



FINANCE & AUDIT COMMITTEE AGENDA CITY OF MERRITT

Thursday, October 22, 2020

11:30 A.M.

COUNCIL CHAMBERS, CITY HALL

2185 Voght Street

Merritt, B.C

Mission Statement: *The City of Merritt is a progressive, attractive, economically viable City that is socially responsible and environmentally sustainable.*

Pages

1. CALL TO ORDER

1.1. Call to Order

2. PUBLIC INPUT

3. ADOPTION OF THE MINUTES

3.1. Finance and Audit Committee Meeting Minutes - July 30th, 2020

2

Recommendation:

THAT the Minutes of the Finance & Audit Committee Meeting held on July 30th, 2020 be adopted.

4. GENERAL MATTERS - Delegations & Recognitions

5. UNFINISHED BUSINESS

6. NEW BUSINESS

6.1. 2020-Q3 Forecast and Finance Update

5

To be introduced by Mr. Anderson

7. TERMINATION OF MEETING



MINUTES

CITY OF MERRITT

FINANCE AND AUDIT COMMITTEE

Thursday, July 30, 2020
11:30 A.M.
COUNCIL CHAMBERS, CITY HALL
2185 Voght Street
Merritt, B.C

PRESENT: Mayor L. Brown
Councillor A. Etchart
Councillor T. Luck

IN ATTENDANCE: Mr. S. Smith, Chief Administrative Officer
Mr G. Lewis, Deputy Corporate Officer
Mr. S. Hildebrand, Chief Administrative Officer
Mr. W. Anderson, Director of Finance & IT

1. CALL TO ORDER

1.1 Call to Order

Mayor Brown, Chair, called the meeting to order at 12.21pm

2. PUBLIC INPUT

Nil.

3. ADOPTION OF THE MINUTES

3.1 Finance and Audit committee minutes, may 27 2020

THAT the Minutes of the Finance & Audit Committee Meeting held on May 27, 2020, be adopted.

Moved, Seconded, CARRIED

4. **GENERAL MATTERS - Delegations & Recognitions**

Nil.

5. **UNFINISHED BUSINESS**

6. **NEW BUSINESS**

6.1 **Finance Department update**

Report from Mr. Anderson

Mr. Anderson provided information about payment levels for taxes and utilities, and statistics on payments at City Hall.

He provided information on tax deferment, reporting requirements, letters to recipients of permissive tax exemptions, payment levels, new HR software

Members of the committee asked about potential programs to help elderly people access the online services, reading accounts, permissive tax exemption requirements, tax sale rates

6.2 **Noon hour closure at City Hall**

Oral report from Mr. Anderson

Mr Anderson provided an update about the front desk being closed for public from 12-1 for staff to take lunch.

6.3 **Quarterly Reporting**

THAT the Committee provide staff with direction on the key information to be provided for quarterly reporting for future Finance & Audit Committee meetings.

6.4 **2021 Budget Discussion**

THAT the Committee receive this report and attachment for information and discussion on the upcoming 2021 budget process.

6.5 **Cash Position July 20, 2020**

THAT the Committee receive this report and attachment for information and discussion.

6.6 **Council Expectations**

General discussion to be introduced by Mr. Anderson

6.7 Upcoming Finance Projects

Verbal update from Mr. Anderson

7. TERMINATION OF MEETING

Mayor Brown, Chair, declared the meeting closed at 2.08pm

Corporate Officer

Sean Smith

Mayor

Linda Brown



Merritt Information Item

FLOURISH UNDER THE SUN

To: Sean Smith, Chief Administrative Officer

From: Wayne Anderson, Director of Finance & IT

Date: October 19, 2020

Subject: 2020-Q3 Forecast and Finance Update

This is provided as information, and no resolution is required. Council may make a motion to direct staff to take particular action if they wish.

Q3 Forecast – Operating

Process & Impact on 2021 Budget

The Q3 forecast represents the best guess of the City of Merritt's year end operating results, along with the expected 2020 expenditures on approved capital projects. The resulting change in operating surplus/deficit, the projected shortfall or surplus on capital projects and the carryforward of capital budgets to 2021 all impact the forecasted year end revenue and surplus balances.

The estimates provided in this report are based upon meetings held with department managers over the past few weeks. The Q3 forecast helps to determine how Covid-19 has impacted the City's operations through increases/decreases in revenues and expenditures. The financial impact of reducing the property tax penalties, from 10% to 5%, and increased the utility discount, from 10% to 17%, is also identified in this report. These actions were taken to lessen the financial burden on citizens because of the economic downturn from Covid-19.

The Q3 forecast, the original 2020 Budget and the 2019 Operating Results will all be considered as we prepare our 2021 operating budget this fall. We will consider the continued effect Covid-19 may have on revenues and demand for services (i.e. increased RV park bookings, reduced utility demand).

Summary of Expected Operating Results

The attached "2020-Q3 – Statement of Operations" shows the increase in operating surplus of \$684,207 compared to our 2020-2024 5-year financial plan surplus of \$126,688.

The attached reports provide a high-level breakdown of variances by department or subgroups within a department:

"2020-Q3 – Management Report – Group Summary"

"2020-Q3 – Management Report – Summary by SubGroup"

Here is a summary of the major variances that have impacted our projected increase in surplus of \$684,207.

Department	Category	Variance		Covid-19	Explanation
		Revenue	Expense		
Finance	Property Tax	\$ 59,000.00			Wildfire Facility Revenue not included in Budget
Finance	PT Penalties	-\$ 40,000.00		Yes	Reduced Penalty from 10% to 5%
Finance	Contracted Services		-\$ 5,000.00		Increased use of Purchasing Consultant and Software installers/trainers
Finance	IT		\$ 11,000.00		Overall savings of \$11k due to delayed project
Transit	Contract		\$ 30,000.00	Yes	Reduced transit costs due to scaled back service
Corporate Admin	Business Licence	-\$ 13,500.00		Yes	Reduced Licencing, no penalties and fewer applications
Corporate Admin	Legal		\$ 20,000.00		Reduced legal expenses
Corporate Admin	Wages		\$ 10,000.00		Reduced wages with hiring gap
Corporate Admin	Advertising		-\$ 6,000.00	Yes	Increased Covid Communication
Council	Grant in Aid		\$ 30,000.00	Yes	Fewer events due to Covid
Council	Sponsorships		\$ 15,000.00	Yes	Sponsorships reduced due to Covid
Council	Elections		\$ 10,500.00		No election costs in 2020
Economic Dev	Advertising		\$ 10,000.00		Reduced Advertising for Economic Development
Economic Dev	Event Hosting		\$ 21,500.00	Yes	No event hosting costs
Recreation	Covid19 Tracking		\$ 20,000.00	Yes	Account to track PPE, etc. non-recoverable
Recreation	Aquatic Centre	-\$ 220,000.00		Yes	Revenue loss due to facility closure
Recreation	Civic Centre	-\$ 21,000.00		Yes	Booking cancellations
Recreation	Arena	-\$ 56,000.00		Yes	Reduced Arena activity/bookings
Recreation	CC Programs		\$ 47,000.00	Yes	Reduced staffing
Recreation	Arena Programs		\$ 5,500.00	Yes	Reduced staffing
Recreation	Aquatic Centre Programs		\$ 8,500.00	Yes	Reduced staffing
Facilities	Aquatic Building		\$ 37,000.00	Yes	Reduced Maintenance and Repairs
Facilities	CC Building		\$ 47,000.00	Yes	Reduced Maintenance and Repairs
Facilities	Arena Building		\$ 35,000.00	Yes	Reduced Maintenance and Repairs
Facilities	Claybanks	\$ 130,000.00			Increased bookings, partially due to Covid
Facilities	Claybanks		-\$ 50,000.00		Increased bookings = increased park management fees
Dev Services	Contracted Services		\$ 25,000.00	Yes	Less than planned use of contractors due to Covid
RCMP	Prisoner Costs		\$ 20,000.00		Lower prisoner costs than plan
RCMP	Costs		\$ 350,000.00		Fewer than planned officers
Fire	Suppression Costs		\$ 10,000.00		Fewer incidents
Public Works	Total		-\$ 21,000.00		Total PW Variance - \$40k relates to unplanned repair to fire truck
Water	Service	-\$ 30,000.00		Yes	Lower consumption off metered water
Water	Discounts	-\$ 16,000.00		Yes	Increase in discount percent from 10% to 17%
Water	Operating Expenses		\$ 123,000.00		Reduced operating costs, contractor costs, etc.
Sewer	Service	-\$ 40,000.00		Yes	Lower water consumption impacts sewer revenue
Sewer	Discounts	-\$ 16,000.00		Yes	Increase in discount percent from 10% to 17%
Sewer	Operating Expenses		\$ 98,000.00		Reduced operating costs, contractor costs, etc.
		-\$ 263,500.00	\$ 902,000.00		
		Total Variance to Budget		\$ 638,500.00	

The sum of the items listed above that are directly related to Covid-19 is (\$137,000).

Revenue Impact	Expense Impact
-\$ 452,500	\$ 315,500

Covid-19 Impact **-\$ 137,000**

Summary of Capital Projects

See attached “Capital Budget Funded – Q3 2020 Forecast” for details on all projects included in the 2020 budget with the final project estimates, variances, and carryforward amounts. **This table provides details on “Completed” projects:**

Department/Project	Estimate - Project	Prior Year WIP	Budget 2020	Variance
Administration				
Computer Infrastructure	\$60,000		\$63,080	\$3,080
Land Purchase	\$19,526		\$19,025	-\$501
Server Replacement	\$52,000		\$50,000	-\$2,000
Administration Total	\$131,526		\$132,105	\$579
Protective Services				
EOC Equipment	\$20,276	\$18,276	\$6,694	\$4,694
Mobile Computer Aided Dispatch	\$23,182		\$23,182	\$0
Purchase of Tender	\$510,000		\$400,000	-\$110,000
Thermal Imaging Camera & Fire Hose	\$30,590		\$32,000	\$1,410
Workspace Records Management Software	\$23,500		\$23,500	\$0
Protective Services Total	\$607,548	\$18,276	\$485,376	-\$103,896
Public Works				
Alley Grindings	\$15,712		\$23,500	\$7,788
Chlorine Storage Building	\$295,000	\$1,094	\$300,000	\$6,094
Downtown Trees	\$7,810		\$10,000	\$2,190
Hook Truck Conversion	\$82,115	\$1,181	\$77,194	-\$3,740
One Ton Truck Replacement	\$69,415		\$70,000	\$585
RRFB Crosswalk Lights	\$37,917		\$64,000	\$26,083
Voght Street Phase II Design	\$150,000		\$300,000	\$150,000
Welcome to Merritt Sign Exit 290	\$10,000		\$20,000	\$10,000
Public Works Total	\$667,969	\$2,275	\$864,694	\$199,000
Recreation				
Ammonia Valve	\$8,000		\$8,000	\$0
Auditorium Paint	\$8,950		\$9,500	\$550
City Hall Renos	\$2,000		\$10,871	\$8,871
Claybanks Capital Projects	\$5,000		\$5,000	\$0
Coldwater Building Exterior Reno (Cadet Hall)	\$49,806		\$50,000	\$194
Dehumidifier Project	\$39,000		\$39,000	\$0
Development Services Reno	\$53,142	\$40,859	\$6,786	-\$5,497
Dog Pound Reno	\$19,800		\$19,800	\$0
ESS Ramp and Landscaping	\$17,000		\$17,000	\$0
Exterior Repair and Paint	\$25,000		\$25,000	\$0
Flooring Rubber	\$12,000		\$12,000	\$0
Leisure Boiler	\$46,000		\$46,000	\$0
NVAC Building Lifecycle Assessment	\$14,000		\$15,000	\$1,000
NVMA Building Lifecycle Assessment	\$26,001		\$30,000	\$3,999
Sprinkler System	\$5,500		\$5,500	\$0
Terminal Building Improvements	\$10,000		\$13,886	\$3,886
Recreation Total	\$341,199	\$40,859	\$313,343	\$13,003
Utilities				
Biosolids Loading Conveyor	\$79,200		\$79,200	\$0
Clarifier Tanks Troughs	\$109,808		\$132,000	\$22,192
Compost Screener	\$54,035		\$49,500	-\$4,535
Hydrant Replacement	\$23,170		\$25,000	\$1,830
Main Valve Replacements	\$18,000		\$25,000	\$7,000
Raise Manholes	\$10,284		\$30,000	\$19,716
Replace and Reinstall Blower Pipes	\$10,724		\$10,724	\$0
Security Fencing - Voght Street Generator	\$46,668		\$16,000	-\$30,668
Watermeter Replacement	\$14,500		\$15,000	\$500
Utilities Total	\$366,389		\$382,424	\$16,035
(blank)				
Misc Prior Year Projects	\$10,149			-\$10,149
(blank) Total	\$10,149			-\$10,149
Grand Total	\$2,124,780	\$61,410	\$2,177,942	\$114,572

Here is a summary of the projects that will carryforward to 2021:

Department/Project	Estimate - Prior Year				2020	2021	2021
	Project	WIP	Budget	Variance	Spending	Carryforward	Additional
Economic Development							
Downtown Revitalization	\$100,000		\$100,000	\$0	\$0	\$100,000	\$0
Welcome to Merritt Sign	\$12,000		\$12,000	\$0	\$12,000	\$0	\$0
Economic Development Total	\$112,000		\$112,000	\$0	\$12,000	\$100,000	\$0
Protective Services							
Fire Hall Expansion	\$2,555,000	\$95,374	\$2,163,404	-\$296,222	\$1,400,000	\$763,404	\$296,222
Protective Services Total	\$2,555,000	\$95,374	\$2,163,404	-\$296,222	\$1,400,000	\$763,404	\$296,222
Public Works							
Bridge Repairs	\$8,020		\$8,020	\$0	\$0	\$8,020	\$0
Flood Mitigation Planning	\$133,102	\$132,098	\$1,004	\$0	\$0	\$1,004	\$0
Hydro Vac Vacuum Truck	\$339,509		\$500,000	\$160,491	\$0	\$339,509	\$0
Nicola River Flood Restoration	\$490,732	\$90,732	\$400,000	\$0	\$179,265	\$220,735	\$0
Voght Street Flood Mitigation Phase I	\$2,700,000		\$3,000,000	\$300,000	\$2,300,000	\$400,000	\$0
Public Works Total	\$3,671,363	\$222,830	\$3,909,024	\$460,491	\$2,479,265	\$969,268	\$0
Recreation							
Arena Lighting and Security Cameras	\$31,640		\$24,312	-\$7,328	\$15,820	\$8,492	\$7,328
Door Security System - Fire Hall	\$5,994		\$5,994	\$0	\$0	\$5,994	\$0
Recreation Total	\$37,634		\$30,306	-\$7,328	\$15,820	\$14,486	\$7,328
Utilities							
Active Mountain Pump House Equipment	\$50,000		\$50,000	\$0		\$50,000	\$0
Grimmett Reservoir PLC Upgrade	\$30,054		\$29,832	-\$222	\$222	\$29,610	\$222
Utilities Total	\$80,054		\$79,832	-\$222	\$222	\$79,610	\$222
Grand Total	\$6,456,051	\$318,204	\$6,294,566	\$156,719	\$3,907,307	\$1,926,768	\$303,772

Projects budgeted for in 2020 that have not been awarded through an RFP/RFQ or incurred any costs in 2020 will need to be re-budgeted for 2021 (i.e. Downtown Revitalization).

See attached "Capital Template-2021 - FINAL" form that will be used this year for tracking capital requests. Changes for this year include the linking of the request to the City's master plan documents.

Q3 Forecast – Impact on Reserve and Surplus Balances

See "2020-Q3 – Forecasted Surplus" attachment for details on the projected year end surplus balances. The ending surplus balances for the general, water, sewer and transit accounts is forecasted at \$6,150,289, a decrease of \$1,451,137 from the opening balance per our audited financial statements.

The finance department will work with our auditors over the next month to revise our account structure to record and track the new reserve and surplus accounts identified in our proposed reserve and surplus policy. The goal is to bring the updated reserve and surplus policy to council in December, prior to the creation of the 2021-2025 financial plan.

2021 Budget Schedule

We are embarking on the 2021-2025 planning process with department managers. The 2020 Q3 forecast provides valuable information on our expected year end surplus balances and trends in operating revenues and expenses.

See comparison below of the 2020 budget process/timeline and the proposed 2021 process/timeline.

2020 Timeline

- October 30, 2019 Council Meeting
 - o Information on the Budget Process and Timelines
- December 10, 2019 Meeting
 - o Review of 2020 Capital Budget Requests
 - o Individual Manager presentations to Council
- January 21, 2020 Council Meeting
 - o Presentation of Draft Operating Budget
- February 6, 2020 Council Meeting
 - o Presentation of Draft 5-year Financial Plan
- February 18, 2020 Budget Open House
 - o The online survey was also launched in February
- March 3, 2020 Council Meeting
 - o Final presentation to Council prior to Tax Rate Bylaw and Financial Plan Bylaw
- May 12, 2020 Council Meeting
 - o Final reading of Financial Plan and Tax Rate Bylaws

Proposed 2021 Timeline

- November 10, 2020 Council Meeting
 - o Information on Budget Process and Timelines
- December 15, 2020 Council Meeting
 - o Reserve & Surplus Policy Recommendation
 - o Review Consolidated 2021-2025 Capital Budget Requests
 - o Timeline for follow up Budget Meetings
- January Council Meeting
 - o Review 2021 Operating Budget and Assumptions
 - o Citizen Survey Discussion
 - Survey Options/Questions
 - Staff Recommendations
 - Discussion and Direction from Council
- February Council Meeting
 - o Review of Citizen Survey Results
 - o Presentation of Draft 2021-2025 Financial Plan
- March Council Meeting
 - o Revised 2021-2025 Financial Plan
- April Council Meeting
 - o Final 2021-2025 Financial Plan
 - o 2021 Tax Rate Bylaw

- May 14, 2021 – Deadline for adoption of 5-year Financial Plan and Tax Rate Bylaws

Finance Department Quarterly Update

- Successful Tax Sale in September (zero properties for sale)
- Permissive Tax Exemptions – reviewed and bylaw adopted
- Implementing eBilling for Utilities and Property Taxes (software installed and training underway). This will be communicated to citizens with their fall utility invoice and to commercial customers over the next few months. This is a self-serve product where the customer logs in and subscribes to the service.
- Built new reports for Q3 forecast and 2021 budget cycle
- Reviewed Q3 operating and capital forecasts with managers
- Preparing for November 4th and 5th interim audit
- New “2021 Capital Budget Request” forms for 2021 (see attached) sent to department managers. There will be a management team meeting to review and prioritize the projects prior to the December 15, 2020 presentation to council.
- Advertised for part-time Grant Writer position – interviewing underway

Respectfully submitted,

Wayne Anderson, CPA, CMA
Director of Finance & IT

Attachments:

1. 2020-Q3 – Statement of Operations
2. 2020-Q3 – Management Report – Group Summary
3. 2020-Q3 – Management Report – Summary by SubGroup
4. Capital Budget Funded – Q3 2020 Forecast
5. Capital Template-2021 – FINAL
6. 2020-Q3 Forecasted Reserve and Surplus

Statement of Operations

Date : Oct 19, 2020

Time : 10:51 am



For Period Ending 31-Dec-2020

	2020	2020	PERCENT	2020	2020-Q3	2020-Q3 FORECAST	2019	2020-Q3 FORECAST TO
	BUDGET	YTD	YTD	BUDGET VARIANCE	FORECAST	BUDGET VARIANCE	ACTUAL	2019 ACTUAL
Revenues								
Taxation - net	(9,373,068.00)	(11,951,608.30)	127.51	2,578,540.30	(9,415,996.00)	42,928.00	(9,166,141.36)	(249,854.64)
User fees, sales and rentals	(4,220,188.00)	(2,484,512.09)	58.87	(1,735,675.91)	(3,943,352.00)	(276,836.00)	(4,624,265.85)	680,913.85
Government grants and transfers	(2,739,556.00)	(1,871,780.50)	68.32	(867,775.50)	(2,740,556.00)	1,000.00	(1,819,401.72)	(921,154.28)
Investment income	(177,500.00)	(233,396.32)	131.49	55,896.32	(177,500.00)	0.00	(259,379.44)	81,879.44
Penalties and interest	(120,000.00)	(66,234.98)	55.20	(53,765.02)	(75,000.00)	(45,000.00)	(153,455.56)	78,455.56
Surety bond income	0.00	0.00	0.00	0.00	0.00	0.00	(33,928.25)	33,928.25
Other income	(328,776.00)	(227,198.60)	69.10	(101,577.40)	(326,276.00)	(2,500.00)	(177,787.33)	(148,488.67)
Acturial adjustment of debt	(128,074.00)	1,207.34	(0.94)	(129,281.34)	(128,074.00)	0.00	(109,156.16)	(18,917.84)
(Loss) gain on sale of capital assets	0.00	0.00	0.00	0.00	0.00	0.00	247,210.66	(247,210.66)
Total Revenues	(17,087,162.00)	(16,833,523.45)	98.52	(253,638.55)	(16,806,754.00)	(280,408.00)	(16,096,305.01)	(710,448.99)
Expenses								
General Government	2,609,108.00	2,103,401.82	80.62	505,706.18	2,521,196.00	87,912.00	2,584,004.85	(62,808.85)
Protective Services	4,474,599.00	2,300,298.87	51.41	2,174,300.13	4,127,110.56	347,488.44	3,488,440.18	638,670.38
Transportation Services	2,604,246.00	1,285,219.29	49.35	1,319,026.71	2,637,105.42	(32,859.42)	2,675,078.62	(37,973.20)
Community environment and public health	1,821,793.00	911,562.98	50.04	910,230.02	1,726,516.00	95,277.00	1,408,494.80	318,021.20
Leisure, parks and cultural developmen	3,036,677.00	1,717,437.03	56.56	1,319,239.97	2,792,430.66	244,246.34	3,150,398.12	(357,967.46)
Water Utility	1,458,216.00	696,695.62	47.78	761,520.38	1,334,598.00	123,618.00	1,292,341.37	42,256.63
Sewer Utility	955,835.00	512,458.77	53.61	443,376.23	856,902.00	98,933.00	857,352.88	(450.88)
Total Expenses	16,960,474.00	9,527,074.38	56.17	7,433,399.62	15,995,858.64	964,615.36	15,456,110.82	539,747.82
Surplus (-) / Deficit	(126,688.00)	(7,306,449.07)	5,767.28	7,179,761.07	(810,895.36)	684,207.36	(640,194.19)	(170,701.17)

Management Report - Year End Forecast

Date : Oct 19, 2020

Time : 1:08 pm



For Period Ending 31-Dec-2020

	2020	2020	PERCENT	2020	2020-Q3	2020-Q3 FORECAST	PERCENT Q3 TO	2019
	BUDGET	YTD	YTD	BUDGET VARIANCE	FORECAST	BUDGET VARIANCE	2020 BUDGET	BUDGET
FINANCE	(11,146,541.00)	(12,896,629.76)	116	1,750,088.76	(11,180,554.36)	34,013.36	100	(10,345,174.68)
CORPORATE ADMINISTRATION	1,109,524.00	747,751.36	67	361,772.64	1,038,498.00	71,026.00	94	1,005,495.00
ECONOMIC DEVELOPMENT	501,233.00	165,692.41	33	335,540.59	441,000.00	60,233.00	88	395,306.00
RECREATION & FACILITIES	1,735,918.00	1,293,185.32	75	442,732.68	1,717,335.00	18,583.00	99	1,759,150.00
DEVELOPMENT SERVICES	455,046.00	250,191.18	55	204,854.82	433,400.00	21,646.00	95	319,720.00
PROTECTIVE SERVICES - ENFORCEMENT	2,900,984.00	1,236,149.98	43	1,664,834.02	2,527,734.00	373,250.00	87	2,633,201.00
PROTECTIVE SERVICES - FIRE	996,825.00	586,516.68	59	410,308.32	981,280.00	15,545.00	98	868,717.00
PUBLIC WORKS	956,223.00	1,384,111.81	145	(427,888.81)	866,312.00	89,911.00	91	952,296.00
Surplus (-) / Deficit	(2,490,788.00)	(7,233,031.02)	290	4,742,243.02	(3,174,995.36)	684,207.36	127	(2,411,289.68)

Management Report - Year End Forecast

Date : Oct 19, 2020

Time : 11:00 am



For Period Ending 31-Dec-2020

	2020	2020	PERCENT	2020	2020-Q3	2020-Q3 FORECAST	PERCENT Q3 TO	2019
	BUDGET	YTD	YTD	BUDGET VARIANCE	FORECAST	BUDGET VARIANCE	2020 BUDGET	BUDGET
FINANCE								
Property Taxes	(9,493,068.00)	(9,421,370.30)	99	(71,697.70)	(9,490,996.00)	(2,072.00)	100	(9,248,582.00)
Collections for Other Govt Bodies	0.00	(2,596,472.98)	0	2,596,472.98	0.00	0.00	0	0.00
Grants	(2,855,582.00)	(1,893,888.50)	66	(961,693.50)	(2,855,582.00)	0.00	100	(2,239,205.00)
Other Revenue	(159,728.00)	(100,622.15)	63	(59,105.85)	(157,878.00)	(1,850.00)	99	(130,500.00)
Return on Investments	0.00	(65,157.01)	0	65,157.01	0.00	0.00	0	0.00
Finance and Administration	812,341.00	838,812.78	103	(26,471.78)	802,376.00	9,965.00	99	745,106.00
Cemetery Revenue	(24,500.00)	(22,099.70)	90	(2,400.30)	(24,500.00)	0.00	100	(18,000.00)
Transit	265,270.00	125,438.76	47	139,831.24	235,300.00	29,970.00	89	237,536.00
Debt Servicing Costs	308,726.00	239,037.09	77	69,688.91	310,725.64	(1,999.64)	101	308,470.32
Total FINANCE	(11,146,541.00)	(12,896,322.01)	116	1,749,781.01	(11,180,554.36)	34,013.36	100	(10,345,174.68)
CORPORATE ADMINISTRATION								
Corporate Administration	584,481.00	394,128.80	67	190,352.20	556,027.00	28,454.00	95	510,620.00
Human Resources & OHS	192,080.00	157,141.87	82	34,938.13	219,050.00	(26,970.00)	114	173,500.00
Council	332,963.00	196,480.69	59	136,482.31	263,421.00	69,542.00	79	321,375.00
Total CORPORATE ADMINISTRATION	1,109,524.00	747,751.36	67	361,772.64	1,038,498.00	71,026.00	94	1,005,495.00
ECONOMIC DEVELOPMENT								
Economic Development	501,233.00	165,692.41	33	335,540.59	441,000.00	60,233.00	88	395,306.00
Total ECONOMIC DEVELOPMENT	501,233.00	165,692.41	33	335,540.59	441,000.00	60,233.00	88	395,306.00
RECREATION & FACILITIES								
Admin and Other	158,980.00	317,131.58	199	(158,151.58)	169,200.00	(10,220.00)	106	160,700.00
Recreation	222,808.00	209,871.74	94	12,936.26	399,780.00	(176,972.00)	179	393,490.00
Facilities	1,331,530.00	837,071.78	63	494,458.22	1,204,805.00	126,725.00	90	1,254,460.00
Claybanks	22,600.00	(70,889.78)	(314)	93,489.78	(56,450.00)	79,050.00	(250)	(49,500.00)
Total RECREATION & FACILITIES	1,735,918.00	1,293,185.32	75	442,732.68	1,717,335.00	18,583.00	99	1,759,150.00
DEVELOPMENT SERVICES								
Development Services	455,046.00	251,391.18	55	203,654.82	433,400.00	21,646.00	95	319,720.00
Total DEVELOPMENT SERVICES	455,046.00	251,391.18	55	203,654.82	433,400.00	21,646.00	95	319,720.00
PROTECTIVE SERVICES - ENFORCEMENT								
Protective Services - Enforcement	2,625,500.00	1,090,400.54	42	1,535,099.46	2,252,000.00	373,500.00	86	2,429,301.00
Community Policing Office	275,484.00	145,749.44	53	129,734.56	275,734.00	(250.00)	100	203,900.00
Total PROTECTIVE SERVICES - ENFORCEMEN	2,900,984.00	1,236,149.98	43	1,664,834.02	2,527,734.00	373,250.00	87	2,633,201.00
PROTECTIVE SERVICES - FIRE								
Fire Administration	476,156.00	269,087.74	57	207,068.26	469,462.00	6,694.00	99	373,610.00
Fire Operations	402,719.00	281,293.57	70	121,425.43	393,868.00	8,851.00	98	375,110.00
Fire Hall Facility & Equipment	117,950.00	36,135.37	31	81,814.63	117,950.00	0.00	100	119,997.00

Management Report - Year End Forecast



For Period Ending 31-Dec-2020

	2020	2020	PERCENT	2020	2020-Q3	2020-Q3 FORECAST	PERCENT Q3 TO	2019
	BUDGET	YTD	YTD	BUDGET VARIANCE	FORECAST	BUDGET VARIANCE	2020 BUDGET	BUDGET
General Fund								
Total PROTECTIVE SERVICES - FIRE	996,825.00	586,516.68	59	410,308.32	981,280.00	15,545.00	98	868,717.00
PUBLIC WORKS								
Public Works	1,666,188.00	1,369,680.31	82	296,507.69	1,687,328.00	(21,140.00)	101	1,806,873.00
Solid Waste	(483,531.00)	(183,559.12)	38	(299,971.88)	(466,631.00)	(16,900.00)	97	(515,735.00)
Water Utility	(312,590.00)	41,451.57	(13)	(354,041.57)	(389,808.00)	77,218.00	125	(335,676.00)
Sewer Utility	86,156.00	156,563.25	182	(70,407.25)	35,423.00	50,733.00	41	(3,166.00)
Total PUBLIC WORKS	956,223.00	1,384,136.01	145	(427,913.01)	866,312.00	89,911.00	91	952,296.00
CAPITAL & FUNDING								
MFA debt principal payments	438,875.00	255,219.83	58	183,655.17	438,875.00	0.00	100	311,301.00
Short term debt principal payments	254,030.00	148,227.59	58	105,802.41	254,030.00	0.00	100	122,640.00
Capital Expenditures	8,472,508.00	4,006,318.92	47	4,466,189.08	5,970,677.00	2,501,831.00	70	8,160,752.00
Transfer from(to) reserve for future	(76,357.00)	0.00	0	(76,357.00)	(76,357.00)	0.00	100	(675,865.00)
Transfer to(from) reserve funds	(1,016,374.00)	0.00	0	(1,016,374.00)	(1,016,374.00)	0.00	100	(536,732.00)
Transfer from prior yr surplus	(2,548,490.00)	0.00	0	(2,548,490.00)	(1,525,856.00)	(1,022,634.00)	60	(1,949,366.00)
Proceeds from borrowing	(3,033,404.00)	0.00	0	(3,033,404.00)	(870,000.00)	(2,163,404.00)	29	(2,809,500.00)
Total CAPITAL & FUNDING	2,490,788.00	4,409,766.34	177	(1,918,978.34)	3,174,995.00	(684,207.00)	127	2,623,230.00
Surplus (-) / Deficit	0.00	(2,821,732.73)	0	2,821,732.73	(0.36)	0.36	0	211,940.32

Capital Project Update - Q3 2020

Capital Projects	Department	Branch	Year	Project Estimate	Prior Year Budget/WIP	2020 Budget Amount	Project Variance	2020 Spend	Carryforward 2021	Additional 2021	Status at Year End
Land Purchase	Administration	Corporate	2020	\$ 19,526		\$ 19,025	-\$ 501	\$ 19,526	\$ -	\$ -	Complete
Computer Infrastructure	Administration	IT	2019	\$ 60,000		\$ 63,080	\$ 3,080	\$ 60,000	\$ -	\$ -	Complete
Server Replacement	Administration	IT	2020	\$ 52,000		\$ 50,000	-\$ 2,000	\$ 52,000	\$ -	\$ -	Complete
Downtown Revitalization	Economic Development	Ec Dev	2019	\$ 100,000		\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	WIP
Welcome to Merritt Sign	Economic Development	Ec Dev	2019	\$ 12,000		\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -	WIP
EOC Equipment	Protective Services	EOC	2019	\$ 20,276	\$ 18,276	\$ 6,694	\$ 4,694	\$ 2,000	\$ -	\$ -	Complete
Fire Hall Expansion	Protective Services	Fire	2019	\$ 2,555,000	\$ 95,374	\$ 2,163,404	-\$ 296,222	\$ 1,400,000	\$ 763,404	\$ 296,222	WIP
Mobile Computer Aided Dispatch	Protective Services	Fire	2019 & 2020	\$ 23,182		\$ 23,182	\$ -	\$ 23,182	\$ -	\$ -	Complete
Purchase of Tender	Protective Services	Fire	2019	\$ 510,000		\$ 400,000	-\$ 110,000	\$ 510,000	\$ -	\$ -	Complete
Thermal Imaging Camera & Fire Hose	Protective Services	Fire	2019 & 2020	\$ 30,590		\$ 32,000	\$ 1,410	\$ 30,590	\$ -	\$ -	Complete
Workspace Records Management Software	Protective Services	Fire	2020	\$ 23,500		\$ 23,500	\$ -	\$ 23,500	\$ -	\$ -	Complete
Bridge Repairs	Public Works	Engineering	2019	\$ 8,020		\$ 8,020	\$ -	\$ -	\$ 8,020	\$ -	WIP
Flood Mitigation Planning	Public Works	Engineering	2019	\$ 133,102	\$ 132,098	\$ 1,004	\$ -	\$ -	\$ 1,004	\$ -	WIP
Nicola River Flood Restoration	Public Works	Engineering	2019	\$ 490,732	\$ 90,732	\$ 400,000	\$ -	\$ 179,265	\$ 220,735	\$ -	WIP
Voght Street Flood Mitigation Phase I	Public Works	Engineering	2019	\$ 2,700,000		\$ 3,000,000	\$ 300,000	\$ 2,300,000	\$ 400,000	\$ -	WIP
Voght Street Phase II Design	Public Works	Engineering	2020	\$ 150,000		\$ 300,000	\$ 150,000	\$ 150,000	\$ -	\$ -	Complete
Chlorine Storage Building	Public Works	Facilities	2020	\$ 295,000	\$ 1,094	\$ 300,000	\$ 6,094	\$ 293,906	\$ -	\$ -	Complete
Hook Truck Conversion	Public Works	Fleet	2019	\$ 82,115	\$ 1,181	\$ 77,194	-\$ 3,740	\$ 80,934	\$ -	\$ -	Complete
Hydro Vac Vacuum Truck	Public Works	Fleet	2020	\$ 339,509		\$ 500,000	\$ 160,491	\$ -	\$ 339,509	\$ -	WIP
One Ton Truck Replacement	Public Works	Fleet	2019	\$ 69,415		\$ 70,000	\$ 585	\$ 69,415	\$ -	\$ -	Complete
Downtown Trees	Public Works	Parks	2019	\$ 7,810		\$ 10,000	\$ 2,190	\$ 7,810	\$ -	\$ -	Complete
Welcome to Merritt Sign Exit 290	Public Works	Parks	2020	\$ 10,000		\$ 20,000	\$ 10,000	\$ 10,000	\$ -	\$ -	Complete
Alley Grindings	Public Works	Roads	2019	\$ 15,712		\$ 23,500	\$ 7,788	\$ 15,712	\$ -	\$ -	Complete
RRFB Crosswalk Lights	Public Works	Roads	2020	\$ 37,917		\$ 64,000	\$ 26,083	\$ 37,917	\$ -	\$ -	Complete
Auditorium Paint	Recreation	Facilities	2020	\$ 8,950		\$ 9,500	\$ 550	\$ 8,950	\$ -	\$ -	Complete
City Hall Renos	Recreation	Facilities	2019	\$ 2,000		\$ 10,871	\$ 8,871	\$ 2,000	\$ -	\$ -	Complete
Claybanks Capital Projects	Recreation	Facilities	2019	\$ 5,000		\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	Complete
Development Services Reno	Recreation	Facilities	2019	\$ 53,142	\$ 40,859	\$ 6,786	-\$ 5,497	\$ 12,283	\$ -	\$ -	Complete
Dog Pound Reno	Recreation	Facilities	2020	\$ 19,800		\$ 19,800	\$ -	\$ 19,800	\$ -	\$ -	Complete
Door Security System - Fire Hall	Recreation	Facilities	2019	\$ 5,994		\$ 5,994	\$ -	\$ -	\$ 5,994	\$ -	WIP
ESS Ramp and Landscaping	Recreation	Facilities	2020	\$ 17,000		\$ 17,000	\$ -	\$ 17,000	\$ -	\$ -	Complete
NVAC Building Lifecycle Assessment	Recreation	Facilities	2020	\$ 14,000		\$ 15,000	\$ 1,000	\$ 14,000	\$ -	\$ -	Complete

Capital Project Update - Q3 2020

Capital Projects	Department	Branch	Year	Project Estimate	Prior Year Budget/WIP	2020 Budget Amount	Project Variance	2020 Spend	Carryforward 2021	Additional 2021	Status at Year End
NVMA Building Lifecycle Assessment	Recreation	Facilities	2020	\$ 26,001		\$ 30,000	\$ 3,999	\$ 26,001	\$ -	\$ -	Complete
Terminal Building Improvements	Recreation	Facilities	2019	\$ 10,000		\$ 13,886	\$ 3,886	\$ 10,000	\$ -	\$ -	Complete
Coldwater Building Exterior Reno (Cadet Hall)	Recreation	Facilities	2020	\$ 49,806		\$ 50,000	\$ 194	\$ 49,806	\$ -	\$ -	Complete
Dehumidifier Project	Recreation	NVAC	2020	\$ 39,000		\$ 39,000	\$ -	\$ 39,000	\$ -	\$ -	Complete
Exterior Repair and Paint	Recreation	NVAC	2020	\$ 25,000		\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	Complete
Leisure Boiler	Recreation	NVAC	2020	\$ 46,000		\$ 46,000	\$ -	\$ 46,000	\$ -	\$ -	Complete
Ammonia Valve	Recreation	NVMA	2020	\$ 8,000		\$ 8,000	\$ -	\$ 8,000	\$ -	\$ -	Complete
Arena Lighting and Security Cameras	Recreation	NVMA	2019	\$ 31,640		\$ 24,312	-\$ 7,328	\$ 15,820	\$ 8,492	\$ 7,328	WIP
Flooring Rubber	Recreation	NVMA	2020	\$ 12,000		\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -	Complete
Sprinkler System	Recreation	NVMA	2020	\$ 5,500		\$ 5,500	\$ -	\$ 5,500	\$ -	\$ -	Complete
Biosolids Loading Conveyor	Utilities	Sewer	2019	\$ 79,200		\$ 79,200	\$ -	\$ 79,200	\$ -	\$ -	Complete
Clarifier Tanks Troughs	Utilities	Sewer	2019	\$ 109,808		\$ 132,000	\$ 22,192	\$ 109,808	\$ -	\$ -	Complete
Compost Screener	Utilities	Sewer	2019	\$ 54,035		\$ 49,500	-\$ 4,535	\$ 54,035	\$ -	\$ -	Complete
Raise Manholes	Utilities	Sewer	2019	\$ 10,284		\$ 30,000	\$ 19,716	\$ 10,284	\$ -	\$ -	Complete
Replace and Reinstall Blower Pipes	Utilities	Sewer	2019	\$ 10,724		\$ 10,724	\$ -	\$ 10,724	\$ -	\$ -	Complete
Active Mountain Pump House Equipment	Utilities	Water	2019	\$ 50,000		\$ 50,000	\$ -		\$ 50,000	\$ -	WIP
Grimmett Reservoir PLC Upgrade	Utilities	Water	2019	\$ 30,054		\$ 29,832	-\$ 222	\$ 222	\$ 29,610	\$ 222	WIP
Hydrant Replacement	Utilities	Water	2019	\$ 23,170		\$ 25,000	\$ 1,830	\$ 23,170	\$ -	\$ -	Complete
Main Valve Replacements	Utilities	Water	2019	\$ 18,000		\$ 25,000	\$ 7,000	\$ 18,000	\$ -	\$ -	Complete
Security Fencing - Voght Street Generator	Utilities	Water	2019	\$ 46,668		\$ 16,000	-\$ 30,668	\$ 46,668	\$ -	\$ -	Complete
Watermeter Replacement	Utilities	Water	2019	\$ 14,500		\$ 15,000	\$ 500	\$ 14,500	\$ -	\$ -	Complete
Misc Prior Year Projects			2019	\$ 10,149			-\$ 10,149	\$ 10,149	\$ -	\$ -	Complete
Total Committed Capital Projects				\$ 8,580,831	\$ 379,614	\$ 8,472,508	\$ 271,291	\$ 5,970,677	\$ 1,926,768	\$ 303,772	

PROJECT

Department:

Project Name:

Short
Description:

COST & FUNDING

Total Cost

Funding Source(s): *Finance to fill out*

☐ Reserves & Surplus

☐ Developer Contributions

☐ Other:

☐ Grants

☐ User Fees

☐ Borrowing

Finance Comments:

REASON FOR CAPITAL REQUEST

☐ Capital Renewal or Required Replacement

☐ Development Driven

☐ Service Level Enhancement

☐ Safety Requirement

☐ Legislative Change

☐ Other Reason

REQUEST LINKED TO?

☐ Specific Master Plan(s) - see page 3

☐ Another Project

☐ Strategic Priority

ANNUAL COSTS

☐ Annualized costs will be required – maintenance or operating

☐ Renewal of the asset will be required – Expected Life: Years

Calculate the annualized costs if required in the table below. For renewal costs, use replacement cost divided by the expected life of the asset. The table will total the columns automatically.

Annualized Costs for Capital Project

	2021	2022	2023	2024	2025
Labour					
Contracted Services					
Materials & Supplies					
Renewal					
Total					

BACKGROUND & JUSTIFICATION (Add further detail here, WHY is this a need?)

Was the project slated for 2021 during the previous 5 year financial plan?

☐ Yes ☐ No

If no, please explain:

When is the expected start date and completion date of the project?

IMPACT - List departments that will need to assist with the project (i.e. communications, legal, finance, etc.)

PRIORITY LEVEL 1 - Critical 2 - Can Wait a Year 3 - Beneficial, Include in 5yr Plan

Priority 1 (2021)

Priority 2 (2022)

Priority 3 (2023-2025)

ADDITIONAL INFORMATION - BUSINESS CASE (include attachments - i.e. quotes, reports)

MASTER PLANS (check all that apply)

Building the Community

- ☐ [Thriving Communities \(2020\)](#)
- ☐ [Airport Development Plan \(2019\)](#)
- ☐ [Business License Review Report \(2018\)](#)
- ☐ [Parks, Recreation & Culture Action Plan \(2017\)](#)
- ☐ [Road Corridor Assessment \(2017\)](#)
- ☐ [Cemetery Master Plan \(2017\)](#)
- ☐ [Age-Friendly Action Plan \(2016\)](#)
- ☐ [Asset Management Investment Project \(2016\)](#)
- ☐ [Economic Development Action Plan \(2015\)](#)
- ☐ [Bridge Inspections \(2015\)](#)
- ☐ [TNRD Regional Growth Strategy \(2013\)](#)
- ☐ [Nicola Valley Evacuation Plan \(2013\)](#)
- ☐ [Well Asset Report \(2012\)](#)
- ☐ [Official Community Plan \(2011\)](#)
- ☐ [Linking Communities \(2011\)](#)
- ☐ [Integrated Growth Strategy \(2010\)](#)
- ☐ [City Centre Improvement Plan \(2008\)](#)
- ☐ [Planning the Future Today \(CMCOC\) \(2007\)](#)
- ☐ [Airport Development Plan \(2006\)](#)
- ☐ [Voght Corridor Traffic Study \(2005\)](#)
- ☐ [Emergency Plan \(2005\)](#)
- ☐ [Water Conservation Strategy \(2003\)](#)
- ☐ [Airport Development Plan \(2003\)](#)
- ☐ [Aquifer Protection Plan \(2002\)](#)
- ☐ [Collettville – Proposed Water and Sewer Services \(1996\)](#)

Tourism

- ☐ [Canadian Tourism Strategy \(2019\)](#)
- ☐ [Tourism Inventory Report \(2018\)](#)
- ☐ [Adventure Tourism Strategy for BC \(2017\)](#)
- ☐ [Value of Tourism, BC | 2007-2017 \(2017\)](#)
- ☐ [Wayfinding Strategy Report \(2015\)](#)
- ☐ [Mountain Bike Tourism BC \(2015\)](#)
- ☐ [Nicola Valley Tourism Plan \(2014\)](#)
- ☐ [Trail Strategy for BC \(2012\)](#)

Water & Sewer

- ☐ [Community Water System Report \(2019\)](#)
- ☐ [Wastewater Treatment Plant Annual Report \(2019\)](#)
- ☐ [Source Water Protection Plan \(2017\)](#)
- ☐ [Water, The Complete Circle | Presentation \(2015\)](#)
- ☐ [Integrated Stormwater Master Plan \(Complete\) \(2014\)](#)
- ☐ [Integrated Stormwater Master Plan \(Compressed\) \(2014\)](#)
- ☐ [Integrated Stormwater Master Plan \(Executive Summary\) \(2014\)](#)
- ☐ [Sanitary Sewer Utility Master Plan \(Complete\) \(2012\)](#)
- ☐ [Sanitary Sewer Utility Master Plan \(Compressed\) \(2012\)](#)
- ☐ [Wastewater Treatment Plan Annual Report \(2012\)](#)
- ☐ [Water Utility Master Plan \(Complete\) \(2012\)](#)
- ☐ [Water Utility Master Plan \(Compressed\) \(2012\)](#)

Funding Impacts													
		Reserve for Future Expenditure				Surplus				Budgeted	All Reserves		
		Gas Tax	General	Water	Sewer	General	Water	Sewer	Transit	Surplus	and Surplus		
Reserve/Surplus	Opening Balances (per FS)	\$ 2,587,052	\$ 1,725,423	\$ 439,070	1,273,522	2,353,553	1,238,854	3,852,076	156,943	7,601,426	13,626,493	Opening Balance	
	2020 Budget Expenditures	-\$ 1,417,004	-\$ 76,357	\$ -	-	(1,206,793)	(660,832)	(851,424)	-	(2,719,049)	(4,212,410)	Capital (funded outside of debt or grant)	
	2020 Estimated Surplus (Deficit)					526,647	438,424	272,552	30,289	1,267,912	1,267,912	Surplus as per Q3 Forecast	
	2020 Revenue (Uses)	\$ 355,630	\$ 45,000							-	400,630	Transfer to from Operating - New Gas Tax and Transfer to	
Estimated Reserve/Surplus balances end of 2020		\$ 1,525,678	\$ 1,694,066	\$ 439,070	\$ 1,273,522	\$ 1,673,407	\$ 1,016,446	\$ 3,273,204	\$ 187,232	6,150,289	11,082,625	Ending Balance	
											203,120	Impact of Carryforwards on Ending Reserve and Surplus	
												11,285,745	
											(1,451,137)	(2,340,748)	Net Change 2020