

Memo

File Number: 1700

To: Mayor and Council, Senior Staff

From: Sheila Thiessen, Director of Finance & IT

Date: February 6, 2020

Subject: Preliminary Budget Documents

Please find attached documents that make up the preliminary budget package for your review. I have provided a brief description of the documents below. The documents included are:

- A. A consolidated 2020-2024 Draft Financial Plan including 2019 Actuals and Amended Budget for all funds.
- B. 2020-2024 Draft Financial Plan including 2019 Actuals and Amended Budget for General Fund
- C. 2020-2024 Draft Financial Plan including 2019 Actuals and Amended Budget for Water Fund
- D. 2020-2024 Draft Financial Plan including 2019 Actuals and Amended Budget for Sewer Fund
- E. 2020-2024 Draft Financial Plan including 2019 Actuals and Amended Budget for Transit Fund
- F. Committed Projects – a listing of all the carryforward projects from 2019, annual recurring projects, water and sewer projects showing recommended funding
 - a. This listing includes the Voght Street Flood Infrastructure Mitigation Project, as it is using recurring funding and will be proceeded with in 2020
 - b. These items have been included in the Schedules A-F.
- G. Proposed Projects – listing of capital projects and operating items requested by staff, with recommended funding highlighted.
 - a. Items on the capital list highlighted in green are ones that have been determined to be higher priority.
 - b. At the bottom of the sheet is a summary that shows the opening balances of the unrestricted surplus and reserves, broken down by fund.
 - i. This summary provides the calculation of the impact of the funding allocations

1. The dark grey rows in the Funding Impact table are funding amounts that would have to be added to the Schedules A-E upon Council's direction.
- H. Operating Budget Requests – provides more detail on the operating requests from staff and the recommendation brought forward for Council's consideration.

Process and Assumptions

Staff has prepared the draft financial plan schedules incorporating the following assumptions and estimations:

- Salaries and Wages have been adjusted as per contracts and post 2020 have been increased by 2% per year.
- Revenues have been reviewed and have been adjusted where appropriate.
 - Using contracted increases where applicable
 - Estimate of growth in the City of 1 to 2% for revenues tied to the number of homes, residents and businesses.
- Utilities (phone, hydro and natural gas) have been adjusted by up to 2%
- Sponsorships of \$15,000 has been included (this can be adjusted at Council's discretion)
- Cost of borrowing has been included for all current and impending debts, including the long-term debt for the Fire Hall over all 5 years of the plan.
- Staff has reviewed the budget line by line and has adjusted in the following areas
 - Staff development
 - Contracted services
 - Other areas as required
- The draft budget does not have any staffing level increases built in; those are still open to discussion with Council (Schedule G)
- Property Taxes have been calculated for 2020 using the following scenario:
 - Total taxes collected for general purposes are 4% more than 2019, as a result of increased assessments, including a portion of the previously exempt Utility class being included.
 - Tax rates (not including the utility class) have been reduced by 5.95% and an average house that was assessed at \$266,000 in 2019 and increased in assessed value by 8-9% to \$289,000 will be paying an additional \$30, equating to a net increase of 2.18% in taxes paid.
 - For 2021 and forward, general property taxes have been increased by 2%, in addition to the recapture of the taxes forgone in the Utility class.
 - No adjustments have been made for the taxes forgone in business class as a result of revitalization exemptions.
 - Total taxes for transit have been increased by 2%, which would result in an average house paying an additional \$2.48 for 2020.

Staff has used these estimations and assumptions to develop the base budget, Council still has time to provide input and direction on the process.

Analysis

The table below shows the Estimated Reserve and Surplus Balances as of December 31, 2019. They will be finalized with the completion of the year end audit.

The Gas Tax reserve is listed under the General Fund but is available for all funds if the projects meet the eligibility criteria.

The Reserve for future expenditures is a non statutory reserve and can be reallocated to statutory reserves when the Reserve and Surplus policy is updated. Currently, it is only being used for the projects that the funding was set aside for.

Some of the intended projects have been forgotten over time or are no longer needed, so these funds can be used to establish our statutory capital replacement reserves.

The General and Transit funds drew down on the unrestricted surplus as budgeted, whereas the 2019 surplus's in the water and sewer funds will be added to the unrestricted surplus.

				General Fund	Water Fund	Sewer Fund	Transit Fund	Total
Unrestricted Surplus				3,281,257	1,026,721	3,661,082	173,213	8,142,273
2019 Estimated Activity				(746,967)	454,714	130,449	(34,024)	(195,828)
				2,534,290	1,481,435	3,791,531	139,189	7,946,445
Statutory Reserves								
Capital Works and Machinery				685,129	8,651	9,371		703,151
Sale of City Owned Lands				12,879				12,879
Parking				74,360				74,360
Non Statutory Reserves								
Reserve for Future Expenditures				1,725,424	439,070	1,273,522		3,438,015
Gas Tax Reserve				2,536,302				2,536,302
Total				7,568,383	1,929,156	5,074,424	139,189	14,711,152

At the bottom of each Schedule A-E you will see a table showing the impact of the budget on the unrestricted surplus balances from 2020 to 2024.

On Schedule G there is a table that is labeled Funding Impacts and it shows the impact of the proposed funding model on the Unrestricted Surplus balances by fund. The committed expenditures refer to the funding of the Capital Projects listed on Schedule F.

The 2020 Revenue (uses) shows the 2020 gas tax revenue and the impact of the operating budget. Revenue doesn't cover expenses in both the general and transit fund, therefore, there is a (Use) or draw down of the surplus funds. Water and sewer both have enough revenue to cover the budgeted expenses in 2020 and therefore will add to the surplus, that will in turn be used to cover capital costs.

The next two lines show the proposed funding for the capital items on the top of Schedule G. Once Council has provided direction to staff, they can be incorporated into the financial plan.

Some points to consider:

1. It is not fiscally responsible to depend on surpluses for operating costs, as at some point the surpluses will be depleted.
2. Best practices state that a municipality's unrestricted surplus should be around of 1 to 2 months of expenses. In order to be able to available for unexpected expenditures. For Merritt that would be between 1.5 and 2 million dollars.
3. If revenues do not cover the cost of operations and capital replacement plans, then revenues need to be reviewed.
4. For ongoing costs, the funding should come from property taxes and user fees.
5. Grants and debt financing should be used primarily for capital or one-off items.
 - a. The exception would be grant funding that comes from the province that is guaranteed on an annual basis, like the small community fund and traffic fine sharing revenue.

Please review the attached documents. If you have any questions, please email them to me. I will respond as soon as possible. If you have any input or anything else that you would like to see, please let me know and I will have it for the Budget Open House on the 18th of February if possible or for the March 4th Budget meeting.

Thanks for your time and support

Sheila Thiessen, CPA, CMA
Director of Finance & IT

CITY OF MERRITT
2020 to 2024 Financial Plan
Schedule "A"
All Funds

A

	2019 Actuals	2019 Annual Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget	2023 Draft Budget	2024 Draft Budget
REVENUE							
Taxation, net	7,629,070	7,571,549	7,849,530	8,192,280	8,544,613	8,894,675	9,070,556
Parcel taxes	1,233,675	1,231,395	1,233,995	1,233,995	1,233,995	1,233,995	1,233,995
1% Utility Tax	154,138	154,138	148,959	147,460	146,260	148,560	148,960
Grants in lieu of taxes	136,173	136,500	137,500	137,500	137,500	137,500	137,500
Grants	832,878	1,303,190	1,914,220	645,500	646,500	647,500	648,500
Regional grants	309,866	309,866	315,732	320,382	328,525	333,363	342,298
Sales of services and rentals	4,233,682	4,148,526	4,391,844	4,411,050	4,433,946	4,460,423	4,481,004
Licenses, permits and fines	261,823	220,800	250,000	261,700	270,434	275,203	282,007
Penalties and interest on taxes	136,311	155,000	140,000	140,000	140,000	140,000	140,000
Return on investments	368,912	225,000	300,000	295,000	275,000	250,000	225,000
Other revenue	293,582	280,500	318,333	338,545	358,742	379,672	401,205
Transfer from Utilities	520,000	520,000	520,000	520,000	520,000	520,000	520,000
Gas Tax Funds	725,046	726,149	355,630	355,630	355,630	355,630	355,630
	16,835,157	16,982,613	17,875,743	16,999,042	17,391,145	17,776,521	17,986,655
EXPENDITURE							
Departmental expenditure							
General government	2,093,929	2,113,360	2,217,930	2,192,001	2,226,558	2,266,913	2,302,882
Protective services	3,330,686	3,909,794	4,229,232	4,266,778	4,340,772	4,416,244	4,493,223
Transportation services	1,741,963	1,830,538	1,801,278	1,894,059	1,909,162	1,942,726	1,958,761
Environmental health services	604,496	623,465	621,119	624,888	628,732	632,653	636,653
Development services	566,556	699,540	748,716	549,083	481,623	489,315	497,160
Public health and welfare services	79,716	101,435	89,854	90,306	90,766	91,236	91,715
Recreational and cultural services	2,772,377	2,758,621	2,884,679	2,919,589	2,958,241	2,997,650	3,037,832
Water utility	1,011,161	1,204,669	1,201,814	1,210,559	1,219,479	1,228,577	1,237,858
Sewer utility	963,031	1,040,320	1,059,282	1,067,351	1,075,582	1,083,977	1,092,540
Debt servicing costs	291,037	308,470	310,592	351,347	342,446	335,041	327,565
Bank charges	15,659	15,000	15,000	15,000	15,000	15,000	15,000
	13,470,612	14,605,212	15,179,495	15,180,961	15,288,361	15,499,332	15,691,189
Surplus (Deficit for the year)	3,364,546	2,377,401	2,696,248	1,818,081	2,102,784	2,277,189	2,295,466
Adjust for Cash Items							
MFA debt principal payments	(422,957)	(311,301)	(438,875)	(523,772)	(543,729)	(564,458)	(585,991)
Short term debt principal payments	(134,620)	(88,751)	(254,050)	(396,162)	(292,317)	(299,671)	(281,451)
Capital expenditures	(3,604,633)	(8,160,752)	(6,861,183)	(1,660,000)	(1,660,000)	(1,660,000)	(1,660,000)
Transfer from (to) reserve for future	203,133	675,865	31,671				
Transfer (to) from reserve funds	(153,057)	536,732	300,374	(400,630)	(400,630)	(400,630)	(400,630)
Transfer (to) from unrestricted surplus	195,827	2,161,306	1,992,411	1,162,483	793,892	647,570	632,606
Proceeds from debt	551,761	2,809,500	2,533,404				
	(3,364,546)	(2,377,401)	(2,696,248)	(1,818,081)	(2,102,784)	(2,277,189)	(2,295,466)
Financial Plan Balance	-0	0	0	0	0	0	0
Opening unrestricted surplus balance			7,946,445	5,954,034	4,791,551	3,997,659	3,350,089
Transfer out (in)			(1,992,411)	(1,162,483)	(793,892)	(647,570)	(632,606)
Ending balance			<u>5,954,034</u>	<u>4,791,551</u>	<u>3,997,659</u>	<u>3,350,089</u>	<u>2,717,483</u>

CITY OF MERRITT
2020 to 2024 Financial Plan
Schedule "A"
General Fund

B

	2019 Actuals	2019 Annual Budget	2020 Draft Budget	2021 Draft Budget	2022 Draft Budget	2023 Draft Budget	2024 Draft Budget
REVENUE							
Taxation, net	7,451,199	7,394,113	7,668,419	8,007,547	8,349,613	8,694,675	8,850,556
1% Utility Tax	154,138	154,138	148,959	147,460	146,260	148,560	148,960
Grants in lieu of taxes	136,173	136,500	137,500	137,500	137,500	137,500	137,500
Grants	832,878	1,303,190	1,914,220	645,500	646,500	647,500	648,500
Regional grants	293,266	293,266	299,132	303,782	308,525	313,363	318,298
Sales of services and rentals	2,230,293	2,140,195	2,400,670	2,419,876	2,437,772	2,454,249	2,469,830
Licenses, permits and fines	261,823	220,800	250,000	261,700	270,434	275,203	282,007
Penalties and interest on taxes	136,311	155,000	140,000	140,000	140,000	140,000	140,000
Return on investments	368,912	225,000	300,000	295,000	275,000	250,000	225,000
Other revenue	139,089	131,500	140,728	151,532	162,746	174,382	186,458
Transfer from Utilities	520,000	520,000	520,000	520,000	520,000	520,000	520,000
Gas Tax Funds	725,046	726,149	355,630	355,630	355,630	355,630	355,630
	13,249,129	13,399,851	14,275,258	13,385,527	13,749,980	14,111,062	14,282,739
EXPENDITURE							
Departmental expenditure							
General government	2,093,929	2,113,360	2,217,930	2,192,001	2,226,558	2,266,913	2,302,882
Protective services	3,330,686	3,909,794	4,229,232	4,266,778	4,340,772	4,416,244	4,493,223
Transportation services	1,431,799	1,503,002	1,464,758	1,550,889	1,559,208	1,585,853	1,594,830
Environmental health services	604,496	623,465	621,119	624,888	628,732	632,653	636,653
Development services	566,556	699,540	748,716	549,083	481,623	489,315	497,160
Public health and welfare services	79,716	101,435	89,854	90,306	90,766	91,236	91,715
Recreational and cultural services	2,772,377	2,758,621	2,884,679	2,919,589	2,958,241	2,997,650	3,037,832
Debt servicing costs	178,786	187,483	212,727	254,782	246,731	239,326	231,850
Bank charges	15,659	15,000	15,000	15,000	15,000	15,000	15,000
	11,074,005	11,911,700	12,484,015	12,463,316	12,547,631	12,734,190	12,901,145
Surplus (Deficit for the year)	2,175,125	1,488,151	1,791,243	922,211	1,202,349	1,376,872	1,381,594
Adjust for Cash Items							
MFA debt principal payments	(220,857)	(175,463)	(229,691)	(305,181)	(316,394)	(328,030)	(340,106)
Short term debt principal payments	(86,111)	(39,653)	(204,375)	(340,292)	(292,317)	(299,671)	(281,451)
Capital expenditures	(2,748,968)	(6,153,480)	(5,364,927)	(595,000)	(595,000)	(595,000)	(595,000)
Transfer from (to) reserve for future	203,133	334,847	31,671	0	0	0	0
Transfer (to) from reserve funds	(621,050)	(153,268)	300,374	(400,630)	(400,630)	(400,630)	(400,630)
Transfer (to) from unrestricted surplus	746,967	1,889,366	1,142,301	718,892	401,992	246,459	235,593
Proceeds from debt	551,761	2,809,500	2,533,404				
	(2,175,125)	(1,488,151)	(1,791,243)	(922,211)	(1,202,349)	(1,376,872)	(1,381,594)
Financial Plan Balance	(0)	0	0	0	0	0	0
Opening unrestricted surplus balance			2,534,290	1,391,989	673,097	271,105	24,646
Transfer out (in)			(1,142,301)	(718,892)	(401,992)	(246,459)	(235,593)
Ending balance			1,391,989	673,097	271,105	24,646	(210,947)

CITY OF MERRITT
2020 to 2024 Financial Plan
Schedule "A"
Water Fund

C

	2019 Actuals	2019 Annual Budget	2020 Annual Budget	2021 Annual Budget	2022 Annual Budget	2023 Annual Budget	2024 Annual Budget
REVENUE							
Parcel taxes	613,675	613,995	613,995	613,995	613,995	613,995	613,995
Sales of services and rentals	1,203,062	1,185,345	1,185,345	1,185,345	1,185,345	1,185,345	1,185,345
Other revenue	118,285	95,000	133,346	142,753	151,497	160,590	170,047
	1,935,022	1,894,340	1,932,686	1,942,093	1,950,837	1,959,930	1,969,387
EXPENDITURE							
Water utility	1,011,161	1,204,669	1,201,814	1,210,559	1,219,479	1,228,577	1,237,858
Debt servicing costs	108,947	118,273	95,715	95,715	95,715	95,715	95,715
	1,120,108	1,322,942	1,297,529	1,306,274	1,315,194	1,324,292	1,333,573
Surplus (Deficit for the year)	814,914	571,398	635,157	635,819	635,643	635,638	635,814
Adjust for Cash Items							
MFA debt principal payments	(202,100)	(135,838)	(209,184)	(218,591)	(227,335)	(236,428)	(245,886)
Capital expenditures	(626,093)	(1,255,000)	(644,832)	(565,000)	(565,000)	(565,000)	(565,000)
Transfer from (to) reserve for future							
Transfer (to) from reserve funds	467,993	690,000					
Transfer (to) from unrestricted surplus	(454,714)	129,440	218,859	147,772	156,692	165,790	175,072
	(814,914)	(571,398)	(635,157)	(635,819)	(635,643)	(635,638)	(635,814)
Financial Plan Balance	0	0	0	0	0	0	0
Opening unrestricted surplus balance			1,481,435	1,262,576	1,114,804	958,112	792,322
Transfer out (in)			(218,859)	(147,772)	(156,692)	(165,790)	(175,072)
Ending balance			1,262,576	1,114,804	958,112	792,322	617,250

CITY OF MERRITT
2020 to 2024 Financial Plan
Schedule "A"
Sewer Fund

D

	2019 Actuals	2019 Annual Budget	2020 Annual Budget	2021 Annual Budget	2022 Annual Budget	2023 Annual Budget	2024 Annual Budget
REVENUE							
Parcel taxes	620,000	617,400	620,000	620,000	620,000	620,000	620,000
Sales of services and rentals	704,306	732,986	710,829	710,829	710,829	710,829	710,829
Other revenue	32,549	50,500	40,500	40,500	40,500	40,500	40,500
	1,356,855	1,400,886	1,371,329	1,371,329	1,371,329	1,371,329	1,371,329
EXPENDITURE							
Sewer utility	963,031	1,040,320	1,059,282	1,067,351	1,075,582	1,083,977	1,092,540
Debt servicing costs	3,304	2,714	2,150	850	0	0	0
	966,335	1,043,034	1,061,432	1,068,201	1,075,582	1,083,977	1,092,540
Surplus (Deficit for the year)	390,520	357,852	309,897	303,128	295,747	287,352	278,789
Adjust for Cash Items							
Short term debt principal payments	(48,509)	(49,098)	(49,675)	(55,870)			
Capital expenditures	(211,562)	(732,272)	(851,424)	(500,000)	(500,000)	(500,000)	(500,000)
Transfer from (to) reserve for future		341,018					
Transfer (to) from unrestricted surplus	(130,449)	82,500	591,202	252,742	204,253	212,648	221,211
	(390,520)	(357,852)	(309,897)	(303,128)	(295,747)	(287,352)	(278,789)
Financial Plan Balance	-0	0	0	0	0	0	0
Opening unrestricted surplus balance			3,791,531	3,200,329	2,947,587	2,743,334	2,530,686
Transfer out (in)			(591,202)	(252,742)	(204,253)	(212,648)	(221,211)
Ending balance			<u>3,200,329</u>	<u>2,947,587</u>	<u>2,743,334</u>	<u>2,530,686</u>	<u>2,309,475</u>

CITY OF MERRITT
2020 to 2024 Financial Plan
Schedule "A"
Transit Fund

E

	2019 Actuals	2019 Annual Budget	2020 Annual Budget	2021 Annual Budget	2022 Annual Budget	2023 Annual Budget	2024 Annual Budget
REVENUE							
Taxation, net	177,871	177,436	181,111	184,733	195,000	200,000	220,000
Regional grants	16,600	16,600	16,600	16,600	20,000	20,000	24,000
Sales of services and rentals	96,021	90,000	95,000	95,000	100,000	110,000	115,000
Other revenue	3,659	3,500	3,759	3,759	4,000	4,200	4,200
	294,151	287,536	296,470	300,092	319,000	334,200	363,200
EXPENDITURE							
Transportation services	310,164	327,536	336,520	343,170	349,954	356,873	363,930
	310,164	327,536	336,520	343,170	349,954	356,873	363,930
Surplus (Deficit for the year)	(16,013)	(40,000)	(40,050)	(43,078)	(30,954)	(22,673)	(730)
Adjust for Cash Items							
Capital expenditures	(18,011)	(20,000)					
Transfer (to) from unrestricted surplus	34,024	60,000	40,050	43,078	30,954	22,673	730
	16,013	40,000	40,050	43,078	30,954	22,673	730
Financial Plan Balance	0	0	0	(0)	0	0	(0)
Opening unrestricted surplus balance			139,189	99,139	56,061	25,107	2,434
Transfer out (in)			(40,050)	(43,078)	(30,954)	(22,673)	(730)
Ending balance			<u>99,139</u>	<u>56,061</u>	<u>25,107</u>	<u>2,434</u>	<u>1,704</u>

Carryforward
Water
Sewer Fund
Annual Expenditures



Committed Projects

Includes Carryforwards from 2019, Regular Annual Expenditures and Water/Sewer Projects

F

Project	Department	Branch	Amount	Gas Tax	Reserve for Future Expenditure			Surplus				Debt	Grant	Total Funding
					General	Water	Sewer	General	Water	Sewer	Transit			
Computer Infrastructure	Administration	IT	50,000					50,000						50,000
Computer Infrastructure	Administration	IT	13,080					13,080						13,080
Welcome to Merritt Sign	Economic Developme	Ec Dev	12,000					12,000						12,000
Downtown Revitalization	Economic Developme	Ec Dev	100,000					100,000						100,000
City Hall Renos	Facilities	City Hall	10,871		10,871									10,871
Door Security System	Facilities	Fire Hall	5,994		5,994									5,994
EOC Equipment	Protective Services	EOC	6,694									6,694		6,694
Mobile Computer Aided Dispatch	Protective Services	Fire	13,182					13,182						13,182
Purchase of Tender	Protective Services	Fire	400,000					100,000				300,000		400,000
Fire Hall Expansion	Protective Services	Fire	2,163,404									2,163,404		2,163,404
Bridge Repairs	Public Works	Engineering	8,020		8,020									8,020
Flood Mitigation Planning	Public Works	Engineering	1,004	1,004										1,004
Nicola River Flood Restoration	Public Works	Engineering	400,000					80,000					320,000	400,000
Voght Street Flood Mitigation Phase I	Public Works	Engineering	3,000,000	700,000				500,000	500,000	550,000			750,000	3,000,000
Hook Truck Conversion	Public Works	Fleet	77,194					77,194						77,194
One Ton Truck Replacement	Public Works	Fleet	70,000									70,000		70,000
Downtown Trees	Public Works	Parks	10,000					10,000						10,000
Alley Grindings	Public Works	Roads	23,500					23,500						23,500
Terminal Building Improvements	Recreation	Facilities	10,000					10,000						10,000
Terminal Building Improvements	Recreation	Facilities	3,886					3,886						3,886
Claybanks Capital Projects	Recreation	Facilities	5,000					5,000						5,000
Development Services Reno	Recreation	Facilities	6,786		6,786									6,786
Arena Lighting and Security Cameras	Recreation	NVMA	24,312					24,312						24,312
Compost Screener	Utilities	Sewer	49,500							49,500				49,500
Replace and Reinstall Blower Pipes	Utilities	Sewer	10,724							10,724				10,724
Raise Manholes	Utilities	Sewer	30,000							30,000				30,000
Biosolids Loading Conveyor	Utilities	Sewer	79,200							79,200				79,200
Clarifier Tanks Troughs	Utilities	Sewer	132,000							132,000				132,000
Watermeter Replacement	Utilities	Water	15,000						15,000					15,000
Security Fencing - Voght Street Generator	Utilities	Water	16,000	16,000										16,000
Main Valve Replacements	Utilities	Water	25,000						25,000					25,000
Hydrant Replacement	Utilities	Water	25,000						25,000					25,000
Grimmett Reservoir PLC Upgrade	Utilities	Water	29,832						29,832					29,832
Active Mountain Pump House Equipment	Utilities	Water	50,000						50,000					50,000
Total Committed Capital Projects			6,877,183	717,004	31,671	-	-	1,022,154	644,832	851,424	-	2,533,404	1,076,694	6,877,183

These projects have not been included in the Draft Budget - Schedules A-E. Projects highlighted in green are higher priority. Further detail on the operating requests and ongoing impact is provided on Schedule H

Capital Projects	Department	Branch	Amount	Gas Tax	Reserve for Future Expenditure			Surplus				Debt	Grants	Total Funding
					General	Water	Sewer	General	Water	Sewer	Transit			
Server Replacement	Administration	IT	50,000		44,686			5,314						50,000
Mobile Computer Aided Dispatch	Protective Services	Fire	10,000					10,000						10,000
Thermal Imaging Camera	Protective Services	Fire	12,000					12,000						12,000
Fire Hose	Protective Services	Fire	20,000					20,000						20,000
Workspace Records Management Software	Protective Services	Fire	23,500					23,500						23,500
Voght Street Phase II Design	Public Works	Engineering	300,000	300,000										300,000
Chlorine Storage Building	Public Works	Facilities	300,000	300,000										300,000
Hydro Vac Vacuum Truck	Public Works	Fleet	500,000									500,000		500,000
Welcome to Merritt Sign Exit 290	Public Works	Parks	20,000					20,000						20,000
Relocation of the dog park	Public Works	Parks	140,000					140,000						140,000
RRFB Crosswalk Lights	Public Works	Roads	64,000	64,000										64,000
Asphalt Overlay Program	Public Works	Roads	250,000					250,000						250,000
Auditorium Paint	Recreation	Facilities	9,500	9,500										9,500
ESS Ramp and Landscaping	Recreation	Facilities	17,000	17,000										17,000
NVMA Building Lifecycle Assessment	Recreation	Facilities	30,000					30,000						30,000
NVAC Building Lifecycle Assessment	Recreation	Facilities	15,000					15,000						15,000
Dog Pound Reno	Recreation	Facilities	19,800					19,800						19,800
Coldwater Building Exterior Reno (Cadet Hall)	Recreation	Facilities	50,000	50,000										50,000
Exterior Repair and Paint	Recreation	NVAC	25,000									25,000		25,000
Dehumidifier Project	Recreation	NVAC	39,000									39,000		39,000
Leisure Boiler	Recreation	NVAC	46,000					10,000				36,000		46,000
Sprinkler System	Recreation	NVMA	5,500	5,500										5,500
Ammonia Valve	Recreation	NVMA	8,000	8,000										8,000
Flooring Rubber	Recreation	NVMA	12,000	12,000										12,000
		Totals	1,966,300	766,000	44,686	-	-	555,614	-	-	-	500,000	100,000	1,966,300

Operating Requests	Department	Amount	Gas Tax	Reserve for Future Expenditure			Surplus			
				General	Water	Sewer	General	Water	Sewer	Transit
Personnel	Public Works	82,000					82,000			
Personnel	Recreation	35,000					35,000			
Misc Requests - Schedule H	Fire Departmnet	3,946					3,946			
Contracted Service/Software Mtce	IT Department	30,000					30,000			
Bylaw and Plan Development	Planning	75,000	75,000							
Banners	Economic Development	20,000					20,000			
Park Supplies (Shale)	Parks	15,000					15,000			
Misc Requests see Schedule H	Public Works	55,700					55,700			
Waste Water Collection Lift	Sewer	10,000							10,000	
	Totals	326,646	75,000	-	-	-	241,646	-	10,000	-

Funding Impacts

	Gas Tax	Reserve for Future Expenditure			Surplus			
		General	Water	Sewer	General	Water	Sewer	Transit
Reserve/Surplus Opening Balances	2,536,302	1,725,424	439,070	1,273,522	2,534,290	1,481,435	3,791,531	139,189
Committed Expenditures	(717,004)	(31,671)	-	-	(1,022,154)	(644,832)	(851,424)	-
2020 Revenue (Uses)	356,730				(120,147)	425,973	260,222	(40,050)
Proposed Capital Uses*	(766,000)	(44,686)	-	-	(555,614)	-	-	-
Proposed Operating Uses*	(75,000)				(241,646)		(10,000)	
Estimated Reserve/Surplus balances end of 2020	1,335,028	1,649,067	439,070	1,273,522	594,729	1,262,576	3,190,329	99,139

* to be incorporated into draft budget if approved

Operating Budget Requests

Item	Department	Description	Requested Annual Cost	2020 Proposed Cost	2021 and ongoing
Personnel	Public Works	2 driver all trucks	164,000	82,000	164,000
		General Duty Clerk	65,000		65,000
		Increased hours for Casual Recreation Workers to meet risk management requirements			
Personnel	Recreation		35,000	35,000	35,000
Total Personnel Requests			264,000	117,000	264,000
Fire Department					
		Fire Investigation Training	2,260	2,260	-
		Fire Smart Program Reduction	(5,000)	(5,000)	(5,000)
		Training - Fire Prevention Officer	1,710	1,710	1,710
		Office Furniture	1,776	1,776	-
		Additional Radio Channels	2,000	2,000	-
		Additional Radio Licence Fees	1,200	1,200	1,200
Total Fire Department Requests			3,946	3,946	(2,090)
IT Department					
		Contracted Services to provide support for IT Manager	30,000	15,000	15,000
		Computer Software Mtce increase required to provide business continuity	15,000	15,000	15,000
Total IT Department Requests			45,000	30,000	30,000
Development Services					
		Land Use Planning Bylaws etc (new)		75,000	
Economic Development					
		Banners	20,000	20,000	-
		Logo'd Materials	20,000		-
		Website Mtce	15,000		-
Total Economic Development Requests			55,000	20,000	-
Parks					
		Increase in Materials and Supplies	15,000	15,000	
Public Works					
		Public Safety - Dangerous Trees Etc	30,000	20,000	30,000
		Recycling Cart Stickers	5,000	5,000	
		Snow Removal Increase Materials and Sup	10,000	10,000	10,000
		Crack Sealing Unit - Roads	2,500	2,500	
		Sidewalk Repairs - Contracted Services	9,000		
		Sidewalk Repairs - Materials and Supplies	3,000	3,000	3,000
		Commercial Bin Rehab	2,200	2,200	2,200
		Airport - Crack Sealing	6,000	6,000	
		Ortho Photo	20,000		
		Drainage	7,000	7,000	7,000
Total Public Works Requests			94,700	55,700	52,200
Recreation					
		Increase for Fireworks	1,000		
Total Operating Requests General Fund			478,646	316,646	344,110
Sewer					
		Waste Water Collection Lift Stations	10,000	10,000	10,000