Present were: Chair T. Galloway, L. Armstrong, J. Brewer, T. Cowan*, D. Craig, R. Deutschmann, J. Haalboom, B. Halloran*, R. Kelterborn, C. Millar, J. Mitchell, K. Seiling, S. Strickland and C. Zehr*

Members Absent: G. Lorentz and J. Wideman

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared.

OPENING REMARKS

Chair Tom Galloway provided opening remarks. He advised that it is going to be a very difficult budget year and that while the tax increase guideline approved in June was unprecedented it is an indication of how closely staff and Council will be reviewing the 2014 budget. He also indicated that the Committee may wish to review the budget meeting schedule/timetable at the November meeting to increase the number of meetings since there may be more public interest in potential service reductions and Council may wish to take more time to deliberate budget matters.

* B. Halloran joined the meeting at 4:15 p.m.

T. Galloway encouraged Councillors to advise staff as soon as possible if they have any special requests for additional information or any concerns. He reminded the Committee that today's meeting is intended to provide a high level overview only.

Mike Murray, Chief Administrative Officer, provided opening remarks. He stated that although this is the Budget Committee’s first formal meeting, the 2014 budget process has been going on since early 2013. He indicated that there are several significant factors impacting the budget, some of which were outlined in June. He stated that achieving the budget target of 1.9% will be a challenge and almost certainly result in some service reductions. He advised that staff will continue to look for ways to reduce the budget and meet the guideline without impacting service levels. He also encouraged Councillors to raise concerns and issues with staff as soon as possible so that staff can respond in a timely and comprehensive manner.

M. Murray responded to Committee questions related to budget issue papers, the timeline for reviewing potential budget reductions, reducing the reliance on long term debentures, and staff vacancies. He advised that some budget issue papers have been drafted as a result of Council requests and cited the establishment of an economic development office, as an example. He stated that the preliminary budget book will be presented to Committee at the November 20th meeting. He acknowledged that staff want to give Council a sense of what strategies have been
used to develop the budget, and that staff reductions and the repurposing of vacant positions are being considered.

* C. Zehr joined the meeting at 4:26 p.m.

**BUDGET UPDATE**

a) F-13-0091, 2014 Budget Update

Received for information

Craig Dyer, Chief Financial Officer, provided a presentation; a copy is appended to the original minutes. He stated that staff began preparing the 2014 budget as soon as the 2013 budget was approved by Council. He introduced staff who are part of the budget team, Cheryl Braan, Manager, Budgets and Performance Measurement and Christopher Wilson, Financial Analyst. He reminded the Committee that the 2014 budget is a work in progress and that the preliminary book will be available in November.

C. Dyer gave a summary of the 2013 budget, including tax dollars; average property tax bill; annual cost per household; water and wastewater rates; tax rate increases; and operating budget. He highlighted the current economic indicators and gave an overview of borrowing rates and projects funded by debenture issues. He advised that an additional Council meeting will be held on October 22nd to approve by-laws relating to the recent debenture issue.

He provided data for the Ontario Works (OW) average monthly caseloads noting that caseloads have been stable since 2010 although 35% higher than pre-recession levels. C. Dyer and David Dirks, Director, Employment and Income Support, responded to questions regarding caseload levels in the early 1990’s and during the last recession.

C. Dyer summarized assessment growth and stated that a third supplementary run has to be keyed and processed; staff should have the data in early December. He provided information about Regional Development Charges collections from 2009 to June 2013 and advised that the Development Charge Background Study is being updated and will be available in early 2014.

In response to a Committee inquiry about the range of past tax rate increases for Waterloo Regional Police Service (Police Service), T. Galloway advised that it was 1.73% last year and he summarized the timelines for the Police Service 2014 budget deliberations. M. Murray stated that the data for past Police Service budgets was provided in report F-13-060, presented at the June 18th Administration and Finance Committee meeting. C. Dyer referred Committee members to their 2014 Budget binders, advising that any 2014 budget related information has been provided in the binders.

C. Dyer stated that an estimated $7.5M in budget reductions will be required to meet the 2014 budget target. Staff are in the process of identifying base budget reductions and potential service reductions. In response to a Committee question, C. Dyer confirmed that the $7.5M shortfall takes into account reduced waste management revenues.

In response to a Committee question about how budget reductions were determined in each department, C. Dyer stated that mandatory expenditures in each department were identified and a reduction target was calculated across all Regional departments based on non-mandatory expenditures.
In response to a Committee comment about department budgets historically being reduced, C. Dyer stated that staff are challenged to find items in base budgets that do not have a service level impact and as a result, the list of reduction options being developed by staff is more heavily weighted on the service reduction side than on the base budget side.

C. Dyer provided an overview of the impact of debt servicing costs on the 2014 budget. He noted that an additional $5M in debt servicing costs will be funded from the levy in 2014; staff will continue to investigate methods of funding capital projects through in-year funding to minimize the impact of debt servicing on future budgets.

C. Dyer responded to Committee questions about debt servicing costs related to the 2014 capital budget and the impact of debt servicing costs on the tax rate increase. He stated that almost all of the $5M in debt servicing costs are related to previous years’ capital budgets; only a small component, less than 10%, relates to debt issues planned for 2014. He advised that a 1% tax rate increase is equivalent to $4.2M and, while he does not have the figure for the total debt servicing costs in 2014, the information is easily accessible.

In response to a Committee question, C. Dyer confirmed that a Capital Levy Reserve Fund projection will be made available and that the contributions to the Capital Levy Reserve Fund will include a base budget of $890,000 plus a budget issue paper to increase that amount.

The Committee commented that it would be beneficial to review capital programs and their impact on the Region’s operating budget and the annual tax levy.

In response to a Committee inquiry, C. Dyer confirmed that the first placement of Light Rail Transit (LRT) debt is funded through the 1.5% tax increase for the Regional Transportation Master Plan (RTMP).

C. Dyer outlined the 7-year funding strategy for the RTMP, highlighting the 1.5% contribution per year to the RTMP Reserve Fund and he noted that investment in municipal infrastructure was what the Province of Ontario had in mind when it uploaded the Ontario Works benefit program.

The Committee discussed expanding the 7-year horizon of the RTMP funding strategy as a way of reducing the annual funding contribution to the reserve fund in 2014 and beyond. C. Dyer advised that staff has been looking at this option. He confirmed that staff will be reviewing the interest rate assumptions and the resulting impact on the current funding model. In response to the Committee’s interest in adjusting the funding strategy of the RTMP Reserve Fund, C. Dyer confirmed that staff will come back to the Committee with options for consideration.

C. Dyer gave an overview of provincial funding for cost shared services. He highlighted transfers to roads capital reserves and rehabilitation reserves and stated that a new federal gas tax agreement is expected in April 2014.

In response to a Committee question, C. Dyer stated that the Region has realized a significant net benefit due to the Ontario Works benefit upload.

In response to a Committee inquiry about the court security upload, C. Dyer stated that the revenue is included in the Police Service budget. T. Galloway clarified that the $3.5M upload for court security does not capture all of the costs, such as security costs relating to the new court house facility.
C. Dyer summarized the budgetary impact of supplementary taxes and tax write-offs. Staff anticipates that there will be more minutes of settlement and write-offs due to the backlog of appeals, and that there will be a significant increase in tax rebates.

C. Dyer stated that base budgets for 2014 will reflect a $1.08/litre rate for fuel. Other impacts on the 2014 budget include employee parking recoveries, POA revenues and user fees and charges. In response to a Committee question about the cost effect in dollars of fuel, C. Dyer indicated that he can provide the information at a later date. He provided a summary of the Capital Levy, the Regional Surplus and the Tax Stabilization Reserve Fund (TSRF).

* T. Cowan left the meeting at 5:24 p.m.

C. Dyer provided information about the distribution of the operating surplus and stated that there are fewer opportunities for finding in-year savings. He advised that staff undertook a Capital Plan Review in June and July 2013. He gave an overview of the outcomes of the review and stated that more details will be available in November.

The Committee discussed the potential impact of moving non-capital projects to operating budgets. In response to a Committee request to categorize budgets based on municipalities, C. Dyer responded that budgets are not developed or categorized based on location. He indicated that in 2014, there will not be any budget issues papers presented that would be funded from the Capital Levy Reserve Fund.

C. Dyer commented on the current 2014 budget status, stating that estimates from June 2013 remain largely intact. He provided an overview of the various budget strategies being employed by the Region.

In response to a Committee question about potential shifting of responsibilities to local municipalities, C. Dyer stated that nothing is anticipated at this time, however, as a list of service reductions is developed, some shifting may arise and staff will clearly identify these areas for Council. He provided an overview of the budget review process and stated that base budgets and potential service level reductions will be presented at the November 20th Budget Committee meeting.

* T. Cowan returned to the meeting at 5:35 p.m.

The Committee discussed including debt servicing with the proposed reduction options and reviewing the RTMP in the event that some capital projects can be delayed. C. Dyer responded to a Committee question about an estimated amount of the proposed service reductions, stating that at this point, $5-5.5M is allocated for service reductions.

In response to a Committee inquiry, C. Dyer advised that reports on the Hospital Capital Reserve Fund and the request for interest on the Hospital Capital Reserve Fund from the Cambridge Memorial Hospital will be presented to future Administration and Finance Committee meetings for consideration.

A Committee member suggested that the Region consider preparing multi-year budgets. C. Dyer stated that staff will provide a high-level projection to the Budget Committee.

In response to a Committee member’s concern about the potential closure of rural transfer stations, T. Galloway stated that the list provided in the presentation is a sample and that staff
will develop a comprehensive list for the November meeting. He commented that Council will likely require more time to deliberate the service reduction options.

C. Dyer summarized user rate issues for 2014 and user rate budgets, indicating that staff are reviewing alternative user rate scenarios. He advised that the Police Service budget will be presented at the December 11, 2013 budget meeting and that the Region’s Budget Book will be distributed on November 15, 2013.

In response to a Committee question about the funding source for municipal grass cutting, a 2013 service reduction that was approved and then reinstated, C. Dyer advised that the funding came from within the Roads operating budget and/or the Winter Control Reserve.

A Committee member raised the issue of corporate governance as it relates to annual budget deliberations. M. Murray reiterated that staff have been developing budget strategies for Council’s consideration since early 2013 and that staff are currently seeking specific Councillor requests so that relevant information can be relayed in a timely manner. He reminded the Committee that the full list of reduction options will be made available for the November 20th Budget meeting. Thomas Schmidt, Commissioner, Transportation and Environmental Services, confirmed that staff will provide recommendations for budget reductions related to waste management.

Regional Chair K. Seiling stated that ideally the Waste Management budget should not drive the levy. He requested to receive information about areas where the Region assumed certain local municipal expenses, such as sidewalks and street lighting; he asked to receive information about the costs for these services.

T. Galloway concluded that additional budget meeting dates may be set after the November 20th meeting.

**ADJOURN**

MOVED by T. Cowan  
SECONDED by L. Armstrong  

THAT the meeting adjourn at 5:56 p.m.  

CARRIED

**COMMITTEE CHAIR, T. Galloway**

**COMMITTEE CLERK, S. Natolochny**
2014 Budget Update

Region of Waterloo

Presentation to Budget Committee
October 9, 2013
2014 Regional Budget
Today's Agenda

• 2013 Budget Recap
• Economic Indicators
• 2014 Budget Guideline
• Major 2014 Budget Issues
• Next Steps
• Discussion
2013 Government Tax Dollars

- Federal: 47%
- Ontario: 44%
- Municipal: 9%

*Source: AMO, 2013
2013 Average Property Tax Bill*

Regional Services; $1,740; 51%
Area Municipal Services; $1,061; 31%
Education; $596; 18%

*Based on an average residential property having a market value of $281,000 for 2013.
2013 Average Annual Cost Per Household

Water Supply = $172

Wastewater Treatment = $189

Annual Total = $361
2013 Budget Recap

• User Rate Budgets approved on Dec. 14, 2012
  – Water rate increase of 6.9%
  – Wastewater rate increase of 7.9%

• Operating budget = $72 million

• 10 year capital spending = $1.3 billion
2013 Budget Recap

• Tax Supported Budget approved on Jan. 16, 2013

  – Tax rate increase of 2.73%
    • Direct Region 1.00%
    • WRPS 1.73%

  – Assessment growth = 1.72%
  – Operating budget = $753 million
  – Tax levy = $418 million
  – 10 year capital spending = $2.7 billion
2013 Funding for Regional Services

Assessment Delivery
POA
Planning & Culture
EMS
General Support
Seniors' Services
Public Health
Children's Services
Waste Management
Water
Housing
Wastewater
Transportation
Transit
Income Support
Police

$ millions

Property Taxes
Provincial & Federal Subsidies
Fees & Charges
Economic Indicators

- Austerity – CAN and ONT focused on deficit reduction
- A tenuous economy, weak growth, high OW caseload
- Low (but rising) interest rates
- Low inflation
- Development slowing, low assessment growth
10 year Government of Canada Bond yield – Oct/03 to Oct/13

Source: Bank of Canada
Economic Indicators

10 year Government of Canada Bond yield – Oct/03 to Oct/13

Source: Bank of Canada
10 year Government of Canada Bond yield – Oct/03 to Oct/13

**ROW debenture issue**
$95 m - 20 year and
$50 m - 30 year

Source: Bank of Canada
Economic Indicators

10 year Government of Canada Bond yield – Sep/12 to Oct/13

Source: Bank of Canada

Denotes regional debenture issue
Ontario Works Average Monthly Caseload

Yearly caseload from 1988 to 2013 YTD.
Economic Indicators

Assessment Growth (in-year, for the following year's budget)

- 1999: 1.92%
- 2000: 2.35%
- 2001: 3.03%
- 2002: 3.29%
- 2003: 3.12%
- 2004: 2.99%
- 2005: 3.53%
- 2006: 2.62%
- 2007: 2.00%
- 2008: 1.84%
- 2009: 1.34%
- 2010: 2.15%
- 2011: 1.85%
- 2012: 1.72%
- 2013 est: 1.25%
Regional Development Charge Collections: 2009 to June 2013

- Non-Residential
- Residential

Year:
- 2009
- 2010
- 2011
- 2012
- JUN YTD 2013
2014 Budget Guideline

• June A&F: Budget Guideline report
  – Establish a 2014 tax rate increase guideline for direct Regional Services in the range of 1.9%
  – Request the PSB to prepare its 2014 Operating Budget based on a tax rate increase guideline in the range of 0.9%
• Estimated that $7.5 million in budget reductions would be needed to meet budget guideline

• Regional Staff have responded by:
  – setting budget reduction targets by department
  – undertaking a detailed capital plan review
  – identifying base budget and service level options
Major 2014 Budget Impacts

- Reduced waste management revenues
  - tipping fee revenue from commercial, industrial and institutional sources: $2.8m budget reduction in 2013, yet staff estimate a $3.4m revenue shortfall
  - Sale of recycled goods forecasted to be below budget by $900k
  - Total revenue will drop by $5.3m from 2011-2013
  - Approx. $7 m budget impact from 2012-2014
ICI Tipping Fee Revenue

- **ICU actual revenue**
- **ICU budgeted revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 est</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
<td>$8,000,000</td>
</tr>
</tbody>
</table>

**Waste Management**

Region of Waterloo
Waste Management

Recycling Revenues and Average $/tonne

- Actual Recycling $
- Budget Recycling $
- Average $ per tonne

Major 2014 Budget Impacts

• Debt servicing costs
  – Significant investment in capital assets
  – Staff looking at extent of reliance on debt servicing in the upcoming capital plan
  – Additional $5 m in debt servicing costs to be funded from the levy in 2014
Major 2014 Budget Impacts

• **Regional Transportation Master Plan**
  
  – Third year of seven year financing strategy: 1.5% tax increase annually
  
  – Funds are transferred to RTMP reserve and used to fund project costs
  
  – Offset by OW upload and debt retirements for Regional Administration buildings
Major 2014 Budget Impacts

Annual contribution to RTMP reserve fund

$ in Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$3.9</td>
</tr>
<tr>
<td>2012</td>
<td>$8.8</td>
</tr>
<tr>
<td>2013</td>
<td>$14.1</td>
</tr>
<tr>
<td>2014</td>
<td>$19.6</td>
</tr>
</tbody>
</table>
### Major 2014 Budget Impacts

- Provincial funding for cost shared services

<table>
<thead>
<tr>
<th>Program</th>
<th>2013 subsidy budget ($ millions)</th>
<th>2014 projected subsidy budget ($ millions)</th>
<th>2014/13 change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario Works / Social Assistance</td>
<td>$80.4</td>
<td>$83.2</td>
<td>$2.8</td>
</tr>
<tr>
<td>Child Care</td>
<td>30.2</td>
<td>30.4</td>
<td>0.2</td>
</tr>
<tr>
<td>Public Health</td>
<td>26.1</td>
<td>26.7</td>
<td>0.6</td>
</tr>
<tr>
<td>Long Term Care</td>
<td>15.5</td>
<td>16.4</td>
<td>0.9</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>10.7</td>
<td>11.4</td>
<td>0.7</td>
</tr>
<tr>
<td>Community Housing</td>
<td>9.7</td>
<td>9.6</td>
<td>(0.1)</td>
</tr>
<tr>
<td>Community Homelessness Prevention Initiative</td>
<td>9.2</td>
<td>8.1</td>
<td>(1.10)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$181.8</strong></td>
<td><strong>$185.8</strong></td>
<td><strong>$4.0</strong></td>
</tr>
</tbody>
</table>
Major 2014 Budget Impacts

• Upload savings:
  – Ontario Works (OW) benefits being uploaded from 2012 to 2018
  – OW cost sharing ratio for 2014: 88.6% / 11.4%
  – $1.7 million upload savings in 2013
  – Court Security upload from 2012 to 2018 ($3.5 million) with revenue credited to the Police Budget
Major 2014 Budget Impacts

2009-2013 Transfers to Roads Capital Reserves

- Fed Gas Tax
- Roads Rehab
- Roads Capital Levy
Major 2014 Budget Impacts

• Supplementary taxes, tax write-offs and tax rebates
  – All budget provisions being reviewed
  – Significant increases in mandatory tax rebates relating to commercial/industrial vacancies in last two years
  – writeoffs impacted by reassessment
Major 2014 Budget Impacts

• Fuel
  – price set at $1.05/litre in 2013 Budget
  – September YTD cost is $1.077 in 2013
  – Base budgets for 2014 developed using $1.08/litre
  – Will be reviewed again near end of year
Major 2014 Budget Impacts

• Other:
  - Employee parking recoveries
  - POA revenues flat
  - User fees and charges remain under review
  - Additional Payments in Lieu of taxes
• Region has relied on significant surpluses to fund certain capital plan expenditures

• Region has funded increased municipal cost of post-recession OW benefits from the Tax Stabilization Reserve Fund (TSRF) throughout the upload period

• 2010-2012: $11 m in surplus diverted to the TSRF to fund OW benefits
Years of base budget reductions ($20 m between 2005-2013) means fewer opportunities to find savings to offset negative variances.

- TSRF balance at $8.8 m
- Sustainability of funding strategy is dependant on OW caseload
Capital Plan Review

• Insufficient balance in Capital Levy reserve fund to fund non-debenturable capital projects

• Reviewed all capital plans with CAO and CFO in June and July

• Scope included:
  – Appropriate distinction between operating and capital expenditures
  – Project cost, timing, and need
  – Sources of financing
Capital Review Outcomes

- Reduced 10 year capital expenditure in almost all areas
- Operating costs moved out of capital
- Improved debt profile
- More details to be provided in November
Transfer to Capital Levy Reserve Fund

- 2014 Base budget: $890,000 transfer to CLRF
- But...the first $500,000 is needed to fund year 3 of 2012 BIPs and year 2 of 2013 BIPs
- Starting in 2014: No new BIPs to be funded from CLRF
- Need to increase the CLRF contribution
## Major 2014 Budget impacts

<table>
<thead>
<tr>
<th>Category</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Waste Management</td>
<td>$6.3</td>
</tr>
<tr>
<td>RTMP (net of OW upload and debt servicing cost savings)</td>
<td>$2.3</td>
</tr>
<tr>
<td>Debt servicing costs</td>
<td>$5.5</td>
</tr>
<tr>
<td>Employee Compensation</td>
<td>$4.8</td>
</tr>
<tr>
<td>Roads LTFS</td>
<td>$1.3</td>
</tr>
<tr>
<td>Fuel, utilities, taxes</td>
<td>$1.2</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>($4.0)</td>
</tr>
<tr>
<td>All other items</td>
<td>$2.0</td>
</tr>
</tbody>
</table>

### Tax rate increase for regional programs (before reductions)

<table>
<thead>
<tr>
<th>Projection</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current projection</td>
<td>3.7%</td>
</tr>
<tr>
<td>Projection from June</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Note: All figures are preliminary and are subject to change and further review.
2014 Budget Strategies

• Capital Plan review and CAO/CFO Budget reviews

• Fleet Management program review

• User fees and charges

• Surplus Regional properties

• Energy management initiatives
Budget Review Process

• Budget reduction targets set for each department

• Detailed reviews of departmental budgets with CAO, CFO and departmental staff
  – Capital projects
  – 3 year budget versus actual comparisons
  – Base budget review
  – User fees and charges
  – Budget reduction options
Budget Reduction Options

• June estimate: $7.5 million in budget reductions to meet budget guideline

• October: target remains unchanged

• Reduction options being identified
  – Base budget changes
  – Options with service level impacts
Budget Reduction Options

• Sample base budget reductions:
  – Office and administrative expenses
  – Conferences and travel
  – Overtime
  – Re-purposing of vacant positions
  – Energy savings
  – Base adjustments to match actual costs
Budget Reduction Options

• Sample of potential service level reductions:
  – Close rural transfer stations
  – Roads long term funding strategy
  – Sustainability Grants/Fund
  – Rent supplement funding
  – Transfer to Hospital Capital Reserve
  – Contributions to outside agencies
New Budget Issues

• Budget Issue Papers support service enhancement requests

• Draft BIPs for 2014 include:
  – Roundabout prioritization
  – EMS response times
  – Sunnyside Home level of care
  – Capital Levy Reserve Fund

• Details in November 20 budget package
User Rate Budgets

• Recommended rate increases from last year:
  – 5.9% for water and 7.9% for wastewater

• Reviewing alternative scenarios

• Detailed review on November 20

• Approval scheduled for December 11

• Any rate changes approved by Council would be effective March 1, 2014
• PSB requested to prepare its 2014 Operating Budget based on a tax rate increase guideline in the range of 0.9%

• Board to review budget at its next meeting on November 6

• Presentation to Budget Committee on December 11
2014 Budget - Next Steps

• Staff to finalize base budgets, BIPs, budget reduction options, and 10 year capital plans

• Preliminary program budget book distribution on November 15

• November 20, 2013 Budget Committee
## 2014 Budget Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 9, 2013</td>
<td>Budget Overview Session</td>
<td>4:00 – 6:00 pm</td>
</tr>
</tbody>
</table>
| November 20, 2013 | Detailed Budget Review – Day One  
• Review base budget  
• Budget Issue Papers  
• Review User Rates  
Public Input  
• Budget Delegations | 12:00 – 5:00 pm  
6:00 pm |
| December 11, 2013 | Detailed Budget Review – Day Two  
• Associated Agencies (Police & GRCA)  
• Develop final position 2014  
• Approval of user rates  
Public Input  
• Budget Delegations | 12:00 – 5:00 pm  
6:00 pm |
| January 15, 2014 | Final Budget Approval                                                             | 3:00 – 6:00 pm|
2014 Budget Update

Key Messages

1. Overall, staff budget projections from May/June are largely unchanged

2. 2014 will be a very challenging budget year

3. In five weeks, staff will present a base budget and sufficient budget reduction options for Council to consider in order to meet the budget guideline
2014 Budget Update

• Discussion
• Questions
• Suggestions from Council