,902	606,966	74,937	12.3%
7136 Shea Heights Comm Centre Maint. ⁶	60,417	75,317	(14,900)	-19.8%
7138 Kilbride Rec Centre Maint.	44,890	43,817	1,073	2.4%
7139 Southlands Community Centre Maint.	59,114	57,164	1,950	3.4%
7140 Mtce. Paul Reynolds Community Centre ²⁰	735,046	710,311	24,735	3.5%
7141 Anna Templeton Centre Maint.	38,200	38,200	-	0.0%
7142 Mtce. Kenmount Terrace Community Centre ²⁴	77,470	-	77,470	0.0%
7225 Bowring Park Bldg. Maint.	73,153	71,638	1,515	2.1%
Parks Division: Total	10,660,410	10,453,750	206,660	2.0%

Table 2: 2018-2019 Expenditure Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
Recreation:				
7305 Healthy Communities & Inclusion	1,009,602	1,011,454	(1,852)	-0.2%
7311 Community Development ²⁵	1,008,601	955,035	53,566	5.6%
7315 Recreation Info Services	-	39,000	(39,000)	-100.0%
7321 Family, Children & Youth	955,899	897,279	58,620	6.5%
7322 Operation of Bowring Park Pool	118,053	116,558	1,495	1.3%
7324 Admin - Rec Facilities	1,140,196	1,168,111	(27,916)	-2.4%
7325 H.G.R. Mews Centre Operations	756,761	685,888	70,873	10.3%
7329 H.G.R. Mews Centre Program & Services ²⁶	575,039	439,165	135,874	30.9%
7330 Goulds Rec Services	166,250	166,250	-	0.0%
7333 Seniors Outreach	204,620	184,810	19,810	10.7%
7334 Operation of Bannerman Park Pool	68,245	67,106	1,138	1.7%
7336 Shea Heights Community Centre	259,350	239,100	20,250	8.5%
7337 Southlands Community Centre	322,077	298,960	23,117	7.7%
7338 Kilbride Community Centre	259,388	239,449	19,938	8.3%
7339 Kenmount Terrace Community Centre ²⁷	308,882	-	308,882	0.0%
7340 Paul Reynolds Centre Operations	875,055	838,656	36,399	4.3%
7342 Paul Reynolds Centre - Pool and Fitness Programs ²⁶	1,360,977	1,164,340	196,637	16.9%
Recreation: Total	9,388,992	8,511,161	877,831	10.3%
Other Recreational & Cultural Services:				
7445 St. John's Sports & Entertainment ²⁸	3,403,200	2,670,000	733,200	27.5%
7551 Grants & Subsidies ²⁹	1,449,400	1,349,400	100,000	7.4%
7553 Local Immigration Partnership Strategy ³⁰	35,350	69,969	(34,619)	-49.5%
7910 Cultural Development	182,812	202,652	(19,840)	-9.8%
7911 Municipal Archives	298,118	290,700	7,418	2.6%
7912 Railway Coastal Museum	478,838	545,618	(66,780)	-12.2%
Other Recreational & Cultural Services: Total	5,847,718	5,128,339	719,380	14.0%
Parks, Recreation & Cultural Services: Total	25,897,121	24,093,250	1,803,871	7.5%
Fiscal & Transfers:				
Debt Charges:				
8111 Short Term Debt	80,000	80,000	-	0.0%
8131 Debenture Debt ³¹	37,720,261	34,320,261	3,400,000	9.9%
8191 Other Debt Charges ³²	500,000	600,000	(100,000)	-16.7%
Debt Charges: Total	38,300,261	35,000,261	3,300,000	9.4%
Fiscal & Transfers: Total	38,300,261	35,000,261	3,300,000	9.4%
Other Transfers:				
8211 Prov. For Allowances	1,350,000	1,350,000	-	0.0%
8990 Capital Expenditures ³³	18,980,009	20,750,056	(1,770,048)	-8.5%
Other Transfers: Total	20,330,009	22,100,056	(1,770,048)	-8.0%

Table 2: 2018-2019 Expenditure Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change \$	Change %
Transfers to Other Departments:				
Payroll Costs:				
1295 Employer Payroll Costs ³⁴	2,625,648	3,821,363	(1,195,715)	-31.3%
Payroll Costs: Total	2,625,648	3,821,363	(1,195,715)	-31.3%
Mechanical:				
3111 Admin - Fleet Services	1,629,431	1,617,281	12,150	0.8%
3121 Maint. Heavy Equipment	9,245,716	9,184,933	60,783	0.7%
3123 Robin Hood Bay Equipment	688,312	688,312	-	0.0%
3129 Recovery Fleet Rental	(10,875,147)	(10,802,213)	(72,933)	0.7%
Mechanical: Total	688,312	688,313	-	0.0%
Transfers to Other Departments: Total	3,313,959	4,509,676	(1,195,715)	-26.5%
Total Expenditure	304,677,022	297,571,078	7,105,946	2.4%

Notes:

1. Reduction in budget for public receptions.
2. Transfer of position to 1212 – Administration - Admin Services.
3. \$250,000 increase for budget for outside legal council.
4. Reductions to telecommunications and car allowance budgets.
5. Transfer of printing services from 1251 - Office Services to 1270 - Corporate Communications.
6. Reduction to snow clearing and ice control due to new service contract.
7. Position adjustments to mitigate key retirements and enhance Information Services division for upcoming IT implementations. Increase to software maintenance costs.
8. Adjustment to pension and benefits estimates to reflect actual expenditures.
9. Transfer of position from 1319 - Engineering to 1315 - Transportation Engineering.
10. Transfer of position to 2921 - Admin - Regulatory Services. Reductions to cell phone, overtime, and car allowance budgets.
11. Transfer of position from 2141 - Parking Enforcement and 2922 - Building Inspection.
12. Transfer of position to 2921 - Admin Regulatory Services. Reductions to various Contractual Services and Materials and Supplies budgets.
13. Additional \$125,000 for new Climate Change Coordinator position. Transfers of positions between various Engineering and Public Works programs.
14. Addition of Sidewalk Foreperson hours to the personnel budget. Transfer of positions from 3252 - Maint. Of Traffic Lights & Signs.
15. Transfer of positions to 3211 - Admin - Streets & Parks.
16. Projected increase to electricity cost of street lighting.
17. Increase to operating cost of Metrobus and Gobus paratransit service.
18. Increase in debt service cost associated with anticipated 2019 bond issue. Projected increase in electricity costs.
19. Debt charges associated with 2019 bond issue. \$50,000 Grant to support Destination St. John's marketing position.
20. Anticipated increase to electricity costs.
21. Transfer of positions and various materials and supplies and contractual services budgets within the division.
22. Anticipated increase to electricity costs. Additional annual maintenance cost related to Victoria Park renovations.
23. Snow clearing for Community Market and Kenmount Terrace Community Centre.
24. Facility and maintenance costs for New Kenmount Terrace Community Centre.
25. Enhance Spruce/MacDonald Drive Activity Centre to Day Camp Program for Children 5-12 years of age.
26. Budget adjustment to properly reflect payroll allowances and employer costs paid to recreation casual and on-call staff.
27. Operation and programming expenditure at new Kenmount Terrace Community Center.
28. Increase in cost to operate Mile One and the Convention Center.
29. Grant to host East Coast Music Awards in 2020.
30. Externally Funded program. Pending future funding.
31. 2019 bond issue to fund completed cost-shared capital projects.
32. Reduction in estimate for bond issue costs.
33. Elimination of Torbay Road North Reserve Capital Fund.
34. Reduction in annual extra pension payment resulting from early payment of pension liability from 2017 surplus funds.

Table 3: 2018-2019 FTE Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change
General Government:			
General Administrative:			
1111 Mayor & Councilors	11.00	11.00	-
1212 Administration - Admin Services ¹	7.00	6.00	1.00
1213 Human Resources	8.00	8.00	-
1214 Benefits Administration	2.00	2.00	-
1215 City Manager's Office ¹	2.00	3.00	(1.00)
1216 Employee Wellness	3.00	3.00	-
1217 Organizational Development	1.00	1.00	-
1218 HR Advisory Services	7.72	7.72	-
1220 Legal Services	10.00	10.00	-
1221 Admin - Finance & Administration	1.75	1.75	-
1222 Financial Services	10.00	10.00	-
1223 Budgetary Services	3.00	3.00	-
1225 Performance & Strategy	3.23	3.23	-
1231 Assessment ²	18.00	19.07	(1.07)
1241 Revenue Accounting	13.31	13.31	-
1250 Property Management	19.60	19.60	-
1251 Office Services ³	2.27	3.27	(1.00)
1261 Purchasing	6.00	6.00	-
1262 Materials Management ²	9.00	9.50	(0.50)
1269 Internal Audit	2.00	2.00	-
1270 Corporate Communications ³	6.00	5.00	1.00
1272 Information Services ²	23.00	20.00	3.00
1274 Service Centre	17.27	17.27	-
1318 Land Information Systems	12.23	12.23	-
General Administrative: Total	198.38	196.95	1.43
Pensions & Benefits:			
1290 Pensions & Employee Benefits	12.00	12.00	-
Pensions & Benefits: Total	12.00	12.00	-
Engineering:			
1311 Admin - Planning, Engineering & Regulatory Services	2.00	2.00	-
1313 Development Control	9.00	9.00	-
1314 Surveying ⁴	5.00	4.37	0.63
1315 Transportation Engineering ⁴	11.00	10.00	1.00
3252 Maint. of Traffic Signs & Lights ⁴	13.86	15.55	(1.69)
1316 Admin Support - Planning, Engineering & Regulatory Services ⁵	12.46	12.33	0.13
1319 Engineering ⁴	9.08	10.08	(1.00)
1320 Capital Works - Buildings	3.00	3.00	-
Engineering: Total	65.40	66.33	(0.93)
Other General Government:			
1931 Risk Management & Insurance	1.00	1.00	-
Other General Government: Total	1.00	1.00	-
General Government: Total	276.78	276.28	0.50

Table 3: 2018-2019 FTE Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change
Protective Services:			
Fire & Traffic:			
2141 Parking Enforcement ⁴	15.51	16.51	(1.00)
2142 Crossing Guard Program	3.13	3.13	-
2491 Fire Protection	226.04	226.04	-
Fire & Traffic: Total	244.68	245.68	(1.00)
Protective Inspections:			
2921 Admin - Regulatory Services ⁴	4.00	2.00	2.00
2922 Building Inspection ⁴	14.00	15.00	(1.00)
2923 Electrical Inspection	5.00	5.00	-
2924 Plumbing Inspection	2.33	2.33	-
2929 Taxi & By-law Inspection	2.00	2.00	-
Protective Inspections: Total	27.33	26.33	1.00
Other Protective Services:			
2931 Humane Services	10.50	10.50	-
Other Protective Services: Total	10.50	10.50	-
Protective Services: Total	282.51	282.51	-
Transportation Services:			
Roads Department:			
3011 Admin - Public Works ^{4, 6}	7.48	5.98	1.50
3211 Admin - Streets & Parks ⁷	11.49	9.47	2.02
3221 Maint. Of Roads	30.19	30.19	-
3231 Snow Clearing	68.05	68.05	-
Roads Department: Total	117.21	113.69	3.52
Other Transportation Services:			
3521 Parking Meters	1.50	1.50	-
Other Transportation Services: Total	1.50	1.50	-
Transportation Services: Total	118.71	115.19	3.52
Environmental Health:			
Water Department:			
4111 Admin - Environmental Services ⁸	15.29	15.87	(0.58)
4122 Winsor Lake Treatment Plant ⁸	11.93	13.08	(1.15)
4123 Regional Water System ⁸	17.65	19.10	(1.45)
4131 Water & Waste Water Distribution ⁸	60.67	60.34	0.33
Water Department: Total	105.54	108.39	(2.85)
Sewer Department:			
4225 Waste Water Treatment Facility ⁸	10.53	10.58	(0.05)
Sewer Department: Total	10.53	10.58	(0.05)

Table 3: 2018-2019 FTE Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change
Sanitary Department:			
4321 Garbage Collection	31.83	31.83	-
4322 Waste Diversion Public Awareness	1.67	1.67	-
4331 Garbage Disposal	16.93	16.93	-
4332 Bldg. Maint. Robin Hood Bay	1.45	1.45	-
4334 RHB Residential Drop Off Facility	1.00	1.00	-
Sanitary Department: Total	52.88	52.88	-
Environmental Health: Total	168.95	171.85	(2.90)
Environmental Development:			
Planning:			
6113 Planning & Development	3.00	3.00	-
Planning: Total	3.00	3.00	-
Community Development:			
6211 Admin - Community Services	1.00	1.00	-
6212 Events & Services	5.23	5.23	-
Community Development: Total	6.23	6.23	-
Housing & Real Estate:			
6391 Admin - Non-Profit Housing	6.00	6.00	-
6392 Non-Profit Housing Maint.	7.00	7.00	-
Housing & Real Estate: Total	13.00	13.00	-
Tourism & Economic Development:			
6612 Tourism Development	2.00	2.00	-
6613 Visitor's Services ⁹	2.16	3.15	(0.99)
6616 Economic Development	3.00	3.00	-
Tourism & Economic Development: Total	7.16	8.15	(0.99)
Environmental Development: Total	29.39	30.38	(0.99)
Parks, Recreation & Cultural Services:			
Parks Division:			
7111 Administration Parks	6.77	6.77	-
7121 Municipal Parks Maint.	48.19	48.19	-
7123 Active Sports Facilities Maint.	4.53	4.53	-
7135 Snow Clearing Steps ¹⁰	7.87	7.06	0.81
7140 Mtce. Paul Reynolds Community Centre	1.00	1.00	-
Parks Division: Total	68.36	67.55	0.81
Recreation:			
7305 Healthy Communities & Inclusion ¹¹	12.58	10.65	1.93
7311 Community Development ¹²	14.25	14.17	0.08
7321 Family, Children & Youth ¹³	18.65	19.01	(0.36)
7322 Operation of Bowring Park Pool	3.52	3.52	-
7324 Admin - Rec Facilities	11.00	11.00	-
7325 H.G.R. Mews Centre Operations	7.58	7.58	-
7329 H.G.R. Mews Centre Program & Services	7.48	7.48	-
7333 Seniors Outreach ¹³	1.90	1.89	0.01
7334 Operation of Bannerman Park Pool	2.02	2.02	-

Table 3: 2018-2019 FTE Change

2018 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2019	Budget 2018	Change
7336 Shea Heights Community Centre	5.34	5.34	-
7337 Southlands Community Centre ¹³	6.09	6.08	0.01
7338 Kilbride Community Centre	5.31	5.31	-
7339 Kenmount Terrace Community Centre ¹⁴	6.09	-	6.09
7340 Paul Reynolds Centre Operations	10.47	10.47	-
7342 Paul Reynolds Centre - Pool and Fitness Programs ¹³	22.36	22.37	(0.01)
Recreation: Total	134.64	126.89	7.75
Other Recreational & Cultural Services:			
7553 Local Immigration Partnership Strategy ¹⁵	0.25	1.00	(0.75)
7910 Cultural Development	1.00	1.00	-
7911 Municipal Archives	3.46	3.46	-
Other Recreational & Cultural Services: Total	4.71	5.46	(0.75)
Parks, Recreation & Cultural Services: Total	207.71	199.90	7.81
Transfers to Other Departments:			
Mechanical:			
3111 Admin - Fleet Services	9.00	9.00	-
3121 Maint. Heavy Equipment	42.11	42.11	-
3123 Robin Hood Bay Equipment	1.11	1.11	-
Mechanical: Total	52.22	52.22	-
Transfers to Other Departments: Total	52.22	52.22	-
Total FTE	1,136.27	1,128.33	7.94

Notes:

1. Transfer of position from 1215 to 1212 – Admin Services Administration.
2. Staffing adjustments to mitigate key retirements in Finance and Admin. and enhance Information Services division for upcoming IT implementations.
3. Transfer of staff from 1251 – Office Services to 1270 - Corporate Communications to reflect the reorganization of printing services from Office services to Marketing & Communications.
4. Reallocation of staff between Engineering and Public Works Divisions.
5. Additional part-time administrative support staff during summer hours.
6. 1.00 FTE for new Climate Change Coordinator position.
7. 0.33 FTE for additional sidewalk Foreperson hours. Reallocation of staff between Engineering and Public Works Divisions.
8. Overall staffing reductions and reallocations in Water and Waste Water Divisions.
9. Reallocation of staff within Tourism & Economic Development programs.
10. Additional snow clearing staff for Kenmount Terrace Community Center and the Community Market.
11. 1.45 FTE's for inclusion counsellor support for children and youth facing barriers to participate in recreation programs, as well as reallocation of staff between recreation programs.
12. Enhance Spruce/MacDonald Drive Activity Centre to Day Camp Program for Children 5-12 years of age.
13. Reallocation of staff between Recreation programs.
14. Staffing for new Kenmount Terrace Community Centre.
15. Externally funded position. Pending future funding.

Table 4: 2019-2021 Revenue Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Taxation:			
41112 Residential Realty	90,530,000	93,380,000	93,900,000
41118 Commercial Realty	74,700,000	76,500,000	76,500,000
41940 Tourism Marketing Levy	3,400,000	3,400,000	3,400,000
41991 Utility Tax	6,200,000	6,600,000	6,600,000
44410 Water Tax	32,058,000	33,808,000	34,116,000
Taxation: Total	206,888,000	213,688,000	214,516,000
Grants In Lieu Of Taxes:			
42100 Govt. Of Canada	5,000,000	5,000,000	5,000,000
42200 Govt. Canada Agencies	950,000	950,000	950,000
42300 Water Tax Grant	2,961,000	3,123,000	3,151,000
Grants In Lieu Of Taxes: Total	8,911,000	9,073,000	9,101,000
Sales of Goods & Services:			
44100 General Government	3,592,992	3,592,992	3,592,992
44300 Transportation	2,255,254	2,255,254	2,255,254
44400 Environmental Health	20,352,859	21,362,316	21,683,724
44435 Tipping Fees	13,891,604	13,891,604	13,891,604
44700 Recreation	2,569,927	2,652,446	2,652,847
44900 Other General	568,707	543,871	543,126
Sales Goods & Services: Total	43,231,343	44,298,484	44,619,548
Other Revenue Own Sources:			
45120 Business Licenses	154,950	154,950	154,950
45170 Construction Permits	3,065,220	3,065,220	3,065,220
45200 Fines	1,956,250	1,956,250	1,956,250
45300 Rents & Concessions	3,741,996	3,741,996	3,741,996
45500 Investment Interest	321,216	321,216	321,216
45600 Interest Tax Arrears	1,800,000	1,800,000	1,800,000
Other Revenue Own Sources: Total	11,039,632	11,039,632	11,039,632
Grants Other Governments:			
47100 Other Grants	232,273	214,423	214,423
47107 CMHC Mortgage Subsidy	95,487	35,845	23,895
47110 Gas Tax Rebate	5,429,147	5,429,147	5,429,147
47530 Recovery Debt Charges	24,759,319	25,194,147	23,671,884
47550 Real Program Grants	59,000	59,000	59,000
47555 NPH Subsidy	1,060,542	1,236,042	1,297,466
Grants Other Governments: Total	31,635,767	32,168,603	30,695,814
Other Transfers:			
49201 Assessments/Transfers	2,971,280	2,360,163	1,840,860
Other Transfers: Total	2,971,280	2,360,163	1,840,860
Total Revenue	304,677,022	312,627,882	311,812,854

Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Forecast 2020	Forecast 2021
General Government:			
General Administrative:			
1111 Mayor & Councilors	798,749	798,749	798,749
1115 Civic Events & Receptions	76,420	76,420	76,420
1212 Administration - Admin Services	1,076,346	1,097,208	1,116,843
1213 Human Resources	1,056,698	1,078,214	1,093,652
1214 Benefits Administration	273,561	280,261	285,100
1215 City Manager's Office	415,979	417,282	417,282
1216 Employee Wellness	583,439	594,260	605,080
1217 Organizational Development	326,529	329,645	332,761
1218 HR Advisory Services	1,085,223	1,110,152	1,132,940
1220 Legal Services	1,837,141	1,863,346	1,886,803
1221 Admin - Finance & Administration	649,731	654,484	659,300
1222 Financial Services	1,012,588	1,017,328	1,022,067
1223 Budgetary Services	372,760	377,500	382,239
1225 Performance & Strategy	425,043	429,163	433,284
1231 Assessment	2,174,993	2,106,318	2,136,969
1241 Revenue Accounting	1,240,206	1,353,608	1,291,203
1250 Property Management	2,124,097	2,133,254	2,141,122
1251 Office Services	518,481	518,481	518,481
1252 Maint. City Hall	872,041	947,606	980,351
1254 Maint. City Hall Annex	174,440	197,726	207,816
1257 Maint. Railway Coastal Building	14,490	14,490	14,490
1258 Maint. 245 Freshwater Rd	230,366	243,236	248,813
1259 Maint. Conway Bldg.	48,638	51,856	53,250
1260 Archives Building	46,876	51,240	53,131
1261 Purchasing	687,139	691,260	695,382
1262 Materials Management	852,841	856,424	860,007
1269 Internal Audit	332,394	340,717	349,039
1270 Corporate Communications	985,900	996,252	1,006,606
1272 Information Services	5,598,177	5,335,047	5,308,774
1274 Service Centre	1,797,021	1,805,343	1,813,665
1318 Land Information Systems	1,326,555	1,220,176	1,224,297
General Administrative: Total	29,014,863	28,987,044	29,145,915
Pensions & Benefits:			
1290 Pensions & Employee Benefits	1,872,836	1,872,836	1,872,836
1297 Sick and Severance Liabilities	1,250,000	1,250,000	1,250,000
Pensions & Benefits: Total	3,122,836	3,122,836	3,122,836
Engineering:			
1311 Admin - Planning, Engineering & Regulatory Services	523,162	532,889	539,730
1313 Development Control	1,516,010	1,537,025	1,555,395
1314 Surveying	618,048	622,169	624,149
1315 Transportation Engineering	1,961,044	2,004,027	2,034,071
1316 Admin Support - Planning, Engineering & Regulatory Services	999,859	1,002,975	1,004,472
1319 Engineering	1,299,703	1,294,786	1,309,430
1320 Capital Works - Buildings	506,246	516,228	522,073
Engineering: Total	7,424,072	7,510,100	7,589,321

Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Other General Government:			
1931 Risk Management & Insurance	525,311	529,432	533,553
Other General Government: Total	525,311	529,432	533,553
General Government: Total	40,087,082	40,149,411	40,391,626
Protective Services:			
Fire & Traffic:			
2141 Parking Enforcement	2,029,263	2,029,263	2,029,263
2142 Crossing Guard Program	113,836	113,836	113,836
2491 Fire Protection	24,966,513	24,988,294	25,046,743
Fire & Traffic: Total	27,109,613	27,131,393	27,189,843
Protective Inspections:			
2921 Admin - Regulatory Services	617,107	632,597	644,502
2922 Building Inspection	1,753,325	1,756,910	1,756,910
2923 Electrical Inspection	561,622	561,622	561,622
2924 Plumbing Inspection	249,770	249,770	249,770
2929 Taxi & By-law Inspection	178,668	178,668	178,668
Protective Inspections: Total	3,360,492	3,379,566	3,391,471
Other Protective Services:			
2931 Humane Services	1,227,126	1,235,368	1,243,610
2932 Animal Control Facility	85,957	91,748	94,258
Other Protective Services: Total	1,313,083	1,327,117	1,337,868
Protective Services: Total	31,783,187	31,838,075	31,919,182
Transportation Services:			
Roads Department:			
3011 Admin - Public Works	1,020,927	1,029,114	1,037,328
3211 Admin - Streets & Parks	1,732,637	1,741,602	1,748,373
3221 Maint. Of Roads	7,202,280	7,202,280	7,202,280
3231 Snow Clearing	16,607,890	16,607,890	16,607,890
3241 Public Works Depot Maint.	1,104,709	1,175,708	1,206,475
3242 Maint. Of Asphalt Recycling Facility	9,846	11,780	12,618
3252 Maint. of Traffic Signs & Lights	1,868,084	1,876,944	1,885,804
3262 Street Cleaning By Hand	351,195	351,195	351,195
Roads Department: Total	29,897,569	29,996,514	30,051,963
Other Transportation Services:			
3521 Parking Meters	1,187,936	1,187,936	1,187,936
3561 Street Lighting	4,719,975	5,144,773	5,299,116
3591 Metrobus & Para-Transit System	18,765,537	19,549,378	19,549,378
Other Transportation Services: Total	24,673,448	25,882,087	26,036,430
Transportation Services: Total	54,571,017	55,878,601	56,088,393

Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Environmental Health:			
Water Department:			
4111 Admin - Environmental Services	2,326,844	2,336,134	2,341,165
4120 City Share of Regional Water	5,085,487	5,371,342	5,474,226
4121 Petty Harbour Long Pond Water Treatment Plant	1,180,105	1,246,820	1,276,010
4122 Winsor Lake Treatment Plant	11,362,924	12,851,383	12,977,349
4123 Regional Water System	12,709,833	13,424,254	13,681,383
4131 Water & Waste Water Distribution	10,537,834	10,670,204	10,702,746
Water Department: Total	43,203,027	45,900,138	46,452,879
Sewer Department:			
4225 Waste Water Treatment Facility	8,468,361	8,692,707	8,797,374
Sewer Department: Total	8,468,361	8,692,707	8,797,374
Sanitary Department:			
4321 Garbage Collection	8,192,074	8,193,496	8,194,918
4322 Waste Diversion Public Awareness	203,085	203,085	203,085
4331 Garbage Disposal	9,170,869	9,192,170	9,207,917
4332 Bldg. Maint. Robin Hood Bay	325,962	358,841	373,791
4333 Material Recovery Facility	1,539,897	1,539,897	1,539,897
4334 RHB Residential Drop Off Facility	924,794	924,794	924,794
4335 Eastern Waste Management	3,347,395	3,347,395	3,347,395
Sanitary Department: Total	23,704,077	23,759,678	23,791,798
Environmental Health: Total	75,375,465	78,352,524	79,042,051
Environmental Development:			
Planning:			
6113 Planning & Development	617,975	622,714	627,452
Planning: Total	617,975	622,714	627,452
Community Development:			
6211 Admin - Community Services	419,706	423,369	427,092
6212 Events & Services	617,709	621,830	625,950
Community Development: Total	1,037,415	1,045,199	1,053,042
Housing & Real Estate:			
6341 Real Estate	16,732	16,732	16,732
6342 Rental Housing Projects	777,565	777,565	777,565
6343 Tourism Marketing Levy Expenditures	4,825,278	4,994,566	4,340,766
6360 Non-Profit Housing Units	4,924,508	5,041,316	5,091,201
6391 Admin - Non-Profit Housing	688,413	701,881	715,349
6392 Non-Profit Housing Maint.	655,104	658,687	662,270
6400 Homelessness Partnering Strategy	100,000	100,000	100,000
Housing & Real Estate: Total	11,987,601	12,290,747	11,703,883
Tourism & Economic Development:			
6612 Tourism Development	376,105	376,105	376,105
6613 Visitor's Services	151,262	151,262	151,262
6616 Economic Development	518,719	589,405	530,093
6624 Maint. Gentara Bldg.	304,790	311,225	314,014
6625 Quidi Vidi Visitor Centre	25,055	25,055	25,055
Tourism & Economic Development: Total	1,375,930	1,453,052	1,396,528
Environmental Development: Total	15,018,921	15,411,712	14,780,906

Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Parks, Recreation & Cultural Services:			
Parks Division:			
7111 Administration Parks	961,837	973,276	984,714
7121 Municipal Parks Maint.	6,331,312	6,331,939	6,332,211
7123 Active Sports Facilities Maint.	714,853	717,526	718,685
7125 Buckmasters Rec Centre Maint.	84,818	94,453	98,627
7130 Mews Centre Maint.	203,448	221,466	229,274
7131 Aquatic Parks Maint.	253,927	298,180	317,357
7133 Rotary Chalet Maint.	46,596	49,270	50,429
7134 Sports Buildings Maint.	293,426	318,313	329,097
7135 Snow Clearing Steps	681,902	720,271	720,271
7136 Shea Heights Comm Centre Maint.	60,417	63,635	65,029
7138 Kilbride Rec Centre Maint.	44,890	48,429	49,963
7139 Southlands Community Centre Maint.	59,114	65,549	68,338
7140 Mtce. Paul Reynolds Community Centre	735,046	815,483	850,340
7141 Anna Templeton Centre Maint.	38,200	38,200	38,200
7142 Mtce. Kenmount Terrace Community Centre	77,470	83,905	86,694
7225 Bowring Park Bldg. Maint.	73,153	78,944	81,454
Parks Division: Total	10,660,410	10,918,840	11,020,681
Recreation:			
7305 Healthy Communities & Inclusion	1,009,602	1,017,924	1,026,245
7311 Community Development	1,008,601	1,016,925	1,025,249
7315 Recreation Info Services	-	-	-
7321 Family, Children & Youth	955,899	955,899	955,899
7322 Operation of Bowring Park Pool	118,053	118,053	118,053
7324 Admin - Rec Facilities	1,140,196	1,155,216	1,169,698
7325 H.G.R. Mews Centre Operations	756,761	756,761	756,761
7329 H.G.R. Mews Centre Program & Services	575,039	575,039	575,039
7330 Goulds Rec Services	166,250	166,250	166,250
7333 Seniors Outreach	204,620	204,620	204,620
7334 Operation of Bannerman Park Pool	68,245	68,245	68,245
7336 Shea Heights Community Centre	259,350	259,350	259,350
7337 Southlands Community Centre	322,077	322,077	322,077
7338 Kilbride Community Centre	259,388	259,388	259,388
7339 Kenmount Terrace Community Centre	308,882	323,962	323,962
7340 Paul Reynolds Centre Operations	875,055	875,055	875,055
7342 Paul Reynolds Centre - Pool and Fitness Programs	1,360,977	1,360,977	1,360,977
Recreation: Total	9,388,992	9,435,738	9,466,866
Other Recreational & Cultural Services:			
7445 St. John's Sports & Entertainment	3,403,200	3,403,200	3,403,200
7551 Grants & Subsidies	1,449,400	1,399,400	1,336,900
7553 Local Immigration Partnership Strategy	35,350	17,500	17,500
7910 Cultural Development	182,812	182,812	182,812
7911 Municipal Archives	298,118	298,118	298,118
7912 Railway Coastal Museum	478,838	489,464	494,069
Other Recreational & Cultural Services: Total	5,847,718	5,790,494	5,732,599
Parks, Recreation & Cultural Services: Total	25,897,121	26,145,073	26,220,145

Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Fiscal & Transfers:			
Debt Charges:			
8111 Short Term Debt	80,000	80,000	80,000
8131 Debenture Debt	37,720,261	41,095,261	39,662,821
8191 Other Debt Charges	500,000	100,000	100,000
Debt Charges: Total	38,300,261	41,275,261	39,842,821
Fiscal & Transfers: Total	38,300,261	41,275,261	39,842,821
Other Transfers:			
8211 Prov. For Allowances	1,350,000	1,350,000	1,350,000
8990 Capital Expenditures	18,980,009	18,971,338	18,963,243
Other Transfers: Total	20,330,009	20,321,338	20,313,243
Transfers to Other Departments:			
Payroll Costs:			
1295 Employer Payroll Costs	2,625,648	2,567,575	2,526,176
Payroll Costs: Total	2,625,648	2,567,575	2,526,176
Mechanical:			
3111 Admin - Fleet Services	1,629,431	1,638,291	1,647,150
3121 Maint. Heavy Equipment	9,245,716	9,245,716	9,245,716
3123 Robin Hood Bay Equipment	688,312	688,312	688,312
3129 Recovery Fleet Rental	(10,875,147)	(10,884,007)	(10,892,867)
Mechanical: Total	688,312	688,312	688,312
Transfers to Other Departments: Total	3,313,959	3,255,887	3,214,488
Total Expenditure	304,677,022	312,627,882	311,812,854

Table 6: 2019-2021 FTE Forecast

	Budget 2019	Forecast 2020	Forecast 2021
General Government:			
General Administrative:			
1111 Mayor & Councilors	11.00	11.00	11.00
1212 Administration - Admin Services	7.00	7.00	7.00
1213 Human Resources	8.00	8.00	8.00
1214 Benefits Administration	2.00	2.00	2.00
1215 City Manager's Office	2.00	2.00	2.00
1216 Employee Wellness	3.00	3.00	3.00
1217 Organizational Development	1.00	1.00	1.00
1218 HR Advisory Services	7.72	7.72	7.72
1220 Legal Services	10.00	10.00	10.00
1221 Admin - Finance & Administration	1.75	1.75	1.75
1222 Financial Services	10.00	10.00	10.00
1223 Budgetary Services	3.00	3.00	3.00
1225 Performance & Strategy	3.23	3.23	3.23
1231 Assessment	18.00	17.00	16.00
1241 Revenue Accounting	13.31	14.31	13.64
1250 Property Management	19.60	19.60	19.60
1251 Office Services	2.27	2.27	2.27
1261 Purchasing	6.00	6.00	6.00
1262 Materials Management	9.00	9.00	9.00
1269 Internal Audit	2.00	2.00	2.00
1270 Corporate Communications	6.00	6.00	6.00
1272 Information Services	23.00	21.00	21.00
1274 Service Centre	17.27	17.27	17.27
1318 Land Information Systems	12.23	12.23	12.23
General Administrative: Total	198.38	196.38	194.71
Pensions & Benefits:			
1290 Pensions & Employee Benefits	12.00	12.00	12.00
Pensions & Benefits: Total	12.00	12.00	12.00
Engineering:			
1311 Admin - Planning, Engineering & Regulatory Services	2.00	2.00	2.00
1313 Development Control	9.00	9.00	9.00
1314 Surveying	5.00	5.00	5.00
1315 Transportation Engineering	11.00	11.00	11.00
3252 Maint. of Traffic Signs & Lights	13.86	13.86	13.86
1316 Admin Support - Planning, Engineering & Regulatory Services	12.46	12.46	12.46
1319 Engineering	9.08	9.08	9.08
1320 Capital Works - Buildings	3.00	3.00	3.00
Engineering: Total	65.40	65.40	65.40
Other General Government:			
1931 Risk Management & Insurance	1.00	1.00	1.00
Other General Government: Total	1.00	1.00	1.00
General Government: Total	276.78	274.78	273.11

Table 6: 2019-2021 FTE Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Protective Services:			
Fire & Traffic:			
2141 Parking Enforcement	15.51	15.51	15.51
2142 Crossing Guard Program	3.13	3.13	3.13
2491 Fire Protection	226.04	226.04	226.04
Fire & Traffic: Total	244.68	244.68	244.68
Protective Inspections:			
2921 Admin - Regulatory Services	4.00	4.00	4.00
2922 Building Inspection	14.00	14.00	14.00
2923 Electrical Inspection	5.00	5.00	5.00
2924 Plumbing Inspection	2.33	2.33	2.33
2929 Taxi & By-law Inspection	2.00	2.00	2.00
Protective Inspections: Total	27.33	27.33	27.33
Other Protective Services:			
2931 Humane Services	10.50	10.50	10.50
Other Protective Services: Total	10.50	10.50	10.50
Protective Services: Total	282.51	282.51	282.51
Transportation Services:			
Roads Department:			
3011 Admin - Public Works	7.48	7.48	7.48
3211 Admin - Streets & Parks	11.49	11.49	11.49
3221 Maint. Of Roads	30.19	30.19	30.19
3231 Snow Clearing	68.05	68.05	68.05
Roads Department: Total	117.21	117.21	117.21
Other Transportation Services:			
3521 Parking Meters	1.50	1.50	1.50
Other Transportation Services: Total	1.50	1.50	1.50
Transportation Services: Total	118.71	118.71	118.71
Environmental Health:			
Water Department:			
4111 Admin - Environmental Services	15.29	15.29	15.29
4122 Winsor Lake Treatment Plant	11.93	11.93	11.93
4123 Regional Water System	17.65	17.65	17.65
4131 Water & Waste Water Distribution	60.67	60.67	60.67
Water Department: Total	105.54	105.54	105.54
Sewer Department:			
4225 Waste Water Treatment Facility	10.53	10.53	10.53
Sewer Department: Total	10.53	10.53	10.53

Table 6: 2019-2021 FTE Forecast

	Budget 2019	Forecast 2020	Forecast 2021
Sanitary Department:			
4321 Garbage Collection	31.83	31.83	31.83
4322 Waste Diversion Public Awareness	1.67	1.67	1.67
4331 Garbage Disposal	16.93	16.93	16.93
4332 Bldg. Maint. Robin Hood Bay	1.45	1.45	1.45
4334 RHB Residential Drop Off Facility	1.00	1.00	1.00
Sanitary Department: Total	52.88	52.88	52.88
Environmental Health: Total	168.95	168.95	168.95
Environmental Development:			
Planning:			
6113 Planning & Development	3.00	3.00	3.00
Planning: Total	3.00	3.00	3.00
Community Development:			
6211 Admin - Community Services	1.00	1.00	1.00
6212 Events & Services	5.23	5.23	5.23
Community Development: Total	6.23	6.23	6.23
Housing & Real Estate:			
6391 Admin - Non-Profit Housing	6.00	6.00	6.00
6392 Non-Profit Housing Maint.	7.00	7.00	7.00
Housing & Real Estate: Total	13.00	13.00	13.00
Tourism & Economic Development:			
6612 Tourism Development	2.00	2.00	2.00
6613 Visitor's Services	2.16	2.16	2.16
6616 Economic Development	3.00	3.00	3.00
Tourism & Economic Development: Total	7.16	7.16	7.16
Environmental Development: Total	29.39	29.39	29.39
Parks, Recreation & Cultural Services:			
Parks Division:			
7111 Administration Parks	6.77	6.77	6.77
7121 Municipal Parks Maint.	48.19	48.19	48.19
7123 Active Sports Facilities Maint.	4.53	4.53	4.53
7135 Snow Clearing Steps	7.87	8.37	8.37
7140 Mtce. Paul Reynolds Community Centre	1.00	1.00	1.00
Parks Division: Total	68.36	68.86	68.86
Recreation:			
7305 Healthy Communities & Inclusion	12.58	12.58	12.58
7311 Community Development	14.25	14.25	14.25
7321 Family, Children & Youth	18.65	18.65	18.65
7322 Operation of Bowring Park Pool	3.52	3.52	3.52
7324 Admin - Rec Facilities	11.00	11.00	11.00
7325 H.G.R. Mews Centre Operations	7.58	7.58	7.58
7329 H.G.R. Mews Centre Program & Services	7.48	7.48	7.48
7333 Seniors Outreach	1.90	1.90	1.90
7334 Operation of Bannerman Park Pool	2.02	2.02	2.02
7336 Shea Heights Community Centre	5.34	5.34	5.34

Table 6: 2019-2021 FTE Forecast

	Budget 2019	Forecast 2020	Forecast 2021
7337 Southlands Community Centre	6.09	6.09	6.09
7338 Kilbride Community Centre	5.31	5.31	5.31
7339 Kenmount Terrace Community Centre	6.09	6.09	6.09
7340 Paul Reynolds Centre Operations	10.47	10.47	10.47
7342 Paul Reynolds Centre - Pool and Fitness Programs	22.36	22.36	22.36
Recreation: Total	134.64	134.64	134.64
Other Recreational & Cultural Services:			
7553 Local Immigration Partnership Strategy	0.25	-	-
7910 Cultural Development	1.00	1.00	1.00
7911 Municipal Archives	3.46	3.46	3.46
Other Recreational & Cultural Services: Total	4.71	4.46	4.46
Parks, Recreation & Cultural Services: Total	207.71	207.96	207.96
Transfers to Other Departments:			
Mechanical:			
3111 Admin - Fleet Services	9.00	9.00	9.00
3121 Maint. Heavy Equipment	42.11	42.11	42.11
3123 Robin Hood Bay Equipment	1.11	1.11	1.11
Mechanical: Total	52.22	52.22	52.22
Transfers to Other Departments: Total	52.22	52.22	52.22
Total FTE	1,136.27	1,134.52	1,132.85