

SPECIAL MEETING CITY COUNCIL AGENDA



DATE November 6, 2012 – 6:00 p.m.

Committee Room C, Guelph City Hall, 1 Carden Street

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

Disclosure of Pecuniary Interest and General Nature Thereof

1. 2013 Operating Budget Workshop

Additional material will be distributed separately.

2. Closed Meeting of Council

THAT the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to Section 239 (2) (b) of The Municipal Act, with respect to personal matters about identifiable individuals.

ADJOURNMENT

2013 Operating Budget Workshop

November 6, 2012

Overview

- Budget Context
- 2013 Budget Considerations
- Status Check – Today vs. July 17th Workshop
- Traditional / Scraping Approach -> 3% Guideline
- Other Options
- Actions Being Taken
- Funding Options

Context

✓ Economic

- Weathered economic malaise but can not continue to maintain status quo
- Economic position is strong (Standards & Poors 2012)

✓ Corporate Strategic Plan

- Lays foundation for a responsive municipality that can work in real time
- Traditional approaches and services need to be revisited

✓ Innovative

- New and emerging strategies must be considered
- New vehicles (e.g. GMHI) and financing

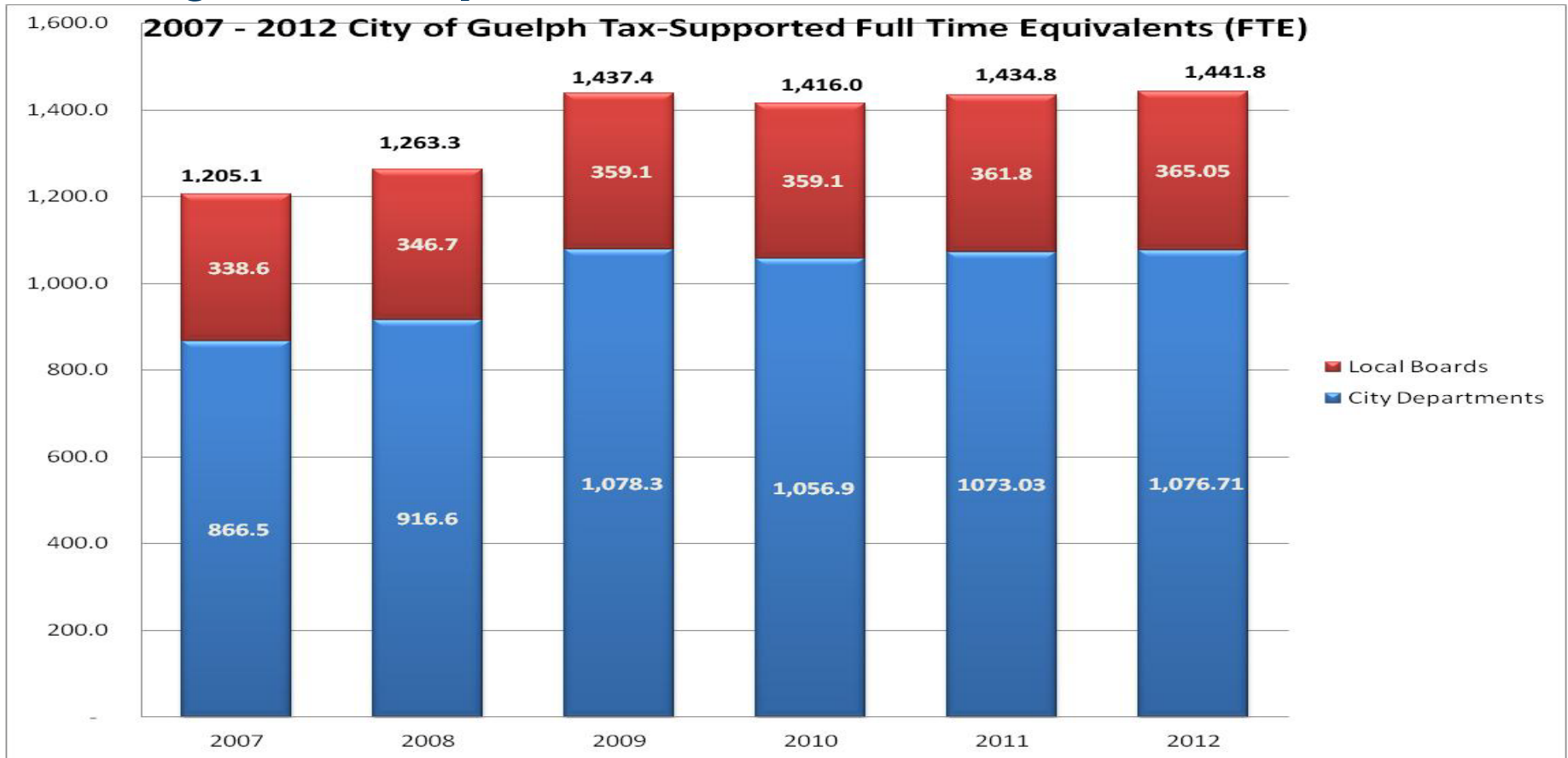
Context cont...

- **City of Guelph Historical Tax Rate Increases:**

Tax Levy Increase from:				
Year	Base	Growth/New Service	Total Tax Levy Increase	\$ equivalent to a 1% increase in tax rate (\$M)
	A	B	C = A + B	
2008	2.48%	2.02%	4.50%	\$ 1.36
2009	2.96%	0.79%	3.74%	\$ 1.48
2010	3.66%	0.00%	3.66%	\$ 1.56
2011	-0.85%	2.64%	1.78%	\$ 1.60
2012	3.25%	0.27%	3.52%	\$ 1.71

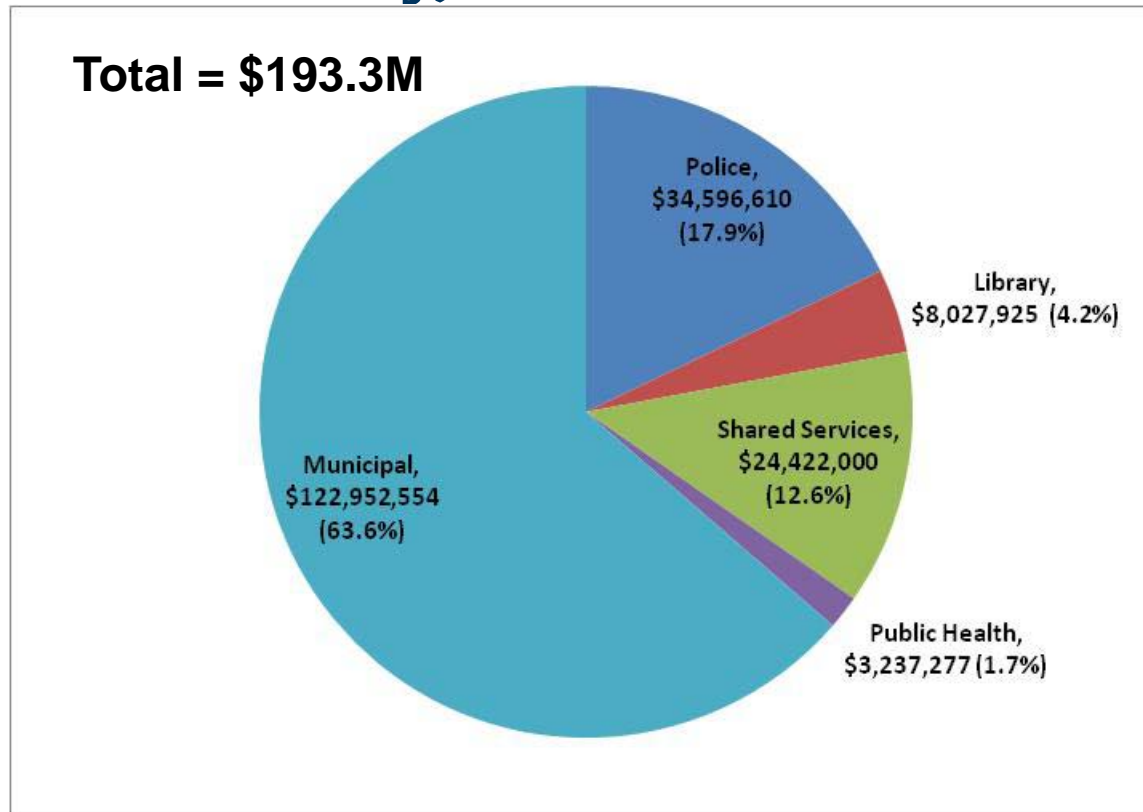
Context cont...

- **City of Guelph Historical FTE Levels:**



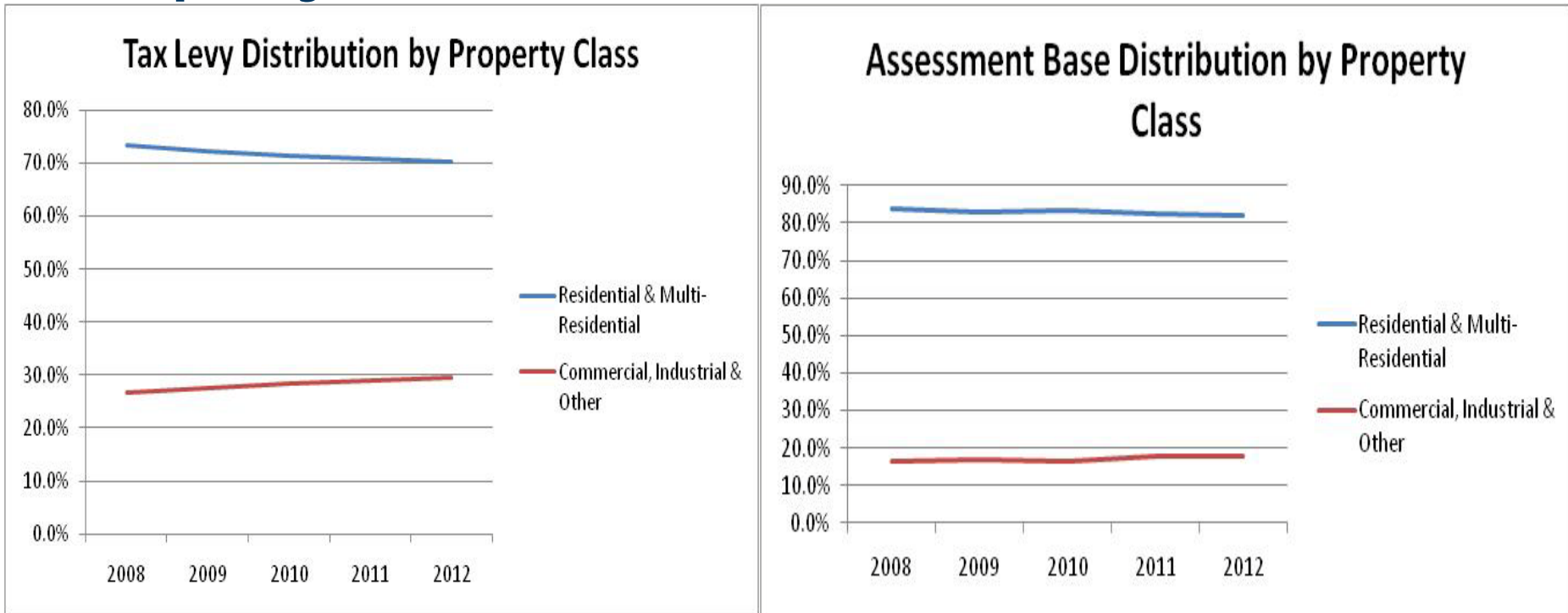
Context cont...

- 2013 Distribution of Municipal Funds (\$ funded from tax levy)



Context cont...

- Levy vs Assessment Base Distribution (by Property Class):



Context cont...

- Key Performance Indicators
 - 1) Credit Rating

Summary of Credit Ratings - Comparator Municipalities

Municipality	Credit Rating
Chatham Kent	A/Stable
Thunder Bay	A+/Stable
Kingston	AA-/Positive
Guelph	AA/Positive
Barrie	AA/Stable
Hamilton	AA/Stable
Niagara Falls	AA/Stable
Wellington County	AA/Stable
Windsor	AA/Stable
Brantford	AA+/Stable
Ottawa	AA+/Stable
London	AAA
Waterloo Region	AAA
Brampton	AAA/Stable
Halton Region	AAA/Stable
Mississauga	AAA/Stable
Peel Region	AAA/Stable
OTHER - not included in our comparator group*	
Durham Region	AAA
Niagara Region	AA/Stable
York Region	AAA

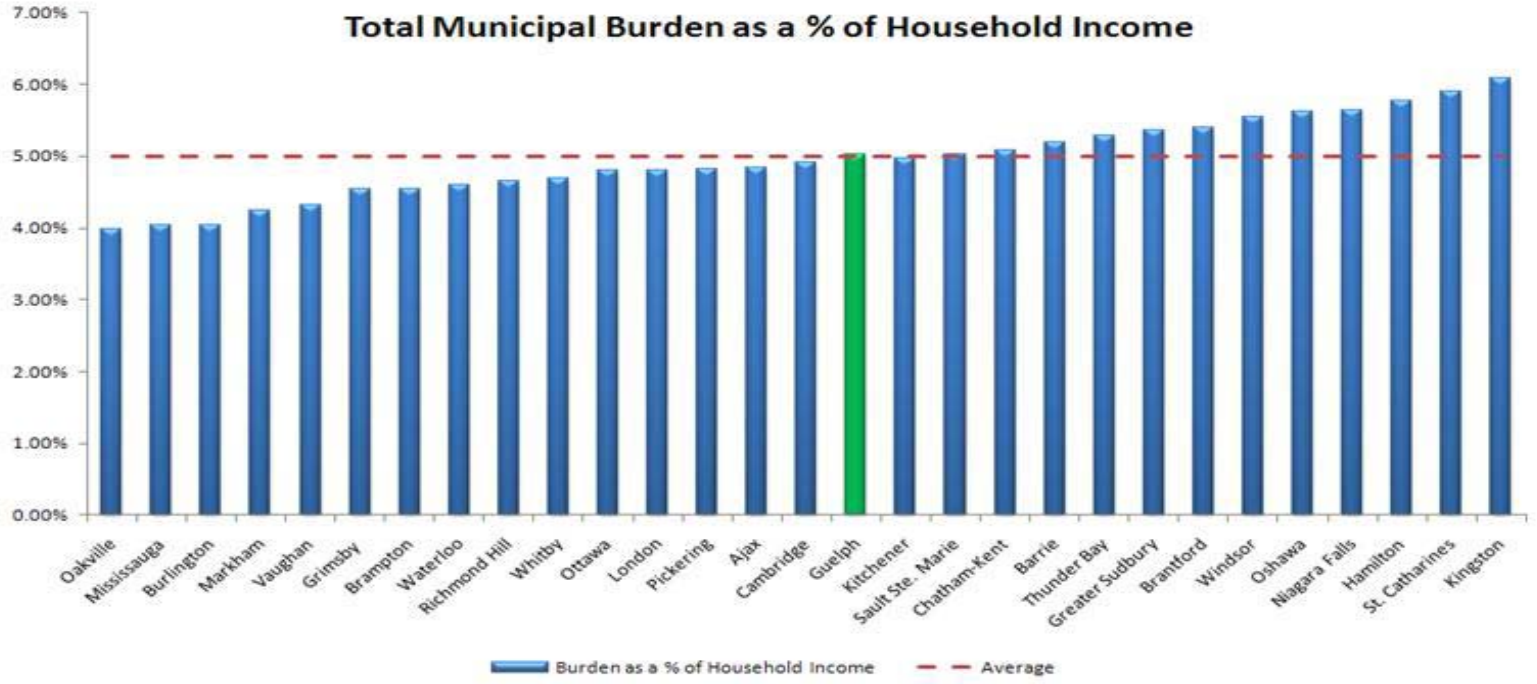
* Included as municipalities within our comparator group secure financing through their regional municipality and do not pursue individual ratings



Context cont...

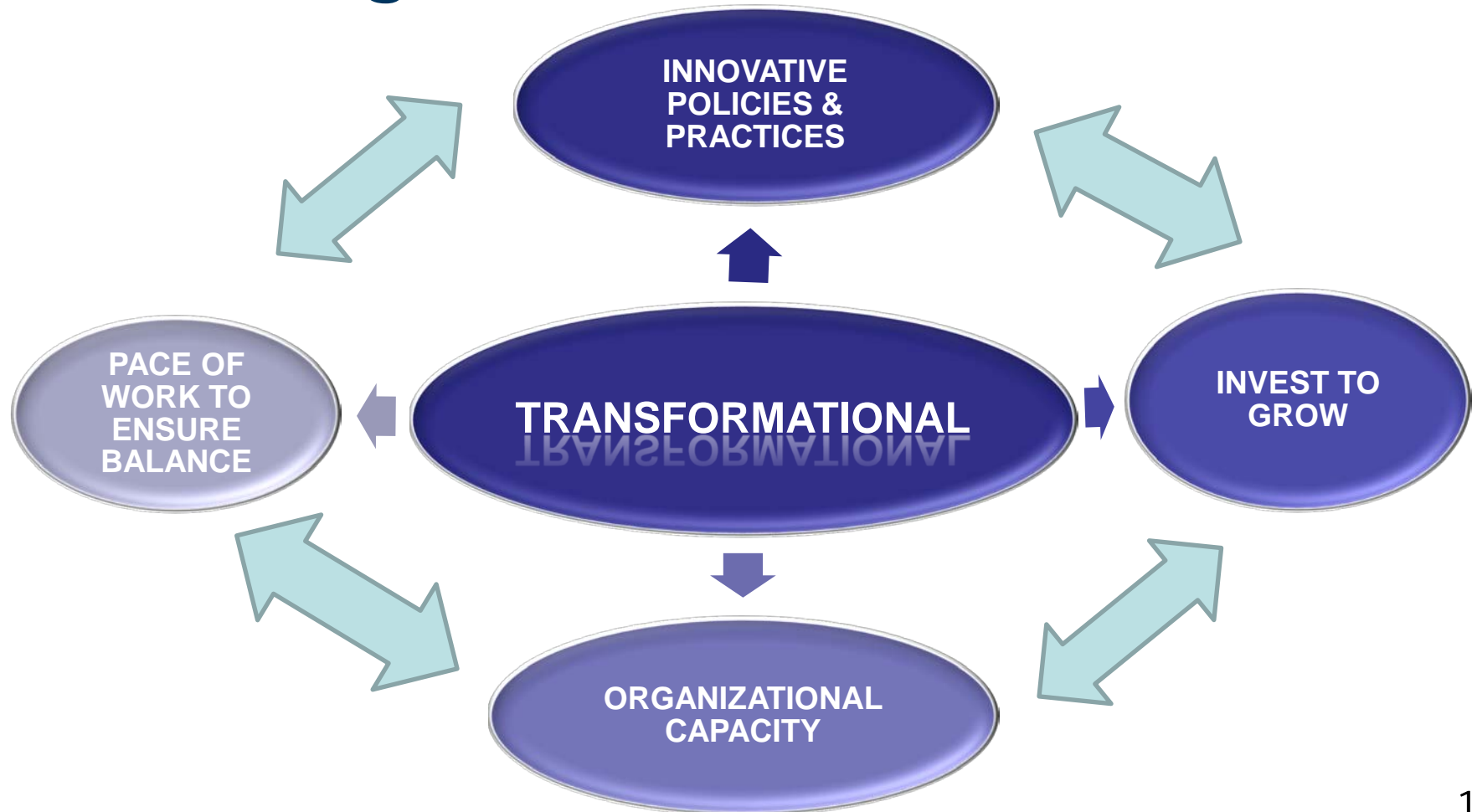
- Key Performance Indicators**

2) Service Affordability -> impact to avg household (tax and rate supported)



* Source: BMA Municipal Study - 2011, pgs. 330-331. Total Municipal and Property Tax Burden as a Percentage of Income

2013 Budget Considerations



July 17 Workshop – Revenues & Expenditures

	2012	2013	Yr/Yr Change	
			\$	%
<u>Gross Expenditures</u>				
Service Areas	169,653,663	178,167,960	8,514,297	5.02%
Local Boards & Shared Services	69,523,547	72,403,547	2,880,000	4.14%
Corporate	36,544,631	43,154,631	6,610,000	18.09%
Total Gross Expenditures	275,721,841	293,726,138	18,004,297	6.53%
<u>Revenues</u>				
Fees & Other Departmental Revenues	(47,603,887)	(47,963,887)	(360,000)	0.76%
Reserves and Internal Recoveries	(35,677,086)	(35,677,086)		0.00%
Corporate Revenues	(16,379,924)	(15,579,924)	800,000	-4.88%
Revenues Before Tax Levy	(99,660,897)	(99,220,897)	440,000	-0.44%
Net Tax Levy Requirement	176,060,944	194,505,241	18,444,297	10.48%
<i>Prior Year Assessment Growth</i>	<i>3,157,006</i>		<i>(3,157,006)</i>	
Total After Prior Year Assessment Growth	\$ 179,217,950	\$ 194,505,241	\$ 15,287,291	8.53%

* Adjusted for updated assessment growth

Adjustments Since July 17 Workshop

	\$	
	<u>Increase/(Decrease)</u>	<u>%</u>
Projected Pressures (per July 17 Workshop)	15,287,291	8.53%
<u>Adjustments to Assumptions Post Workshop</u>		
Compensation	1,152,438	0.64%
Purchased Goods & Services	770,984	0.43%
General Revenues	(521,285)	-0.29%
Other Revenue Changes	(1,379,852)	-0.77%
Local Boards and Shared Services	680,391	0.38%
General Expenditures & Capital Financing	(208,260)	-0.12%
Growth Requests	(1,683,291)	-0.94%
Total Adjustments	(1,188,875)	-0.66%
Projected Pressures (as of November 6 Workshop)	14,098,416	7.87%
Further Reductions Required to Meet 3% Guideline	(8,726,654)	-4.87%

* Numbers above reflect department base budget & proposed growth requests (slide 17), but do not include CSP Expansion Requests or New Services

•DRLT & ET underwent a detailed prioritization exercise to review options to get to 3% 12

**PRIORITIZATION
LISTS**

Base Budget or “A” items – represents providing the same service level + proposed growth requests

“B” Reduction Items - represent minor risk & impacts

“C” Reduction Items - represent medium risk & impacts

“D” Reduction Items – represent medium/ major risk

**SUB-CATEGORIES
(within each list)**

Administrative Changes/Reductions (ACR)

Revenues & Fees (RF)

Service Reductions (SR)

Service Elimination (SE)

In-camera Items (II)

Traditional or “Scraping” Approach

2013 Base Budget	Budget “ask” to provide same services as in 2012 + growth	\$14.1M or 7.87%
“B” List Reductions	e.g. Adjust reserve contributions, revenue considerations	\$5.2M or 2.88%
“C” List Reductions	e.g. Minor service adjustments, corporate adjustments	\$2.8M or 1.57%
CSP Additions	e.g. IT Strategic Plan, Corporate Energy	\$1.2M or 0.67%
“D” List Reductions	e.g. Major service adjustments	\$1.9M or 1.09%
3% Base Budget	Sum of all adjustments above	\$5.4M or 3.00%

How do we get to 3%?

➔ Start with the Yr/Yr **BASE** Budget Changes + Proposed Growth Requests

2013 Base Budget

Budget “ask” to provide same services as in 2012 + growth

\$14.1M or 7.87%

Cumulative

• Compensation Increases + \$6.1M	\$6.1M
• Heat/Hydro/Fuel Increases + \$1.8M	\$7.9M
• Other Purchased Goods & Services + \$2.2M	\$10.1M
• General Expenditures & Capital Financing + \$4.2M	\$14.3M
• Local Board & Shared Services + \$3.6M	\$17.9M
• Decrease in General Revenues + \$0.7M	\$18.6M
• Increase in Other Revenues - \$1.9M	\$16.7M
• Assessment Growth during 2012 - \$3.2M	\$13.5M
• Proposed Growth Requests +0.6M (see next slide for details)	\$14.1M

Proposed Growth Requests

	<u>Cumulative</u>
• Part-time Property Standards Inspector (funded for 9mths) - \$21,300	\$21,300
• Conversion of Seasonal Parks & PW Staff - \$93,800	\$115,100
• Mobility Supervisor - \$88,200	\$203,300
• School Crossing Guard Coord./ Parking Clerk Receptionist - \$83,500	\$286,800
• Crossing Guards (and Spare Crossing Guards) - \$59,000	\$345,800
• Fleet Asset Safety & Efficiency Coordinator - \$8,500	\$354,300
• Public Works Technical Assistant - \$99,900	\$454,200
• Accounting Clerk – \$16,300 SAVINGS	\$437,900
• Contract Staffing Funding for Legal Services - \$125,000	\$562,900
<u>• Total Proposed Growth Requests = \$562,900 or 0.31% impact</u>	

How do we get to 3%?

➔ Reduce by **“B” list adjustments**....

“B” List Reductions

e.g. Adjust reserve contributions,
revenue considerations

(\$5.2M) or
-2.88%

- Administrative Changes/Reductions -\$4,010,200
- Additional Revenues & Fees - \$972,100
- Service Eliminations - \$22,000
- Service Reductions - \$152,700
- In-camera Items - \$7,000

Cumulative

\$4,010,200
\$4,982,300
\$5,004,300
\$5,157,000
\$5,164,000

** Refer to **Appendix A** for details

How do we get to 3%?

➔ Reduce by **“C” list adjustments**....

“C” List Reductions

e.g. Minor service adjustments,
corporate adjustments

(\$2.8M) or
-1.57%

- Administrative Changes/Reductions- \$2,329,000
- Additional Revenues & Fees - \$75,000
- Service Eliminations - \$165,000
- Service Reductions - \$39,000
- In-camera Items - \$200,200

Cumulative

\$2,329,000
\$2,404,000
\$2,569,000
\$2,608,000
\$2,808,200

** Refer to **Appendix A** for details

How do we get to 3%?

➔ Add in **Corporate Strategic Plan** Requests....

CSP Additions

e.g. IT Strategic Plan, Corporate Energy

\$1.2M or 0.67%

- Operational Review of Business Services (Ph 2) +\$75,000
- Audit Framework Implementation +\$100,000
- Senior Policy Advisor for Intergovernmental Strategy +\$120,000
- Public Affairs Support +\$120,000
- Business Analyst x 2 (IT Strategic Plan) +\$244,200
- Corporate Applications Analyst x 2 (IT Strategic Plan) +\$244,200
- CEI Facility Optimization Coordinator +\$80,000
- CEI Facility Energy Auditing +\$75,000
- CEI Continuous Facility Commissioning +\$50,000
- Communications Issues Management Coordinator +\$85,000
- Issues Management Training +\$50,000
- Open Government Strategy +\$100,000
- Civics Development Training +\$10,000
- CSP Training +\$45,000

No impact on the levy-> one-time costs to be funded from reserves

How do we get to 3%?

➔ Reduce by **“D” List Reductions**....

“D” List Reductions

e.g. Major service adjustments

(\$1.9M) or
-1.09%

- Additional Revenues & Fees -\$296,000
- Service Eliminations -\$271,000
- Service Reductions - \$284,000
- In-camera Items - \$1,096,500

Cumulative

\$296,000
\$567,000
\$851,000
\$1,947,500

** Refer to **Appendix A** for details

Recap: Traditional or “Scraping” Approach

2013 Base Budget	Budget “ask” to provide same services as in 2012 + growth	\$14.1M or 7.87%
“B” List Reductions	e.g. Adjust reserve contributions, revenue considerations	\$5.2M or 2.88%
“C” List Reductions	e.g. Minor service adjustments, corporate adjustments	\$2.8M or 1.57%
CSP Additions	e.g. IT Strategic Plan, Corporate Energy	\$1.2M or 0.67%
“D” List Reductions	e.g. Major service adjustments	\$1.9M or 1.09%
3% Base Budget	Sum of all adjustments above	\$5.4M or 3.00%

Another Way of Looking at it....

2013 Base Budget	\$14.1M or 7.87%
Administrative Changes/Reductions	\$6.3M or 3.54%
Additional Revenue & Fee Adjustments	\$1.3M or 0.75%
Service Reductions	\$0.5M or 0.26%
Service Eliminations	\$0.5M or 0.26%
In-camera Items	\$1.3M or 0.73%
CSP Additions	\$1.2M or 0.67%
3% Base Budget	\$5.4M or 3.00%

What is not included in the 3%?

- **The following growth requests (not accommodated within 3%):**
 - Fire Communications Supervisor (\$119,300)
 - Web Strategist & Content Developer (\$85,000)
 - Downtown Maintainers (\$76,800)
 - Traffic Signal Technologist (\$86,900)

- **The following new service requests:**
 - New Vehicle for Corporate Building Maintenance (\$39,800)
 - Dial-a-Ride Service (\$25,000)
 - By-Law Clerk (\$54,600)
 - Urban Forest Management Plan (\$260,000)
 - Media Relations Training (\$50,000)

What is not included in the 3%?

- **“Paused” CSP Initiatives that may require funding in future years:**
 - Parks Model
 - Compliance Reporting
 - Social Media Relationships Approach
 - Canada 150th Anniversary Planning
 - Succession Plan
 - Talent Management Plan
 - Organizational Roles and Expectations
 - Knowledge Management Plan/Information Management Strategy
 - Project Management Program
 - Storm Water Funding Review
 - Joint Wireless Design Review
 - Corporate Reputation and Branding Strategy
 - Civic and Local Engagement Summit
 - Citizen First Service Strategy Framing
 - Decision Making Excellence
 - Performance Measurement Tracking Scorecards
 - Integrated Annual Reporting

Budget Option

3% Base Budget

**\$5.4M or
3.00%**



Growth not Accommodated (summary on slide 21)

**\$0.4M or
0.21%**



Non-CSP New Services (summary on slide 21)

**\$0.4M or
0.23%**



Add Back “D-List” Reductions (summary on slide 19)

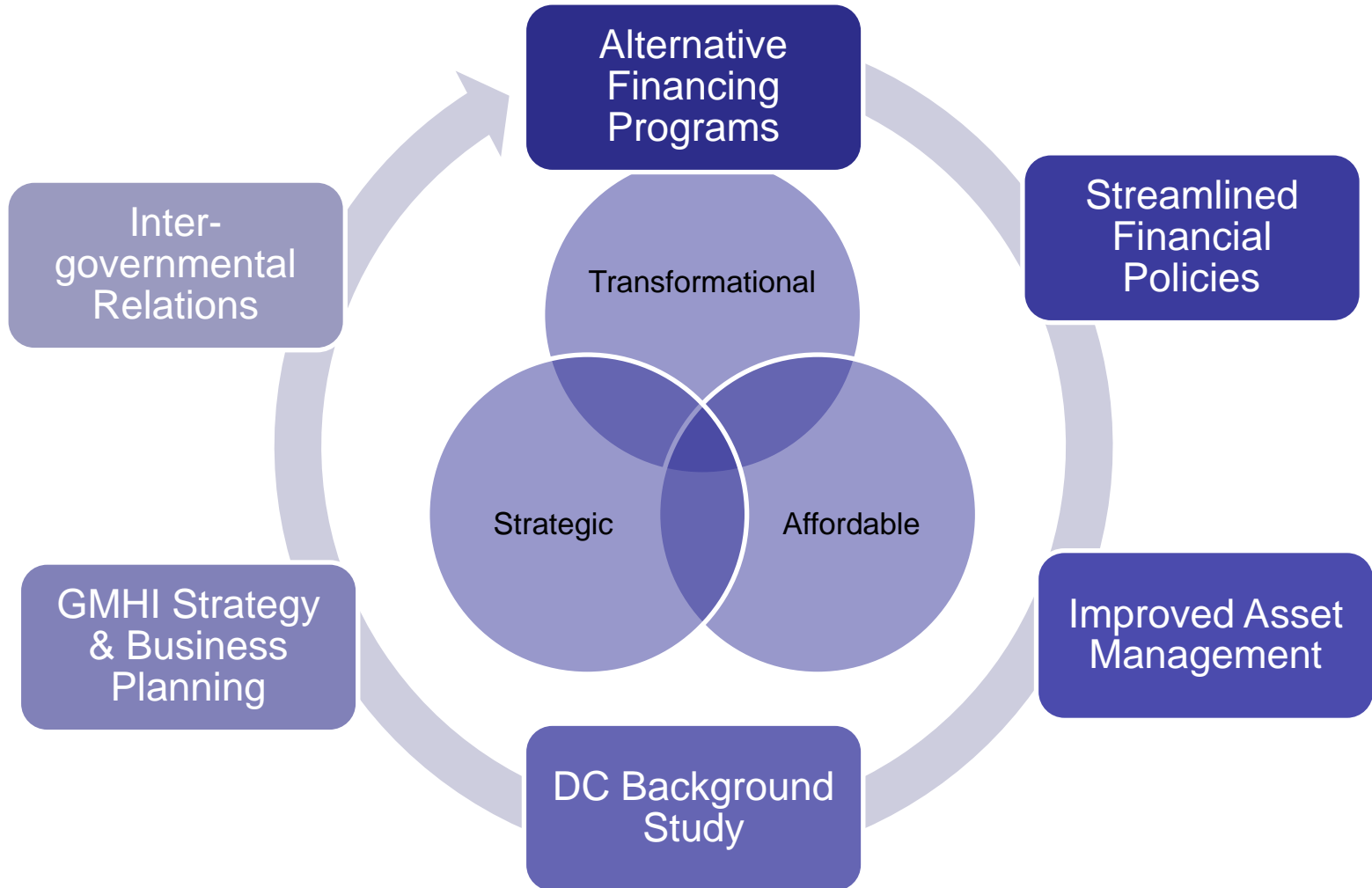
**\$1.9M or
1.09%**



Alternative Budget Option

**\$8.1M or
4.53%**

Actions Being Taken



Other Funding Considerations

- ✓ Loan from Hydro
- ✓ Reserves & Reserve Funds
- ✓ GMHI Reallocation of charges
- ✓ Special Levy
- ✓ Parking Strategy
- ✓ Capital Closures

**Important to align
options
STRATEGICALLY**

- *Avoid use of one-time funding for on-going costs*

Discussion

Appendix A: Summary of Budget Adjustments to Get to 3% Tax Levy Increase

				\$	Tax Impact	
		Previous Year Approved Budget (assumes \$3.15M assessment growth)		179,217,950		
		Base Budget Changes plus Proposed Growth Requests		14,098,416		
		Base Budget Including Proposed Growth Requests		193,316,366	7.87%	
S/A	Ref	Description	\$		Cat	Risks
CORP	B	1 Maintain 2012 levels for Budgeted Vacancy Gapping	(400,000)		ACR	Could result in service delivery issues as vacant positions will not be filled until a set number of days has passed
CORP	B	2 Implement Auto Reimbursement Policy Changes	(100,000)		ACR	Policy needs to be completed, recommended, and adopted before the end of 2012
CORP	B	3 Adjustments to Corporate Reserves (reduce capital contingency and contributions to DC Exempt reserve fund)	(2,700,000)		ACR	Reduction does not affect the capital program presented October 3, however, it does have the potential to affect the City' credit rating
CORP	B	4 Remove Health Care Capital Grant	(150,000)		ACR	Contradictory to CWB Plan; would come forward as a new service request
CORP	B	5 Reduction to Benefit Mark-up	(200,000)		ACR	Reduction reflects reduced contributions to WSIB reserve funding and removal of benefit contingency
CORP	B	6 Phasing of Non-Union Management Employees Economic Increase	(110,000)		ACR	Represents phasing the economic increase for NUME staff.
C&HR	B	7 Reduction to funding for consulting services within the Clerks budget	(2,000)		ACR	Closed meeting investigations - costs beyond annual retainer would be unfunded and treated as negative variance
C&HR	B	8 Reduction to the transfer to the Elections reserve	(22,000)		ACR	Review of election funding to occur in 2013. Augment fund in 2014 if necessary.
OTES	B	9 Reduction in other allowances (Emergency Services)	(63,700)		ACR	May not be able to meet training obligations
OTES	B	10 Only fund the EMS interoperability program for part of 2013	(10,000)		ACR	Project has been delayed due to provincial project timelines shifting thereby reducing the possible need for the funding until 2014
OTES	B	11 Reduction in Purchased Goods & Services (Public Works)	(252,500)		ACR	Subject to market increases this could lead to a negative variance
PBEE	B	12 Increase Site Servicing Review and Administration revenue projections (no fee increase)	(50,000)		RF	May result in negative variance if revenue targets are not achieved
CORP	B	13 Corporate Revenue Additions - from Tax Services	(386,700)		RF	First year of implementing these charges; could have variances if projections are not met
CSS	B	14 Increase Museum Revenue (no fee increase; based on assumed volume increases)	(9,000)		RF	No community impact - the impact is risk only that we won't meet the increased targets
FE	B	15 Developer Account Administration Revenue (new fee to recognize Finance support of these accounts)	(35,000)		RF	Risk is if we do not get the assumed volume of subdivision/developer agreements
OTES	B	16 Review Business licensing fee criteria - increased rates (By-law Compliance & Security)	(6,000)		RF	Requires Council to approve a change in fee model; revenue reflects a March implementation; businesses upset and this could create a delay in processing/obtaining licenses
OTES	B	17 Increase parking fines (\$5.00 on average per violation)	(25,000)		RF	Fines were last increased in 2011. Fine levels are in the upper percentile when compared to other communities
OTES	B	18 Increased Downtown Parking Revenues derived through the current Parking Study.	(250,000)		RF	Represents estimated additional Parking revenues to be derived through implementation of parking strategies being developed through the current Parking Study. Possible revenue generating strategies will be vetted through our stakeholders for implementation in 2013.
PBEE	B	19 Increase chargeback to capital projects to cover admin fees	(25,000)		RF	Funded from capital projects
PBEE	B	20 Increase chargeback to Waterworks to fund management time associated with the Risk Management Official	(30,000)		RF	Funded from Enterprise budgets; minimal risk
PBEE	B	21 Increase Planning Application Fee Projections (no fee increase)	(25,400)		RF	May result in negative variance if revenue targets are not achieved
PBEE	B	22 Increase PDO Revenue Projections (no fee increase)	(50,000)		RF	May result in negative variance if revenue targets are not achieved
PBEE	B	23 Increase Subdivision Admin Fees (increase fee from 3% to 4% of contract cost)	(80,000)		RF	1% increased cost to developers
OTES	B	24 Eliminate Christmas Tree Collection (Public Works)	(22,000)		SE	Residents would be responsible for the disposal of purchased trees. The turnaround time to inform public of the loss of service is tight. Could result in higher illegal dumping; public concerns about abandoned trees
PBEE	B	25 Decrease Planning Consulting Budgets	(8,500)		SR	Less outside expertise to assist with controversial files
CSS	B	26 Elimination of Contract Cleaning Services at City Hall (results in a reduced standard)	(22,000)		SR	Minimal public impact; increased staff complaints and health & safety issues
CSS	B	27 No water in St George's fountain	(17,500)		SR	Community impact limited to change in aesthetics within downtown realm
OTES	B	28 Reduce Catchbasin Cleaning Program from 5 year cycle to 6 year cycle. (Public Works)	(41,700)		SR	Increased possibility of roadway flooding. Increased contaminants to the waterways.
OTES	B	29 Change Winter Control approach to sidewalk clearing. Sidewalks (except downtown) would not be cleared until the conclusion of precipitation. (Public Works)	(5,000)		SR	Sidewalk snow clearing operations commence on main walking routes generally shortly after commencement of precipitation. Clearing of all City sidewalks currently take approximately 5 days to complete. This change will introduce a slight delay in the commencement of clearing only. The change may not be perceived to be consistent with the stated desire to have a walkable community.
CSS	B	30 Reduction to City-wide plantings by 10% of all shrubs and flowers	(25,000)		SR _F	Reduced beautification of the City, potential complaints from residents and businesses
CSS	B	31 Remove funding for a Community & Social Services Co-op student related to structural repairs and accessibility programs(from 2 to 1)	(24,000)		SR _F	Limited public impact, may reduce number of preventative maintenance projects that can be accomplished
PBEE	B	32 Reduce funding for 1 Student Position for Planning	(9,000)		SR _F	Modest impact on delivery of Planning technical services
	B	33 Incamera Items	(7,000)		II	
Total "B" List			(5,164,000)	-2.88%		
CORP	C	1 Reduction to the benefit mark-up from tendering the City's benefit package	(500,000)		ACR	Savings may not materialize; based on projected savings from tendering process
CORP	C	2 Reduction to Corporate Energy Costs	(260,000)		ACR	Will rely on contingency reserve to fund any shortfall; relies of the approval and accelerated implementation of Corporate Energy Program.
CORP	C	3 Reduction to Corporate Fuel Costs	(87,500)		ACR	Rely on contingency reserve to fund any shortfall in price estimate
CORP	C	4 Adjustments to Capital Financing to utilize Federal Gas Tax for Building Infrastructure	(400,000)		ACR	Could have credit rating implications as this would result in further reductions to capital financing guideline
Shared	C	5 Maintain Guelph Police Services at a 3% year over year budget increase	(681,500)		ACR	May affect service levels and cause relationship issues with the Local Board
Shared	C	6 Reduction to WDGPH Payment- incorporate the capital portion of the "facility levy" into debt issue	(400,000)		ACR	Could have implications for 2014 budget due to unsmoothed operating forecast from WDGPH.
PBEE	C	7 Introduce a new user fee for Cart Exchange (\$35/exchange)	(75,000)		RF	Could lead to public complaints & is viewed as a controversial user fee.
OTES	C	8 Eliminate Residential Sidewalk Winter Control (Public Works)	(95,000)		SE	Represents elimination of the City's sidewalk clearing program with the exception of clearing the downtown core and all City owned frontages. Will require enhanced bylaw compliance and accommodation of those physically unable to clear snow. (snow angels)
PBEE	C	9 Eliminate bi-annual yard waste collection	(70,000)		SE	Elimination of service two years ahead of schedule as a result of cart system. Service adjustment would lead to public complaints
CSS	C	10 Close 1 wading pool (Mico Valeriotte)	(10,000)		SR _F	In 2011, 759 bathers used this pool so the impact is low
CSS	C	11 Eliminate all civic events on Market Square except for John Galt Day & Mayor's Levy	(29,000)		SR _F	Approximately 3,500 people projected to attend the cultural events, movie nights, skating events
	C	12 Incamera Items	(200,200)		II	
Total "C" List			(2,808,200)	-1.57%		
Corporate Strategic Plan Adjustments						
	CSP	1 Operational Review of Business Services (Ph 2)	75,000		CSP	
	CSP	2 Audit Framework Implementation	100,000		CSP	
	CSP	3 Senior Policy Advisor for Intergovernmental Strategy	120,000		CSP	
	CSP	4 Public Affairs Support	120,000		CSP	
	CSP	5 Business Analyst (2 FTEs) -IT Strategic Plan	244,200		CSP	
	CSP	6 Corporate Applications Analyst (2 FTEs) - IT Strategic Plan	244,200		CSP	
	CSP	7 CEI Facility Optimization Coordinator	80,000		CSP	
	CSP	8 CEI Facility Energy Auditing	75,000		CSP	
	CSP	9 CEI Continuous Facility Commissioning	50,000		CSP	
	CSP	10 Communications & Issues Mgmt Coordinator	85,000		CSP	
	CSP	11 Issues Management Training	50,000		CSP	
	CSP	12 Open Government Strategy	100,000		CSP	
	CSP	13 Civics Development Training	10,000		CSP	
	CSP	14 CSP Training	45,000		CSP	
	CSP	15 Use of Reserves to Fund One-time Costs	(205,000)		CSP	
Total Additional New CSP			1,193,400	0.67%		
Total Amendments Before "D" List Reductions			(6,778,800)	-3.78%		

S/A	Ref	Description	\$		Cat	Risks
		Draft Budget before "D" list reductions	186,537,566	4.08%		

S/A	Ref	Description	\$		Cat	Risks
CSS	D	1: Increase User Rate Recreation Fee by 4% (instead of 3% currently reflected in the base budget)	(35,000)		RF	Would impact all rental clients (included youth sports, festivals, special events, culture events) and approximately 40,000 program registrants
OTES	D	2: Increase Transit Fares (\$0.10 increase on adult tickets with corresponding increase to passes; \$0.25 increase to cash fares) (Guelph Transit)	(261,000)		RF	There have been a number of fare increases over the last few years, including the latest in 2012. Another increase may represent a 'tipping point' resulting in a decrease in ridership; Guelph's fare structure is currently in the top %ile of our comparator group. Increase applies to adults and youth only - senior fares are not increased
CSS	D	3: Cancel Affordable Bus Pass	(271,000)		SE	Eliminating this pilot project would have drastic impact on low income residents. In the first 6 months of the pilot, applications exceeded projections. 1,633 applications were approved of which 600 were previous subsidized pass holders and 1,033 were new affordable bus pass users. Estimate was based on 1,800 for 2013
FE	D	4: Downtown Facade Program- Grant reduction by 50%	(130,000)		SR	Contradicts previous Council direction. Will slow the pace of the program and may result in lost revenue opportunities.
CSS	D	5: Close remaining wading pools in City (Exhibition & Sunnycres)	(20,000)		SR _F	2,369 bathers used the Sunny Acres wading pool and 4,539 bathers used the Exhibition wading pool in 2011 - impact would be significantly increased if Lyon Pool and Mico Valeriotte wading pool are also closed
CSS	D	6: Close Lyon Pool in 2013	(35,000)		SR _F	Complete closure of the city's only outdoor swimming pool has a significant impact - 11,113 bathers used Lyon Pool in 2012
CSS	D	7: Close all 4 splash pads currently operating within the City	(75,000)		SR _F	Complete closure of all 4 splash pads would have serious negative public perception - splash pads provide important cooling function during heat alerts, especially to lower income families who can't afford to pay admission to a pool. Also, significant recent capital investment was made in these facilities
CSS	D	8: Further Reductions to Co-op Students in CBM	(24,000)		SR _F	Decreased ability to provide the one to one volunteer program that matches a volunteer with disabled patrons so that they can access recreation activities; further reduction on the number of preventative maintenance projects that can be accomplished
	D	9: In-camera Items	(1,096,500)		II	
		Total "D" List	(1,947,500)	-1.09%		
		Total Amendments including "D" List Reductions	(8,726,300)	-4.87%		
		TOTAL DRAFT BUDGET	184,590,066	3.00%		

Legend: **ACR** = Administrative Changes/Reductions, **II**= In-camera Item, **RF** = Revenues & Fees, **SR**= Service Reduction, **SR_F**= Service Reduction with non-identifiable staffing impacts, **SE** = Service Elimination