

December 2, 2019

### **City Announces No Tax Increases in Balanced 2020 Budget**

Today, the City of St. John's released the details of Budget 2020, the second year in a three-year budget plan for 2019-2021.

"Revenues and expenditures are balanced at \$305,578,936, up 0.3 percent from 2019 – a marginal increase relative to the size of the City's budget," said Councillor Dave Lane, lead councillor for the City's Finance and Administration portfolio. "I am pleased to announce that mill rates for residential owners will remain the same at 7.7; commercial property tax will also remain the same at 26.1; and water taxes will remain at the same rate as those set in 2019."

Key themes for Budget 2020 include fiscal accountability, revised estimates and service enhancements.

Amongst the announcements made as part of the budget are the reinstatement of the art procurement program; additional investment in the Heritage Grants program; and \$100,000 towards sustainability, a key focus area in the City's Strategic Plan as highlighted the recent Climate Emergency declaration by Council.

Council announced investments related to the public transit review, including a new pilot route to provide increase hours of service to Galway; implementing phase one of a Frequent Transit Network with routes that connect key destinations at peak times; and free transit to all children under 12.

"Our goal, as always is to provide high quality services and valuable programs in a fiscally responsible manner," said Councillor Lane. "We have been listening closely to what matters most to our residents and feel that Budget 2020 is a responsive and responsible budget meets the needs of our City while ensure the sustainability of our operations, now and into the future."

Full details on the City's budget are available at [stjohns.ca](http://stjohns.ca).

## **CHECK AGAINST DELIVERY**

Thank you, Your Worship.

It is my pleasure this morning to present the City's budget for the fiscal year 2020, year two in our three-year budget plan 2019 to 2021.

In 2018, City Council conducted extensive public engagement in preparation for the three-year plan, beginning with a Citizen Satisfaction Survey that included over 1500 visits to [engagetjohns.ca](http://engagetjohns.ca) and extending to include multiple in-person sessions, a household mailout, Facebook live opportunities and several public meetings.

As a result of this engagement, we presented a three-year strategy and this year's budget has required only minor adjustments, which I will discuss today.

In recent years, your Worship, Council and City staff have put considerable effort into making City Hall an effective organization. Through initiatives such as our ongoing policy modernization, continuous improvement program, and review of our internal audit processes, residents can rest assured that their tax dollars are being spent responsibly.

All of these efforts are guided by our official Strategic Plan, which provides clear direction and focus for everything we do. The budget -- perhaps the most significant document we work with -- is no exception.

Today I would like to present the City of St. John's 2020 Budget through the lens of our four Strategic Directions, which were updated and announced in tandem with the three-year budget last year.

### **A SUSTAINABLE CITY**

The first goal is "A Sustainable City", which envisions "a city that is sustainable today and for future generations; economically, environmentally and financially."

As you know, Your Worship, a key Council priority has been minimize, if possible, the projected likelihood of having to increase the mill rates in 2020 and 2021.

I am pleased to report that our City departments and programs have identified \$4.2 million in savings through continuous review and good decision-making, reducing costs while delivering services more effectively and more accurately reflecting actual costs.

This was achieved in part by an early contribution of \$5 million toward our pension plan deficit, thereby reducing our long-term debt burden and saving \$1.5M annually.

In addition, the City anticipated borrowing in 2019 in order to fund our share of cost-shared capital projects. As the year progressed, however, it became clearer that the City could finance these cash flows without needing to borrow as early as originally anticipated. The borrowing will now likely take place in the first half of 2020, reducing debt expenditures by \$2.5 million.

In 2018, the City projected significant increases in electricity costs, however these estimated increases have not yet materialized, resulting in a net budgeted savings of \$1.69 million for 2020.

Your Worship, by its very nature our budget contains a number of estimates that change over time. As time progresses, we receive new information that allows us to revise these estimates. Most of these are influenced by external factors beyond our control.

Case in point: despite the successful negotiation of a 10-year lease with the Edge and the Growlers, the economic environment for St. John's Sports and Entertainment Limited remains a challenge.

The operating budget for 2020 for St. John's Sports and Entertainment is up substantially due to the new lease, fewer non-sporting events at Mile One and the Convention Centre, as well as investments in sales and marketing for the Convention Centre. There are less artists touring, the Canadian dollar is weak versus the US dollar and Conference business is down. Based on this trend we project a \$1 million increase in the operating subsidy for 2020.

Despite these challenges, Council believes that investing in our partners, the Edge and Growlers, and continuing to promote and support Mile One and the Convention Centre make our City a vibrant place to live. Council wishes to thank the Board of Directors of SJSE for their hard work in making SJSE an economic driver for the region.

On a positive note, due to a number of miscellaneous sources including grants and interest earned on various sources of taxes, the City's General Revenue is up modestly by \$1.1 million, helping to offset this subsidy increase. As well, we have experienced modest growth in the assessment roll, which when combined with fewer appeal reductions, resulted in an additional \$2.28 million in residential tax revenue.

Your Worship, so far I've identified a number of notable adjustments from our original projections for 2020. I would now like to discuss some areas of investment that Council is pursuing in the coming year. Despite additional expenditures in some areas, adjustments made within departments plus increased sources of revenue have given Council some flexibility to make take these actions.

Beginning with the Sustainability theme, I can announce that Council is dedicating \$100,000 towards sustainability, so earmarked to ensure the development of our Sustainability Plan is comprehensive and inclusive. This resource can be used to leverage matching funds through available grants and other funding programs at various levels of government.

I would also like to acknowledge the independent panel report, announced in 2019, which recommended the City increase the staffing complement in its Internal Audit division. With the recent retirement and replacement of one of the staff members in this division Council has deferred this decision to 2021.

## A CITY THAT MOVES

We can now speak to our second strategic direction, “A City That Moves”. This direction envisions “a city that builds a balanced transportation network to get people and goods where they want to go safely.”

There are several key actions this Council is taking that make clear our commitment to ensuring all residents can get where the need to go, so they can contribute to our community and economy.

Winter maintenance remains a key focus for the City. While we were required to expand our existing contract for snow dumping due to Federal regulations prohibiting dumping in St. John’s harbour, we continue to make adjustments and enhancements to both our street and sidewalk snowclearing routes.

Public transit has been a particular focus point for this Council.

Last month, we shared the final report of the Public Transit Review, which offered a number of recommendations on our conventional and para-transit systems.

At that time, Councillor Froude indicated that we would need to look closely at how we as a Council would balance the changes and improvements outlined in the report, with our current budgetary constraints.

I will let Councilor Froude, who has recently taken over the role of Commission chair from Councillor Collins, speak to this in more detail, but today I am excited to announce that we will be taking a few key, strategic steps toward building a culture of transit in our city.

Starting March 2 of this year, we will kick off the following Metrobus enhancements:

- implementation of a new pilot service to Galway;
- free transit for children under the age of twelve; and
- starting September 7, implementation of phase one of a Frequent Transit Network, ensuring all four of our “backbone” routes -- 1, 2, 3, and 10 -- have 15 and 30 minute headways and service into the evening hours.

Thanks in part to an ongoing, 16-month trend of ridership growth to date, the operating grant to Metrobus decreases 0.6% over 2019 to \$13.82 million in 2020. GoBus increases to \$4.52 million, an 11.6% increase over 2019. Together they total \$18.34 million in 2020.

Your Worship, I would be remiss if I didn't also mention the progress we are making on the Bike St. John's Master Plan which was approved unanimously by Council earlier this year. In 2020 we will be embarking on a detailed design process for our first catalyst project along the Kelly's Brook Trail.

The design process was funded in the 2019 budget, and funding to cover development of the trail once designed is being explored at the moment and will be announced once confirmed, as early as January.

### A CONNECTED CITY

The third direction in our strategic plan is "A Connected City", which means "a city where people feel connected, have a sense of belonging, and are actively engaged in community life."

This is an important area of investment for Council because when we provide a strong sense of place for our residents and visitors, we are also strengthening our economic and social resilience.

In the 2020 Budget Council will invest \$20,000 to reinstate the art procurement program and support the local arts community. As well, \$10,000 will be added to the Heritage Grants program, increasing this fund to a total \$60,000. This investment demonstrates Council's growing commitment to conserving heritage resources by assisting property owners to maintain buildings and homes located in the City's Heritage Areas.

To improve the connection between residents and the City, as well as their community, we have begun the process of a full revamp of the City's website. The objective is to enhance our ability to share information and for people to find what they're looking for.

### AN EFFECTIVE CITY

Our final strategic direction is "An Effective City", which is toward "a city that performs effectively and delivers results."

As I mentioned at the outset this evening, we have many initiatives ongoing at City Hall to ensure we are operating at optimal efficiency and with our residents and business owners top-of-mind.

From exploring alternative delivery models, to developing effective policies and procedures, to enhancing employee knowledge and skill sets, we have a system in place that will lead to better service and lower costs.

To clew up, Your Worship, expenditures for the 2020 year are budgeted at \$305,578,936, up 0.3 percent from 2019 – a marginal increase relative to the size of the City's budget.

To present a balanced budget for 2020, the mill rate for residential owners will remain the same at 7.7; commercial property tax also remains the same at 26.1; and water taxes will remain at the same rate as 2019.

I also note that, as per the announcement from Downtown St. John's on November 27, the City of St. John's will begin collecting a Business Improvement Area Levy equal to .8 mills for commercial property owners instead of directly from businesses operators in the Downtown BIA area in 2020.

In 2019, Downtown St. John's consulted with their membership and approached the City about changing the way the BIA levy is collected and we have agreed to collect that as part of the regular property tax process.

On behalf of Council, I am pleased to present a balanced budget for 2020 which does not further burden the St. John's taxpayer with increases in taxation while maintaining and improving services where possible while investing in those strategic principles we committed to in 2019; sustainability, being a City that moves; being a connected City and continued efficiency.

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.

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 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 2020 budget and tax resolutions.

# Budget 2020

December 2, 2019

OUR CITY  
OUR FUTURE



# WHAT WE HEARD

# BUDGET 2019-2021

The City will announce Budget 2019-2021 on December 10, 2018.  
For a more detailed summary of "What We Heard" go [here](#).  
Are you correct? Is anything missing?  
Visit [stjohns.ca](#), email [engage@stjohns.ca](mailto:engage@stjohns.ca) or call 311

## Managing Waste

...sessions, some residents  
...m. Suggestions in  
...ents to div  
...P

...could achieve savings in our  
...times we collect garbage and  
...better recycling programs;

### City Residents:

### We're sharing our

### projected budget for

### 2019 with you.

...g for the future.

...sent and vote on a budget plan for the next three years  
2018, we have been looking closely at our operations,  
...tic data and gathering information from you, our  
...of city you envision.

...for your tax dollar and our goal is to be more open, more  
...cessible than ever before. You have said that you want  
...ty's decisions and the upcoming budget discussion is an  
...th you about the challenges we are facing and the plan we are

**...of factors that are increasing our costs, we are  
...ate increases in 2019 and 2020, and a marginal  
...er taxes over the same period. By increasing these taxes,  
...mit to no decrease in services over the next three years.**

...ar from you about our projected budget plan. Are you comfortable  
...ease if we can maintain or improve service levels? How do you think  
...mprove how it delivers services in ways that minimize costs?

...ment aims to explain a bit more about budgeting at the City and to  
...ar plan to provide the same level of service to you in 2019,  
...despite the many challenges we face as a municipality and a community.



- **Effective Organization**
- **Policy Review**
- **Continuous Improvement**
- **Internal Audit Processes**





**OUR CITY  
OUR FUTURE**



**...a city that is sustainable today and for future generations; economically, environmentally and financially**

**Minimize the  
Likelihood of  
Projected Mill  
Rate Increases**

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# Departmental Savings: \$4.2M

early contribution to our pension deficit (\$5M)

**\$1.5M**



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early contribution to our pension deficit (\$5M)

**\$1.5M**

reductions in debt payments

**\$2.5M**



# Departmental Savings: \$4.2M

early contribution to our pension deficit (\$5M)

**\$1.5M**

reductions in debt payments

**\$2.5M**

less electricity costs than projected

**\$1.69M**



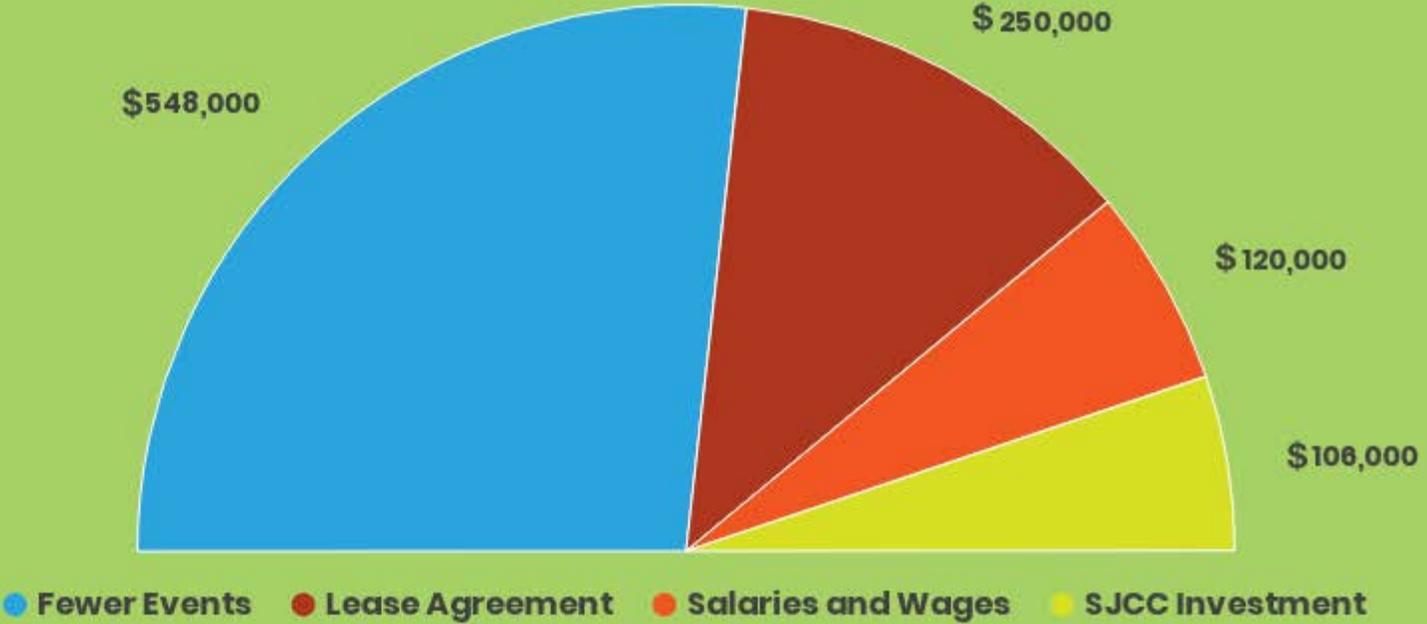
**St. John's  
Sports and  
Entertainment  
Ltd.**

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# SJSEL Operating Grant

With fewer artists touring, a new lease, a weak Canadian dollar & conference business down, we are projecting a \$1M increase in the operating grant for 2020.



# Revised Estimates

**\$1.1M**

General Revenue Increase, grants and interest

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**\$1.1M**

General Revenue Increase, grants and interest

**\$2.28M**

Residential Tax Revenue (moderate growth in the assessment roll)

# Revised Estimates

**\$1.1M**

General Revenue Increase, grants and interest

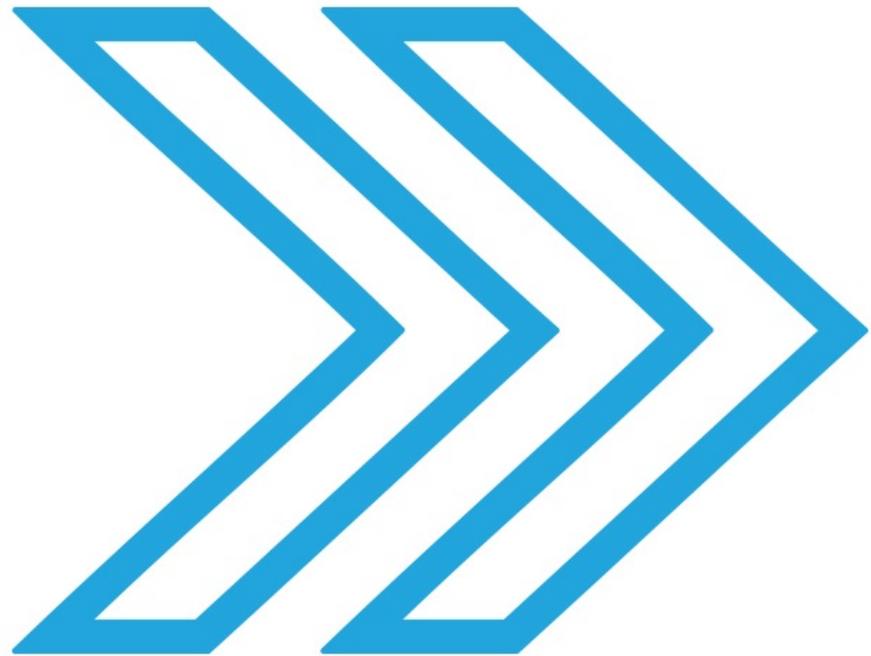
**\$2.28M**

Residential Tax Revenue (moderate growth in the assessment roll)

**\$100,000**

Sustainability Program

## New Investments



**...a city that builds a balanced transportation network to get people and goods where they want to go safely**

# **Winter Maintenance**

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# **Public Transit**

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# Executive Summary

## Introduction

Dillon Consulting Limited was retained by the City of St. John's to develop a Transit Service Review to update the 2011 Strategic Plan. The purpose of the Transit Service Review is to assess the current transit system and will position the City of St. John's and the St. John's Transit Commission to address the opportunities and challenges over the coming years. The review will identify the most effective and efficient transit system for the City of St. John's.

## Existing Transit System

Metrobus delivers 2.9 million trips annually and provides 100% of service. This translates into approximately 100% of the population that make up conventional Metrobus operations. The structure of the routes in St. John's are primarily radial with terminals and routes also deviate onto local streets. The historic road network of the City of St. John's and the advent of the automobile presents challenges for the transit system as there are few roadways that provide a continuous, unobstructed path.



**OUR CITY, OUR FUTURE | A CITY THAT MOVES**

- **Pilot Route, Galway**
- **Free Transit, all children under 12**
- **Frequent Transit Network**

**Metrobus Operating Grant for 2020: \$18.34M**

ST. JOHN'S

**BIKE ST. JOHN'S MASTER PLAN**

FINAL PLAN | JUNE 2019

**trace**

TRANSPORTATION | PLANNING | ENGINEERING



**Stantec**

The Planning Partnership



**...a city where people feel connected, have a sense of belonging, and are actively engaged in community life**

# Revised Estimates

**\$1.1M**

General Revenue Increase, grants and interest

**\$2.28M**

Residential Tax Revenue (moderate growth in the assessment roll)

**\$100,000**

Sustainability Program

## New Investments

**\$20,000**

Art Procurement

# Revised Estimates

**\$1.1M**

General Revenue Increase, grants and interest

**\$2.28M**

Residential Tax Revenue (moderate growth in the assessment roll)

**\$100,000**

Sustainability Program

## New Investments

**\$20,000**

Art Procurement

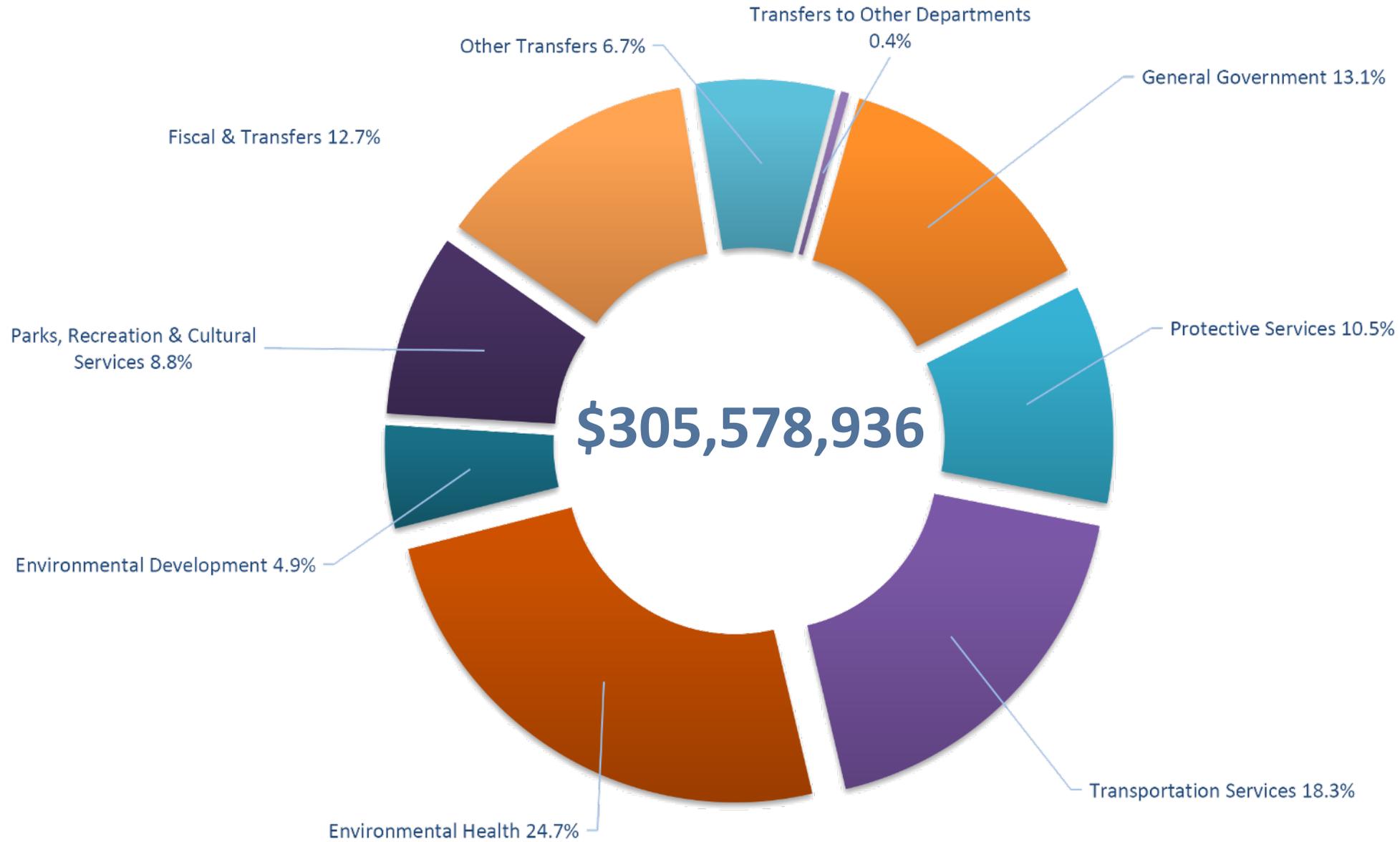
**\$10,000**

Heritage Grants



**...a city that performs  
effectively and delivers results**

# Expenditures, 2020



# Municipal Taxes

There is no change to residential or commercial mill rates for 2020; water taxes remain the same.

**Residential Mill Rate: 7.7**

**Water Tax: \$605**

**Commercial Mill Rate: 26.1**



**DOWNTOWN**  
ST. JOHN'S

**BIA Levy**

# **A Balanced Budget for 2020**

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***“...St. John’s will be an  
affordable and  
sustainable place to live  
and do business.”***

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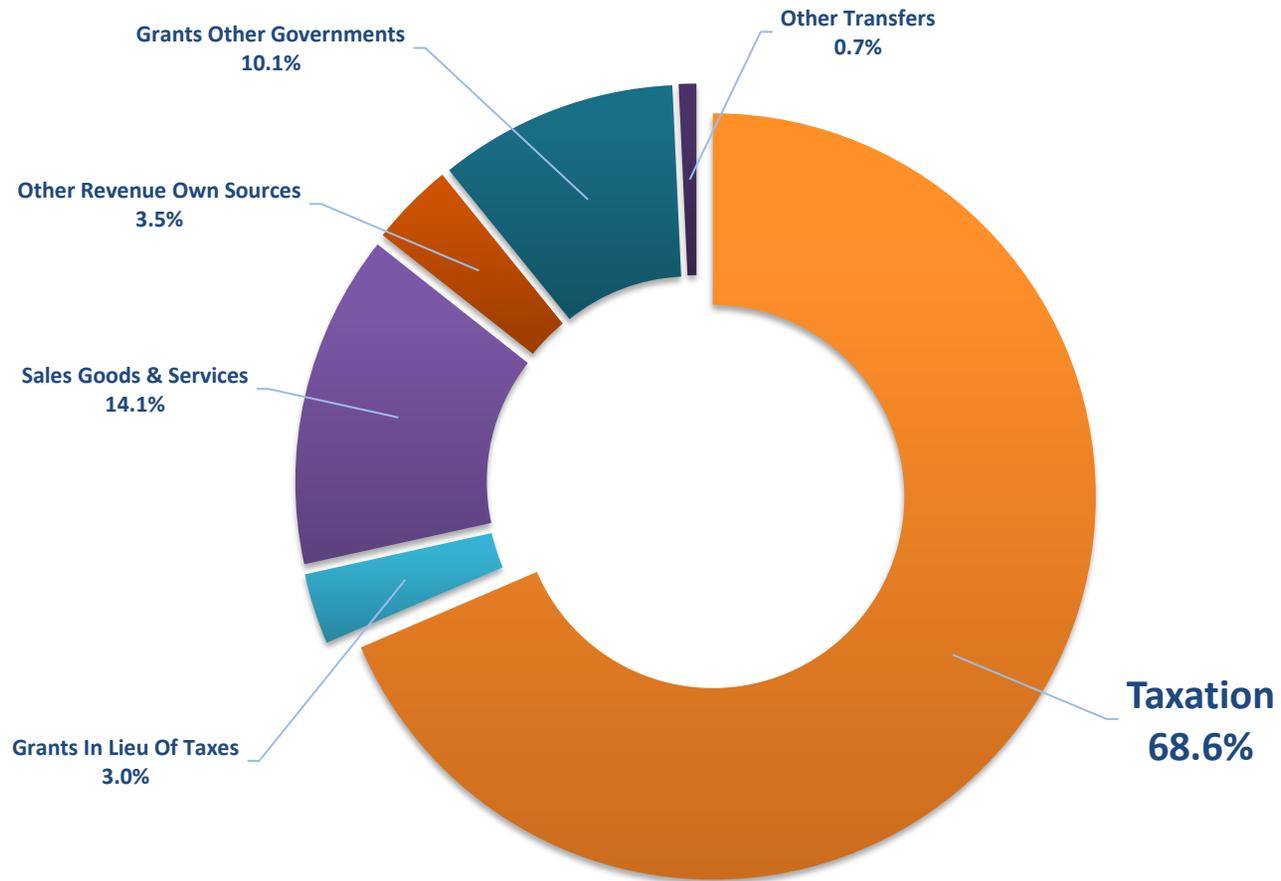


**Budget 2019-2021**

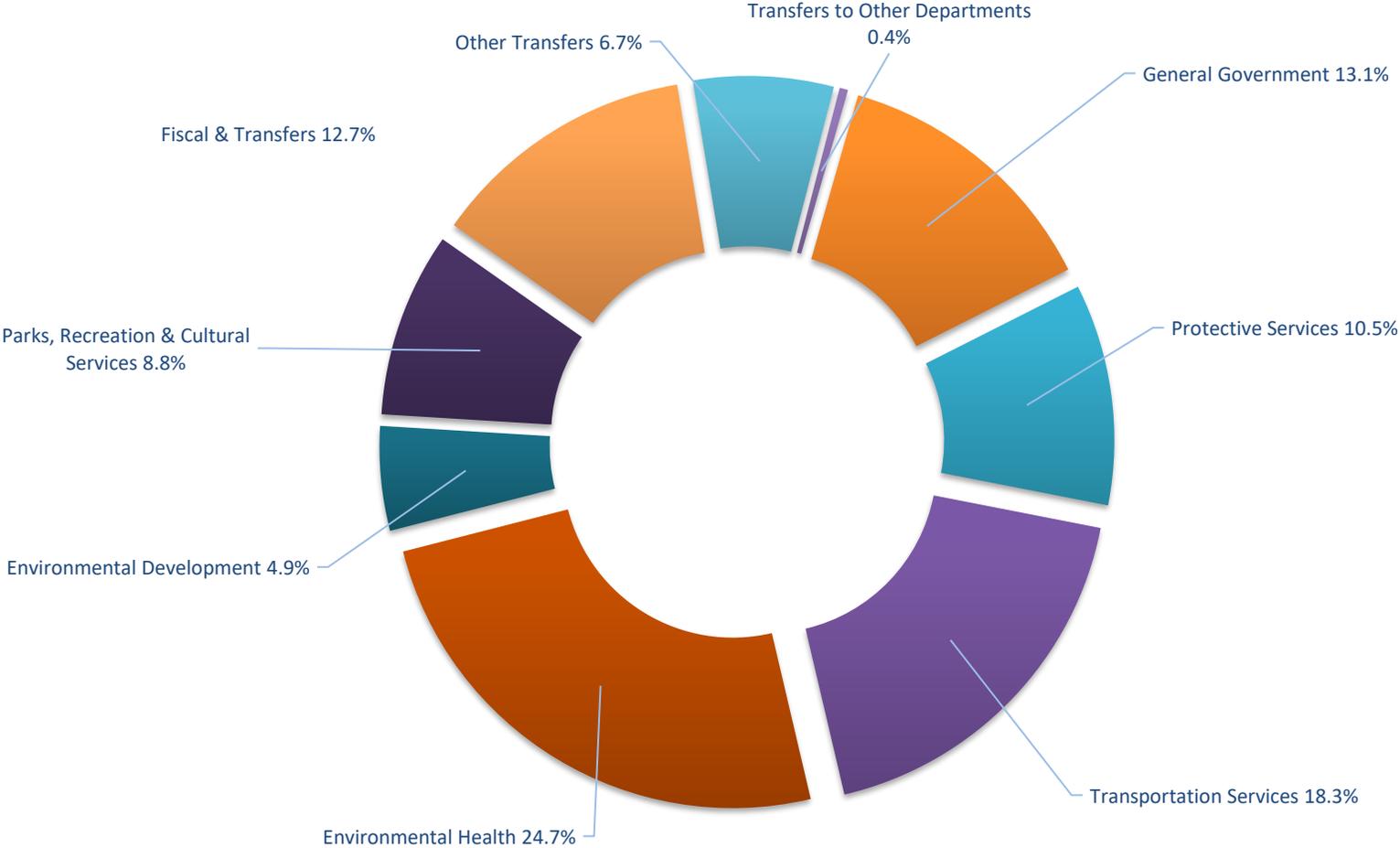
**OUR CITY  
OUR FUTURE**



# Revenues, 2020



# Expenditures, 2020



## Table 1: 2019-2020 Revenue Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>Taxation:</b>				
41112 Residential Realty <sup>1</sup>	93,300,000	90,530,000	2,770,000	3.1%
41118 Commercial Realty	74,300,000	74,700,000	(400,000)	-0.5%
41940 Tourism Marketing Levy	3,400,000	3,400,000	-	0.0%
41991 Utility Tax	6,200,000	6,200,000	-	0.0%
44410 Water Tax	32,297,000	32,058,000	239,000	0.7%
<b>Taxation: Total</b>	<b>209,497,000</b>	<b>206,888,000</b>	<b>2,609,000</b>	<b>1.3%</b>
<b>Grants In Lieu Of Taxes:</b>				
42100 Govt. Of Canada	5,200,000	5,000,000	200,000	4.0%
42200 Govt. Canada Agencies	950,000	950,000	-	0.0%
42300 Water Tax Grant	2,976,000	2,961,000	15,000	0.5%
<b>Grants In Lieu Of Taxes: Total</b>	<b>9,126,000</b>	<b>8,911,000</b>	<b>215,000</b>	<b>2.4%</b>
<b>Sales of Goods &amp; Services:</b>				
44100 General Government	3,826,118	3,592,992	233,126	6.5%
44300 Transportation <sup>2</sup>	1,391,000	2,255,254	(864,254)	-38.3%
44400 Environmental Health	20,740,169	20,352,859	387,310	1.9%
44435 Tipping Fees	13,987,667	13,891,604	96,063	0.7%
44700 Recreation	2,534,696	2,569,927	(35,230)	-1.4%
44900 Other General	561,536	568,707	(7,171)	-1.3%
<b>Sales Goods &amp; Services: Total</b>	<b>43,041,187</b>	<b>43,231,343</b>	<b>(190,156)</b>	<b>-0.4%</b>
<b>Other Revenue Own Sources:</b>				
45120 Business Licenses	154,950	154,950	-	0.0%
45170 Construction Permits <sup>3</sup>	2,743,720	3,065,220	(321,500)	-10.5%
45200 Fines <sup>4</sup>	1,717,500	1,956,250	(238,750)	-12.2%
45300 Rents & Concessions	3,643,969	3,741,996	(98,027)	-2.6%
45500 Investment Interest	321,216	321,216	-	0.0%
45600 Interest Tax Arrears <sup>5</sup>	2,225,868	1,800,000	425,868	23.7%
<b>Other Revenue Own Sources: Total</b>	<b>10,807,223</b>	<b>11,039,632</b>	<b>(232,409)</b>	<b>-2.1%</b>
<b>Grants Other Governments:</b>				
47100 Other Grants <sup>6</sup>	261,924	232,273	29,651	12.8%
47107 CMHC Mortgage Subsidy <sup>7</sup>	35,845	95,487	(59,642)	-62.5%
47110 Gas Tax Rebate	5,429,147	5,429,147	-	0.0%
47530 Recovery Debt Charges <sup>8</sup>	23,820,521	24,759,319	(938,798)	-3.8%
47550 Real Program Grants	59,000	59,000	-	0.0%
47555 NPH Subsidy <sup>9</sup>	1,236,042	1,060,542	175,500	16.5%
<b>Grants Other Governments: Total</b>	<b>30,842,478</b>	<b>31,635,767</b>	<b>(793,289)</b>	<b>-2.5%</b>
<b>Other Transfers:</b>				
49201 Assessments/Transfers <sup>10</sup>	2,265,048	2,971,280	(706,232)	-23.8%
<b>Other Transfers: Total</b>	<b>2,265,048</b>	<b>2,971,280</b>	<b>(706,232)</b>	<b>-23.8%</b>
<b>Total Revenue</b>	<b>305,578,936</b>	<b>304,677,022</b>	<b>901,914</b>	<b>0.3%</b>

### Notes:

1. Additional residential realty revenue attributable to lower than anticipated loss on appeals and modest growth in the number of properties.
2. Reduction to estimates for parking revenues due to vandalized meters.
3. Reduction to estimates for building and repair permit revenues.
4. Reduction to estimates for revenues from traffic violations due to vandalized meters.
5. Increase to interest earned on unpaid property taxes to align budget with actuals.
6. Adjustment to budget for various one-time grants.
7. Reduction to CMHC mortgage subsidies received due to expired mortgages on non-profit housing properties.
8. Reduction to debt charges recovered from external sources related to capital projects.
9. Adjustment to Newfoundland & Labrador Housing Corporation subsidy to align budget with actuals.
10. Adjustment to anticipated transfers from various reserves to offset expenditures.

## Table 2: 2019-2020 Expenditure Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>General Government:</b>				
<b>General Administrative:</b>				
1111 Mayor & Councilors	828,749	798,749	30,000	3.8%
1115 Civic Events & Receptions	76,420	76,420	-	0.0%
1212 Administration - Admin Services	1,097,184	1,076,346	20,838	1.9%
1213 Human Resources	1,078,333	1,056,698	21,635	2.0%
1214 Benefits Administration	280,297	273,561	6,736	2.5%
1215 City Manager's Office	419,682	415,979	3,702	0.9%
1216 Employee Wellness	594,319	583,439	10,880	1.9%
1217 Organizational Development	348,392	326,529	21,863	6.7%
1218 HR Advisory Services	1,110,289	1,085,223	25,066	2.3%
1220 Legal Services	1,861,990	1,837,141	24,850	1.4%
1221 Admin - Finance & Administration	667,189	649,731	17,459	2.7%
1222 Financial Services	1,004,733	1,012,588	(7,856)	-0.8%
1223 Budgetary Services	375,300	372,760	2,539	0.7%
1225 Performance & Strategy	412,186	425,043	(12,857)	-3.0%
1231 Assessment	2,166,602	2,174,993	(8,390)	-0.4%
1241 Revenue Accounting <sup>1</sup>	1,319,519	1,240,206	79,313	6.4%
1250 Property Management	2,161,223	2,124,097	37,126	1.7%
1251 Office Services	518,481	518,481	-	0.0%
1252 Maint. City Hall	872,042	872,042	-	0.0%
1254 Maint. City Hall Annex	174,441	174,441	-	0.0%
1257 Maint. Railway Coastal Building <sup>2</sup>	89,227	14,490	74,737	515.8%
1258 Maint. 245 Freshwater Rd	235,867	230,366	5,501	2.4%
1259 Maint. Conway Bldg.	48,639	48,639	-	0.0%
1260 Archives Building	46,877	46,877	-	0.0%
1261 Purchasing <sup>3</sup>	791,109	687,139	103,970	15.1%
1262 Materials Management <sup>3</sup>	758,674	852,841	(94,168)	-11.0%
1269 Internal Audit	341,711	332,394	9,317	2.8%
1270 Corporate Communications	996,309	985,900	10,408	1.1%
1272 Information Services <sup>4</sup>	5,366,112	5,598,177	(232,065)	-4.1%
1274 Service Centre	1,764,518	1,797,021	(32,503)	-1.8%
1318 Land Information Systems <sup>5</sup>	1,220,198	1,326,555	(106,356)	-8.0%
<b>General Administrative: Total</b>	<b>29,026,612</b>	<b>29,014,867</b>	<b>11,745</b>	<b>0.0%</b>

### Notes:

1. FTE increase as part of staffing plan approved in Budget 2019 to mitigate key retirements and enhance Information Services division for upcoming projects.
2. Transfer of property maintenance budgets to City Buildings Division from program 7912 - Railway Coastal Museum.
3. Transfer of FTE between 1261 - Purchasing and 1262 - Materials Management.
4. FTE reduction as part of staffing plan approved in Budget 2019 to mitigate key retirements and enhance Information Services division for upcoming projects. In addition, budget reductions to computer software, maintenance, and equipment budgets.
5. 2019 budget contained one-time funds for implementation of a digital mapping application.

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2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>Pensions &amp; Benefits:</b>				
1290 Pensions & Employee Benefits	1,872,836	1,872,836	-	0.0%
1297 Sick and Severance Liabilities	1,250,000	1,250,000	-	0.0%
<b>Pensions &amp; Benefits: Total</b>	<b>3,122,836</b>	<b>3,122,836</b>	<b>-</b>	<b>0.0%</b>
<b>Engineering:</b>				
1311 Admin - Planning, Engineering & Regulatory Services	529,550	523,162	6,389	1.2%
1313 Development Control	1,536,810	1,516,010	20,800	1.4%
1314 Surveying	578,191	618,048	(39,857)	-6.4%
1315 Transportation Engineering	1,970,053	1,961,043	9,010	0.5%
1316 Admin Support - Planning, Engineering & Regulatory Services	1,000,527	999,859	668	0.1%
1319 Engineering	1,289,780	1,299,703	(9,923)	-0.8%
1320 Capital Works - Buildings	516,270	506,246	10,025	2.0%
<b>Engineering: Total</b>	<b>7,421,182</b>	<b>7,424,071</b>	<b>(2,889)</b>	<b>0.0%</b>
<b>Other General Government:</b>				
1931 Risk Management & Insurance	528,555	525,311	3,244	0.6%
<b>Other General Government: Total</b>	<b>528,555</b>	<b>525,311</b>	<b>3,244</b>	<b>0.6%</b>
<b>General Government: Total</b>	<b>40,099,185</b>	<b>40,087,085</b>	<b>12,100</b>	<b>0.0%</b>
<b>Protective Services:</b>				
<b>Fire &amp; Traffic:</b>				
2141 Parking Enforcement <sup>6</sup>	1,859,365	2,029,262	(169,897)	-8.4%
2142 Crossing Guard Program	113,836	113,836	-	0.0%
2491 Fire Protection <sup>7</sup>	25,413,435	24,966,508	446,927	1.8%
<b>Fire &amp; Traffic: Total</b>	<b>27,386,637</b>	<b>27,109,607</b>	<b>277,030</b>	<b>1.0%</b>
<b>Protective Inspections:</b>				
2921 Admin - Regulatory Services	631,232	617,107	14,125	2.3%
2922 Building Inspection	1,745,660	1,753,324	(7,665)	-0.4%
2923 Electrical Inspection	561,622	561,622	-	0.0%
2924 Plumbing Inspection	249,770	249,770	-	0.0%
2929 Taxi & By-law Inspection	178,668	178,668	-	0.0%
<b>Protective Inspections: Total</b>	<b>3,366,951</b>	<b>3,360,491</b>	<b>6,460</b>	<b>0.2%</b>
<b>Other Protective Services:</b>				
2931 Humane Services	1,243,413	1,227,126	16,288	1.3%
2932 Animal Control Facility	85,958	85,958	-	0.0%
<b>Other Protective Services: Total</b>	<b>1,329,371</b>	<b>1,313,084</b>	<b>16,288</b>	<b>1.2%</b>
<b>Protective Services: Total</b>	<b>32,082,959</b>	<b>31,783,181</b>	<b>299,778</b>	<b>0.9%</b>

### Notes:

6. Reductions to labour and ticket processing fees paid to the provincial government due to fewer parking tickets.

7. Increase to labour and overtime budgets at the St. John's Regional Fire Department.

## Table 2: 2019-2020 Expenditure Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>Transportation Services:</b>				
<b>Roads Department:</b>				
3011 Admin - Public Works <sup>8</sup>	1,143,545	1,020,927	122,618	12.0%
3211 Admin - Streets & Parks	1,743,152	1,732,637	10,514	0.6%
3221 Maint. Of Roads	7,203,080	7,202,280	800	0.0%
3231 Snow Clearing <sup>9</sup>	17,464,990	16,607,889	857,101	5.2%
3241 Public Works Depot Maint.	1,104,710	1,104,710	-	0.0%
3242 Maint. Of Asphalt Recycling Facility	9,847	9,847	-	0.0%
3252 Maint. of Traffic Signs & Lights	1,876,144	1,868,084	8,060	0.4%
3262 Street Cleaning By Hand <sup>10</sup>	303,224	351,195	(47,971)	-13.7%
<b>Roads Department: Total</b>	<b>30,848,691</b>	<b>29,897,570</b>	<b>951,122</b>	<b>3.2%</b>
<b>Other Transportation Services:</b>				
3521 Parking Meters <sup>11</sup>	1,087,792	1,187,936	(100,144)	-8.4%
3561 Street Lighting	4,719,975	4,719,975	-	0.0%
3591 Metrobus & Para-Transit System <sup>12</sup>	19,141,537	18,765,536	376,001	2.0%
<b>Other Transportation Services: Total</b>	<b>24,949,304</b>	<b>24,673,447</b>	<b>275,857</b>	<b>1.1%</b>
<b>Transportation Services: Total</b>	<b>55,797,996</b>	<b>54,571,017</b>	<b>1,226,979</b>	<b>2.2%</b>
<b>Environmental Health:</b>				
<b>Water Department:</b>				
4111 Admin - Environmental Services	2,311,162	2,326,844	(15,681)	-0.7%
4120 City Share of Regional Water	5,212,025	5,085,487	126,538	2.5%
4121 Petty Harbour Long Pond Water Treatment Plant	1,160,656	1,180,105	(19,449)	-1.6%
4122 Winsor Lake Treatment Plant	11,368,866	11,362,924	5,942	0.1%
4123 Regional Water System	13,008,302	12,709,832	298,470	2.3%
4131 Water & Waste Water Distribution	10,541,829	10,537,834	3,995	0.0%
<b>Water Department: Total</b>	<b>43,602,840</b>	<b>43,203,026</b>	<b>399,814</b>	<b>0.9%</b>
<b>Sewer Department:</b>				
4225 Waste Water Treatment Facility	8,454,092	8,468,361	(14,269)	-0.2%
<b>Sewer Department: Total</b>	<b>8,454,092</b>	<b>8,468,361</b>	<b>(14,269)</b>	<b>-0.2%</b>
<b>Sanitary Department:</b>				
4321 Garbage Collection	7,937,451	8,192,073	(254,622)	-3.1%
4322 Waste Diversion Public Awareness	198,315	203,085	(4,770)	-2.3%
4331 Garbage Disposal	9,174,056	9,170,868	3,188	0.0%
4332 Bldg. Maint. Robin Hood Bay	327,633	325,962	1,670	0.5%
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	3,300,000	3,347,395	(47,395)	-1.4%
<b>Sanitary Department: Total</b>	<b>23,402,146</b>	<b>23,704,075</b>	<b>(301,929)</b>	<b>-1.3%</b>
<b>Environmental Health: Total</b>	<b>75,459,078</b>	<b>75,375,462</b>	<b>83,616</b>	<b>0.1%</b>

### Notes:

8. Addition of funding to support sustainability initiatives across the City.

9. Increased snow removal cost, as well as improved snow clearing in Churchill Square.

10. Adjust summer litter collection budget to reflect actual expenditures.

11. Reduction to parking meter maintenance cost to reflect upcoming changes to parking system.

12. Budget increased to implement several initiatives recommended by the public transit review.

## Table 2: 2019-2020 Expenditure Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>Environmental Development:</b>				
<b>Planning:</b>				
6113 Planning & Development	636,540	617,975	18,565	3.0%
<b>Planning: Total</b>	<b>636,540</b>	<b>617,975</b>	<b>18,565</b>	<b>3.0%</b>
<b>Community Development:</b>				
6211 Admin - Community Services	451,886	419,706	32,181	7.7%
6212 Events & Services	623,527	617,709	5,818	0.9%
<b>Community Development: Total</b>	<b>1,075,414</b>	<b>1,037,415</b>	<b>37,999</b>	<b>3.7%</b>
<b>Housing &amp; Real Estate:</b>				
6341 Real Estate	16,732	16,732	-	0.0%
6342 Rental Housing Projects	777,565	777,565	-	0.0%
6343 Tourism Marketing Levy Expenditures	4,820,828	4,825,277	(4,449)	-0.1%
6360 Non-Profit Housing Units	4,877,772	4,924,508	(46,736)	-0.9%
6391 Admin - Non-Profit Housing	701,938	688,413	13,525	2.0%
6392 Non-Profit Housing Maint.	658,707	655,104	3,603	0.5%
6400 Homelessness Partnering Strategy	100,000	100,000	-	0.0%
<b>Housing &amp; Real Estate: Total</b>	<b>11,953,542</b>	<b>11,987,600</b>	<b>(34,057)</b>	<b>-0.3%</b>
<b>Tourism &amp; Economic Development:</b>				
6612 Tourism Development <sup>13</sup>	272,779	376,105	(103,326)	-27.5%
6613 Visitor's Services	151,262	151,262	-	0.0%
6616 Economic Development <sup>14</sup>	695,591	518,719	176,872	34.1%
6624 Maint. Gentara Bldg.	304,791	304,791	-	0.0%
6625 Quidi Vidi Visitor Centre	25,055	25,055	-	0.0%
<b>Tourism &amp; Economic Development: Total</b>	<b>1,449,477</b>	<b>1,375,931</b>	<b>73,546</b>	<b>5.3%</b>
<b>Environmental Development: Total</b>	<b>15,114,973</b>	<b>15,018,921</b>	<b>96,052</b>	<b>0.6%</b>
<b>Parks, Recreation &amp; Cultural Services:</b>				
<b>Parks Division:</b>				
7111 Administration Parks	998,339	961,837	36,502	3.8%
7121 Municipal Parks Maint.	6,324,313	6,331,312	(6,999)	-0.1%
7123 Active Sports Facilities Maint.	700,529	714,853	(14,324)	-2.0%
7125 Buckmasters Rec Centre Maint.	84,819	84,819	-	0.0%
7130 Mews Centre Maint.	203,449	203,449	-	0.0%
7131 Aquatic Parks Maint.	253,928	253,928	-	0.0%
7133 Rotary Chalet Maint.	46,597	46,597	-	0.0%
7134 Sports Buildings Maint.	293,427	293,427	-	0.0%
7135 Snow Clearing Steps	720,271	681,902	38,369	5.6%
7136 Shea Heights Comm Centre Maint.	60,418	60,418	-	0.0%
7138 Kilbride Rec Centre Maint.	44,891	44,891	-	0.0%
7139 Southlands Community Centre Maint.	59,115	59,115	-	0.0%
7140 Mtce. Paul Reynolds Community Centre	708,022	735,046	(27,024)	-3.7%
7141 Anna Templeton Centre Maint.	38,200	38,200	-	0.0%
7142 Mtce. Kenmount Terrace Community Centre	77,471	77,471	-	0.0%
7225 Bowring Park Bldg. Maint.	73,154	73,154	-	0.0%
<b>Parks Division: Total</b>	<b>10,686,944</b>	<b>10,660,420</b>	<b>26,524</b>	<b>0.2%</b>

### Notes:

13. Transfer of FTE between 6612 - Tourism Development and 6616 - Economic Development.

14. Transfer of FTE between 6612 - Tourism Development and 6616 - Economic Development. Addition of one-time funds to support the 2020 FCM Conference, as well as a number of smaller initiatives.

## Table 2: 2019-2020 Expenditure Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>Recreation:</b>				
7305 Healthy Communities & Inclusion	1,017,969	1,009,602	8,367	0.8%
7311 Community Development	1,016,951	1,008,601	8,350	0.8%
7321 Family, Children & Youth	955,899	955,899	-	0.0%
7322 Operation of Bowring Park Pool	118,053	118,053	-	0.0%
7324 Admin - Rec Facilities	1,155,299	1,140,196	15,103	1.3%
7325 H.G.R. Mews Centre Operations	756,761	756,761	-	0.0%
7329 H.G.R. Mews Centre Program & Services	575,039	575,039	-	0.0%
7330 Goulds Rec Services	166,250	166,250	-	0.0%
7333 Seniors Outreach	204,620	204,620	-	0.0%
7334 Operation of Bannerman Park Pool	68,245	68,245	-	0.0%
7336 Shea Heights Community Centre	259,350	259,350	-	0.0%
7337 Southlands Community Centre	322,077	322,077	-	0.0%
7338 Kilbride Community Centre	259,388	259,388	-	0.0%
7339 Kenmount Terrace Community Centre	323,962	308,882	15,080	4.9%
7340 Paul Reynolds Centre Operations	808,255	875,055	(66,800)	-7.6%
7342 Paul Reynolds Centre - Pool and Fitness Programs	1,350,043	1,360,976	(10,933)	-0.8%
<b>Recreation: Total</b>	<b>9,358,159</b>	<b>9,388,991</b>	<b>(30,833)</b>	<b>-0.3%</b>
<b>Other Recreational &amp; Cultural Services:</b>				
7445 St. John's Sports & Entertainment <sup>15</sup>	4,431,026	3,403,199	1,027,827	30.2%
7551 Grants & Subsidies	1,399,400	1,449,400	(50,000)	-3.4%
7553 Local Immigration Partnership Strategy	32,501	35,350	(2,850)	-8.1%
7910 Cultural Development	190,872	182,812	8,060	4.4%
7911 Municipal Archives	298,118	298,118	-	0.0%
7912 Railway Coastal Museum <sup>16</sup>	404,102	478,838	(74,736)	-15.6%
<b>Other Recreational &amp; Cultural Services: Total</b>	<b>6,756,019</b>	<b>5,847,717</b>	<b>908,301</b>	<b>15.5%</b>
<b>Parks, Recreation &amp; Cultural Services: Total</b>	<b>26,801,121</b>	<b>25,897,129</b>	<b>903,992</b>	<b>3.5%</b>
<b>Fiscal &amp; Transfers:</b>				
<b>Debt Charges:</b>				
8111 Short Term Debt <sup>17</sup>	25,000	80,000	(55,000)	-68.8%
8131 Debenture Debt <sup>18</sup>	38,221,261	37,720,261	501,000	1.3%
8191 Other Debt Charges <sup>19</sup>	433,055	500,000	(66,945)	-13.4%
<b>Debt Charges: Total</b>	<b>38,679,316</b>	<b>38,300,261</b>	<b>379,055</b>	<b>1.0%</b>
<b>Fiscal &amp; Transfers: Total</b>	<b>38,679,316</b>	<b>38,300,261</b>	<b>379,055</b>	<b>1.0%</b>
<b>Other Transfers:</b>				
8211 Prov. For Allowances	1,350,000	1,350,000	-	0.0%
8990 Capital Expenditures	18,980,927	18,980,009	918	0.0%
<b>Other Transfers: Total</b>	<b>20,330,927</b>	<b>20,330,009</b>	<b>918</b>	<b>0.0%</b>

### Notes:

15. Increase in operating grant due to new lease agreement and fewer projected events.

16. Transfer of property maintenance budgets to program 1257 - Maint. Railway Coastal Building under the City Buildings Division.

17. Reduced to align budget with recent years actuals.

18. Revision of projected 2020 debt service budget from \$41.1M to \$38.2M, resulting from the deferral to 2020 of a bond issue initially planned for 2019.

19. Revision to estimated issuance costs associated with the City's upcoming bond offering.

## Table 2: 2019-2020 Expenditure Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change \$	Change %
<b>Transfers to Other Departments:</b>				
<b>Payroll Costs:</b>				
1295 Employer Payroll Costs <sup>20</sup>	495,770	2,625,647	(2,129,877)	-81.1%
<b>Payroll Costs: Total</b>	<b>495,770</b>	<b>2,625,647</b>	<b>(2,129,877)</b>	<b>-81.1%</b>
<b>Mechanical:</b>				
3111 Admin - Fleet Services	1,622,963	1,629,431	(6,468)	-0.4%
3121 Maint. Heavy Equipment	9,072,391	9,245,715	(173,324)	-1.9%
3123 Robin Hood Bay Equipment	717,612	688,312	29,300	4.3%
3129 Recovery Fleet Rental	(10,695,354)	(10,875,147)	179,793	-1.7%
<b>Mechanical: Total</b>	<b>717,612</b>	<b>688,311</b>	<b>29,301</b>	<b>4.3%</b>
<b>Transfers to Other Departments: Total</b>	<b>1,213,381</b>	<b>3,313,957</b>	<b>(2,100,576)</b>	<b>-63.4%</b>
<b>Total Expenditure</b>	<b>305,578,936</b>	<b>304,677,022</b>	<b>901,914</b>	<b>0.3%</b>
<b>NET SURPLUS/DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>	

### Notes:

20. Reduction to pension debt costs resulting from 2019 early pension debt payment, as well as adjustments to employee pension and benefit costs to reflect recent years actuals.

## Table 3: 2019-2020 FTE Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change
<b>General Government:</b>			
<b>General Administrative:</b>			
1111 Mayor & Councilors	11.00	11.00	-
1212 Administration - Admin Services	7.00	7.00	-
1213 Human Resources	8.00	8.00	-
1214 Benefits Administration	2.00	2.00	-
1215 City Manager's Office	2.00	2.00	-
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	18.00	18.00	-
1241 Revenue Accounting <sup>1</sup>	14.16	13.31	0.85
1250 Property Management	19.60	19.60	-
1251 Office Services	2.27	2.27	-
1261 Purchasing <sup>2</sup>	7.00	6.00	1.00
1262 Materials Management <sup>2</sup>	8.00	9.00	(1.00)
1269 Internal Audit	2.00	2.00	-
1270 Corporate Communications	6.00	6.00	-
1272 Information Services <sup>3</sup>	22.00	23.00	(1.00)
1274 Service Centre <sup>4</sup>	16.00	17.27	(1.27)
1318 Land Information Systems	12.23	12.23	-
<b>General Administrative: Total</b>	<b>196.96</b>	<b>198.38</b>	<b>(1.42)</b>
<b>Pensions &amp; Benefits:</b>			
1290 Pensions & Employee Benefits	12.00	12.00	-
<b>Pensions &amp; Benefits: Total</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>

### Notes:

1. FTE addition as part of staffing plan approved in Budget 2019 to mitigate key retirements and enhance Information Services division for upcoming projects.
2. Transfer of FTE from 1261 - Purchasing to 1262 - Materials Management.
3. FTE reduction as part of staffing plan approved in Budget 2019 to mitigate key retirements and enhance Information Services division for upcoming projects.
4. Reduction of FTE hours to reflect recent actual staffing requirements at Access 311.

## Table 3: 2019-2020 FTE Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change
<b>Engineering:</b>			
1311 Admin - Planning, Engineering & Regulatory Services	2.00	2.00	-
1313 Development Control	9.00	9.00	-
1314 Surveying	5.00	5.00	-
1315 Transportation Engineering	11.00	11.00	-
1316 Admin Support - Planning, Engineering & Regulatory Services	12.46	12.46	-
1319 Engineering	9.08	9.08	-
1320 Capital Works - Buildings	3.00	3.00	-
<b>Engineering: Total</b>	<b>51.54</b>	<b>51.54</b>	<b>-</b>
<b>Other General Government:</b>			
1931 Risk Management & Insurance	1.00	1.00	-
<b>Other General Government: Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>General Government: Total</b>	<b>261.50</b>	<b>262.92</b>	<b>(1.42)</b>
<b>Protective Services:</b>			
<b>Fire &amp; Traffic:</b>			
2141 Parking Enforcement <sup>5</sup>	14.48	15.51	(1.03)
2142 Crossing Guard Program	3.13	3.13	-
2491 Fire Protection <sup>6</sup>	226.54	226.04	0.50
<b>Fire &amp; Traffic: Total</b>	<b>244.15</b>	<b>244.68</b>	<b>(0.53)</b>
<b>Protective Inspections:</b>			
2921 Admin - Regulatory Services	4.00	4.00	-
2922 Building Inspection	14.00	14.00	-
2923 Electrical Inspection	5.00	5.00	-
2924 Plumbing Inspection	2.33	2.33	-
2929 Taxi & By-law Inspection	2.00	2.00	-
<b>Protective Inspections: Total</b>	<b>27.33</b>	<b>27.33</b>	<b>-</b>
<b>Other Protective Services:</b>			
2931 Humane Services	10.50	10.50	-
<b>Other Protective Services: Total</b>	<b>10.50</b>	<b>10.50</b>	<b>-</b>
<b>Protective Services: Total</b>	<b>281.98</b>	<b>282.51</b>	<b>(0.53)</b>

### Notes:

5. Reductions to budgeted FTE hours due to vandalized parking meters.

6. Temporary 6 month position associated with workplace safety initiative.

## Table 3: 2019-2020 FTE Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change
<b>Transportation Services:</b>			
<b>Roads Department:</b>			
3011 Admin - Public Works	7.48	7.48	-
3211 Admin - Streets & Parks	11.49	11.49	-
3221 Maint. Of Roads	30.19	30.19	-
3231 Snow Clearing	68.05	68.05	-
3252 Maint. of Traffic Signs & Lights	13.86	13.86	-
3262 Street Cleaning By Hand <sup>7</sup>	1.18	-	1.18
<b>Roads Department: Total</b>	<b>132.25</b>	<b>131.07</b>	<b>1.18</b>
<b>Other Transportation Services:</b>			
3521 Parking Meters	1.50	1.50	-
<b>Other Transportation Services: Total</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>
<b>Transportation Services: Total</b>	<b>133.75</b>	<b>132.57</b>	<b>1.18</b>
<b>Environmental Health:</b>			
<b>Water Department:</b>			
4111 Admin - Environmental Services	15.29	15.29	-
4122 Winsor Lake Treatment Plant	11.93	11.93	-
4123 Regional Water System	17.65	17.65	-
4131 Water & Waste Water Distribution	60.67	60.67	-
<b>Water Department: Total</b>	<b>105.54</b>	<b>105.54</b>	<b>-</b>
<b>Sewer Department:</b>			
4225 Waste Water Treatment Facility	10.53	10.53	-
<b>Sewer Department: Total</b>	<b>10.53</b>	<b>10.53</b>	<b>-</b>
<b>Sanitary Department:</b>			
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	-
<b>Sanitary Department: Total</b>	<b>52.88</b>	<b>52.88</b>	<b>-</b>
<b>Environmental Health: Total</b>	<b>168.95</b>	<b>168.95</b>	<b>-</b>

**Notes:**

7. Litter collection staff previously received stipend, moved to City payroll in 2019.

## Table 3: 2019-2020 FTE Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change
<b>Environmental Development:</b>			
<b>Planning:</b>			
6113 Planning & Development	3.00	3.00	-
<b>Planning: Total</b>	<b>3.00</b>	<b>3.00</b>	-
<b>Community Development:</b>			
6211 Admin - Community Services	1.00	1.00	-
6212 Events & Services	5.23	5.23	-
<b>Community Development: Total</b>	<b>6.23</b>	<b>6.23</b>	-
<b>Housing &amp; Real Estate:</b>			
6391 Admin - Non-Profit Housing	6.00	6.00	-
6392 Non-Profit Housing Maint.	7.00	7.00	-
<b>Housing &amp; Real Estate: Total</b>	<b>13.00</b>	<b>13.00</b>	-
<b>Tourism &amp; Economic Development:</b>			
6612 Tourism Development <sup>8</sup>	1.00	2.00	(1.00)
6613 Visitor's Services	2.16	2.16	-
6616 Economic Development <sup>8</sup>	4.00	3.00	1.00
<b>Tourism &amp; Economic Development: Total</b>	<b>7.16</b>	<b>7.16</b>	-
<b>Environmental Development: Total</b>	<b>29.39</b>	<b>29.39</b>	-
<b>Parks, Recreation &amp; Cultural Services:</b>			
<b>Parks Division:</b>			
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 <sup>9</sup>	8.37	7.87	0.50
7140 Mtce. Paul Reynolds Community Centre	1.00	1.00	-
<b>Parks Division: Total</b>	<b>68.86</b>	<b>68.36</b>	<b>0.50</b>

### Notes:

8. Transfer of FTE from 6612 - Tourism Development to 6616 - Economic Development.

9. Approved in budget 2019, additional snow clearing required for the Kenmount Terrace Community Centre.

## Table 3: 2019-2020 FTE Change

2019 Budget is presented for comparative purposes and, where applicable, has been restated to reflect realignment of Departments, Divisions, and Programs.

	Budget 2020	Budget 2019	Change
<b>Recreation:</b>			
7305 Healthy Communities & Inclusion	12.58	12.58	-
7311 Community Development	14.25	14.25	-
7321 Family, Children & Youth	18.65	18.65	-
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	1.90	1.90	-
7334 Operation of Bannerman Park Pool	2.02	2.02	-
7336 Shea Heights Community Centre	5.34	5.34	-
7337 Southlands Community Centre	6.09	6.09	-
7338 Kilbride Community Centre	5.31	5.31	-
7339 Kenmount Terrace Community Centre	6.09	6.09	-
7340 Paul Reynolds Centre Operations <sup>10</sup>	9.65	10.47	(0.82)
7342 Paul Reynolds Centre - Pool and Fitness Programs	22.36	22.36	-
<b>Recreation: Total</b>	<b>133.82</b>	<b>134.64</b>	<b>(0.82)</b>
<b>Other Recreational &amp; Cultural Services:</b>			
7553 Local Immigration Partnership Strategy <sup>11</sup>	0.20	0.25	(0.05)
7910 Cultural Development	1.00	1.00	-
7911 Municipal Archives	3.46	3.46	-
<b>Other Recreational &amp; Cultural Services: Total</b>	<b>4.66</b>	<b>4.71</b>	<b>(0.05)</b>
<b>Parks, Recreation &amp; Cultural Services: Total</b>	<b>207.34</b>	<b>207.71</b>	<b>(0.37)</b>
<b>Transfers to Other Departments:</b>			
<b>Mechanical:</b>			
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	-
<b>Mechanical: Total</b>	<b>52.22</b>	<b>52.22</b>	<b>-</b>
<b>Transfers to Other Departments: Total</b>	<b>52.22</b>	<b>52.22</b>	<b>-</b>
<b>Total FTE</b>	<b>1,135.13</b>	<b>1,136.27</b>	<b>(1.14)</b>

### Notes:

10. Staffing adjustments to reflect 2020 operational requirements.

11. Externally funded position. Contingent on availability of funding.

**Table 4: 2019-2021 Revenue Forecast**

	Budget 2019	Budget 2020	Forecast 2021
<b>Taxation:</b>			
41112 Residential Realty	90,530,000	93,300,000	93,800,000
41118 Commercial Realty	74,700,000	74,300,000	74,780,000
41940 Tourism Marketing Levy	3,400,000	3,400,000	3,400,000
41991 Utility Tax	6,200,000	6,200,000	6,200,000
44410 Water Tax	32,058,000	32,297,000	33,263,000
<b>Taxation: Total</b>	<b>206,888,000</b>	<b>209,497,000</b>	<b>211,443,000</b>
<b>Grants In Lieu Of Taxes:</b>			
42100 Govt. Of Canada	5,000,000	5,200,000	5,200,000
42200 Govt. Canada Agencies	950,000	950,000	950,000
42300 Water Tax Grant	2,961,000	2,976,000	3,050,000
<b>Grants In Lieu Of Taxes: Total</b>	<b>8,911,000</b>	<b>9,126,000</b>	<b>9,200,000</b>
<b>Sales of Goods &amp; Services:</b>			
44100 General Government	3,592,992	3,826,118	3,826,118
44300 Transportation	2,255,254	1,391,000	2,116,000
44400 Environmental Health	20,352,859	20,740,169	21,386,308
44435 Tipping Fees	13,891,604	13,987,667	13,987,664
44700 Recreation	2,569,927	2,534,696	2,535,097
44900 Other General	568,707	561,536	568,124
<b>Sales Goods &amp; Services: Total</b>	<b>43,231,343</b>	<b>43,041,187</b>	<b>44,419,312</b>
<b>Other Revenue Own Sources:</b>			
45120 Business Licenses	154,950	154,950	154,950
45170 Construction Permits	3,065,220	2,743,720	2,603,720
45200 Fines	1,956,250	1,717,500	2,067,500
45300 Rents & Concessions	3,741,996	3,643,969	3,602,943
45500 Investment Interest	321,216	321,216	321,216
45600 Interest Tax Arrears	1,800,000	2,225,868	2,749,236
<b>Other Revenue Own Sources: Total</b>	<b>11,039,632</b>	<b>10,807,223</b>	<b>11,499,565</b>
<b>Grants Other Governments:</b>			
47100 Other Grants	232,273	261,924	201,923
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	23,820,521	23,982,918
47550 Real Program Grants	59,000	59,000	59,000
47555 NPH Subsidy	1,060,542	1,236,042	1,297,466
<b>Grants Other Governments: Total</b>	<b>31,635,767</b>	<b>30,842,478</b>	<b>30,994,349</b>
<b>Other Transfers:</b>			
49201 Assessments/Transfers	2,971,280	2,265,048	1,763,275
<b>Other Transfers: Total</b>	<b>2,971,280</b>	<b>2,265,048</b>	<b>1,763,275</b>
<b>Total Revenue</b>	<b>304,677,022</b>	<b>305,578,936</b>	<b>309,319,502</b>

# Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Budget 2020	Forecast 2021
<b>General Government:</b>			
<b>General Administrative:</b>			
1111 Mayor & Councilors	798,749	828,749	828,749
1115 Civic Events & Receptions	76,420	76,420	76,420
1212 Administration - Admin Services	1,076,346	1,097,184	1,116,807
1213 Human Resources	1,056,698	1,078,333	1,093,706
1214 Benefits Administration	273,561	280,297	285,117
1215 City Manager's Office	415,979	419,682	419,682
1216 Employee Wellness	583,439	594,319	605,139
1217 Organizational Development	326,529	348,392	351,509
1218 HR Advisory Services	1,085,223	1,110,289	1,133,055
1220 Legal Services	1,837,141	1,861,990	1,885,418
1221 Admin - Finance & Administration	649,731	667,189	672,005
1222 Financial Services	1,012,588	1,004,733	1,009,472
1223 Budgetary Services	372,760	375,300	380,039
1225 Performance & Strategy	425,043	412,186	416,307
1231 Assessment	2,174,993	2,166,602	2,197,254
1241 Revenue Accounting	1,240,206	1,319,519	1,222,760
1250 Property Management	2,124,097	2,161,223	2,168,919
1251 Office Services	518,481	518,481	518,481
1252 Maint. City Hall	872,041	872,042	884,636
1254 Maint. City Hall Annex	174,440	174,441	178,322
1257 Maint. Railway Coastal Building	14,490	89,227	90,998
1258 Maint. 245 Freshwater Rd	230,366	235,867	238,012
1259 Maint. Conway Bldg.	48,638	48,639	49,176
1260 Archives Building	46,876	46,877	47,605
1261 Purchasing	687,139	791,109	795,231
1262 Materials Management	852,841	758,674	762,257
1269 Internal Audit	332,394	341,711	350,034
1270 Corporate Communications	985,900	996,309	1,006,663
1272 Information Services	5,598,177	5,366,112	5,490,338
1274 Service Centre	1,797,021	1,764,518	1,772,839
1318 Land Information Systems	1,326,555	1,220,198	1,224,319
<b>General Administrative: Total</b>	<b>29,014,863</b>	<b>29,026,612</b>	<b>29,271,265</b>
<b>Pensions &amp; Benefits:</b>			
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
<b>Pensions &amp; Benefits: Total</b>	<b>3,122,836</b>	<b>3,122,836</b>	<b>3,122,836</b>
<b>Engineering:</b>			
1311 Admin - Planning, Engineering & Regulatory Services	523,162	529,550	536,360
1313 Development Control	1,516,010	1,536,810	1,555,066
1314 Surveying	618,048	578,191	580,149
1315 Transportation Engineering	1,961,044	1,970,053	1,994,007
1316 Admin Support - Planning, Engineering & Regulatory Services	999,859	1,000,527	1,002,008
1319 Engineering	1,299,703	1,289,780	1,304,398
1320 Capital Works - Buildings	506,246	516,270	522,095
<b>Engineering: Total</b>	<b>7,424,072</b>	<b>7,421,182</b>	<b>7,494,084</b>

**Table 5: 2019-2021 Expenditure Forecast**

	Budget 2019	Budget 2020	Forecast 2021
<b>Other General Government:</b>			
1931 Risk Management & Insurance	525,311	528,555	532,676
<b>Other General Government: Total</b>	<b>525,311</b>	<b>528,555</b>	<b>532,676</b>
<b>General Government: Total</b>	<b>40,087,082</b>	<b>40,099,185</b>	<b>40,420,862</b>
<b>Protective Services:</b>			
<b>Fire &amp; Traffic:</b>			
2141 Parking Enforcement	2,029,263	1,859,365	1,859,365
2142 Crossing Guard Program	113,836	113,836	113,836
2491 Fire Protection	24,966,513	25,413,435	25,435,758
<b>Fire &amp; Traffic: Total</b>	<b>27,109,613</b>	<b>27,386,637</b>	<b>27,408,959</b>
<b>Protective Inspections:</b>			
2921 Admin - Regulatory Services	617,107	631,232	643,138
2922 Building Inspection	1,753,325	1,745,660	1,745,660
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
<b>Protective Inspections: Total</b>	<b>3,360,492</b>	<b>3,366,951</b>	<b>3,378,857</b>
<b>Other Protective Services:</b>			
2931 Humane Services	1,227,126	1,243,413	1,251,655
2932 Animal Control Facility	85,957	85,958	86,923
<b>Other Protective Services: Total</b>	<b>1,313,083</b>	<b>1,329,371</b>	<b>1,338,578</b>
<b>Protective Services: Total</b>	<b>31,783,187</b>	<b>32,082,959</b>	<b>32,126,394</b>
<b>Transportation Services:</b>			
<b>Roads Department:</b>			
3011 Admin - Public Works	1,020,927	1,143,545	1,151,761
3211 Admin - Streets & Parks	1,732,637	1,743,152	1,749,899
3221 Maint. Of Roads	7,202,280	7,203,080	7,203,080
3231 Snow Clearing	16,607,890	17,464,990	17,464,990
3241 Public Works Depot Maint.	1,104,709	1,104,710	1,116,543
3242 Maint. Of Asphalt Recycling Facility	9,846	9,847	10,169
3252 Maint. of Traffic Signs & Lights	1,868,084	1,876,144	1,885,004
3262 Street Cleaning By Hand	351,195	303,224	303,224
<b>Roads Department: Total</b>	<b>29,897,569</b>	<b>30,848,691</b>	<b>30,884,671</b>
<b>Other Transportation Services:</b>			
3521 Parking Meters	1,187,936	1,087,792	1,087,792
3561 Street Lighting	4,719,975	4,719,975	4,790,775
3591 Metrobus & Para-Transit System	18,765,537	19,141,537	19,104,937
<b>Other Transportation Services: Total</b>	<b>24,673,448</b>	<b>24,949,304</b>	<b>24,983,504</b>
<b>Transportation Services: Total</b>	<b>54,571,017</b>	<b>55,797,996</b>	<b>55,868,175</b>

## Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Budget 2020	Forecast 2021
<b>Environmental Health:</b>			
<b>Water Department:</b>			
4111 Admin - Environmental Services	2,326,844	2,311,162	2,316,193
4120 City Share of Regional Water	5,085,487	5,212,025	5,421,595
4121 Petty Harbour Long Pond Water Treatment Plant	1,180,105	1,160,656	1,172,202
4122 Winsor Lake Treatment Plant	11,362,924	11,368,866	12,318,377
4123 Regional Water System	12,709,833	13,008,302	13,531,354
4131 Water & Waste Water Distribution	10,537,834	10,541,829	10,574,371
<b>Water Department: Total</b>	<b>43,203,027</b>	<b>43,602,840</b>	<b>45,334,091</b>
<b>Sewer Department:</b>			
4225 Waste Water Treatment Facility	8,468,361	8,454,092	8,502,435
<b>Sewer Department: Total</b>	<b>8,468,361</b>	<b>8,454,092</b>	<b>8,502,435</b>
<b>Sanitary Department:</b>			
4321 Garbage Collection	8,192,074	7,937,451	7,938,872
4322 Waste Diversion Public Awareness	203,085	198,315	198,315
4331 Garbage Disposal	9,170,869	9,174,056	9,188,263
4332 Bldg. Maint. Robin Hood Bay	325,962	327,633	334,256
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	3,300,000	3,347,395
<b>Sanitary Department: Total</b>	<b>23,704,077</b>	<b>23,402,146</b>	<b>23,471,793</b>
<b>Environmental Health: Total</b>	<b>75,375,465</b>	<b>75,459,078</b>	<b>77,308,318</b>
<b>Environmental Development:</b>			
<b>Planning:</b>			
6113 Planning & Development	617,975	636,540	641,278
<b>Planning: Total</b>	<b>617,975</b>	<b>636,540</b>	<b>641,278</b>
<b>Community Development:</b>			
6211 Admin - Community Services	419,706	451,886	455,609
6212 Events & Services	617,709	623,527	627,648
<b>Community Development: Total</b>	<b>1,037,415</b>	<b>1,075,414</b>	<b>1,083,257</b>
<b>Housing &amp; Real Estate:</b>			
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	4,820,828	4,288,206
6360 Non-Profit Housing Units	4,924,508	4,877,772	4,886,219
6391 Admin - Non-Profit Housing	688,413	701,938	715,406
6392 Non-Profit Housing Maint.	655,104	658,707	662,289
6400 Homelessness Partnering Strategy	100,000	100,000	100,000
<b>Housing &amp; Real Estate: Total</b>	<b>11,987,601</b>	<b>11,953,542</b>	<b>11,446,418</b>
<b>Tourism &amp; Economic Development:</b>			
6612 Tourism Development	376,105	272,779	272,779
6613 Visitor's Services	151,262	151,262	151,262
6616 Economic Development	518,719	695,591	613,778
6624 Maint. Gentara Bldg.	304,790	304,791	305,864
6625 Quidi Vidi Visitor Centre	25,055	25,055	25,055
<b>Tourism &amp; Economic Development: Total</b>	<b>1,375,930</b>	<b>1,449,477</b>	<b>1,368,737</b>
<b>Environmental Development: Total</b>	<b>15,018,921</b>	<b>15,114,973</b>	<b>14,539,690</b>

**Table 5: 2019-2021 Expenditure Forecast**

	Budget 2019	Budget 2020	Forecast 2021
<b>Parks, Recreation &amp; Cultural Services:</b>			
<b>Parks Division:</b>			
7111 Administration Parks	961,837	998,339	1,009,777
7121 Municipal Parks Maint.	6,331,312	6,324,313	6,324,418
7123 Active Sports Facilities Maint.	714,853	700,529	700,975
7125 Buckmasters Rec Centre Maint.	84,818	84,819	86,425
7130 Mews Centre Maint.	203,448	203,449	206,452
7131 Aquatic Parks Maint.	253,927	253,928	261,304
7133 Rotary Chalet Maint.	46,596	46,597	47,042
7134 Sports Buildings Maint.	293,426	293,427	297,575
7135 Snow Clearing Steps	681,902	720,271	720,271
7136 Shea Heights Comm Centre Maint.	60,417	60,418	60,955
7138 Kilbride Rec Centre Maint.	44,890	44,891	45,481
7139 Southlands Community Centre Maint.	59,114	59,115	60,188
7140 Mtce. Paul Reynolds Community Centre	735,046	708,022	721,428
7141 Anna Templeton Centre Maint.	38,200	38,200	38,200
7142 Mtce. Kenmount Terrace Community Centre	77,470	77,471	78,544
7225 Bowring Park Bldg. Maint.	73,153	73,154	74,119
<b>Parks Division: Total</b>	<b>10,660,410</b>	<b>10,686,944</b>	<b>10,733,152</b>
<b>Recreation:</b>			
7305 Healthy Communities & Inclusion	1,009,602	1,017,969	1,026,291
7311 Community Development	1,008,601	1,016,951	1,025,275
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	1,155,299	1,169,763
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	808,255	808,255
7342 Paul Reynolds Centre - Pool and Fitness Programs	1,360,977	1,350,043	1,350,043
<b>Recreation: Total</b>	<b>9,388,992</b>	<b>9,358,159</b>	<b>9,389,269</b>
<b>Other Recreational &amp; Cultural Services:</b>			
7445 St. John's Sports & Entertainment	3,403,200	4,431,026	4,431,026
7551 Grants & Subsidies	1,449,400	1,399,400	1,336,900
7553 Local Immigration Partnership Strategy	35,350	32,501	-
7910 Cultural Development	182,812	190,872	190,872
7911 Municipal Archives	298,118	298,118	298,118
7912 Railway Coastal Museum	478,838	404,102	404,102
<b>Other Recreational &amp; Cultural Services: Total</b>	<b>5,847,718</b>	<b>6,756,019</b>	<b>6,661,018</b>
<b>Parks, Recreation &amp; Cultural Services: Total</b>	<b>25,897,121</b>	<b>26,801,121</b>	<b>26,783,439</b>

## Table 5: 2019-2021 Expenditure Forecast

	Budget 2019	Budget 2020	Forecast 2021
<b>Fiscal &amp; Transfers:</b>			
<b>Debt Charges:</b>			
8111 Short Term Debt	80,000	25,000	25,000
8131 Debenture Debt	37,720,261	38,221,261	40,664,821
8191 Other Debt Charges	500,000	433,055	100,000
<b>Debt Charges: Total</b>	<b>38,300,261</b>	<b>38,679,316</b>	<b>40,789,821</b>
<b>Fiscal &amp; Transfers: Total</b>	<b>38,300,261</b>	<b>38,679,316</b>	<b>40,789,821</b>
<b>Other Transfers:</b>			
8211 Prov. For Allowances	1,350,000	1,350,000	1,350,000
8990 Capital Expenditures	18,980,009	18,980,927	18,980,927
<b>Other Transfers: Total</b>	<b>20,330,009</b>	<b>20,330,927</b>	<b>20,330,927</b>
<b>Transfers to Other Departments:</b>			
<b>Payroll Costs:</b>			
1295 Employer Payroll Costs	2,625,648	495,770	434,265
<b>Payroll Costs: Total</b>	<b>2,625,648</b>	<b>495,770</b>	<b>434,265</b>
<b>Mechanical:</b>			
3111 Admin - Fleet Services	1,629,431	1,622,963	1,631,822
3121 Maint. Heavy Equipment	9,245,716	9,072,391	9,072,391
3123 Robin Hood Bay Equipment	688,312	717,612	717,612
3129 Recovery Fleet Rental	(10,875,147)	(10,695,354)	(10,704,214)
<b>Mechanical: Total</b>	<b>688,312</b>	<b>717,612</b>	<b>717,612</b>
<b>Transfers to Other Departments: Total</b>	<b>3,313,959</b>	<b>1,213,381</b>	<b>1,151,877</b>
<b>Total Expenditure</b>	<b>304,677,022</b>	<b>305,578,936</b>	<b>309,319,502</b>
<b>NET SURPLUS/DEFICIT</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Table 6: 2019-2021 FTE Forecast**

	Budget 2019	Budget 2020	Forecast 2021
<b>General Government:</b>			
<b>General Administrative:</b>			
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	18.00	17.00
1241 Revenue Accounting	13.31	14.16	13.16
1250 Property Management	19.60	19.60	19.60
1251 Office Services	2.27	2.27	2.27
1261 Purchasing	6.00	7.00	7.00
1262 Materials Management	9.00	8.00	8.00
1269 Internal Audit	2.00	2.00	2.00
1270 Corporate Communications	6.00	6.00	6.00
1272 Information Services	23.00	22.00	23.00
1274 Service Centre	17.27	16.00	16.00
1318 Land Information Systems	12.23	12.23	12.23
<b>General Administrative: Total</b>	<b>198.38</b>	<b>196.96</b>	<b>195.96</b>
<b>Pensions &amp; Benefits:</b>			
1290 Pensions & Employee Benefits	12.00	12.00	12.00
<b>Pensions &amp; Benefits: Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>Engineering:</b>			
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
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
<b>Engineering: Total</b>	<b>51.54</b>	<b>51.54</b>	<b>51.54</b>
<b>Other General Government:</b>			
1931 Risk Management & Insurance	1.00	1.00	1.00
<b>Other General Government: Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>General Government: Total</b>	<b>262.92</b>	<b>261.50</b>	<b>260.50</b>

**Table 6: 2019-2021 FTE Forecast**

	Budget 2019	Budget 2020	Forecast 2021
<b>Protective Services:</b>			
<b>Fire &amp; Traffic:</b>			
2141 Parking Enforcement	15.51	14.48	14.48
2142 Crossing Guard Program	3.13	3.13	3.13
2491 Fire Protection	226.04	226.54	226.54
<b>Fire &amp; Traffic: Total</b>	<b>244.68</b>	<b>244.15</b>	<b>244.15</b>
<b>Protective Inspections:</b>			
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
<b>Protective Inspections: Total</b>	<b>27.33</b>	<b>27.33</b>	<b>27.33</b>
<b>Other Protective Services:</b>			
2931 Humane Services	10.50	10.50	10.50
<b>Other Protective Services: Total</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>
<b>Protective Services: Total</b>	<b>282.51</b>	<b>281.98</b>	<b>281.98</b>
<b>Transportation Services:</b>			
<b>Roads Department:</b>			
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
3252 Maint. of Traffic Signs & Lights	13.86	13.86	13.86
3262 Street Cleaning By Hand	-	1.18	1.18
<b>Roads Department: Total</b>	<b>131.07</b>	<b>132.25</b>	<b>132.25</b>
<b>Other Transportation Services:</b>			
3521 Parking Meters	1.50	1.50	1.50
<b>Other Transportation Services: Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Transportation Services: Total</b>	<b>132.57</b>	<b>133.75</b>	<b>133.75</b>
<b>Environmental Health:</b>			
<b>Water Department:</b>			
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
<b>Water Department: Total</b>	<b>105.54</b>	<b>105.54</b>	<b>105.54</b>
<b>Sewer Department:</b>			
4225 Waste Water Treatment Facility	10.53	10.53	10.53
<b>Sewer Department: Total</b>	<b>10.53</b>	<b>10.53</b>	<b>10.53</b>

**Table 6: 2019-2021 FTE Forecast**

	Budget 2019	Budget 2020	Forecast 2021
<b>Sanitary Department:</b>			
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
<b>Sanitary Department: Total</b>	<b>52.88</b>	<b>52.88</b>	<b>52.88</b>
<b>Environmental Health: Total</b>	<b>168.95</b>	<b>168.95</b>	<b>168.95</b>
<b>Environmental Development:</b>			
<b>Planning:</b>			
6113 Planning & Development	3.00	3.00	3.00
<b>Planning: Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Community Development:</b>			
6211 Admin - Community Services	1.00	1.00	1.00
6212 Events & Services	5.23	5.23	5.23
<b>Community Development: Total</b>	<b>6.23</b>	<b>6.23</b>	<b>6.23</b>
<b>Housing &amp; Real Estate:</b>			
6391 Admin - Non-Profit Housing	6.00	6.00	6.00
6392 Non-Profit Housing Maint.	7.00	7.00	7.00
<b>Housing &amp; Real Estate: Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>Tourism &amp; Economic Development:</b>			
6612 Tourism Development	2.00	1.00	1.00
6613 Visitor's Services	2.16	2.16	2.16
6616 Economic Development	3.00	4.00	4.00
<b>Tourism &amp; Economic Development: Total</b>	<b>7.16</b>	<b>7.16</b>	<b>7.16</b>
<b>Environmental Development: Total</b>	<b>29.39</b>	<b>29.39</b>	<b>29.39</b>
<b>Parks, Recreation &amp; Cultural Services:</b>			
<b>Parks Division:</b>			
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
<b>Parks Division: Total</b>	<b>68.36</b>	<b>68.86</b>	<b>68.86</b>
<b>Recreation:</b>			
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
7337 Southlands Community Centre	6.09	6.09	6.09

## Table 6: 2019-2021 FTE Forecast

	Budget 2019	Budget 2020	Forecast 2021
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	9.65	9.65
7342 Paul Reynolds Centre - Pool and Fitness Programs	22.36	22.36	22.36
<b>Recreation: Total</b>	<b>134.64</b>	<b>133.82</b>	<b>133.82</b>
<b>Other Recreational &amp; Cultural Services:</b>			
7553 Local Immigration Partnership Strategy	0.25	0.20	-
7910 Cultural Development	1.00	1.00	1.00
7911 Municipal Archives	3.46	3.46	3.46
<b>Other Recreational &amp; Cultural Services: Total</b>	<b>4.71</b>	<b>4.66</b>	<b>4.46</b>
<b>Parks, Recreation &amp; Cultural Services: Total</b>	<b>207.71</b>	<b>207.34</b>	<b>207.14</b>
<b>Transfers to Other Departments:</b>			
<b>Mechanical:</b>			
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
<b>Mechanical: Total</b>	<b>52.22</b>	<b>52.22</b>	<b>52.22</b>
<b>Transfers to Other Departments: Total</b>	<b>52.22</b>	<b>52.22</b>	<b>52.22</b>
<b>Total FTE</b>	<b>1,136.27</b>	<b>1,135.13</b>	<b>1,133.93</b>