

Table 1: 2016-2017 Revenue Change

	Budget 2016	Budget 2017	Change \$	Change %
Taxation:				
41112 Residential Realty	95,900,000	90,300,000	(5,600,000)	-5.8%
41121 Business Realty	71,300,000	70,100,000	(1,200,000)	-1.7%
41940 Accommodation Tax	3,400,000	3,200,000	(200,000)	-5.9%
41991 Utility Tax	7,100,000	7,300,000	200,000	2.8%
44410 Water Sales & Tax	53,930,802	49,981,954	(3,948,848)	-7.3%
Taxation: Total	231,630,802	220,881,954	(10,748,848)	-4.6%
Grants In Lieu Of Taxes:				
42100 Govt. Of Canada	5,000,000	2,800,000	(2,200,000)	-44.0%
42200 Govt.Canada Agencies	1,000,000	2,800,000	1,800,000	180.0%
42300 Water Tax Grant	3,080,000	2,850,000	(230,000)	-7.5%
Grants In Lieu Of Taxes: Total	9,080,000	8,450,000	(630,000)	-6.9%
Sales Goods & Services:				
44100 General Government	1,689,180	3,604,992	1,915,812	113.4%
44300 Transportation	2,398,572	2,552,394	153,822	6.4%
44400 Environmental Health	633,706	784,271	150,565	23.8%
44435 Tipping Fees	13,236,250	13,891,604	655,354	5.0%
44700 Recreation	1,693,186	1,937,901	244,715	14.5%
44900 Other General	695,000	696,514	1,514	0.2%
Sales Goods & Services: Total	20,345,894	23,467,676	3,121,782	15.3%
Other Revenue Own Sources:				
45120 Business Licenses	163,980	144,674	(19,306)	-11.8%
45170 Construction Permits	3,543,720	2,931,095	(612,625)	-17.3%
45200 Fines	2,385,410	2,984,050	598,640	25.1%
45300 Rents & Concessions	3,563,776	3,598,276	34,500	1.0%
45500 Investment Interest	25,716	25,716	-	0.0%
45600 Interest Tax Arrears	1,400,000	1,400,000	-	0.0%
Other Revenue Own Sources: Total	11,082,602	11,083,811	1,209	0.0%
Grants Other Governments:				
47100 Other Grants	339,518	240,231	(99,287)	-29.2%
47107 CMHC Mortgage Subsidy	227,061	227,061	-	0.0%
47110 Federal Gas Tax Rebate	4,182,853	4,182,853	-	0.0%
47530 Recovery Debt Charges	20,827,855	21,075,622	247,767	1.2%
47550 Real Program Grants	225,500	227,500	2,000	0.9%
47555 NPH Subsidy	967,343	967,343	-	0.0%
Grants Other Governments: Total	26,770,130	26,920,610	150,480	0.6%
Other Transfers:				
49201 Assessments/Transfers	3,273,454	3,597,257	323,803	9.9%
Other Transfers: Total	3,273,454	3,597,257	323,803	9.9%
Total Revenue	302,182,882	294,401,308	(7,781,574)	-2.6%

Table 2: 2016-2017 Expenditure Change

2016 Budget has been restated to reflect realignment of departments, divisions and programs. Select changes have been denoted with explanatory notes at the end of this report.

	Budget 2016	Budget 2017	Change \$	Change %
General Government:				
General Administrative:				
1111 Mayor & Councilors	737,227	758,361	21,135	2.9%
1115 Civic Events & Receptions	192,813	172,657	(20,157)	-10.5%
1211 Administration - Strategy & Engagement ¹	436,365	-	(436,365)	-100.0%
1212 Administration - Admin Services	620,634	639,100	18,466	3.0%
1213 Human Resources	700,543	568,895	(131,649)	-18.8%
1214 Benefits Administration	240,454	257,535	17,081	7.1%
1215 City Manager's Office	395,306	376,963	(18,343)	-4.6%
1216 Employee Wellness	649,316	431,494	(217,822)	-33.5%
1217 Organizational Development	559,907	415,756	(144,151)	-25.7%
1218 HR Advisory Services	1,037,887	1,110,652	72,765	7.0%
1220 Legal Services	1,566,463	1,511,872	(54,591)	-3.5%
1221 Admin - Finance & Administration ²	1,362,495	643,617	(718,877)	-52.8%
1222 Financial Services	1,621,568	1,464,917	(156,650)	-9.7%
1223 Budgetary Services	380,309	257,271	(123,038)	-32.4%
1224 Asset Reporting	105,236	-	(105,236)	-100.0%
1225 Performance & Strategy ³	-	363,009	363,009	-
1231 Assessment	2,093,176	2,079,058	(14,117)	-0.7%
1241 Revenue Accounting	1,216,972	1,187,321	(29,650)	-2.4%
1250 Property Management	1,948,806	2,131,344	182,538	9.4%
1251 Office Services	880,325	901,797	21,472	2.4%
1252 Maint. City Hall	706,098	761,352	55,255	7.8%
1254 Maint. City Hall Annex	228,374	164,002	(64,372)	-28.2%
1256 Maint. Of Fire Dept.	349,853	356,320	6,467	1.8%
1257 Maint. Railway Coastal Building	212,816	207,616	(5,200)	-2.4%
1258 Maint. 245 Freshwater Rd	293,655	282,295	(11,360)	-3.9%
1259 Maint. Conway Bldg.	31,849	30,514	(1,335)	-4.2%
1260 Archives Building	31,849	30,514	(1,335)	-4.2%
1261 Purchasing	708,028	661,447	(46,581)	-6.6%
1262 Materials Management	865,478	981,078	115,600	13.4%
1269 Internal Audit	288,669	309,110	20,441	7.1%
1270 Corporate Communications	1,014,879	880,020	(134,859)	-13.3%
1272 Information Services	4,611,332	4,714,795	103,463	2.2%
1274 Service Centre	1,813,210	1,781,222	(31,988)	-1.8%
1318 Land Information Systems	1,297,147	1,327,677	30,529	2.4%
1995 Municipal General Elections	-	365,600	365,600	-
General Administrative: Total	29,199,038	28,125,181	(1,073,857)	-3.7%
Pensions & Benefits:				
1290 Pensions & Employee Benefits	1,411,836	1,366,836	(45,000)	-3.2%
1297 Sick and Severance Liabilities	1,882,235	1,250,000	(632,235)	-33.6%
Pensions & Benefits: Total	3,294,071	2,616,836	(677,235)	-20.6%
Engineering:				
1311 Admin - Planning, Engineering & Regulatory Services ⁴	-	502,720	502,720	-
1313 Development Control	1,432,340	1,427,873	(4,467)	-0.3%
1314 Surveying	713,597	544,153	(169,444)	-23.7%
1315 Transportation Engineering ⁵	4,186,234	1,731,514	(2,454,720)	-58.6%
3252 Maint. of Traffic Signs & Lights ⁶	-	1,973,486	1,973,486	-
1316 Admin Support - Planning, Engineering & Regulatory Services ⁷	749,993	959,628	209,634	28.0%
1319 Engineering	1,911,680	1,894,488	(17,192)	-0.9%
Engineering: Total	8,993,844	9,033,860	40,016	0.4%
Other General Government:				
1931 Risk Management & Insurance	842,040	519,054	(322,986)	-38.4%
Other General Government: Total	842,040	519,054	(322,986)	-38.4%
General Government: Total	42,328,994	40,294,931	(2,034,062)	-4.8%

Table 2: 2016-2017 Expenditure Change

2016 Budget has been restated to reflect realignment of departments, divisions and programs. Select changes have been denoted with explanatory notes at the end of this report.

	Budget 2016	Budget 2017	Change \$	Change %
Protective Services:				
Fire & Traffic:				
2141 Parking Enforcement ⁸	2,656,899	2,270,333	(386,566)	-14.5%
2142 Crossing Guard Program	112,138	113,836	1,698	1.5%
2491 Fire Protection ⁹	23,852,248	23,215,686	(636,562)	-2.7%
Fire & Traffic: Total	26,621,284	25,599,854	(1,021,429)	-3.8%
Protective Inspections:				
2921 Admin - Regulatory Services ¹⁰	909,620	621,055	(288,566)	-31.7%
2922 Building Inspection ¹¹	2,256,805	1,683,628	(573,177)	-25.4%
2923 Electrical Inspection	711,254	572,902	(138,352)	-19.5%
2924 Plumbing Inspection	355,440	240,563	(114,877)	-32.3%
2929 Taxi & By-law Inspection	223,594	166,946	(56,647)	-25.3%
Protective Inspections: Total	4,456,713	3,285,095	(1,171,619)	-26.3%
Other Protective Services:				
2931 Humane Services	1,292,635	1,195,434	(97,202)	-7.5%
2932 Animal Control Facility	114,438	111,773	(2,665)	-2.3%
Other Protective Services: Total	1,407,073	1,307,206	(99,866)	-7.1%
Protective Services: Total	32,485,070	30,192,155	(2,292,914)	-7.1%
Transportation Services:				
Roads Department:				
3011 Admin - Public Works	1,174,598	970,746	(203,851)	-17.4%
3211 Admin - Streets & Parks	2,189,177	1,637,463	(551,714)	-25.2%
3221 Maint. Of Roads ¹²	8,125,884	7,089,901	(1,035,982)	-12.7%
3231 Snow Clearing ¹²	17,281,312	15,844,539	(1,436,773)	-8.3%
3241 Public Works Depot Maint. ¹³	1,809,876	1,069,234	(740,642)	-40.9%
3242 Maint. Of Asphalt Recycling Facility	13,460	12,560	(900)	-6.7%
3262 Street Cleaning By Hand	253,195	351,145	97,950	38.7%
Roads Department: Total	30,847,501	26,975,589	(3,871,912)	-12.6%
Other Transportation Services:				
3521 Parking Meters	1,025,573	1,122,508	96,936	9.5%
3561 Street Lighting	4,475,000	4,387,500	(87,500)	-2.0%
3591 Subsidy Metrobus ¹⁴	14,345,425	13,459,303	(886,122)	-6.2%
3592 Para-Transit ¹⁵	3,552,427	3,232,800	(319,627)	-9.0%
Other Transportation Services: Total	23,398,425	22,202,112	(1,196,313)	-5.1%
Transportation Services: Total	54,245,926	49,177,700	(5,068,225)	-9.3%
Environmental Health:				
Water Department:¹⁶				
4111 Admin - Environmental Services	2,257,924	2,325,296	67,372	3.0%
4120 CSJ Share of Regional Water	4,786,819	4,287,258	(499,561)	-10.4%
4121 Petty Harbour Long Pond Water Treatment Plant	1,988,650	1,351,642	(637,008)	-32.0%
4122 Winsor Lake Treatment Plant	10,169,200	10,131,140	(38,060)	-0.4%
4123 Regional Water System	13,523,653	12,534,804	(988,848)	-7.3%
4131 Water & Waste Water Distribution	10,942,963	10,312,671	(630,292)	-5.8%
Water Department: Total	43,669,208	40,942,811	(2,726,397)	-6.2%
Sewer Department:				
4225 Waste Water Treatment Facility	9,340,003	8,297,723	(1,042,280)	-11.2%
Sewer Department: Total	9,340,003	8,297,723	(1,042,280)	-11.2%
Sanitary Department:				
4321 Garbage Collection ¹⁷	6,490,834	7,779,205	1,288,372	19.8%
4322 Waste Diversion Public Awareness	229,972	229,259	(713)	-0.3%
4331 Garbage Disposal ¹⁸	8,388,840	9,257,432	868,592	10.4%
4332 Bldg. Maint. Robin Hood Bay ¹⁹	1,327,056	312,376	(1,014,680)	-76.5%
4333 Material Recovery Facility	1,655,957	1,539,897	(116,060)	-7.0%
4334 RHB Residential Drop Off Facility	942,220	919,069	(23,152)	-2.5%
4335 Eastern Waste Management	3,418,764	3,395,752	(23,012)	-0.7%
Sanitary Department: Total	22,453,643	23,432,989	979,346	4.4%
Environmental Health: Total	75,462,854	72,673,524	(2,789,331)	-3.7%

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	Budget 2016	Budget 2017	Change \$	Change %
Environmental Development:				
Planning:				
6113 Planning & Development	838,455	554,989	(283,466)	-33.8%
6118 Downtown Revitalization ²⁰	290,000	-	(290,000)	-100.0%
Planning: Total	1,128,455	554,989	(573,466)	-50.8%
Community Development:				
6211 Admin - Community Services	291,033	435,349	144,316	49.6%
6212 Events & Services	607,228	687,068	79,841	13.1%
Community Development: Total	898,261	1,122,417	224,157	25.0%
Housing & Real Estate:				
6341 Real Estate	16,700	16,732	32	0.2%
6342 Rental Housing Projects	736,592	777,565	40,973	5.6%
6343 Destination St. John's Funding ²¹	2,746,200	1,600,000	(1,146,200)	-41.7%
6360 Non-Profit Housing Units	4,800,151	4,793,432	(6,719)	-0.1%
6391 Admin - Non-Profit Housing	657,650	666,119	8,469	1.3%
6392 Non-Profit Housing Maint.	714,585	650,428	(64,157)	-9.0%
6401 HFSCF: Coordination Framework	60,000	97,500	37,500	62.5%
Housing & Real Estate: Total	9,731,878	8,601,778	(1,130,101)	-11.6%
Tourism & Economic Development:				
6611 Strategic Development ²²	621,954	-	(621,954)	-100.0%
6612 Tourism Development	568,830	338,829	(230,002)	-40.4%
6613 Visitor's Services	91,323	198,722	107,398	117.6%
6616 Economic Development ²³	-	486,877	486,877	-
6624 Maint. Gentara Bldg.	317,041	289,641	(27,400)	-8.6%
6625 Quidi Vidi Visitor Centre	92,296	87,946	(4,350)	-4.7%
Tourism & Economic Development: Total	1,691,445	1,402,014	(289,430)	-17.1%
Environmental Development: Total	13,450,038	11,681,199	(1,768,840)	-13.2%
Parks, Recreation & Cultural Services:				
Parks Division:				
7111 Administration Parks	435,935	962,349	526,414	120.8%
7121 Municipal Parks Maint.	2,254,778	2,007,099	(247,679)	-11.0%
7122 Passive Open Space Maint.	2,027,675	1,642,648	(385,027)	-19.0%
7123 Active Sports Facilities Maint.	694,225	687,623	(6,602)	-1.0%
7124 Playground Maint.	873,195	1,268,912	395,717	45.3%
7125 Buckmasters Rec Centre Maint.	98,840	99,436	597	0.6%
7126 Horticultural Maint..	1,343,490	1,168,117	(175,373)	-13.1%
7127 Rotary Park Maint.	94,140	76,655	(17,485)	-18.6%
7130 Mews Centre Maint.	224,319	216,818	(7,501)	-3.3%
7131 Aquatic Parks Maint.	275,570	223,687	(51,883)	-18.8%
7133 Rotary Chalet Maint.	47,070	48,085	1,015	2.2%
7134 Sports Buildings Maint.	226,974	224,033	(2,941)	-1.3%
7135 Snow Clearing Steps	630,922	612,580	(18,342)	-2.9%
7136 Shea Heights Comm Centre Maint.	91,822	86,970	(4,852)	-5.3%
7137 Wedgewood Park Facility Maint.	147,616	372,401	224,784	152.3%
7138 Kilbride Rec Centre Maint.	91,052	58,282	(32,770)	-36.0%
7139 Southlands Community Centre Maint.	75,220	73,764	(1,456)	-1.9%
7141 Anna Templeton Centre Maint.	39,000	38,200	(800)	-2.1%
7225 Bowring Park Bldg. Maint.	93,396	88,296	(5,100)	-5.5%
Parks Division: Total	9,765,238	9,955,955	190,716	2.0%

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Recreation:				
7301 Admin - Recreation ²⁴	619,871	-	(619,871)	-100.0%
7305 Family & Leisure Services	1,632,152	1,610,157	(21,994)	-1.3%
7311 Community Development	1,110,448	942,008	(168,441)	-15.2%
7315 Recreation Info Services	194,981	39,000	(155,981)	-80.0%
7321 Operation Summer Rec Program	326,176	310,102	(16,074)	-4.9%
7322 Operation of Bowring Park Pool	140,098	109,720	(30,378)	-21.7%
7324 Admin - Rec Facilities	993,975	1,267,611	273,636	27.5%
7325 H.G.R. Mews Centre Operations	568,218	696,141	127,924	22.5%
7329 H.G.R. Mews Centre Program & Services	624,120	454,393	(169,727)	-27.2%
7330 Goulds Rec Services	162,500	162,500	-	0.0%
7331 Wedgewood Park Facility Operations	481,592	-	(481,592)	-100.0%
7332 Wedgewood Park Programs & Services	501,369	-	(501,369)	-100.0%
7333 Seniors Outreach	168,202	199,245	31,043	18.5%
7334 Operation of Bannerman Park Pool	92,778	74,155	(18,623)	-20.1%
7335 Other Facility Operations	53,720	-	(53,720)	-100.0%
7336 Shea Heights Community Centre	162,039	265,693	103,653	64.0%
7337 Southlands Community Centre	292,706	327,605	34,898	11.9%
7338 Kilbride Community Centre	260,628	265,974	5,346	2.1%
7340 Paul Reynolds Centre Operations	-	806,849	806,849	-
7342 Paul Reynolds Centre - Pool and Fitness Programs	-	821,068	821,068	-
Recreation: Total	8,385,573	8,352,222	(33,351)	-0.4%
Other Recreational & Cultural Services:				
7445 St. John's Sports & Entertainment	2,570,000	2,490,000	(80,000)	-3.1%
7551 Grants & Subsidies	1,105,000	1,105,000	-	0.0%
7553 Local Immigration Partnership Strategy	112,028	24,446	(87,583)	-78.2%
7910 Cultural Development	301,090	403,119	102,029	33.9%
7911 Municipal Archives	282,660	282,933	274	0.1%
7912 Railway Coastal Museum	420,702	524,318	103,616	24.6%
Other Recreational & Cultural Services: Total	4,791,480	4,829,816	38,336	0.8%
Parks, Recreation & Cultural Services: Total	22,942,291	23,137,992	195,701	0.9%
Fiscal & Transfers:				
Debt Charges:				
8111 Short Term Debt	80,000	80,000	-	0.0%
8121 Long Term Debt	70,640	70,640	-	0.0%
8131 Debenture Debt ²⁵	30,487,261	34,345,261	3,858,000	12.7%
8191 Other Debt Charges	600,000	100,000	(500,000)	-83.3%
Debt Charges: Total	31,237,901	34,595,901	3,358,000	10.7%
Fiscal & Transfers: Total	31,237,901	34,595,901	3,358,000	10.7%
Other Transfers:				
8211 Prov. For Allowances	1,550,000	1,350,000	(200,000)	-12.9%
8990 Capital Expenditures	25,142,427	25,906,537	764,110	3.0%
Other Transfers: Total	26,692,427	27,256,537	564,110	2.1%

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Transfers to Other Departments:				
Payroll Costs:				
1295 Payroll Costs ²⁶	2,481,472	4,713,640	2,232,168	90.0%
Payroll Costs: Total	2,481,472	4,713,640	2,232,168	90.0%
Mechanical:				
3111 Admin - Fleet Services	1,479,034	1,558,649	79,615	5.4%
3121 Maint. Heavy Equipment	9,005,897	8,987,621	(18,275)	-0.2%
3123 Robin Hood Bay Equipment	676,867	677,729	862	0.1%
3129 Recovery Fleet Rental	(10,305,889)	(10,546,271)	(240,382)	2.3%
Mechanical: Total	855,909	677,728	(178,180)	-20.8%
Transfers to Other Departments: Total	3,337,380	5,391,368	2,053,988	61.5%
Total Expenditure	302,182,882	294,401,308	(7,781,574)	-2.6%

Notes:

1. This division has been reconfigured and staff distributed to other programs.
2. Change resulting from the elimination of program 1268 - Admin Corporate Services and the transfer of staff from that division to 1272 - Information Services.
3. New division created of staff from other programs.
4. Transfer of staff from other divisions.
5. Budget transferred to 3252 - Maint. Of Traffic Signs & Lights.
6. Budget transferred from program 1315 - Transportation Engineering.
7. Consolidation of staff from other divisions.
8. Salary and operating budget savings achieved through program review.
9. Reduction is the result of 2017 being a full year in which the Town of Paradise is participating in the regional service.
10. Transfer of staff to other programs under Planning, Engineering & Regulatory Services.
11. Reallocation of staff to other programs, as well as budget savings achieved through program review.
12. Changes in programs 3221 and 3231 are the result of savings achieved through implementation of revised scheduling within the department.
13. Transfer of staff to centralized program budget for simplification of budgeting and tracking.
14. Savings realized through program review with no change to service levels.
15. Savings are the result of moving the service to metrobus.
16. Divisional savings realized through program review. No change to service levels.
17. Reduction is the result of a reallocation of fleet expenditures to more accurately reflect historical levels of expenditure.
18. Change is the result of an increased Management Fee to be charged to the regional partners.
19. Change due to planned capital work that was a one time expenditure in 2016
20. Change is the result of how expenditure is recorded from an accounting perspective. No change in actual funding.
21. Change due to how the tourism and marketing levy is processed in the City's accounting system.
22. Staff and operating budget transferred to programs 6616 - Economic Development, and 1225 - Performance & Strategy.
23. Staff and operating budget transferred from other programs to reflect organizational realignment.
24. Staff and operating budget reallocated to other programs to more accurately reflect the nature of the operation. Remaining administrative function now resides in 6211.
25. 2017 reflects two payments on monies borrowed in 2016. In 2016 there was only one payment.
26. 2016 approved budget included an estimate of \$2.3 M in early retirement savings which has been allocated to the respective programs for 2017.

Table 3: 2017-2018 Revenue Projection

	Budget 2016	Budget 2017	Forecast 2018
Taxation:			
41112 Residential Realty	95,900,000	90,300,000	91,300,000
41121 Business Realty	71,300,000	70,100,000	70,600,000
41940 Accommodation Tax	3,400,000	3,200,000	3,300,000
41991 Utility Tax	7,100,000	7,300,000	7,300,000
44410 Water Sales & Tax	53,930,802	49,981,954	50,840,400
Taxation: Total	231,630,802	220,881,954	223,340,400
Grants In Lieu Of Taxes:			
42100 Govt. Of Canada	5,000,000	2,800,000	2,800,000
42200 Govt.Canada Agencies	1,000,000	2,800,000	2,800,000
42300 Water Tax Grant	3,080,000	2,850,000	2,900,000
Grants In Lieu Of Taxes: Total	9,080,000	8,450,000	8,500,000
Sales Goods & Services:			
44100 General Government	1,689,180	3,604,992	3,604,992
44300 Transportation	2,398,572	2,552,394	2,613,732
44400 Environmental Health	633,706	784,271	784,271
44435 Tipping Fees	13,236,250	13,891,604	13,891,604
44700 Recreation	1,693,186	1,937,901	1,960,531
44900 Other General	695,000	696,514	706,852
Sales Goods & Services: Total	20,345,894	23,467,676	23,561,982
Other Revenue Own Sources:			
45120 Business Licenses	163,980	144,674	144,674
45170 Construction Permits	3,543,720	2,931,095	2,931,095
45200 Fines	2,385,410	2,984,050	2,984,050
45300 Rents & Concessions	3,563,776	3,598,276	3,598,276
45500 Investment Interest	25,716	25,716	25,716
45600 Interest Tax Arrears	1,400,000	1,400,000	1,400,000
Other Revenue Own Sources: Total	11,082,602	11,083,811	11,083,811
Grants Other Governments:			
47100 Other Grants	339,518	240,231	228,044
47107 CMHC Mortgage Subsidy	227,061	227,061	227,061
47110 Federal Gas Tax Rebate	4,182,853	4,182,853	4,182,853
47530 Recovery Debt Charges	20,827,855	21,075,622	20,645,505
47550 Real Program Grants	225,500	227,500	227,500
47555 NPH Subsidy	967,343	967,343	967,343
Grants Other Governments: Total	26,770,130	26,920,610	26,478,306
Other Transfers:			
49201 Assessments/Transfers	3,273,454	3,597,257	3,564,689
Other Transfers: Total	3,273,454	3,597,257	3,564,689
Total Revenue	302,182,882	294,401,308	296,529,188

Table 4: 2017-2018 Expenditure Projection

2016 Budget has been restated to reflect realignment of departments, divisions and programs.

	Budget 2016	Budget 2017	Forecast 2018
General Government:			
General Administrative:			
1111 Mayor & Councilors	737,227	758,361	784,797
1115 Civic Events & Receptions	192,813	172,657	175,330
1211 Administration - Strategy & Engagement	436,365	-	-
1212 Administration - Admin Services	620,634	639,100	669,129
1213 Human Resources	700,543	568,895	597,000
1214 Benefits Administration	240,454	257,535	270,317
1215 City Manager's Office	395,306	376,963	385,862
1216 Employee Wellness	649,316	431,494	445,912
1217 Organizational Development	559,907	415,756	421,469
1218 HR Advisory Services	1,037,887	1,110,652	1,164,721
1220 Legal Services	1,566,463	1,511,872	1,546,359
1221 Admin - Finance & Administration	1,362,495	643,617	655,949
1222 Financial Services	1,621,568	1,464,917	1,524,494
1223 Budgetary Services	380,309	257,271	269,850
1224 Asset Reporting	105,236	-	-
1225 Performance & Strategy	-	363,009	374,018
1231 Assessment	2,093,176	2,079,058	2,087,925
1241 Revenue Accounting	1,216,972	1,187,321	1,235,438
1250 Property Management	1,948,806	2,131,344	2,212,813
1251 Office Services	880,325	901,797	907,901
1252 Maint. City Hall	706,098	761,352	761,367
1254 Maint. City Hall Annex	228,374	164,002	164,019
1256 Maint. Of Fire Dept.	349,853	356,320	370,679
1257 Maint. Railway Coastal Building	212,816	207,616	207,616
1258 Maint. 245 Freshwater Rd	293,655	282,295	282,295
1259 Maint. Conway Bldg.	31,849	30,514	30,514
1260 Archives Building	31,849	30,514	30,514
1261 Purchasing	708,028	661,447	690,480
1262 Materials Management	865,478	981,078	1,018,227
1269 Internal Audit	288,669	309,110	324,593
1270 Corporate Communications	1,014,879	880,020	905,260
1272 Information Services	4,611,332	4,714,795	4,808,449
1274 Service Centre	1,813,210	1,781,222	1,850,948
1318 Land Information Systems	1,297,147	1,327,677	1,293,717
1995 Municipal General Elections	-	365,600	-
General Administrative: Total	29,199,038	28,125,181	28,467,959
Pensions & Benefits:			
1290 Pensions & Employee Benefits	1,411,836	1,366,836	1,431,836
1297 Sick and Severance Liabilities	1,882,235	1,250,000	1,250,000
Pensions & Benefits: Total	3,294,071	2,616,836	2,681,836
Engineering:			
1311 Admin - Planning, Engineering & Regulatory Services	-	502,720	523,513
1313 Development Control	1,432,340	1,427,873	1,475,567
1314 Surveying	713,597	544,153	605,510
1315 Transportation Engineering	4,186,234	1,731,514	1,780,235
3252 Maint. of Traffic Signs & Lights	-	1,973,486	2,025,742
1316 Admin Support - Planning, Engineering & Regulatory Services	749,993	959,628	996,906
1319 Engineering	1,911,680	1,894,488	1,964,272
Engineering: Total	8,993,844	9,033,860	9,371,745
Other General Government:			
1931 Risk Management & Insurance	842,040	519,054	526,609
Other General Government: Total	842,040	519,054	526,609
General Government: Total	42,328,994	40,294,931	41,048,149

Table 4: 2017-2018 Expenditure Projection

2016 Budget has been restated to reflect realignment of departments, divisions and programs.

	Budget 2016	Budget 2017	Forecast 2018
Protective Services:			
Fire & Traffic:			
2141 Parking Enforcement	2,656,899	2,270,333	2,319,370
2142 Crossing Guard Program	112,138	113,836	113,836
2491 Fire Protection	23,852,248	23,215,686	23,987,638
Fire & Traffic: Total	26,621,284	25,599,854	26,420,844
Protective Inspections:			
2921 Admin - Regulatory Services	909,620	621,055	652,675
2922 Building Inspection	2,256,805	1,683,628	1,563,091
2923 Electrical Inspection	711,254	572,902	595,624
2924 Plumbing Inspection	355,440	240,563	249,030
2929 Taxi & By-law Inspection	223,594	166,946	172,524
Protective Inspections: Total	4,456,713	3,285,095	3,232,944
Other Protective Services:			
2931 Humane Services	1,292,635	1,195,434	1,240,283
2932 Animal Control Facility	114,438	111,773	111,773
Other Protective Services: Total	1,407,073	1,307,206	1,352,056
Protective Services: Total	32,485,070	30,192,155	31,005,844
Transportation Services:			
Roads Department:			
3011 Admin - Public Works	1,174,598	970,746	998,558
3211 Admin - Streets & Parks	2,189,177	1,637,463	1,709,686
3221 Maint. Of Roads	8,125,884	7,089,901	7,188,128
3231 Snow Clearing	17,281,312	15,844,539	16,142,719
3241 Public Works Depot Maint.	1,809,876	1,069,234	1,066,419
3242 Maint. Of Asphalt Recycling Facility	13,460	12,560	12,560
3262 Street Cleaning By Hand	253,195	351,145	351,145
Roads Department: Total	30,847,501	26,975,589	27,469,214
Other Transportation Services:			
3521 Parking Meters	1,025,573	1,122,508	1,123,729
3561 Street Lighting	4,475,000	4,387,500	4,582,500
3591 Subsidy Metrobus	14,345,425	13,459,303	14,740,280
3592 Para-Transit	3,552,427	3,232,800	3,417,600
Other Transportation Services: Total	23,398,425	22,202,112	23,864,109
Transportation Services: Total	54,245,926	49,177,700	51,333,324
Environmental Health:			
Water Department:			
4111 Admin - Environmental Services	2,257,924	2,325,296	2,420,683
4120 CSJ Share of Regional Water	4,786,819	4,287,258	4,314,095
4121 Petty Harbour Long Pond Water Treatment Plant	1,988,650	1,351,642	1,351,642
4122 Winsor Lake Treatment Plant	10,169,200	10,131,140	10,168,553
4123 Regional Water System	13,523,653	12,534,804	12,613,250
4131 Water & Waste Water Distribution	10,942,963	10,312,671	10,504,575
Water Department: Total	43,669,208	40,942,811	41,372,798
Sewer Department:			
4225 Waste Water Treatment Facility	9,340,003	8,297,723	8,327,138
Sewer Department: Total	9,340,003	8,297,723	8,327,138
Sanitary Department:			
4321 Garbage Collection	6,490,834	7,779,205	8,058,579
4322 Waste Diversion Public Awareness	229,972	229,259	234,779
4331 Garbage Disposal	8,388,840	9,257,432	9,277,289
4332 Bldg. Maint. Robin Hood Bay	1,327,056	312,376	319,399
4333 Material Recovery Facility	1,655,957	1,539,897	1,539,897
4334 RHB Residential Drop Off Facility	942,220	919,069	921,909
4335 Eastern Waste Management	3,418,764	3,395,752	3,395,752
Sanitary Department: Total	22,453,643	23,432,989	23,747,604
Environmental Health: Total	75,462,854	72,673,524	73,447,540

Table 4: 2017-2018 Expenditure Projection

2016 Budget has been restated to reflect realignment of departments, divisions and programs.

	Budget 2016	Budget 2017	Forecast 2018
Environmental Development:			
Planning:			
6113 Planning & Development	838,455	554,989	572,771
6118 Downtown Revitalization	290,000	-	100,000
Planning: Total	1,128,455	554,989	672,771
Community Development:			
6211 Admin - Community Services	291,033	435,349	440,640
6212 Events & Services	607,228	687,068	704,392
Community Development: Total	898,261	1,122,417	1,145,032
Housing & Real Estate:			
6341 Real Estate	16,700	16,732	16,732
6342 Rental Housing Projects	736,592	777,565	777,565
6343 Destination St. John's Funding	2,746,200	1,600,000	1,626,000
6360 Non-Profit Housing Units	4,800,151	4,793,432	4,793,444
6391 Admin - Non-Profit Housing	657,650	666,119	620,016
6392 Non-Profit Housing Maint.	714,585	650,428	679,172
6401 HFSCF: Coordination Framework	60,000	97,500	97,500
Housing & Real Estate: Total	9,731,878	8,601,778	8,610,431
Tourism & Economic Development:			
6611 Strategic Development	621,954	-	-
6612 Tourism Development	568,830	338,829	341,472
6613 Visitor's Services	91,323	198,722	205,080
6616 Economic Development	-	486,877	497,574
6624 Maint. Gentara Bldg.	317,041	289,641	289,641
6625 Quidi Vidi Visitor Centre	92,296	87,946	87,946
Tourism & Economic Development: Total	1,691,445	1,402,014	1,421,712
Environmental Development: Total	13,450,038	11,681,199	11,849,946
Parks, Recreation & Cultural Services:			
Parks Division:			
7111 Administration Parks	435,935	962,349	1,008,287
7121 Municipal Parks Maint.	2,254,778	2,007,099	2,076,941
7122 Passive Open Space Maint.	2,027,675	1,642,648	1,681,502
7123 Active Sports Facilities Maint.	694,225	687,623	715,402
7124 Playground Maint.	873,195	1,268,912	1,353,899
7125 Buckmasters Rec Centre Maint.	98,840	99,436	97,136
7126 Horticultural Maint..	1,343,490	1,168,117	1,194,044
7127 Rotary Park Maint.	94,140	76,655	80,264
7130 Mews Centre Maint.	224,319	216,818	216,818
7131 Aquatic Parks Maint.	275,570	223,687	223,994
7133 Rotary Chalet Maint.	47,070	48,085	45,785
7134 Sports Buildings Maint.	226,974	224,033	221,733
7135 Snow Clearing Steps	630,922	612,580	618,186
7136 Shea Heights Comm Centre Maint.	91,822	86,970	86,970
7137 Wedgewood Park Facility Maint.	147,616	372,401	372,820
7138 Kilbride Rec Centre Maint.	91,052	58,282	58,282
7139 Southlands Community Centre Maint.	75,220	73,764	76,164
7141 Anna Templeton Centre Maint.	39,000	38,200	38,200
7225 Bowring Park Bldg. Maint.	93,396	88,296	88,296
Parks Division: Total	9,765,238	9,955,955	10,254,722

Table 4: 2017-2018 Expenditure Projection

2016 Budget has been restated to reflect realignment of departments, divisions and programs.

	Budget 2016	Budget 2017	Forecast 2018
Recreation:			
7301 Admin - Recreation	619,871	-	-
7305 Family & Leisure Services	1,632,152	1,610,157	1,671,362
7311 Community Development	1,110,448	942,008	970,828
7315 Recreation Info Services	194,981	39,000	39,000
7321 Operation Summer Rec Program	326,176	310,102	311,612
7322 Operation of Bowring Park Pool	140,098	109,720	109,720
7324 Admin - Rec Facilities	993,975	1,267,611	1,313,974
7325 H.G.R. Mews Centre Operations	568,218	696,141	711,909
7329 H.G.R. Mews Centre Program & Services	624,120	454,393	469,462
7330 Goulds Rec Services	162,500	162,500	166,250
7331 Wedgewood Park Facility Operations	481,592	-	-
7332 Wedgewood Park Programs & Services	501,369	-	-
7333 Seniors Outreach	168,202	199,245	202,937
7334 Operation of Bannerman Park Pool	92,778	74,155	74,155
7335 Other Facility Operations	53,720	-	-
7336 Shea Heights Community Centre	162,039	265,693	271,594
7337 Southlands Community Centre	292,706	327,605	334,192
7338 Kilbride Community Centre	260,628	265,974	271,745
7340 Paul Reynolds Centre Operations	-	806,849	835,882
7342 Paul Reynolds Centre - Pool and Fitness Programs	-	821,068	849,742
Recreation: Total	8,385,573	8,352,222	8,604,363
Other Recreational & Cultural Services:			
7445 St. John's Sports & Entertainment	2,570,000	2,490,000	2,670,000
7551 Grants & Subsidies	1,105,000	1,105,000	905,000
7553 Local Immigration Partnership Strategy	112,028	24,446	9,100
7910 Cultural Development	301,090	403,119	406,573
7911 Municipal Archives	282,660	282,933	293,714
7912 Railway Coastal Museum	420,702	524,318	545,618
Other Recreational & Cultural Services: Total	4,791,480	4,829,816	4,830,005
Parks, Recreation & Cultural Services: Total	22,942,291	23,137,992	23,689,090
Fiscal & Transfers:			
Debt Charges:			
8111 Short Term Debt	80,000	80,000	80,000
8121 Long Term Debt	70,640	70,640	-
8131 Debenture Debt	30,487,261	34,345,261	37,545,261
8191 Other Debt Charges	600,000	100,000	600,000
Debt Charges: Total	31,237,901	34,595,901	38,225,261
Fiscal & Transfers: Total	31,237,901	34,595,901	38,225,261
Other Transfers:			
8211 Prov. For Allowances	1,550,000	1,350,000	1,350,000
8990 Capital Expenditures	25,142,427	25,906,537	22,459,466
Other Transfers: Total	26,692,427	27,256,537	23,809,466
Transfers to Other Departments:			
Payroll Costs:			
1295 Payroll Costs	2,481,472	4,713,640	4,709,715
Payroll Costs: Total	2,481,472	4,713,640	4,709,715
Mechanical:			
3111 Admin - Fleet Services	1,479,034	1,558,649	1,628,093
3121 Maint. Heavy Equipment	9,005,897	8,987,621	9,284,690
3123 Robin Hood Bay Equipment	676,867	677,729	689,440
3129 Recovery Fleet Rental	(10,305,889)	(10,546,271)	(10,912,783)
Mechanical: Total	855,909	677,728	689,440
Transfers to Other Departments: Total	3,337,380	5,391,368	5,399,155
Total Expenditure	302,182,882	294,401,308	299,807,774

Table 5: 2016-2017 FTE Change

2016 FTE Budget been restated to reflect realignment of departments, divisions and programs. Select programs have been denoted with explanatory notes at the end of the report.

	Budget 2016	Budget 2017	Change
General Government:			
General Administrative:			
1111 Mayor & Councilors	11.00	11.00	-
1115 Civic Events & Receptions	1.19	0.96	(0.23)
1211 Administration - Strategy & Engagement ¹	2.00	-	(2.00)
1212 Administration - Admin Services	6.00	6.00	-
1213 Human Resources	6.00	4.00	(2.00)
1214 Benefits Administration	2.00	2.00	-
1215 City Manager's Office	2.00	2.00	-
1216 Employee Wellness	4.00	2.00	(2.00)
1217 Organizational Development	2.00	1.00	(1.00)
1218 HR Advisory Services	7.72	7.72	-
1220 Legal Services	9.00	9.00	-
1221 Admin - Finance & Administration ²	5.25	1.75	(3.50)
1222 Financial Services	17.00	15.00	(2.00)
1223 Budgetary Services	3.00	2.00	(1.00)
1224 Asset Reporting	1.00	-	(1.00)
1225 Performance & Strategy ³	-	3.23	3.23
1231 Assessment	21.08	20.08	(1.00)
1241 Revenue Accounting	14.38	13.31	(1.07)
1250 Property Management	17.85	19.59	1.73
1251 Office Services	2.27	2.27	-
1252 Maint. City Hall	0.55	0.00	(0.55)
1254 Maint. City Hall Annex	0.62	0.00	(0.62)
1256 Maint. Of Fire Dept.	3.37	3.30	(0.07)
1261 Purchasing	7.15	6.00	(1.15)
1262 Materials Management	9.31	10.65	1.35
1269 Internal Audit	2.00	2.00	-
1270 Corporate Communications	5.00	5.00	-
1272 Information Services	18.00	20.00	2.00
1274 Service Centre	18.27	17.27	(1.00)
1318 Land Information Systems	12.23	12.23	-
General Administrative: Total	211.25	199.37	(11.88)
Pensions & Benefits:			
1290 Pensions & Employee Benefits ⁴	12.00	12.00	-
Pensions & Benefits: Total	12.00	12.00	-
Engineering:			
1311 Admin - Planning, Engineering & Regulatory Services ⁵	-	2.00	2.00
1313 Development Control	11.00	9.00	(2.00)
1314 Surveying	6.00	4.37	(1.63)
1315 Transportation Engineering ⁶	27.86	9.06	(18.80)
3252 Maint. of Traffic Signs & Lights ⁷	-	15.56	15.56
1316 Admin Support - Planning, Engineering & Regulatory Services ⁸	10.35	12.35	2.00
1319 Engineering	14.08	13.08	(1.00)
Engineering: Total	69.29	65.43	(3.86)
Other General Government:			
1931 Risk Management & Insurance	1.00	1.00	-
Other General Government: Total	1.00	1.00	-
General Government: Total	293.54	277.80	(15.75)

Table 5: 2016-2017 FTE Change

2016 FTE Budget been restated to reflect realignment of departments, divisions and programs. Select programs have been denoted with explanatory notes at the end of the report.

	Budget 2016	Budget 2017	Change
Protective Services:			
Fire & Traffic:			
2141 Parking Enforcement ⁹	26.05	17.09	(8.96)
2142 Crossing Guard Program	3.13	3.13	-
2491 Fire Protection ¹⁰	225.58	222.25	(3.33)
Fire & Traffic: Total	254.76	242.47	(12.29)
Protective Inspections:			
2921 Admin - Regulatory Services ¹¹	4.00	4.00	-
2922 Building Inspection ¹²	18.80	14.00	(4.80)
2923 Electrical Inspection	6.52	5.00	(1.52)
2924 Plumbing Inspection	3.40	2.33	(1.07)
2929 Taxi & By-law Inspection	2.40	2.00	(0.40)
Protective Inspections: Total	35.12	27.33	(7.79)
Other Protective Services:			
2931 Humane Services	12.23	10.50	(1.73)
Other Protective Services: Total	12.23	10.50	(1.73)
Protective Services: Total	302.12	280.31	(21.81)
Transportation Services:			
Roads Department:			
3011 Admin - Public Works	8.40	6.98	(1.42)
3211 Admin - Streets & Parks	14.18	10.47	(3.71)
3221 Maint. Of Roads ¹³	37.80	30.19	(7.61)
3231 Snow Clearing ¹³	67.78	64.66	(3.12)
3241 Public Works Depot Maint. ¹⁴	5.30	0.00	(5.30)
Roads Department: Total	133.47	112.31	(21.17)
Other Transportation Services:			
3521 Parking Meters	-	1.50	1.50
3592 Para-Transit ¹⁵	2.00	-	(2.00)
Other Transportation Services: Total	2.00	1.50	(0.50)
Transportation Services: Total	135.47	113.81	(21.67)
Environmental Health:			
Water Department: ¹⁶			
4111 Admin - Environmental Services	16.38	15.63	(0.75)
4122 Winsor Lake Treatment Plant	13.08	12.83	(0.25)
4123 Regional Water System	20.51	18.85	(1.66)
4131 Water & Waste Water Distribution	59.82	60.34	0.52
Water Department: Total	109.80	107.65	(2.15)
Sewer Department: ¹⁶			
4225 Waste Water Treatment Facility	14.58	10.33	(4.25)
Sewer Department: Total	14.58	10.33	(4.25)
Sanitary Department:			
4321 Garbage Collection	32.93	33.17	0.25
4322 Waste Diversion Public Awareness	2.00	1.67	(0.33)
4331 Garbage Disposal	17.50	16.79	(0.72)
4332 Bldg. Maint. Robin Hood Bay	0.10	1.45	1.35
4334 RHB Residential Drop Off Facility	1.00	1.00	-
Sanitary Department: Total	53.53	54.08	0.55
Environmental Health: Total	177.91	172.06	(5.85)

Table 5: 2016-2017 FTE Change

2016 FTE Budget been restated to reflect realignment of departments, divisions and programs. Select programs have been denoted with explanatory notes at the end of the report.

	Budget 2016	Budget 2017	Change
Environmental Development:			
Planning:			
6113 Planning & Development	5.00	3.00	(2.00)
Planning: Total	5.00	3.00	(2.00)
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	5.82	5.82	-
6392 Non-Profit Housing Maint.	8.27	7.00	(1.27)
Housing & Real Estate: Total	14.09	12.82	(1.27)
Tourism & Economic Development:			
6611 Strategic Development ¹⁷	5.23	0.00	(5.23)
6612 Tourism Development	3.00	2.00	(1.00)
6613 Visitor's Services	1.25	3.15	1.90
6616 Economic Development ¹⁸	-	3.00	3.00
Tourism & Economic Development: Total	9.48	8.15	(1.33)
Environmental Development: Total	34.80	30.20	(4.60)
Parks, Recreation & Cultural Services:			
Parks Division:			
7111 Administration Parks	3.46	6.77	3.31
7121 Municipal Parks Maint.	21.45	19.05	(2.40)
7122 Passive Open Space Maint.	9.69	8.79	(0.90)
7123 Active Sports Facilities Maint.	4.94	4.54	(0.40)
7124 Playground Maint.	8.52	8.52	-
7126 Horticultural Maint..	12.01	11.01	(1.00)
7127 Rotary Park Maint.	0.82	0.82	-
7131 Aquatic Parks Maint.	0.67	(0.00)	(0.67)
7135 Snow Clearing Steps	6.22	7.06	0.84
7137 Wedgewood Park Facility Maint.	0.25	0.25	(0.00)
Parks Division: Total	68.04	66.82	(1.22)
Recreation:			
7301 Admin - Recreation ¹⁹	3.00	-	(3.00)
7305 Family & Leisure Services	20.41	19.90	(0.51)
7311 Community Development	15.76	14.25	(1.51)
7315 Recreation Info Services	-	-	-
7321 Operation Summer Rec Program	8.08	7.82	(0.26)
7322 Operation of Bowring Park Pool	3.83	3.31	(0.51)
7324 Admin - Rec Facilities ¹⁹	8.58	11.00	2.42
7325 H.G.R. Mews Centre Operations	7.20	7.58	0.38
7329 H.G.R. Mews Centre Program & Services	10.33	7.24	(3.09)
7331 Wedgewood Park Facility Operations ²⁰	6.58	-	(6.58)
7332 Wedgewood Park Programs & Services ²⁰	7.83	-	(7.83)
7333 Seniors Outreach	1.49	1.90	0.41
7334 Operation of Bannerman Park Pool	2.70	2.25	(0.45)
7335 Other Facility Operations	2.07	0.00	(2.06)
7336 Shea Heights Community Centre	5.38	5.35	(0.03)
7337 Southlands Community Centre	6.08	6.08	-
7338 Kilbride Community Centre	5.32	5.32	-
7340 Paul Reynolds Centre Operations ²⁰	-	10.46	10.46
7342 Paul Reynolds Centre - Pool and Fitness Programs ²⁰	-	14.11	14.11
Recreation: Total	114.63	116.58	1.95

Table 5: 2016-2017 FTE Change

2016 FTE Budget been restated to reflect realignment of departments, divisions and programs. Select programs have been denoted with explanatory notes at the end of the report.

	Budget 2016	Budget 2017	Change
Other Recreational & Cultural Services:			
7553 Local Immigration Partnership Strategy	1.75	0.25	(1.50)
7910 Cultural Development	1.00	1.00	-
7911 Municipal Archives	3.46	3.46	-
Other Recreational & Cultural Services: Total	6.21	4.71	(1.50)
Parks, Recreation & Cultural Services: Total	188.89	188.11	(0.78)
Transfers to Other Departments:			
Mechanical:			
3111 Admin - Fleet Services	9.00	9.00	-
3121 Maint. Heavy Equipment ²¹	46.12	42.12	(4.00)
3123 Robin Hood Bay Equipment	1.11	1.11	-
Mechanical: Total	56.23	52.23	(4.00)
Transfers to Other Departments: Total	56.23	52.23	(4.00)
Total FTE	1,188.96	1,114.51	(74.46)

Notes:

1. Reallocation of staff to other program, as well as elimination of position.
2. Change resulting from the elimination of program 1268 - Admin Corporate Services and transfer of staff from that division to Information Services program 1272.
3. New division created of staff from other programs.
4. FTE's represent participants in supplemental retirement plan for former members of council.
5. Transfer of staff from other divisions.
6. Staff transferred to 3252 - Maint. Of Traffic Signs & Lights.
7. Staff transferred from program 1315 - Transportation Engineering.
8. Consolidation of staff from other divisions.
9. FTE reductions achieved through program review.
10. FTE reductions achieved through program review. No change to service level.
11. Transfer of staff to other programs under Planning, Engineering & Regulatory Services.
12. Reallocation of staff to other programs, as well as savings achieved through program review.
13. Changes in programs 3221 and 3231 are the result of savings achieved through implementation of revised scheduling within the department.
14. Transfer of staff to centralized program budget for simplification of budgeting and tracking.
15. Change is the result of moving the service to metrobus.
16. Divisional savings realized through program review with no change to service levels.
17. Staff and operating budget transferred to programs 6616 - Economic Development, and 1225 - Performance & Strategy.
18. Staff and operating budget transferred from other programs to reflect organizational realignment.
19. Staff and operating budget reallocated to other programs to more accurately reflect the nature of the operation. Remaining administrative function now resides in 6211.
20. Transfer of staff to new Paul Reynolds Centre.
21. Transfer of staff to 1262 - Materials Management.