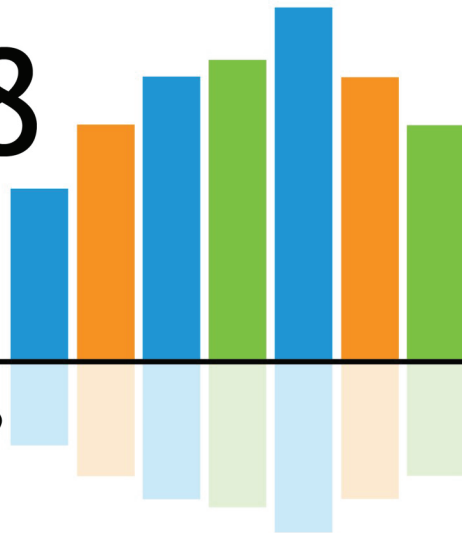


2018 Budget

ST. JOHN'S



Media Releases

Budget Tables

1. Revenue Change, 2017-2018
2. Expenditure Change, 2017-2018
3. FTE Change, 2017-2018
4. Notable FTE Changes
5. Revenues, 2018

Budget Graphic: Expenditures by Area, 2018

Budget Speech

MEDIA RELEASE

December 11, 2017

CITY COUNCIL PRESENTS BUDGET FOR 2018

Today, the City of St. John's released the details of Budget 2018, the third year in a three-year budget plan.

“Revenues and expenditures are balanced at \$294,591,088 for 2018, a marginal 0.1% increase over 2017,” said Councillor Dave Lane, lead councillor for the City's Finance and Administration portfolio. “We look forward now to operating with fiscal restraint and efficiency, ensuring that we end the year in a balanced and positive position as we plan for the next three-year budget cycle.”

Taxation rates remain unchanged for 2018 and no new fees or charges are identified for the upcoming year.

Key themes in Budget 2018 include efficiency, engagement, continuous improvement and maintaining core services. A planned citizen satisfaction survey, a review of the public transit service and a panel to consider the potential for a Municipal Auditor General top the list of key initiatives for the upcoming year.

“Our new Council has a solid foundation in place for 2018 on which to move forward,” said Mayor Danny Breen. “We will turn our attention to planning for the next three years early in the year, with a comprehensive engagement strategy as we look to develop both a new strategic plan and a new budget plan.”

All Budget 2018 documents and descriptions are available on the city's website, at stjohns.ca.

Media Contact:

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

ST. JOHN'S

MEDIA RELEASE

December 11, 2017

PANEL TO REVIEW AUDIT FUNCTION ANNOUNCED AS PART OF BUDGET 2018

Responding to calls from the public for the establishment of a Municipal Auditor General in order to improve the City's governance and enhance transparency and accountability, the City of St. John's will establish a panel to review and advise on the best governance process for its Internal Audit function.

"Considering the establishment of a Municipal Auditor General is an important step towards complete openness and transparency for municipal operations," said Mayor Danny Breen. "We want to assure the public they can have confidence in the spending of their tax dollars. If an independent panel feels this approach is best for the City then we will certainly consider that option."

Currently, the City's Internal Audit department brings a systematic, disciplined approach to evaluating and improving the effectiveness of the City's risk management, control and governance. Unlike both the provincial and federal Auditors' General, the City's Internal Audit is not defined through a bylaw; however, there are mandate and charter documents which were approved by Council.

"Our internal audit department has existed for a number of years and is comprised of two staff members – the City Internal Auditor, and a Senior Internal Auditor," explained Councillor Dave Lane, lead Councillor on Finance and Administration.

The office reports to Council through the Audit Committee in terms of the work to be carried out. Administrative issues are overseen by the City manager's office, and the scope of work is as defined by the Audit Committee and can include a review of any of the City operations with the exception of the financial statements of the City, which are audited by an external auditing firm.

"In order to determine the best and most transparent approach, we are pleased to have an expert three-person panel in place," said Councillor Lane. "I look forward to working with this panel as they develop their recommendations, which will be made public upon completion."

The members of the panel are currently being identified and will be announced in the coming weeks.

Media Contact:

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

ST. JOHN'S

Table 1: 2017-2018 Revenue Change

	Budget 2017	Budget 2018	Change \$	Change %
Taxation:				
41112 Residential Realty	90,300,000	91,300,000	1,000,000	1.1%
41118 Commercial Realty	70,100,000	70,600,000	500,000	0.7%
41940 Accommodation Tax	3,200,000	3,300,000	100,000	3.1%
41991 Utility Tax ¹	7,300,000	6,800,000	(500,000)	-6.8%
44410 Water Sales & Tax ²	49,981,954	49,022,904	(959,050)	-1.9%
Taxation: Total	220,881,954	221,022,904	140,950	0.1%
Grants In Lieu Of Taxes:				
42100 Govt. Of Canada	2,800,000	5,000,000	2,200,000	78.6%
42200 Govt. Canada Agencies	2,800,000	950,000	(1,850,000)	-66.1%
42300 Water Tax Grant	2,850,000	2,850,000	-	0.0%
Grants In Lieu Of Taxes: Total	8,450,000	8,800,000	350,000	4.1%
Sales of Goods & Services:				
44100 General Government	3,604,992	3,604,992	-	0.0%
44300 Transportation ³	2,552,394	2,197,654	(354,740)	-13.9%
44400 Environmental Health	784,271	799,271	15,000	1.9%
44435 Tipping Fees	13,891,604	13,891,604	-	0.0%
44700 Recreation ⁴	1,937,901	2,279,339	341,438	17.6%
44900 Other General	696,514	684,376	(12,138)	-1.7%
Sales Goods & Services: Total	23,467,676	23,457,236	(10,440)	0.0%
Other Revenue Own Sources:				
45120 Business Licenses	144,674	144,674	-	0.0%
45170 Construction Permits	2,931,095	2,931,095	-	0.0%
45200 Fines ⁵	2,984,050	1,954,150	(1,029,900)	-34.5%
45300 Rents & Concessions	3,598,276	3,598,276	-	0.0%
45500 Investment Interest ⁶	25,716	325,716	300,000	1166.6%
45600 Interest Tax Arrears	1,400,000	1,400,000	-	0.0%
Other Revenue Own Sources: Total	11,083,811	10,353,911	(729,900)	-6.6%
Grants Other Governments:				
47100 Other Grants	235,731	340,592	104,861	44.5%
47107 CMHC Mortgage Subsidy	227,061	227,061	-	0.0%
47110 Gas Tax Rebate ⁷	4,182,853	5,429,147	1,246,294	29.8%
47530 Recovery Debt Charges ⁸	21,075,622	20,645,505	(430,117)	-2.0%
47550 Real Program Grants	232,000	232,000	-	0.0%
47555 NPH Subsidy	967,343	967,343	-	0.0%
Grants Other Governments: Total	26,920,610	27,841,647	921,037	3.4%
Other Transfers:				
49201 Assessments/Transfers ⁹	3,597,257	3,115,389	(481,868)	-13.4%
Other Transfers: Total	3,597,257	3,115,389	(481,868)	-13.4%
Total Revenue	294,401,308	294,591,088	189,779	0.1%

Notes:

1. Anticipated decline in Utility Tax eligible revenues.
2. Revenue decrease is offset by decreases in Water and Wastewater expenditures.
3. Anticipated decrease in sale of parking permits, and parking meter receipts.
4. Increase in swimming and other recreation programs revenues, primarily at the Paul Reynolds Community Centre.
5. Anticipated loss of revenues associated with traffic violations.
6. Anticipated interest earned on City bank accounts.
7. Increase in budgeted Provincial and Federal Gas tax Allocations. Restricted to fund capital expenditures.
8. Decrease in sinking fund debt charges recovered from regional partners.
9. Decrease in transfers to CSJ parking reserve.

Table 2: 2017-2018 Expenditure Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change \$	Change %
General Government:				
General Administrative:				
1111 Mayor & Councilors	758,361	780,941	22,579	3.0%
1115 Civic Events & Receptions	172,657	96,260	(76,397)	-44.2%
1212 Administration - Admin Services ¹	639,100	1,030,275	391,176	61.2%
1213 Human Resources ²	568,895	1,043,630	474,736	83.4%
1214 Benefits Administration	257,535	266,863	9,328	3.6%
1215 City Manager's Office ³	376,963	524,173	147,210	39.1%
1216 Employee Wellness ⁴	431,494	589,201	157,707	36.5%
1217 Organizational Development	415,756	324,594	(91,162)	-21.9%
1218 HR Advisory Services	1,110,652	1,063,860	(46,792)	-4.2%
1220 Legal Services	1,511,872	1,562,594	50,722	3.4%
1221 Admin - Finance & Administration	643,617	631,138	(12,480)	-1.9%
1222 Financial Services ^{2,5}	1,464,917	1,007,489	(457,429)	-31.2%
1223 Budgetary Services ⁵	257,271	367,661	110,389	42.9%
1225 Performance & Strategy	363,009	422,032	59,023	16.3%
1231 Assessment	2,079,058	2,245,286	166,228	8.0%
1241 Revenue Accounting	1,187,321	1,231,893	44,572	3.8%
1250 Property Management	2,131,344	2,172,424	41,080	1.9%
1251 Office Services ¹	901,797	581,252	(320,545)	-35.5%
1252 Maint. City Hall	761,352	848,083	86,730	11.4%
1254 Maint. City Hall Annex	164,002	167,383	3,381	2.1%
1256 Maint. Of Fire Dept.	356,320	362,803	6,483	1.8%
1257 Maint. Railway Coastal Building ⁶	207,616	33,780	(173,836)	-83.7%
1258 Maint. 245 Freshwater Rd	282,295	223,466	(58,829)	-20.8%
1259 Maint. Conway Bldg.	30,514	47,663	17,149	56.2%
1260 Archives Building	30,514	63,479	32,965	108.0%
1261 Purchasing	661,447	685,159	23,712	3.6%
1262 Materials Management	981,078	919,659	(61,419)	-6.3%
1269 Internal Audit	309,110	324,753	15,643	5.1%
1270 Corporate Communications	880,020	902,983	22,963	2.6%
1272 Information Services	4,714,795	4,834,528	119,734	2.5%
1274 Service Centre	1,781,222	1,790,368	9,145	0.5%
1318 Land Information Systems	1,327,677	1,309,404	(18,273)	-1.4%
1995 Municipal General Elections	365,600	-	(365,600)	-100.0%
General Administrative: Total	28,125,181	28,455,076	329,895	1.2%
Pensions & Benefits:				
1290 Pensions & Employee Benefits ⁷	1,366,836	1,759,836	393,000	28.8%
1297 Sick and Severance Liabilities	1,250,000	1,250,000	-	0.0%
Pensions & Benefits: Total	2,616,836	3,009,836	393,000	15.0%
Engineering:				
1311 Admin - Planning, Engineering & Regulatory Services	502,720	512,247	9,527	1.9%
1313 Development Control	1,427,873	1,451,802	23,929	1.7%
1314 Surveying	544,153	558,922	14,769	2.7%
1315 Transportation Engineering ⁸	1,731,514	1,850,438	118,924	6.9%
1316 Admin Support - Planning, Engineering & Regulatory Services	959,628	985,799	26,171	2.7%
1319 Engineering ⁸	1,894,488	1,437,804	(456,684)	-24.1%
1320 Capital Works - Buildings ⁸	-	492,443	492,443	0.0%
Engineering: Total	7,060,374	7,289,455	229,080	3.2%
Other General Government:				
1931 Risk Management & Insurance	519,054	526,688	7,634	1.5%
Other General Government: Total	519,054	526,688	7,634	1.5%
General Government: Total	38,321,445	39,281,055	959,610	2.5%

Table 2: 2017-2018 Expenditure Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change \$	Change %
Protective Services:				
Fire & Traffic:				
2141 Parking Enforcement	2,270,333	2,192,373	(77,959)	-3.4%
2142 Crossing Guard Program	113,836	101,330	(12,507)	-11.0%
2491 Fire Protection ⁹	23,215,686	24,529,177	1,313,491	5.7%
Fire & Traffic: Total	25,599,854	26,822,880	1,223,025	4.8%
Protective Inspections:				
2921 Admin - Regulatory Services ⁸	621,055	302,741	(318,314)	-51.3%
2922 Building Inspection ⁸	1,683,628	1,902,350	218,721	13.0%
2923 Electrical Inspection	572,902	575,439	2,536	0.4%
2924 Plumbing Inspection	240,563	246,069	5,506	2.3%
2929 Taxi & By-law Inspection	166,946	164,203	(2,744)	-1.6%
Protective Inspections: Total	3,285,095	3,190,801	(94,294)	-2.9%
Other Protective Services:				
2931 Humane Services	1,195,434	1,222,883	27,450	2.3%
2932 Animal Control Facility	111,773	102,237	(9,536)	-8.5%
Other Protective Services: Total	1,307,206	1,325,120	17,914	1.4%
Protective Services: Total	30,192,155	31,338,801	1,146,645	3.8%
Transportation Services:				
Roads Department:				
3011 Admin - Public Works	970,746	779,031	(191,716)	-19.7%
3211 Admin - Streets & Parks	1,637,463	1,596,300	(41,162)	-2.5%
3221 Maint. Of Roads	7,089,901	7,199,920	110,019	1.6%
3231 Snow Clearing ¹⁰	15,844,539	16,453,766	609,227	3.8%
3241 Public Works Depot Maint.	1,069,234	1,083,194	13,960	1.3%
3242 Maint. Of Asphalt Recycling Facility	12,560	9,260	(3,300)	-26.3%
3252 Maint. of Traffic Signs & Lights	1,973,486	2,033,956	60,470	3.1%
3262 Street Cleaning By Hand	351,145	351,145	-	0.0%
Roads Department: Total	28,949,075	29,506,572	557,498	1.9%
Other Transportation Services:				
3521 Parking Meters	1,122,508	1,143,821	21,313	1.9%
3561 Street Lighting	4,387,500	4,582,500	195,000	4.4%
3591 Subsidy to Metrobus & Para-Transit ¹¹	16,692,103	18,403,257	1,711,154	10.3%
Other Transportation Services: Total	22,202,112	24,129,578	1,927,467	8.7%
Transportation Services: Total	51,151,186	53,636,151	2,484,964	4.9%
Environmental Health:				
Water Department:				
4111 Admin - Environmental Services	2,325,296	2,420,943	95,648	4.1%
4120 CSJ Share of Regional Water	4,287,258	4,525,946	238,688	5.6%
4121 Petty Harbour Long Pond Water Treatment Plant	1,351,642	1,168,042	(183,600)	-13.6%
4122 Winsor Lake Treatment Plant	10,131,140	10,197,571	66,431	0.7%
4123 Regional Water System	12,534,804	12,015,254	(519,550)	-4.1%
4131 Water & Waste Water Distribution	10,312,671	10,491,793	179,122	1.7%
Water Department: Total	40,942,811	40,819,549	(123,262)	-0.3%
Sewer Department:				
4225 Waste Water Treatment Facility	8,297,723	8,409,225	111,502	1.3%
Sewer Department: Total	8,297,723	8,409,225	111,502	1.3%
Sanitary Department:				
4321 Garbage Collection	7,779,205	8,144,991	365,786	4.7%
4322 Waste Diversion Public Awareness	229,259	217,665	(11,593)	-5.1%
4331 Garbage Disposal	9,257,432	9,235,664	(21,768)	-0.2%
4332 Bldg. Maint. Robin Hood Bay	312,376	314,584	2,208	0.7%
4333 Material Recovery Facility	1,539,897	1,539,897	-	0.0%
4334 RHB Residential Drop Off Facility	919,069	924,794	5,725	0.6%
4335 Eastern Waste Management	3,395,752	3,347,395	(48,357)	-1.4%
Sanitary Department: Total	23,432,989	23,724,990	292,001	1.2%
Environmental Health: Total	72,673,524	72,953,765	280,241	0.4%

Table 2: 2017-2018 Expenditure Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change \$	Change %
Environmental Development:				
Planning:				
6113 Planning & Development	554,989	620,622	65,633	11.8%
Planning: Total	554,989	620,622	65,633	11.8%
Community Development:				
6211 Admin - Community Services	435,349	430,543	(4,806)	-1.1%
6212 Events & Services	687,068	616,176	(70,893)	-10.3%
Community Development: Total	1,122,417	1,046,719	(75,698)	-6.7%
Housing & Real Estate:				
6341 Real Estate	16,732	16,732	-	0.0%
6342 Rental Housing Projects	777,565	777,565	-	0.0%
6343 Destination St. John's Funding	1,600,000	1,626,000	26,000	1.6%
6360 Non-Profit Housing Units	4,793,432	4,821,166	27,734	0.6%
6391 Admin - Non-Profit Housing	666,119	676,423	10,303	1.5%
6392 Non-Profit Housing Maint.	650,428	674,360	23,931	3.7%
6401 HFSCF: Coordination Framework	97,500	100,000	2,500	2.6%
Housing & Real Estate: Total	8,601,778	8,692,246	90,469	1.1%
Tourism & Economic Development:				
6612 Tourism Development ¹²	338,829	249,482	(89,346)	-26.4%
6613 Visitor's Services	198,722	203,202	4,480	2.3%
6616 Economic Development	486,877	520,902	34,025	7.0%
6624 Maint. Gentara Bldg.	289,641	302,840	13,199	4.6%
6625 Quidi Vidi Visitor Centre	87,946	42,060	(45,886)	-52.2%
Tourism & Economic Development: Total	1,402,014	1,318,486	(83,529)	-6.0%
Environmental Development: Total	11,681,199	11,678,073	(3,125)	0.0%
Parks, Recreation & Cultural Services:				
Parks Division:				
7111 Administration Parks	962,349	946,813	(15,536)	-1.6%
7121 Municipal Parks Maint.	6,163,431	6,335,902	172,471	2.8%
7123 Active Sports Facilities Maint.	687,623	710,043	22,421	3.3%
7125 Buckmasters Rec Centre Maint.	99,436	81,899	(17,538)	-17.6%
7130 Mews Centre Maint.	216,818	197,988	(18,830)	-8.7%
7131 Aquatic Parks Maint.	223,687	229,017	5,331	2.4%
7133 Rotary Chalet Maint.	48,085	45,785	(2,300)	-4.8%
7134 Sports Buildings Maint. ¹³	224,033	302,890	78,857	35.2%
7135 Snow Clearing Steps	612,580	606,966	(5,615)	-0.9%
7136 Shea Heights Comm Centre Maint.	86,970	75,317	(11,653)	-13.4%
7137 Wedgewood Park Facility Maint.	372,401	-	(372,401)	-100.0%
7138 Kilbride Rec Centre Maint.	58,282	43,817	(14,465)	-24.8%
7139 Southlands Community Centre Maint.	73,764	57,164	(16,600)	-22.5%
7140 Mtce. Paul Reynolds Community Centre	-	710,311	710,311	0.0%
7141 Anna Templeton Centre Maint.	38,200	38,200	-	0.0%
7225 Bowring Park Bldg. Maint.	88,296	71,638	(16,658)	-18.9%
Parks Division: Total	9,955,955	10,453,750	497,795	5.0%
Recreation:				
7305 Healthy Communities & Inclusion ¹⁴	1,610,157	1,011,454	(598,703)	-37.2%
7311 Community Development	942,008	955,035	13,028	1.4%
7315 Recreation Info Services	39,000	39,000	(0)	0.0%
7321 Family, Children & Youth ¹⁴	310,102	897,279	587,177	189.3%
7322 Operation of Bowring Park Pool	109,720	116,558	6,837	6.2%
7324 Admin - Rec Facilities	1,267,611	1,168,111	(99,499)	-7.8%
7325 H.G.R. Mews Centre Operations	696,141	685,888	(10,254)	-1.5%
7329 H.G.R. Mews Centre Program & Services	454,393	439,165	(15,228)	-3.4%
7330 Goulds Rec Services	162,500	166,250	3,750	2.3%
7333 Seniors Outreach	199,245	184,810	(14,435)	-7.2%
7334 Operation of Bannerman Park Pool	74,155	67,106	(7,048)	-9.5%
7336 Shea Heights Community Centre	265,693	239,100	(26,593)	-10.0%
7337 Southlands Community Centre	327,605	298,960	(28,645)	-8.7%
7338 Kilbride Community Centre	265,974	239,449	(26,525)	-10.0%
7340 Paul Reynolds Centre Operations	806,849	838,656	31,806	3.9%
7342 Paul Reynolds Centre - Pool and Fitness Programs	821,068	1,164,340	343,272	41.8%
Recreation: Total	8,352,222	8,511,161	158,939	1.9%

Table 2: 2017-2018 Expenditure Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change \$	Change %
Other Recreational & Cultural Services:				
7445 St. John's Sports & Entertainment ¹⁵	2,490,000	2,670,000	180,000	7.2%
7551 Grants & Subsidies ¹²	1,105,000	1,349,400	244,400	22.1%
7553 Local Immigration Partnership Strategy	24,446	69,969	45,523	186.2%
7910 Cultural Development ¹²	403,119	202,652	(200,467)	-49.7%
7911 Municipal Archives	282,933	290,700	7,767	2.7%
7912 Railway Coastal Museum	524,318	545,618	21,300	4.1%
Other Recreational & Cultural Services: Total	4,829,816	5,128,339	298,523	6.2%
Parks, Recreation & Cultural Services: Total	23,137,992	24,093,250	955,258	4.1%
Fiscal & Transfers:				
Debt Charges:				
8111 Short Term Debt	80,000	80,000	-	0.0%
8121 Long Term Debt	70,640	-	(70,640)	-100.0%
8131 Debenture Debt	34,345,261	34,320,261	(25,000)	-0.1%
8191 Other Debt Charges ¹⁶	100,000	600,000	500,000	500.0%
Debt Charges: Total	34,595,901	35,000,261	404,360	1.2%
Fiscal & Transfers: Total	34,595,901	35,000,261	404,360	1.2%
Other Transfers:				
8211 Prov. For Allowances	1,350,000	1,350,000	-	0.0%
8990 Capital Expenditures ¹⁷	25,906,537	20,750,056	(5,156,481)	-19.9%
Other Transfers: Total	27,256,537	22,100,056	(5,156,481)	-18.9%
Transfers to Other Departments:				
Payroll Costs:				
1295 Payroll Costs ¹⁸	4,713,640	3,821,363	(892,277)	-18.9%
Payroll Costs: Total	4,713,640	3,821,363	(892,277)	-18.9%
Mechanical:				
3111 Admin - Fleet Services	1,558,649	1,617,281	58,632	3.8%
3121 Maint. Heavy Equipment	8,987,621	9,184,933	197,312	2.2%
3123 Robin Hood Bay Equipment	677,729	688,312	10,583	1.6%
3129 Recovery Fleet Rental	(10,546,271)	(10,802,213)	(255,942)	2.4%
Mechanical: Total	677,728	688,313	10,585	1.6%
Transfers to Other Departments: Total	5,391,368	4,509,676	(881,692)	-16.4%
Total Expenditure	294,401,308	294,591,088	189,780	0.1%

Notes:

1. Telephone and communication supplies budgets transferred from 1251 - Office Services to 1212- Administration - Admin Services.
2. Salary and operating budgets for payroll transferred from 1222 - Financial Services to 1213 - Human Resources.
3. Addition of Policy Analyst position.
4. Transfer of staff from 3211 - Admin. Streets & Parks to 1216 - Employee Wellness.
5. Transfer of staff from 1222 - Financial Services to 1223 - Budgetary Services.
6. Elimination of lease of space and maintenance budgets at Railway Coastal Museum.
7. Revision to budget for group insurance cost for City pensioners to align with actuals.
8. Transfer of staff resulting from the reorganization of Planning, Engineering and Regulatory Services.
9. Addition of part-time Behavioral Health Coordinator, as well as increases to Overtime, Protective Equipment, and other operating budgets.
10. Increase in staffing for snow clearing of new streets in Southlands, Kenmount Terrace, and Galway.
11. Increase in subsidy to Metrobus and Para-Transit due to negotiated salary increases and increase to special payment into pension fund.
12. Consolidation of Community Grants resulted in transfer of budgets from 6612 - Tourism Development, 7324 - Admin - Rec Facilities, and 7910 - Cultural Development, to 7551 - Grants and Subsidies.
13. Increase for cost of cleaning services at sports facilities.
14. Transfer of staff and operating budgets between 7305 - Healthy Communities & Inclusion, 7311 - Community Development, and 7321 - Family, Children & Youth.
15. Increase in subsidy to operate Mile One and Convention Centre.
16. Costs associated with anticipated debt issuance in second half of 2018.
17. Reduction in funds allocated for capital expenditure in 2018, in accordance with 3 year capital plan.
18. Net reduction in employee payroll and benefit costs due primarily to early payment made by the City towards its pension fund liability.

Table 3: 2017-2018 FTE Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change
General Government:			
General Administrative:			
1111 Mayor & Councilors	11.00	11.00	-
1115 Civic Events & Receptions	0.96	-	(0.96)
1212 Administration - Admin Services	6.00	6.00	-
1213 Human Resources ¹	4.00	8.00	4.00
1214 Benefits Administration	2.00	2.00	-
1215 City Manager's Office	2.00	3.00	1.00
1216 Employee Wellness	2.00	3.00	1.00
1217 Organizational Development	1.00	1.00	0.00
1218 HR Advisory Services	7.72	7.72	-
1220 Legal Services	9.00	10.00	1.00
1221 Admin - Finance & Administration	1.75	1.75	0.00
1222 Financial Services ¹	15.00	10.00	(5.00)
1223 Budgetary Services ¹	2.00	3.00	1.00
1225 Performance & Strategy	3.23	3.23	(0.00)
1231 Assessment	20.08	19.07	(1.01)
1241 Revenue Accounting	13.31	13.31	-
1250 Property Management	19.59	19.60	0.01
1251 Office Services	2.27	3.27	1.00
1256 Maint. Of Fire Dept.	3.30	3.30	0.00
1261 Purchasing	6.00	6.00	(0.00)
1262 Materials Management	10.65	9.50	(1.15)
1269 Internal Audit	2.00	2.00	-
1270 Corporate Communications	5.00	5.00	-
1272 Information Services	20.00	20.00	-
1274 Service Centre	17.27	17.27	0.00
1318 Land Information Systems	12.23	12.23	(0.00)
General Administrative: Total	199.37	200.25	0.88
Pensions & Benefits:			
1290 Pensions & Employee Benefits	12.00	12.00	0.00
Pensions & Benefits: Total	12.00	12.00	0.00
Engineering:			
1311 Admin - Planning, Engineering & Regulatory Services	2.00	2.00	-
1313 Development Control	9.00	9.00	(0.00)
1314 Surveying	4.37	4.37	-
1315 Transportation Engineering	9.06	10.00	0.94
3252 Maint. of Traffic Signs & Lights	15.56	15.55	(0.01)
1316 Admin Support - Planning, Eng. & Regulatory Services	12.35	12.33	(0.02)
1319 Engineering ²	13.08	10.08	(3.00)
1320 Capital Works - Buildings ²	-	3.00	3.00
Engineering: Total	65.43	66.33	0.90
Other General Government:			
1931 Risk Management & Insurance	1.00	1.00	0.00
Other General Government: Total	1.00	1.00	0.00
General Government: Total	277.80	279.58	1.79

Table 3: 2017-2018 FTE Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change
Protective Services:			
Fire & Traffic:			
2141 Parking Enforcement	17.09	16.51	(0.58)
2142 Crossing Guard Program	3.13	3.13	0.00
2491 Fire Protection	222.25	222.74	0.49
Fire & Traffic: Total	242.47	242.38	(0.09)
Protective Inspections:			
2921 Admin - Regulatory Services	4.00	2.00	(2.00)
2922 Building Inspection	14.00	15.00	1.00
2923 Electrical Inspection	5.00	5.00	0.00
2924 Plumbing Inspection	2.33	2.33	(0.00)
2929 Taxi & By-law Inspection	2.00	2.00	0.00
Protective Inspections: Total	27.33	26.33	(1.00)
Other Protective Services:			
2931 Humane Services	10.50	10.50	(0.00)
Other Protective Services: Total	10.50	10.50	(0.00)
Protective Services: Total	280.31	279.21	(1.10)
Transportation Services:			
Roads Department:			
3011 Admin - Public Works	6.98	5.98	(1.00)
3211 Admin - Streets & Parks	10.47	9.47	(1.00)
3221 Maint. Of Roads	30.19	30.19	(0.00)
3231 Snow Clearing	64.66	68.05	3.39
Roads Department: Total	112.31	113.69	1.38
Other Transportation Services:			
3521 Parking Meters	1.50	1.50	-
Other Transportation Services: Total	1.50	1.50	-
Transportation Services: Total	113.81	115.19	1.38
Environmental Health:			
Water Department:			
4111 Admin - Environmental Services	15.63	15.87	0.24
4122 Winsor Lake Treatment Plant	12.83	13.08	0.25
4123 Regional Water System	18.85	19.10	0.25
4131 Water & Waste Water Distribution	60.34	60.34	0.00
Water Department: Total	107.65	108.39	0.74
Sewer Department:			
4225 Waste Water Treatment Facility	10.33	10.58	0.25
Sewer Department: Total	10.33	10.58	0.25
Sanitary Department:			
4321 Garbage Collection	33.17	31.83	(1.34)
4322 Waste Diversion Public Awareness	1.67	1.67	-
4331 Garbage Disposal	16.79	16.93	0.14
4332 Bldg. Maint. Robin Hood Bay	1.45	1.45	-
4334 RHB Residential Drop Off Facility	1.00	1.00	-
Sanitary Department: Total	54.08	52.88	(1.20)
Environmental Health: Total	172.06	171.85	(0.21)

Table 3: 2017-2018 FTE Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2017	Budget 2018	Change
Environmental Development:			
Planning:			
6113 Planning & Development	3.00	3.00	(0.00)
Planning: Total	3.00	3.00	(0.00)
Community Development:			
6211 Admin - Community Services	1.00	1.00	0.00
6212 Events & Services	5.23	5.23	(0.00)
Community Development: Total	6.23	6.23	(0.00)
Housing & Real Estate:			
6391 Admin - Non-Profit Housing	5.82	6.00	0.18
6392 Non-Profit Housing Maint.	7.00	7.00	(0.00)
Housing & Real Estate: Total	12.82	13.00	0.18
Tourism & Economic Development:			
6612 Tourism Development	2.00	2.00	0.00
6613 Visitor's Services	3.15	3.15	(0.00)
6616 Economic Development	3.00	3.00	-
Tourism & Economic Development: Total	8.15	8.15	(0.00)
Environmental Development: Total	30.20	30.38	0.18
Parks, Recreation & Cultural Services:			
Parks Division:			
7111 Administration Parks	6.77	6.77	0.00
7121 Municipal Parks Maint. ³	19.05	48.19	29.14
7122 Passive Open Space Maint. ³	8.79	-	(8.79)
7123 Active Sports Facilities Maint.	4.54	4.53	(0.01)
7124 Playground Maint. ³	8.52	-	(8.52)
7126 Horticultural Maint. ³	11.01	-	(11.01)
7127 Rotary Park Maint. ³	0.82	-	(0.82)
7135 Snow Clearing Steps	7.06	7.06	(0.00)
7137 Wedgewood Park Facility Maint. ³	0.25	-	(0.25)
7140 Mtce. Paul Reynolds Community Centre	-	1.00	1.00
Parks Division: Total	66.82	67.55	0.73
Recreation:			
7305 Healthy Communities & Inclusion ⁴	19.90	10.65	(9.25)
7311 Community Development ⁴	14.25	14.17	(0.08)
7321 Family, Children & Youth ⁴	7.82	19.01	11.19
7322 Operation of Bowring Park Pool	3.31	3.52	0.21
7324 Admin - Rec Facilities	11.00	11.00	(0.00)
7325 H.G.R. Mews Centre Operations	7.58	7.58	0.00
7329 H.G.R. Mews Centre Program & Services	7.24	7.48	0.24
7333 Seniors Outreach	1.90	1.89	(0.01)
7334 Operation of Bannerman Park Pool	2.25	2.02	(0.23)
7336 Shea Heights Community Centre	5.35	5.34	(0.01)
7337 Southlands Community Centre	6.08	6.08	(0.00)
7338 Kilbride Community Centre	5.32	5.31	(0.01)
7340 Paul Reynolds Centre Operations	10.46	10.47	0.01
7342 Paul Reynolds Centre - Pool and Fitness Programs	14.11	22.37	8.26
Recreation: Total	116.58	126.89	10.31
Other Recreational & Cultural Services:			
7553 Local Immigration Partnership Strategy	0.25	1.00	0.75
7910 Cultural Development	1.00	1.00	0.00
7911 Municipal Archives	3.46	3.46	(0.00)
Other Recreational & Cultural Services: Total	4.71	5.46	0.75
Parks, Recreation & Cultural Services: Total	188.11	199.90	11.79

Table 3: 2017-2018 FTE Change

2017 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

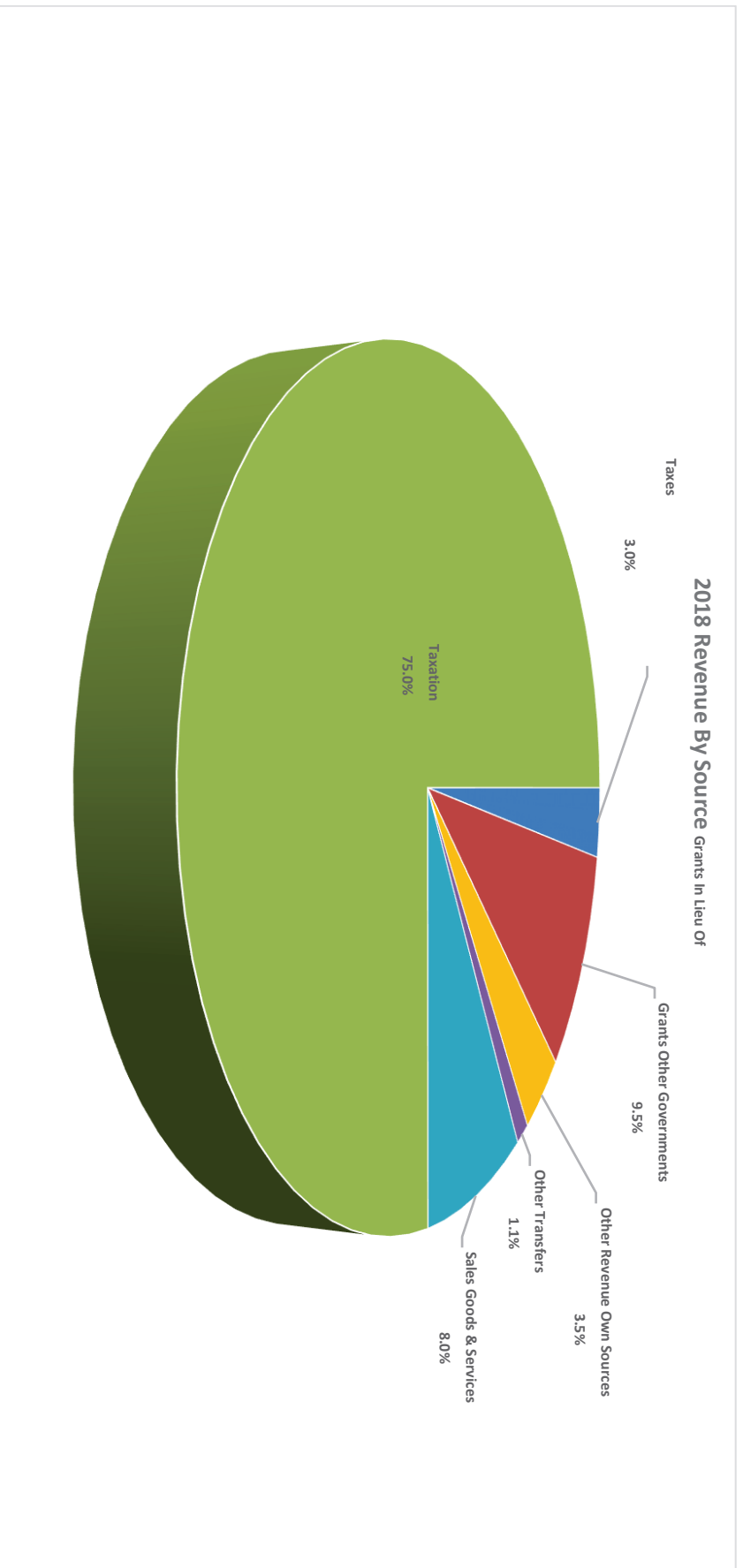
	Budget 2017	Budget 2018	Change
Transfers to Other Departments:			
Mechanical:			
3111 Admin - Fleet Services	9.00	9.00	(0.00)
3121 Maint. Heavy Equipment	42.12	42.11	(0.01)
3123 Robin Hood Bay Equipment	1.11	1.11	(0.00)
Mechanical: Total	52.23	52.22	(0.01)
Transfers to Other Departments: Total	52.23	52.22	(0.01)
Total FTE	1,114.51	1,128.33	13.83

Notes:

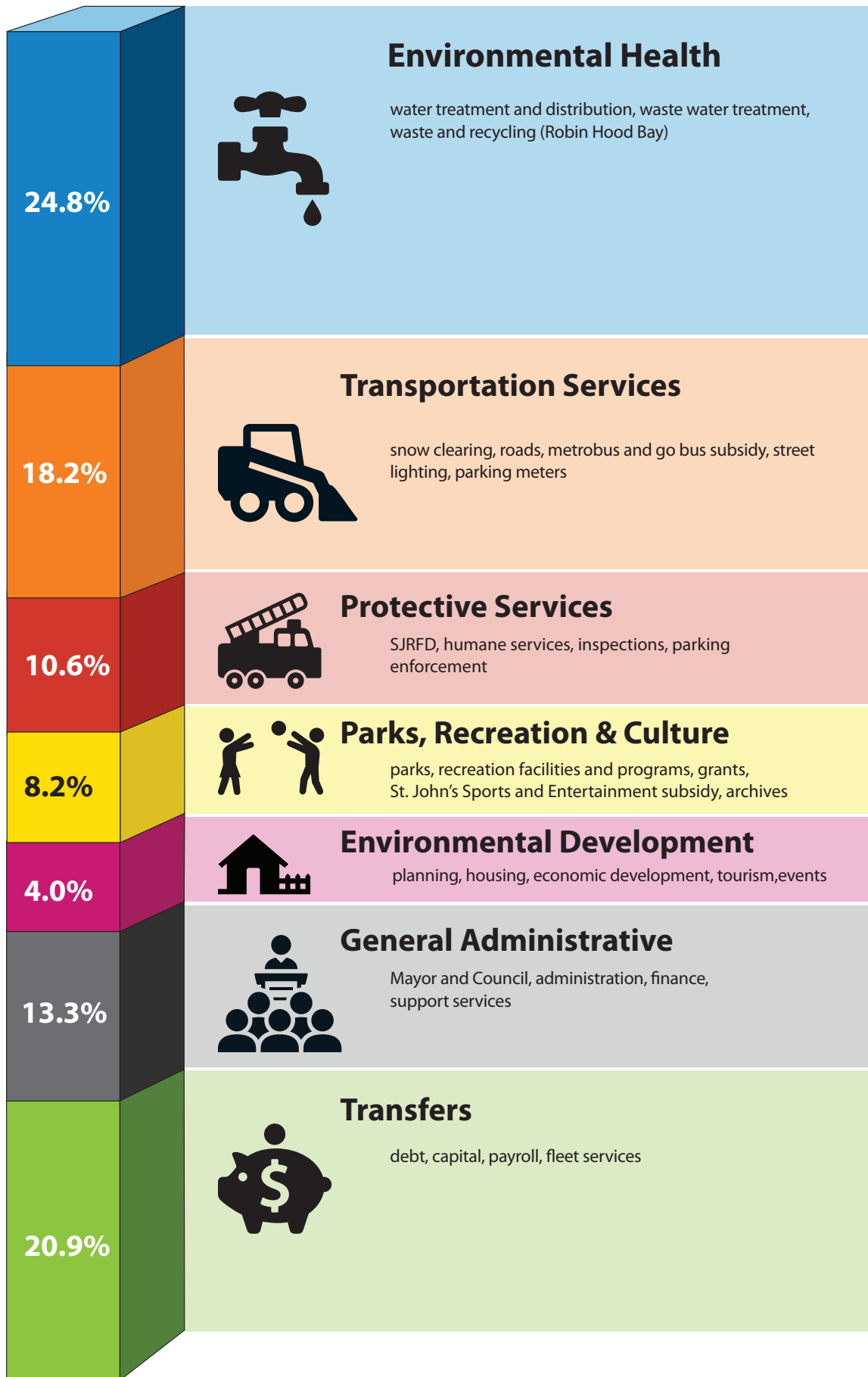
1. Transfer of staff between 1222 - Financial Services, 1223 - Budgetary Services, and 1213 - Human Resources.
2. Transfer of staff from 1319 - Engineering to 1320 - Capital Works - Buildings.
3. Reorganization of Parks Division. Transfer of staff to 7121 - Municipal Parks Maint.
4. Transfer of staff and reallocation of hours between 7305 - Healthy Communities & Inclusion, 7311 - Community Development, and 7321 - Family Children & Youth.

Notable FTE Changes

Program	Position	FTE	Comment
1215 City Manager's Office	Policy Analyst	1.00	In accordance with Council direction.
1218 HR Advisory Services	Admin Assistant - HR Advisory	1.00	Additional administrative support.
1218 HR Advisory Services	HR - Advisor	(1.00)	Elimination of vacant position.
1220 Legal Services	Paralegal I	1.00	Additional administrative support for prosecution of parking fines. Previously administered by the Province.
2491 Fire Protection	Behavioral Health Coordinator	0.50	Part-time position in St. John's Regional Fire.
2921 Admin - Regulatory Services	Technical Advisor	(1.00)	Realignment of positions as per 2016 Program Review.
3231 Snow Clearing	First Class Operators	2.23	Snow clearing for additional streets in Southlands, Kenmount Terrace and Galway.
7140 Mfca. Paul Reynolds Community Centre	Facilities Technologist	1.00	Position required for maintenance of mechanical systems at Paul Reynolds.
7329 H.G.R. Mews Centre Program & Services	Lifeguard/Instructor	0.24	Additional hours for 2018 for safe operation of pool facilities.
7342 Paul Reynolds Centre - Pool and Fitness Programs	Lifeguard/Instructor	8.26	Additional hours for 2018 for safe operation of pool facilities.
7553 Local Immigration Partnership Strategy	Project Office - LIPS	0.75	Federally funded position through the Local Immigration Partnership Strategy.
Various Programs	Various Positions	(0.15)	Minor items - transfer of staff, changes in hours, etc. across various City programs.
Total		13.83	



City of St. John's Expenditures by Area, 2018



CHECK AGAINST DELIVERY

It is indeed my pleasure to present Budget 2018.

Since assuming office in October, this Council has been working hard to dig into the matters that our residents want us to address – from efficient City operations to service improvements to programs that make St. John’s a city where people want to live and work.

I believe I can speak for you, your worship, and for all members of Council when I say that Council discussions and debates have been passionate, interesting and, most of all, collaborative.

I believe this new energy bodes well for the coming year as this council develops the next three-year budget and a new, corporate strategic plan for 2019-2021.

Today as we announce our budget for 2018, it is important to note that this is the third and final year of the City’s current three-year budget plan, 2016-2018.

Multi-year budgeting has been very successful for the City, helping us to achieve long-term plans and make strategic decisions that are based on progressive financial management principles. Planning over a longer term allows the City to react to economic trends, ease the burdens of expensive projects and keep strategic priorities top of mind.

In 2015 and over the past two years, City Council and staff have engaged with the public on the current three-year plan, constantly reaffirming our budget position.

- When the plan was in development, the City held round-tables with over 21 stakeholder organizations, conducted “pop-up” budget events throughout the City, had over 1200 people read and offer their individual input into the decision-making process through our online engagement portal.
- Public reaction to the budgets delivered for 2016 was carefully considered, and extensive engagement opportunities occurred that year, resulting not only on tax levels being reduced to 2015 levels, but also in some of the initiatives that we will see come to fruition in this budget year, including the start of automated garbage collection.
- In fact, in 2016, budget discussions resulted in over 5,000 touch points with the public, from focus groups and public sessions to online surveys and polls.

Council took the public response to the 2016 to 2018 budget seriously, and determined it was time to take an in-depth look across all operations at City Hall. City staff undertook a year-long Program Review which netted significant annual savings for the City totalling over \$13 million.

I am also pleased to note, your worship, that because our staff implemented cost-saving measures as they were identified -- rather than waiting until the budget announcement -- a budget surplus was realized for 2016.

This surplus will partially be used to pay down the City's pension debt saving taxpayers approximately \$477,000 in interest over the next three years. The City is returning this money to taxpayers by easing expenditure pressures in the operating budget.

This year, I am pleased to announce that our commitment to operational efficiency has been formalized into a continuous improvement program. The goal of this program is to improve overall performance by identifying and reducing waste and making processes better.

Staff are currently being trained in processes that will result in change initiatives designed to add value from the perspective of our citizens and improve quality of work life for employees. The intended outcomes are to, ultimately, reduce turnaround times, improve application processes, reduce the rate of errors and reworking in our efforts and reduce waiting times for essential services.

With so many ongoing efforts to engage and improve services, starting in 2018 we intend to conduct the City's first comprehensive citizen satisfaction survey. The intent of the survey is to: identify priority issues, programs and services; gauge citizen awareness, perception of, and satisfaction with City programs and services; and to identify gaps or opportunities in services.

Data collected from the survey will help identify areas for the City's continuous improvement efforts, and will also help us identify and confirm strategic priorities for a new strategic plan and budget for 2019-2021.

Your worship, I believe that this Council has a mandate to engage more comprehensively than ever before with the publics we serve. Our most recent evaluation of the City's engagement framework reinforced this for us and for our staff: citizens want to be involved and they want to clearly understand why we make the decisions we do – even when they don't necessarily agree with those decisions.

We noted with interest almost 70 per cent of survey respondents that had participated in a City engagement activity indicated that they were satisfied overall. We are pleased with this result, and I am pleased to announce that initiatives in this fiscal year will support an even stronger focus on engagement.

During the extensive engagement on the 2016-2018 budget and during the recent election campaign, the public strongly supported a review of public transit, namely Metrobus and accessible transit. I am pleased, therefore, to announce a review of our public transportation system in 2018.

Another important issue - permitted, free and paid parking within the City - will also be a topic for public engagement when our transportation engineers deliver a parking strategy to Council early in the new year.

Other important strategies are already in development that will also provide opportunities for public engagement as we prepare for our next fiscal and planning period. All of this will help influence and guide decisions that lead to the development of the budget.

Your worship, we are challenged as a Council to ensure that we always operate in the most effective and efficient way possible. I believe another challenge we face as a Council, which is equally important, is to be accountable for our decisions. To do that, we must be open and transparent at all times.

I believe that the ongoing trial of the Committee of the Whole structure helps in that effort, and I am pleased to note that the City is currently investigating ways to make those and other Council forums more accessible to the public via webcasting, social media and other opportunities.

I am also proud to announce that a panel of expert individuals has been struck to review and advise the City on the best governance process for its Internal Audit function. By reviewing the idea of a "Municipal Auditor General" I believe we are responding to calls from the public to improve the City's governance and enhance transparency and accountability.

As independence is crucial to any audit function, best practice is to have any review undertaken by parties independent of the City, and the independent, volunteer members of this panel will be announced soon. Results of the review are anticipated in 2018 in time for the development of the next three-year budget plan.

Your worship, I have outlined today what I believe to be a solid picture of sound fiscal management on behalf of our residents. We have taken great strides to eliminate wasteful spending, improve the efficiency and effectiveness of our programs and services, and have committed to continually improving the way we do business for the benefit of the public.

To ensure we are doing our best on behalf of taxpayers, we have greatly enhanced our public engagement efforts and are taking meaningful steps to assure residents we are a transparent and accountable governing body.

With this said, I cannot understate the challenge that lies ahead for this council. The external environment is highly uncertain: the oil and gas sector is enduring major disruption; our city's population is continuing to grow while also continuing to age; and the provincial and federal governments are making policy and tax changes that will impact our municipality.

Perhaps most significant are decreasing property values, which are the basis we use to determine tax rates. The impact of changing values on the next budget cycle will likely require this Council to make difficult choices to maintain our objective of a low-cost, effective government.

So, looking forward to the 2019 to 2021 planning cycle, we can see that there is much work to be done, both by our staff and Council, as well as our taxpayers -- our residents, businesses owners and community partners -- to set our strategic priorities for the next three years and to deliver a balanced budget plan for a period in which we know we will have significant fiscal challenges.

During the recent election campaign, we heard from the public that they would like a change in approach. I believe this call for change has been reflected in voters' choice of councillors. For some this change means lowering the tax burden; for others it means adding or changing programs and services.

In all cases it means strong leadership, and for this Council that leadership will require us to work together as a team to make difficult choices that balance the needs and wants of our communities with economic and fiscal realities.

For this final year of the current cycle, in spite of powerful external factors and increasing demands from a changing public, and through extensive efforts we have reduced spending and I am pleased to present a balanced, stable budget of \$294,591,088 for 2018. This represents a marginal 0.1% increase over 2017, and requires no change in our mil rate.

Starting early in the new year, I look forward to working closely with this Council and to launching a public engagement process to begin work on the next three-year budget plan.

Thank-you your worship, and I move acceptance of Budget 2018 and all related tax resolutions to set our mil rates and fees for the City of St. John's.