

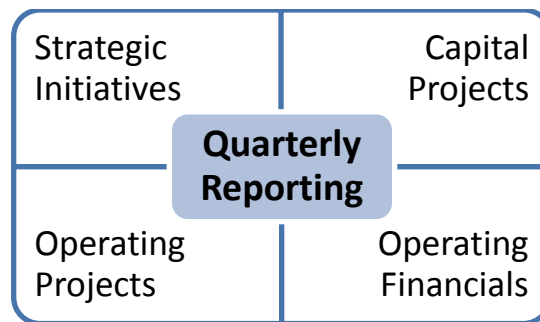
To: City Manager
From: Ron Bowles, GM Corporate Services
Authored By: Alaina Maher, Finance Reporting Supervisor
Date: February 9, 2017
Subject: **Corporate Progress Report – Q4 2016**

Recommendation:

THAT the Corporate Progress Report for the fourth quarter (October 1-December 31) of 2016 be received for information.

Background:

In an effort to support Council's strategic plan and commitment towards long-term financial planning, staff will provide regular progress updates to Council. The quarterly Corporate Progress Report provides an update to Council on all City initiatives, which include ongoing strategic initiatives, capital and operating projects, and operating financials.



Ongoing strategic initiatives (Appendix 1) report on initiatives that support Council's 2015-2019 Strategic Plan. These initiatives are foundational ongoing endeavors focused on achieving Council's strategic long-term goals. They are not necessarily 'business as usual' tasks, they are critical initiatives which are key to improving the City's delivery of Council's Strategic Plan. As such, capital and operating projects, as well as minor tasks, are excluded from this appendix. Appendix 1 provides specific tasks, measures, and results of strategic initiatives to ensure Council is apprised of progress made towards its strategic plan.

Capital and operating projects are discussed in Appendix 2 and 3 respectively. Included are project status updates, current comments, and financials as of the end of the quarter.

Staff have used the following legend to identify status updates for phases of an initiative and/or project lifecycle (see Appendices 1-3):

Project Status	Description
A	Not Started
B	Planning / Request for Proposal / Design
C	In Construction / In Progress
D	Completed / In Use
X	Cancelled
Z	Delayed Until Next Year

As a prudent means of fiscal management and good financial controls, quarterly financial reporting is provided to Council. Appendix 4 provides operating results for the City and is included to give Council an overview of how operating revenue and expenses have been managed. It is important to note that the report does not include financial information that provides minimal value on quarterly basis. Excluded data includes: tax revenue, cost allocations/internal administration charges, debt servicing and amortization.

Discussion:

Strategic Overview from the City Manager

A hallmark of a transparent and accountable local government is how it reports out to the community. This final 2016 report on how well the organization performed relative to its planned activities, from both a strategic and financial viewpoint.

From the onset, 2016 was set as an ambitious year with many initiatives and projects on the docket. This was the second year of the election term and a focus was on foundational planning activities to implement Council's 2015-2019 strategic plan. These planning initiatives included:

- Updated plans - official community plan, 10-year financial plan, fire services and airport master plans, and the start of the Nunns Creek and Frank James Park master plans;
- Upgraded services - established an accountable economic development function, ceased Campbell River Economic Development Corporation's operations, decided on a new tourism delivery service model complete with an expanded funding model, established a forestry task force and purchased an on-line booking system; and
- Established new initiatives - a development-ready, downtown revitalization plan (*Refresh*), a public arts grant program and a downtown small initiatives fund.

The new water intake project is the single largest infrastructure project the City has ever constructed. With the large bore directional drilling successfully completed in 2016, one of the riskiest components of the project, the City is on track to complete the new water treatment building in 2017, and commission the new water system.

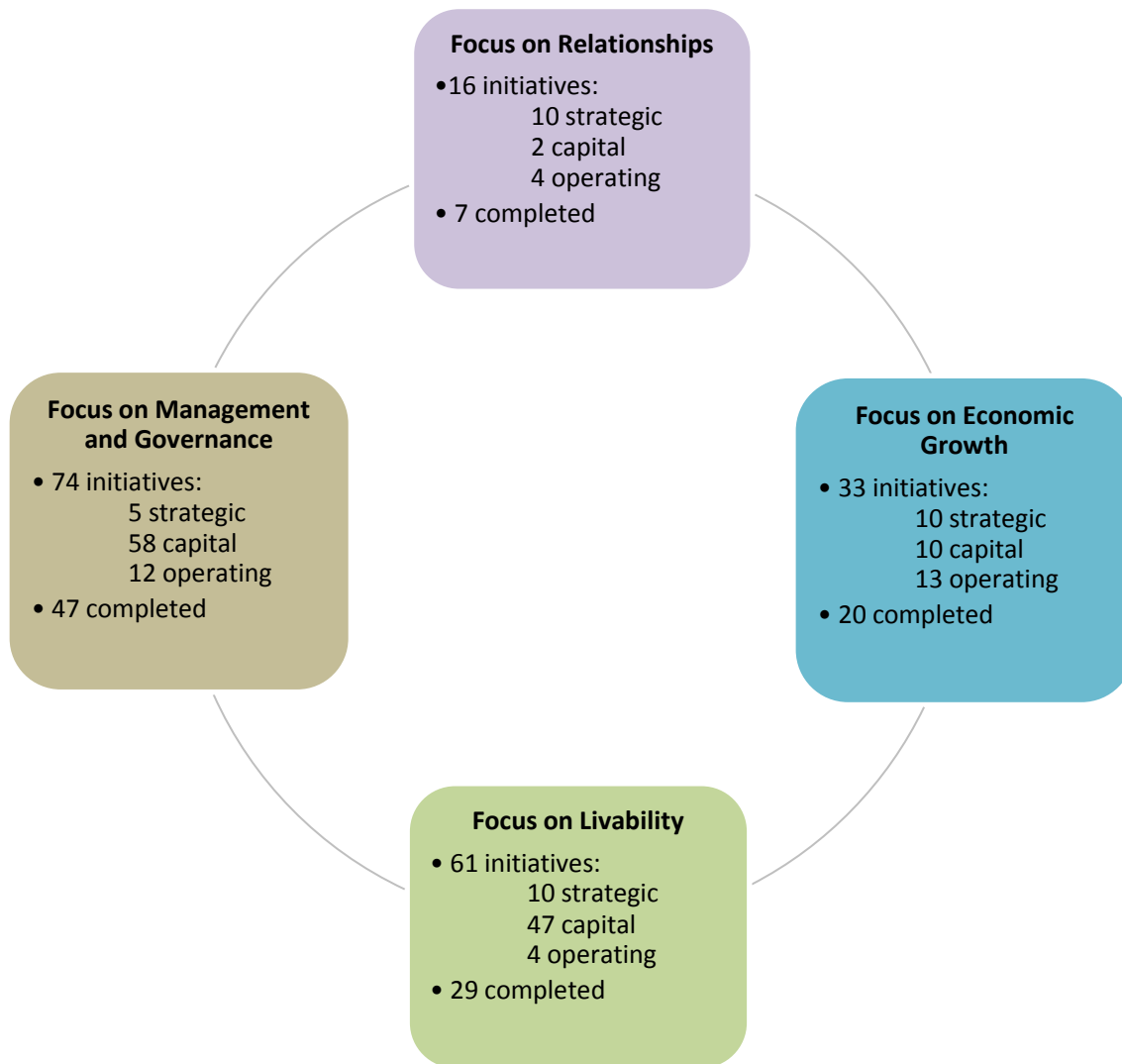
On top of the 103 strategic initiatives and projects completed in the year the City worked with local advocates to address the five-week homelessness protest camp--Together, we successfully partnered with the provincial government to seek additional resources for our community—we re-established a winter all-weather shelter, worked with Island Health on a sobering assessment centre. Emergency events included managed a river flood event, dealt with high snow falls, two major water and sewer main breaks and significant increases in development and building permits.

I am particularly proud that 2016 was a year of recognition for the City and its staff as awards were received in leadership (x3), finance, water operations, video production and safety. The ultimate proof of performance came from the citizens of Campbell River; 96% reported an overall satisfaction with services and programs, with customer service being rating as "excellent".

With 2017 underway and shaping up to be another active year, I envision continued success being delivered by a progressive and collaborative Council, backed by high-functioning employees and City commissions, committees and taskforces.

Deborah Sargent, City Manager

Reporting for strategic initiatives, as well as operating and capital projects, is segmented into Council's four strategic pillars (see Appendices 1-3). The diagram below summarizes the number of initiatives in each pillar and identifies how many of the initiatives have been completed to date (as the end of the fourth quarter of 2016).



2016-2025 Financial Plan Bylaw Amendment

Council adopted the 2016-2025 Ten Year Financial Plan Amendment on December 5th, 2016 (see Appendix 5). The financial plan bylaw amendment reflects decisions made by Council throughout 2016, and as a result, approved amendments have been incorporated into fourth quarter reporting for both operating and capital budgets (see Appendix 2 and 4).

Summary of changes for quarterly reporting:

Operating:

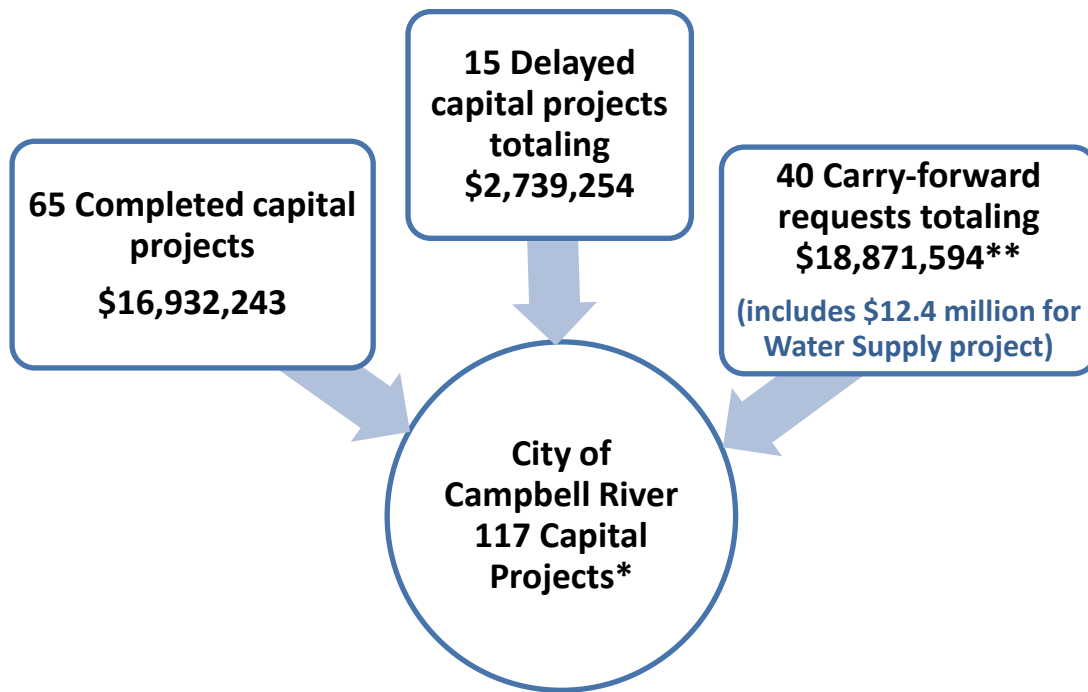
Segment Impacted	Amendment	Net Segment Budget Increase
Revenues:		
Development Services	Economic Development Corporation dividend	\$70,000
Net Budget Increase		70,000
Expenses:		
Governance	Tribal Journeys	25,000
Corporate Services	Legal settlements	110,000
Facilities & Supply Management	Property assessment	30,000
Facilities & Supply Management	Property management	348,000
Development Services	Campbell River Economic Development Corporation dividend expense for Tourism	70,000
Development Services	Campbell River Economic Development Corporation winding down legal expenses	100,000
Net Budget Increase		\$683,000

Capital:

Project Impacted	Budget Increase
Municipal Broadband Network	\$378,000
Frank James Park Design	17,000
Nunns Creek Master Plan	18,000
Campbell River Water Supply	2,036,000
Net Change	\$2,449,000

Capital Overview - Celebrating Successes and Preparing for 2017

The City has made great strides to successfully complete 65 capital projects by the end of 2016. Projects delayed until 2017 or cancelled have occurred due to unforeseen circumstances or changes in activity that have prevented these projects from taking place in 2016. The City has approved 40 capital carry-forward requests during Financial Planning for 2017 due to commitments and external factors (e.g. third party contractors, weather, changes in project scope, as well as multi-year projects including the Water Supply Project). Approved carry-forwards are highlighted in red and those that are related to funds being held for maintenance periods are highlighted in blue. Detailed information on each project is available in Appendix 2.



**Total capital projects do not include three reported projects in Appendix 2 that were not originally part of the City's approved capital plan. These projects are depicted as capital as part of year-end adjustments required, moving these approved projects from operating to be reported as capital per accounting standards.*

***Amount as of December 31st*

Capital Projects (Appendix 2)

As at December 31st, the total capital spend is \$17,821,201 compared to the approved amended budget of \$46,606,198 (38% of the 2016 capital plan). Fourth quarter capital expenditures in 2016 are overall trending lower than 2015 where 53% of the 2015 capital plan was expended (\$14,263,262 spent from a total budget of \$27,000,560). Large budget variances are mainly a result of required carry-forwards, planned budgeting that extends over multiple fiscal years for project management (i.e. Campbell River Water Supply project) and/or due to efficiencies gained (i.e. sewer main replacement came in significantly under budget as a result of improved technology). Please see Appendix 2 for further comments in regards to project activity.

As noted in past quarterly reporting, Fire's ladder truck replacement went over budget by \$401,949 (see Appendix 2, index 21); however, the majority of this variance has been covered by offsetting foreign exchange gains as the City purchased USD in 2014 when the truck was ordered. This gain is identified in the Corporate Services revenue analysis. Canadian public sector accounting standards require the truck to be recorded at the cost when acquired; as such, the 2016 capital expense is higher than budget due to the rapid decline in the Canadian dollar with an offsetting foreign exchange gain in operations (see Appendix 4).

Fund	Q4	Budget	Q4 % of Budget	Q3 % of Budget	Q2 % of Budget	Q1 % of Budget
General	5,234,852	\$16,531,526	31%	26%	20%	14%
Airport	158,347	1,465,584	11%	9%	5%	2%
Sewer	2,747,896	5,358,163	51%	35%	19%	5%
Water	9,680,106	23,250,925	42%	21%	17%	1%
Total	17,821,201	\$46,606,198	38%	24%	18%	6%

Operating Projects (Appendix 3)

As at December 31st, the total spend from service level change requests (SLCRs) is \$726,608 from an approved budget of \$1,684,670 (approximately 43% of budgeted SLCRs as compared to 27% in the third quarter). 2017 approved carry-forwards are identified in red in Appendix 3. Carry-forwards are required to complete operating projects that were either delayed due to unforeseen circumstances, weather, timing differences, third parties and/or operational activity.

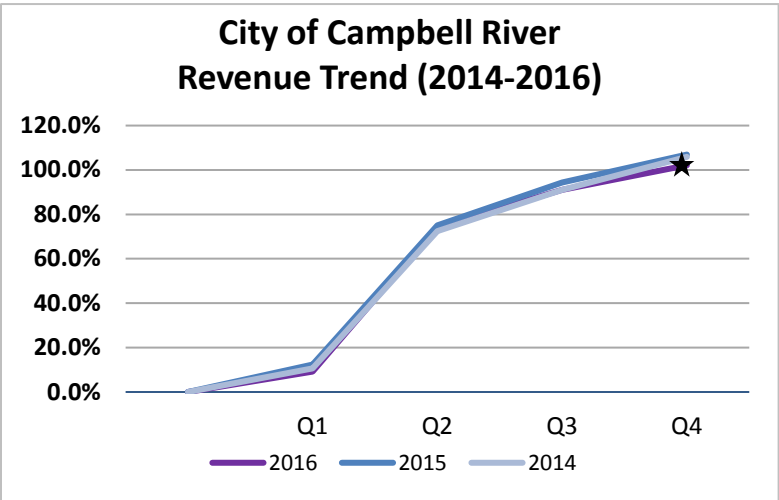
Fund	Q4	Budget	Q4 % of Budget	Q3 % of Budget	Q2 % of Budget	Q1 % of Budget
General	\$587,614	\$1,204,170	49%	33%	19%	5%
Airport	60,502	130,000	47%	22%	9%	5%
Sewer	66,737	295,000	23%	9%	4%	4%
Water	11,755	55,500	21%	18%	3%	0%
Total	\$726,608	\$1,684,670	43%	27%	15%	5%

Operating Financial Report (Appendix 4)

Appendix 4 provides operating results for the City and contains 2016 budget figures, 2016 and 2015 actual results as at December 31st, as well as budget variance percentages. There is the general expectation that approximately 100% will be earned and expended in the fourth quarter. This is an approximation and variance may occur based upon unanticipated changes to operations, timing differences and year-end adjustments; therefore, a trend analysis between 2015 and 2016 is also provided for comparison.

Revenues:

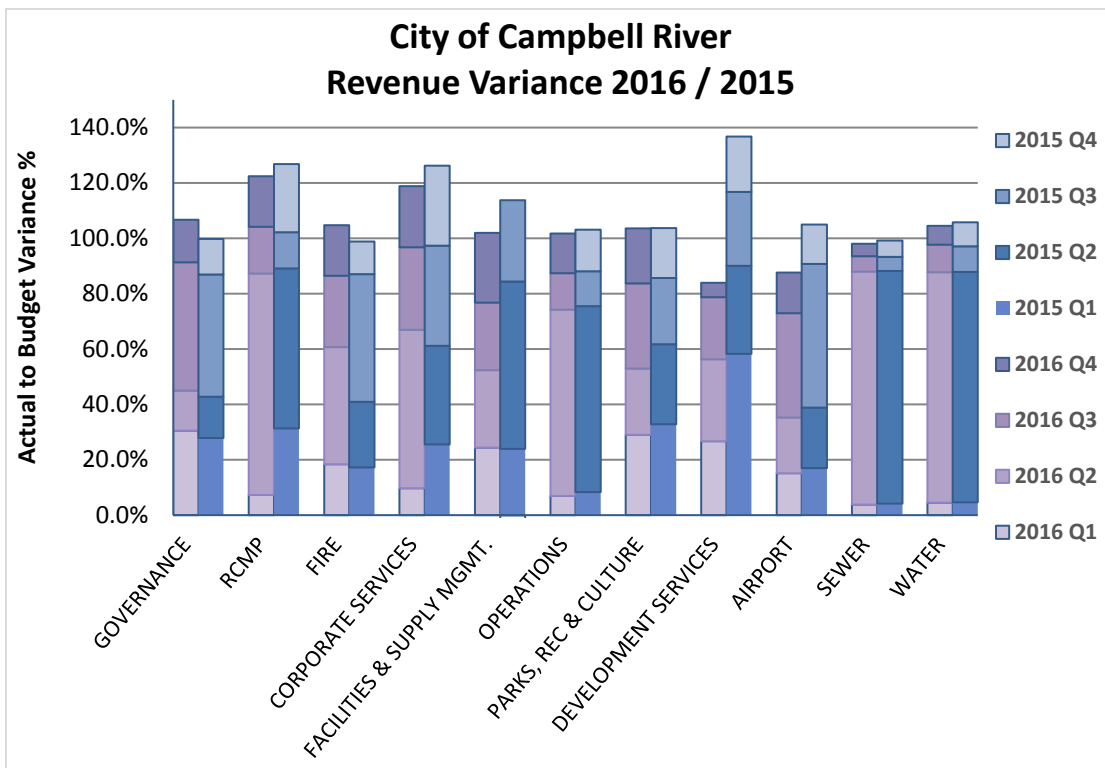
As at December 31, 2016 102% of the annual budget has been collected (compared with 107% in the fourth quarter of 2015). Revenue is trending slightly lower than 2015, but within expectation given that more than budgeted revenue was collected by the City in 2016. The below chart compares how actual to budget variance percentage for City revenue has trended from 2014 to 2016; as depicted by the star, revenue is trending similarly to previous years.



Operating revenues for the year have been analyzed below:

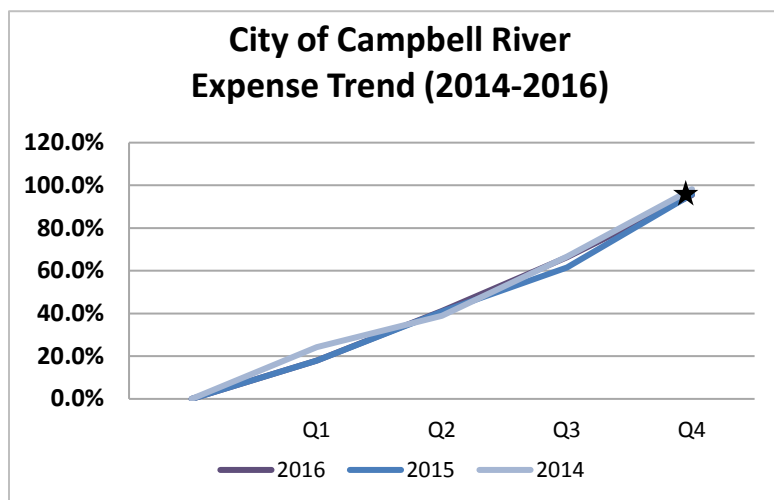
- Governance revenue is trending higher than 2015 and budgeted revenue as a result of additional parking fine revenue and animal control license, impound and contract fees.
- The RCMP has collected approximately \$150,000 more than budget from Provincial traffic fine revenue sharing of the strategic community investment fund (SCIF).
- Fire revenue is trending higher than 2015 and is higher than budgeted. This is mainly a result of the renegotiated fixed contract with North Island 911, which collects additional revenue to offset expenses relating to services rendered.
- Corporate Services is trending higher than 2015 and has collected more revenue than budgeted. Revenue collected as of the fourth quarter is higher than anticipated due to USD foreign exchange gains, the receipt of higher gaming revenues (2015 revenue was low due to the strike), Campbell River Indian Band servicing agreement fees (2017 budget has been adjusted accordingly), and earned investment interest.
- Facilities and Supply Management revenue is both higher than budget and trending higher as a result of additional property lease revenue in 2016 (mainly from the acquisition for the two South Island Highway rentals).
- Operations' revenue is trending slightly lower than 2015 due to less MMBC revenue having been collected in 2016; however, the segment overall has higher than anticipated revenue due to the collection of additional public transit fares and fees.
- Parks, Recreation and Culture is trending slightly lower than 2015 due to fewer Legacy Landmark donations; however, the department has collected more donations than budgeted for 2016. There has also been additional revenue collected for recreation program fees.
- Development Services revenue is trending lower than 2015 as a result of additional hospital building permit fees collected in the prior year. The segment has collected less revenue than anticipated due to fewer grants received, mainly from the late start of hiring the Community Energy Advisor and Power Down 2 starting in the third quarter.
- Airport revenue is below budget and trending lower than 2015 due to decreased Jet Fuel and Av Gas sales as a result of fewer forest fires this past summer.
- Sewer revenue is trending higher than 2015 as a result of increased user fee rates. Less than anticipated revenue was collected in 2016 as a result of \$200,000 budgeted for the Liquid Waste Management Program; the project has been delayed and therefore grant revenue is yet to be received.
- Water revenue is trending higher than 2015 and revenue collected in 2016 has been higher than anticipated due to increased user fees and additional revenue from work orders

The below chart compares how revenue is trending as of the fourth quarter in 2016 and 2015. As depicted below, 2016 is trending slightly lower than 2015 with revenue exceeding budgeted revenue as of the end of the fiscal year.



Expenses:

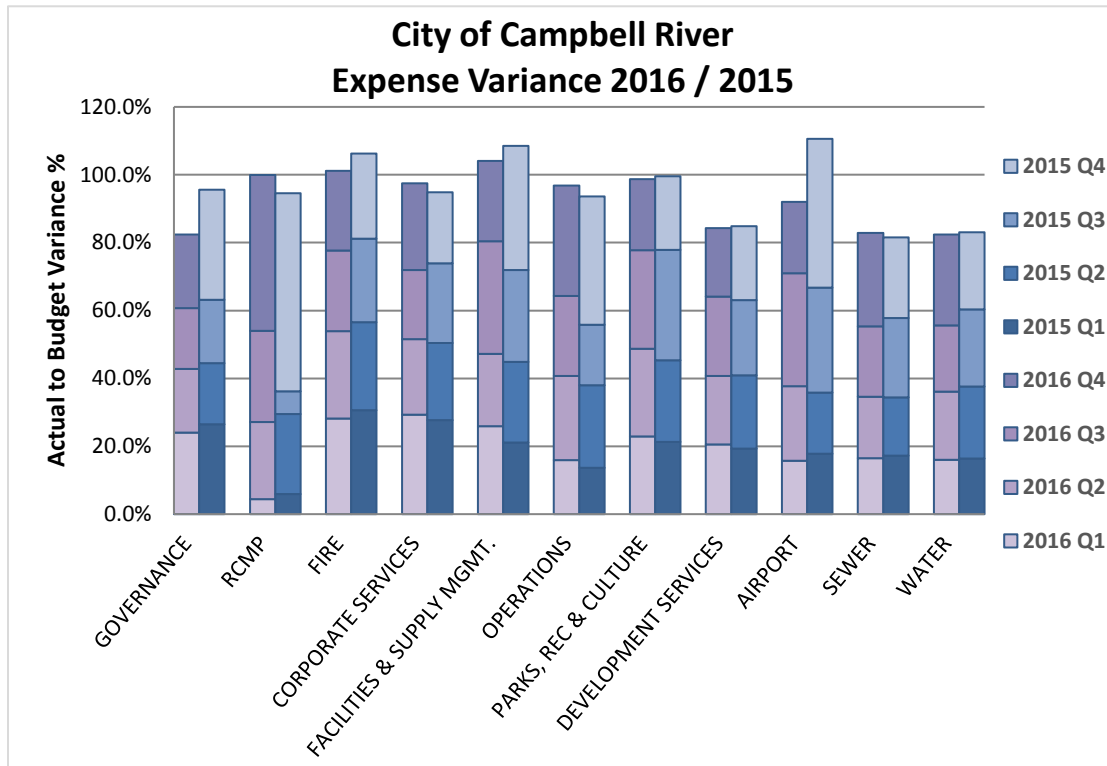
Overall, operating expenses are on trend and low to date at 96% of the annual budget (compared with 96% as of the fourth quarter in 2015). The City budgets its labour in full; consequently, some labour vacancies have caused operating budgets to be underspent. Additionally, weather, operational activity and reliance on third parties has resulted in the need for approved 2017 carry-forward requests for operational projects that are to continue into the next fiscal year in order for activity to be completed. Expenses are on trend with previous years, as depicted by the star in the below graph.



Operating expenses for the year have been analyzed below:

- Governance is trending higher than 2015 and is under expended compared to budget. This is a mainly the result of additional operating projects in 2016 and carry-forwards required for 2017, including: Tribal Journeys, the Waterfront and Forestry task forces, and Beautification grants. Council's contingency and Community Land Development for waived not-for-profit third party fees have also been significantly underspent. Additionally, municipal insurance expenses are also under budget for 2016.
 - RCMP is trending higher in 2016 due to higher contract fees and the accrual for outstanding 2015 and 2016 retroactive settlement payments. This budget is being monitored closely as retroactive settlements have not yet been finalized as of the end of the fiscal year; as such, an estimation based on the federal government's 2016 projection has been accrued. If this settlement is more than anticipated, it could result in the 2017 contract going over budget.
 - Fire is trending higher than 2015 and is over budget due to the auxiliary firefighter training program requirements and additional overtime incurred from required shift coverage. The 2017 budget was realigned to address these historical overages.
 - Corporate Services' expenses are under budget for the 2016 fiscal year. Expenses are trending higher than 2015 due to a budget realignment for labour relations legal fees, the filling of a maternity vacancy, higher software license and telecommunication expenses and legal settlements.
 - Facilities and Supply Management is over budget and trending higher than 2015. This is due to higher expenses related to contaminated sites (public sector accounting standards require the liability to be booked for known contamination of inactive properties), increased fleet expenses related to major repairs in 2016 and higher costs for loaders, graders and sweepers.
 - The Operations segment is trending higher than 2015 as a result of the end of a maternity leave position, approved 2016 operating projects and carry-forwards, BC Transit contract increases and higher tipping/garbage/yard waste fees related to Solid Waste. Similarly, to 2015, Roads and Storm Drains are under budget from labour vacancies and weather impacting the completion of schedule work.
 - Parks, Recreation and Culture is under budget and trending higher than 2015 as a result of Parks' increased budget for additional operating expenses related to Maryland and Robron Parks. Recreation is also trending higher due to additional expenditures in marketing and the Sportsplex space assessment.
 - Development Services is trending higher than 2015 due to the restructuring of Economic Development, as well as the approval of many operating projects for Development Services in 2016 (Downtown Refresh, small initiatives, Community Energy Efficiency Programming, façade improvements and a project with the Campbellton Neighbourhood Association). The department is under budget as a result of many of these projects needing to be carried into 2017 as approved by Council.
 - Airport expenses are trending below budget primarily due to lower cost of goods sold and fuel purchases. The Airport was under budget as a result of lower than anticipated spending required for snow clearing, the airport commission's business opportunity fund, and economic development.
 - Sewer is on trend with 2015 and is under budget, as it was in 2015. The department is mainly under budget as a result of the Liquid Waste Management Plan being deferred to 2018 due to uncertainty around the future of the biosolids management program and the resulting impacts to treatment requirements. Staff vacancies and absences have also challenged the department to complete its annual workplan, as well as 2017 approved carry-forwards and realized efficiencies (i.e. reduced water consumption and projects completed under budget).
-

- Water is trending higher than 2015 as a result of increased wages, insurance and materials required for operations. Expenses are under budget due to department vacancies, which have impacted the completion of the department's annual workplan. Financial results are within expectation and expenses are trending similarly to 2015 (unless otherwise identified above), as depicted in the below graph. As a result, the City is under budget at the end of the fiscal year.



Conclusion:

The quarterly report provides Council with a comprehensive overview of the City's progress towards strategic initiatives and projects, including financial results, for the fourth quarter. The report is a good source of project specific information, provides financial management by comparing actual results against approved budgets, and measures the City's performance on its progress towards achieving Council's strategic priorities.

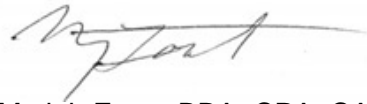
Financial results are within expectation; however, year-end adjustments continue to take place while staff finalize the reconciliation of 2016 balances. Although these are not final numbers, interim reporting is an important aspect of financial reporting, which ensures timely information for Council and staff. The fourth quarter report provides good information as to where the City currently stands and roughly where it can expect to be. Council will be updated and provided a detailed analysis of the City's final 2016 financial results once the year-end audit is complete. The auditors will be on site in April to review final figures for 2016 and will report their findings to Council in early May.

Report authored by,



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Attachments:

- Appendix 1 – Ongoing Strategic Initiatives (Q4)
- Appendix 2 – Capital Projects (Q4)
- Appendix 3 – Operating Projects (Q4)
- Appendix 4 – Operating Financials (Q4)

Index	Dept	Strategic Action	Status	Measures	Results (as at February 1, 2017)
Focus on Relationships					
1	City Manager	Improved Communications with First Nations	C	Shared information sources.	Ongoing discussions in January 2017 with First Nations regarding servicing agreements. Working to facilitate the Tribal Journeys August long-weekend event. City has confirmed in 2017 budget funding of \$25,000 and legislative and protective services working with Nuyumbalese Cultural centre on logistics. Legislative Services have confirmed a bylaw officer to work the long weekend.
2	Finance	Grant Policy	Z	Develop a corporate grant policy; include social grants.	Deferred to 2017.
3	City Manager	Community Health Network	C	Maintain representation and ensure City interests are heard. Establish relationships and partnerships.	Attended the January 2016 Community Health Network meeting. SRD secured \$160,000 in funding. SRD advertising for committee membership. No further update to report
4	Property Management	Sobering Assessment Centre	B	Identify suitable location and provide land. Operational facility.	VIHA still in negotiations with proponents of the RFP.
5	Multi - Department	User Fee Review	D ✓	RCMP fees reviewed.	Fees reviewed; Council motion passed that current fees and charges remain in effect.
			C	Sport field user fees reviewed.	Bylaw revision went to Council for first and second reading. Council requested a staff report for Council and Commission re: Slo Pitch information presented.
			A	Parks and outdoor facility fees reviewed.	To commence after Field User Fee Review is complete.
			A	Indoor recreation facility fees reviewed.	To commence after Parks and Outdoor Facilities fee review is complete.
			A	Recreation program and membership fee review.	To commence after Facility fees review is complete
			A	Water user fees reviewed.	2017 initiative.
			A	Sewer user fees reviewed.	2017 initiative.
			C	Storm user fees reviewed.	Staff are reviewing possible alternatives for sustainable funding for storm water.
			A	Solid Waste user fees reviewed.	Contract extension approved until end of 2017. Fee review will be completed with new contract in 2018.
D ✓	Airport fees reviewed.	Review completed in February, rates to remain the same. An increase to the Airport Improvement Fund will be forthcoming to Council as recommended by the Airport commission.			

Index	Dept	Strategic Action	Status	Measures	Results (as at February 1, 2017)
			A	Recreation – resident vs. non-resident user fees reviewed.	2017 initiative.
6	Multi - Department	Municipal Service & Maintenance Agreements	B	Servicing Agreements with First Nations.	In discussions.
			B	Area D Water Supply.	In discussions.
			B	Area D Water Maintenance.	In discussions.
			B	Area D Transit.	In discussions.
			B	Area D Fire Services.	In discussions.
			D ✓	SRD IT Support.	1 year term contract renewed in March 2016.
			B	Pacific Regeneration Technologies (PRT) Growing Services.	Planning taking place, agreement to be renegotiated in 2017.
			D ✓	Capital Power.	Agreement approved by Council; completed.
7	RCMP	First Nations Engagement	D ✓	Update letter of expectations with Bands.	Letters have been updated.
			C	Involvement with Bands in youth activities / presentations / programs.	RCMP continue to participate in youth activities, such as soccer matches. In addition, in late October, members of the RCMP participated in the Peacemaking Circle Training here in Campbell River. Plans are in the works for this coming summer to participate in a journey to their traditional territory to learn about their culture.
			C	Ongoing communication with Bands (First Nations Policing member and Detachment Management).	RCMP continue to provide each of the 3 District First Nation Bands within Campbell River with monthly written reports outlining police interaction within the community. In addition, Insp. Preston attends Council meetings on a quarterly basis to provide updates on police activity within the community. Also meet with KDC on a regular basis.
8	Rec & Culture	Recreation Infrastructure – Financial Inequities	A	Recreation delivery model review completed. Develop financing strategy.	2018 initiative.
9	Rec & Culture	Collaboration with Wei Wai Kum Youth Programs	D ✓	One combined activity per month.	Wei Wai Kum representation on Youth Action Committee complete.
10	Rec & Culture	Community Centre Risk Management Working Group	D ✓	Reduce number of incidents involving vulnerable sector from prior month.	Working Group still engaged. Monitoring situation at CRCC. Modifications to facility ongoing. Situation improving.

Index	Dept	Strategic Action	Status	Measures	Results (as at February 1, 2017)
Focus on Economic Growth					
11	Airport	Airport Master Plan Review	D ✓	Plan endorsed.	Council approved in September.
12	Economic Development	Economic Development Restructure	D ✓	<p>Recruit new Economic Development Officer (EDO). Bring function in-house. Develop budget. Transition planning with Campbell River Economic Development Corporation.</p>	<p>The EDO presented a strategic framework to Council October 11, 2016. The framework identifies five key areas of focus: Business Retention and Expansion, Investor Readiness (Marketing), Collaboration, Opportunities (i.e. tech sector growth) and communication. The EDO issued its first newsletter in November 2016 and finalized work on a new Community Profile and Sector Profiles along with a doing business in Campbell River video. These items will be released in early 2017. A tech talk event was held at the Maritime Heritage Centre in December 2016.</p>
13	Economic Development	Restructure Tourism Function	D ✓	Identify options for service delivery. MRDT application.	<p>5-year tourism strategy adopted, MRDT application approved by Province at 3% hotel tax with implementation as of March 1, 2017. Council decided on external tourism contract with TAC committee for new tourism model. Tourism RFP's received in December, review of proponents occurring in Q1 2017. Cadence Strategy is actively working on tourism transition.</p>
14	Roads	Graffiti Control	D ✓	<p>Bylaw amendment. Increase responsiveness for graffiti removal.</p>	<p>Bylaw amendment completed to include graffiti removal from dumpsters on private property. Seasonal staff currently undertake greater removal in the Spring and Summer.</p>
15	Planning & Development	Sign Bylaw Update	C	<p>Bylaw endorsed by Advisory Planning and Environment Commission (APEC) & adopted by Council. Guidebook developed. Sign incentive program developed in 2017.</p>	<p>Community survey complete and project underway in conjunction with Downtown Refresh. Project to continue into 2017.</p>
16	Planning & Development	Development & Building Application Processing Review	C	<p>Building development and community engagement. Survey Completed. Analyze data. Amend processes.</p>	<p>Building applications have been revised and in final review for implementation. Planning applications updated. Building Function review complete.</p>
17	Planning & Development	Business Licence Review	D ✓	<p>Survey sent to 2,200 businesses. Determine appropriate fee structure. Report to Council.</p>	<p>Report to Council Q1 2017, no further action; satisfied with current system, therefore it will be retained.</p>

**Appendix 1 - Ongoing Strategic Initiatives
October 1 - December 31, 2016 (Q4)**

Index	Dept	Strategic Action	Status	Measures	Results (as at February 1, 2017)
18	Planning & Development	Building Bylaw Update	C	Align bylaw with Building Act. Reviews City processes. Identifies resource management strategy.	Provincial legislation is impacting this update. Step Code provincial initiative released in Q1 , Q2/3 MIA review of Building Code, Q2/3 update fees, Q4 update bylaw.
19	Planning & Development	Builders & Developers Forum	D ✓	Quarterly forums with 10 or more participants.	Held two forums in Q2; Realtors discussed development processes and an Environmental Protection Bylaw forum was held with QEP and some builders. Q4 had power down forum.
20	Planning & Development	Downtown Revitalization Tax Exemption Application	D ✓	One new development application per year.	Discovery Sound Investment Holdings Inc. application received for Tye Plaza Residential; Council has resolved to enter into agreement for tax exemption.
Focus on Livability					
21	Parks	Urban Forest Management Plan	C	Action plan developed and adopted.	Team in place to develop implementation strategy. RTC to go forward in June 2017.
22	Parks	Bike Park	B	Supply land. Review plans. Support society.	Continuing to work with Bike Society on design. Bike Society currently fundraising.
23	Planning & Development	Soil Deposition Bylaw Update	B	Technical review. Engagement through advisory commissions. New Bylaw is approved and easily understood by the community.	Draft Soil Deposition Bylaw has been reviewed by APEC. Staff resources are limited due to volume of activity.
24	Planning & Development	OCP/Zoning updates	D ✓ C	Active community involvement in consultation process (4 public consultation events for OCP and 3 for Zoning Bylaw). Proposed amendments reviewed and endorsed by APEC.	OCP completed, Council adopted amendments January 2017. In process of developing plan for rezoning bylaw update for Council's consideration in Q1, 2017.
25	Planning & Development	Campbellton Riverfront Viewing Platform	D ✓	Plan completed.	Plan completed by Campbellton Neighbourhood Association. Additional consultation is required.
26	Planning & Development	Waterfront Development Permit Guidelines (3.5 acre site)	C	Waterfront Task Force to review Waterfront Development Permit Guidelines. Staff to present to CRIB for review (2017).	Refresh Downtown has influenced this guidelines which will be addressed as part of the waterfront task force. These will be incorporated into the SOCP.
27	Rec & Culture	Age-Friendly Steering Committee	C	Age-Friendly Assessment and Action Plan.	Survey and data analysis is complete. Action Plan being developed.
28	Rec & Culture	Move for Health and Active Age Programs	D ✓	Obtain data to measure baseline activity level and mobility in senior program participants. Obtain research final results.	Research project is complete.

Index	Dept	Strategic Action	Status	Measures	Results (as at February 1, 2017)
29	Sewer	Odour Control Study	D / X ✓	Odour Control Study complete. Recommendations for improvement incorporated into budget and work plan.	In preparation for the study, gas monitors were purchased and installed. Based on the early monitoring results, staff have determined that results can be achieved through regular monitoring and operational adjustments. Study will no longer be completed.
30	Water	Formalize Cross-Connection Control Program	D / Z ✓	Formalized program developed. City facilities completed.	Formalized program developed. Plumber registered, standardized documentation completed and existing City devices in compliance. DOC cross-connection control deferred to 2018.
Focus on Management and Governance					
31	Finance	Financial Stability and Resiliency Program	D ✓	Develop a debt policy.	Debt policy approved in January 2017.
			Z	Review City's investment policy	Deferred to 2017.
32	Fire	Fire Services Review	D ✓	Fire Services Review received by Council (1st Stage); individual Strategic Issues with plans endorsed by Council (2nd Stage). AM strategy adopted.	Full day workshop held to clarify findings of staff review. Fire Services Review document forwarded to Council for receipt.
33	GM Corporate Services	Asset Management Plan	D ✓	Implementation plan adopted. Identified centralized data storage platform.	Complete. Asset management strategy, implementation plan and budget approved.
34	City Manager	Community Engagement	D ✓	Develop recognition process. Host annual awards event.	Community builder awards presented.
35	Communica-tions	Pursue Customer Service Improvement program	B	Review customer service certification options. Recommendations for implementation.	No suitable off-the-shelf programs for local government have been confirmed. Research largely completed. Exploring option to invite staff from another local government to conduct workshop for our employees that would lead to development of custom program. Also investigating suitability of half-day customer service training program by industry expert offering training in CR later this spring. Comparative employee newsletter article underway.

Appendix 2 - Capital Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
Focus on Relationships						
1	IT	Recreation Management Software	C	Configuration is almost complete. Data entry is next stage. Project GoLive date has been delayed due to complications with configuration and delay of feature development by vendor. 2017 Carry Forward.	53,982	206,119
Amendment	IT	Municipal Broadband Network	B	Phase One Civil Design under development. Marketing Plan completed. Website under development (cradvantage.ca). Co-location space under construction. Service provider and building integration agreements awaiting authorization. 2017 Carry Forward.	-	378,000*
					\$ 53,982	\$ 584,119
Focus on Economic Growth						
2	Airport	Airport Sign	D ✓	Completed.	34,089	77,000
3	Airport	Fueling Facility	B	Design complete, tender for civil and fuel supply systems issued. Construction to start Q2, 2017. 2017 Carry Forward.	37,562	1,205,000
4	Airport	Parking Machine	D ✓	In use. 2017 Carry Forward for invoice payment.	-	20,000
5	Planning & Development	Building Inspector Vehicle	D ✓	Completed; vehicle was purchased.	27,745	30,000
6	Facilities	Abatement and Demo of Two 10th Ave Houses	D ✓	Completed; houses demolished and site backfilled.	18,385	45,000
7	Parks	Big Rock Boat Ramp	B	Design review being finalized, Tender in Q1, 2017, construction to commence Q2, 2017.	235	1,000,000
8	Parks	Logger Mike	D ✓	Carving completed and installed.	19,341	25,000
9	Parks	Frank James Park Design	B	Final stages of public consultation underway. Concept designs to Council in April, Commission in May, Final presentation to Council in July 2017. 2017 Carry Forward.	4,443	52,000*
10	Sewer	Lift Station #10 Upgrades	D ✓	Infrastructure upgrades completed. Landscaping to be completed in the spring. 2017 Carry Forward.	9,277	165,000
11	Water	Walworth Booster Pump Station	X	No longer needed as per draft WSSAP Update.	-	496,278
					\$ 151,077	\$ 3,115,278

Appendix 2 - Capital Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
Focus on Livability						
12	Airport	Reduced Visibility Lighting	D ✓	Completed; final report submitted.	15,822	103,584
13	Facilities	Discovery Pier/MHC Main Sign Replacement	Z	Project deferred per Council cw16-0012; budget allocated to City Hall space planning.	-	-
14	Facilities	Discovery Pier Structural Repairs and Refurbishment	B / C / D ✓	Furniture and deck repairs completed; Structural repairs, roof replacement and concession renovations tendered and awarded. Construction Q1/Q2, 2017. 2017 Carry Forward.	28,242	225,000
15	Facilities	Big House Pavilion Structural Repairs	B	Received structural report back; engaging First Nations on project. Project is larger than anticipated. Will review options in 2017 subject to sea level rise analysis.	4,870	60,000
16	Facilities	Electrical Operating Permit Repairs	D ✓	Major deficiency repairs undertaken at many sites, now substantially complete.	53,360	50,000
17	Facilities	DOC 2 Post Hoist Replacement	D ✓	Completed; mobile hoists purchased and in service.	53,580	60,000
18	Facilities	Video Surveillance Cameras	Z	Project deferred per Council resolution 16-0012; budget allocated to City Hall space planning.	-	-
19	Facilities	Dick Murphy Park Viewing Platform Construction	B	Finalizing MOU with Rotary for construction of the platform. Anticipated construction in Q2, 2017. 2017 Carry Forward.	-	45,000
20	Facilities	Library Air Handler Replacement	D ✓	Design completed. Ready for construction; 2017 capital request for replacement.	12,140	15,000
21	Fire	Ladder Truck Replacement	D ✓	Truck in service, supplier addressing minor deficiencies.	1,552,318	1,150,369
22	Fire	#1 Fire Station Replacement	B	Completion of studies for 580 Dogwood Street property in Q1. Outcome of studies to determine next steps. 2017 Carry Forward.	4,282	269,181
23	Fire	Refurbish Existing Ladder Truck	C	RFP Awarded, work to begin Q1, 2017. 2017 Carry Forward.	-	180,000
24	Fire	Pumper Rescue Replacement	C	Evaluation in progress .	14,568	-
25	Parks	Ostler Park Redevelopment	Z	Council update completed - project deferred in 2016. Rip Rap repair to be completed Q1, 2017. 2017 Carry Forward.	88,945	400,000
26	Parks	Dog Park Developments	C	Construction to start in February with completion by the end of May, 2017. 2017 Carry Forward.	-	20,093
27	Parks	Hwy 28 Elk Falls Cemetery Expansion	C	Construction to start in April with completion by the end of October. 2017 Carry Forward.	71,277	196,969

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
28	Parks	Robron Park Upgrade - Artificial Turf	D ✓	2017 Carry Forward for maintenance.	144,827	174,551
29	Parks	Ostler Park Playground Replacement	D ✓	Completed.	145,870	100,000
30	Parks	Maryland Linear and Park Construction	D ✓	Completed.	11,827	12,633
31	Parks	Nunns Creek Master Plan	B	Master plan on hold until additional considerations about the scope and purpose of park completed. 2017 Carry Forward.	75,193	107,347*
32	Parks	Robron Park Upgrade - Equipment Purchase	D ✓	Completed.	20,888	20,372
33	Parks	Shade Sails Installation	B	Tender to be issued in late March. Construction to start in May with completion by the end of June. 2017 Carry Forward.	-	29,000
34	Parks	Baikie Island Permanent Washroom	X	Project Cancelled. ☒	-	16,000
35	Parks	Campbellton Swing Set	D ✓	Completed.	10,343	10,000
36	Parks	Pave Robron Parking Lot	D ✓	Completed.	137,305	140,000
37	Parks	Maritime Heritage Centre Property (Pocket Beach Upgrades)	Z	Project deferred to 2019.	-	20,000
38	Parks	Nunns Creek Park Electric Upgrade	C	Electrical building upgrades complete. Upgrades to lighting will happen in the summer/fall of 2017. 2017 Carry Forward.	10,079	60,000
39	Parks	Entrance Sign Jubilee	Z	Project deferred to 2019.	-	100,000
40	Parks	Seawalk Improvements	D ✓	Completed.	34,764	97,000
41	Parks	Incorporate 503 Island Highway into Sequoia Park	B	Early stages of development of concept plan to incorporate adjacent property into park. Anticipated completion October, 2017. 2017 Carry Forward.	4,495	25,000
42	Parks	Seniors Equipment	Z	Project deferred to 2018.	-	50,000
43	Property Mgmt	Waterfront Property Purchase	D ✓	Completed.	58,442	58,400
44	Rec & Culture	Public Art Funding	B / C / D ✓	Public Art Committee is developing a strategic plan in 2017.	-	47,500
45	Rec & Culture	Walter Morgan Studio - Rehabilitation	A / B	Received grant for \$13,500 from Heritage BC. Scope of work currently being reviewed. 2017 Carry Forward.	-	75,000
46	Rec & Culture	Recreation Equipment	C	Equipment order to be placed. 2017 Carry Forward request.	13,252	17,272

Appendix 2 - Capital Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
47	Roads	Cycling Infrastructure	D ✓	Shared widened shoulder for pedestrian and cyclist on Willis and other bike route signage improvements. Budget allocated towards Willis Road sidewalk improvements, expenses coded to index #54.	2,862	25,000
48	Roads	Sidewalk Infill	D ✓	Shoulder widening along Willis is complete. 2017 Carry Forward.	79,869	250,000
49	Roads	Transit Bus Shelters	C	3 Glass Shelters ordered to be installed in 2017. Carry Forward funding to 2017.	37,749	72,145
50	Roads	Seagull Walkway Repairs	Z	Deferred to 2018 for review and design.	-	594,778
51	Roads	Pedestrian Signal Crossing Lights	D ✓	Install at Robron/Alder and Hwy 19A and Larwood. Budget allocated towards Willis Road sidewalk improvements, expenses coded to index #54. 2017 Carry Forward.	-	30,000
52	Roads	Parking Lot Improvements	D ✓	Lights and paving completed on Cedar Street.	43,962	48,308
53	Roads	Traffic Control Upgrades - Replacement	C	16th & Dogwood traffic lights to be installed before the end of March 2017. 2017 Carry Forward.	5,450	197,459
54	Roads	Sidewalk Improvements - Willis Road	D ✓	Project complete (funding bundled from storm, pedestrian and cycling to fund project; project expenses coded here with corresponding budgets in index 47, 51 & 55).	366,904	100,000
55	Storm	Annual Drainage Improvements	D ✓	Part of the Willis Road work. Construction complete. Budget allocated towards Willis Road sidewalk improvements, expenses coded to index #54.	443	125,000
56	Water	CR Water Supply	D ✓ D ✓ C	Phase 1 completed. Phase 2 Contract 1 (Lake Intake) Complete. Contract 2 (Building) Contract in place and work underway. 2017 Carry Forward.	9,242,132	21,671,963*
57	Water	Dogwood Operations Centre Backflow/Meter	Z	Deferred to 2018.	-	125,000
58	Water	Beaver Lodge Reservoir Security	C	In construction. Final task (camera installation) to be completed in 2017, Q1.	76,671	100,000
					\$ 12,422,731	\$ 27,274,924

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
Focus on Management and Governance						
59	Airport	Aircraft Tug	D ✓	Completed.	51,285	40,000
60	Airport	Airport Forklift	D ✓	Completed; awaiting final invoice.	19,589	20,000
61	Facilities	City Hall Emergency Power Generator	D ✓	Completed; wraps to be finalized.	50,899	77,125
62	Facilities	RCMP Front Counter	D ✓	Completed.	28,525	20,000
63	Facilities	Tidemark Catwalk	D ✓	Project and upgrades completed.	36,105	60,519
64	Facilities	Tidemark Theatre Lower Roof Replacement	C	Project awarded. Construction in Q1 / Q2 2017 weather dependant. 2017 Carry Forward.	-	20,000
65	Facilities	MHC Railing Replacement & Rot Repair	D ✓	Completed. Project scope significantly increased due to rot of infrastructure; budget overage offset by reduction in spend in facilities operating budget.	83,597	10,500
66	Facilities	DOC Washout Bay	Z	Project deferred to future years based on uncertainly around current location.	-	40,000
67	Facilities	Roof Replacement 1180 Fir Street	C	Project awarded. Construction in Q1 / Q2 2017 weather dependant. 2017 Carry Forward.	-	13,000
68	Facilities	Council Chambers Renovations Design	D ✓	Conceptual design substantially complete. Minor revisions to be updated.	23,000	23,000
69	Facilities	City Facilities Fall Protection Audit	C	RFP Awarded, consultant has begun work. Anticipate final report by end of Q2 2017. 2017 Carry Forward.	-	40,000
70	Facilities	Small Equipment	D ✓	Various minor equipment including a scissor lift, traffic control equipment, and small gas powered equipment replaced.	27,398	30,000
71	Facilities	Energy and Water Consumption Reduction Projects	D ✓	Many projects completed throughout year including lighting, water, and heating efficiency projects.	49,948	50,000
Amendment	Facilities	City Hall Space Planning	C	Construction underway. 2017 Carry Forward.	1,518	70,000
72	Fire	Small Equipment Replacement	D ✓	Equipment purchased and received. Project scope significantly increased due to needs of the Department; budget overage funded by reduction in spend in facilities operating budget.	27,372	15,000
73	Fleet	Fleet Replacement Plan	C / Z / D ✓	7/7 replacements tendered. 1 deferred to 2017. 4 in use. 2017 Carry Forward.	656,904	944,576
74	IT	Printer/Peripheral Replacement	D ✓	Completed.	16,276	15,000
75	IT	Workstation/Laptop Replacement	D ✓	Completed.	29,207	36,000
76	IT	PRI Phone System - Sportsplex	D ✓	Completed.	19,930	25,000

Appendix 2 - Capital Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
77	IT	Dogwood DOC Phone System	A	Resubmitted as new project for 2017.	-	35,000
78	IT	Plotter Replacement	D ✓	Completed.	31,928	32,000
79	IT	Vadim E3 Upgrade	D ✓	E3 Foundations implemented.	4,973	6,000
80	IT	Scheduled Photocopier Replacement	D ✓	Completed.	8,123	9,000
81	IT	GIS Orthophotos	D ✓	Completed.	17,500	17,000
82	IT	Wi-Fi at MHC, Museum, Spirit Square & Sportsplex	D ✓	Completed.	7,946	7,310
83	Parks	Marine Foreshore Restoration	C	Spring planting and Baikie Island restoration to be done.	72,959	150,000
84	Parks	Stairway between Dogwood and Cedar	D ✓	Completed.	17,084	20,000
85	Parks	Flag Poles - Spirit Square	D ✓	Completed.	10,356	15,000
86	Roads	LED Light Conversion	D ✓	Completed. Approximately 500 lights converted reducing energy costs incurred by the City by approx. 25-30%.	110,578	100,000
87	Roads	Ferry Terminal Access Improvements	C	Project underway. To be completed in 2017. 2017 Carry Forward.	-	25,000
88	Roads	Pier Street and MHC Entrance Improvements	B	Re-budgeted in 2017 to tie into planning and design work associated with the Downtown Refresh programs.	-	25,000
89	Roads	Street Light Infill	D ✓	Completed. 2017 Carry Forward.	37,607	90,000
90	Roads	Asphalt Overlays	D ✓	Completed.	520,343	500,000
91	Sewer	Waterfront Sewer Forcemain	D ✓	Completed. Detailed design scheduled for 2017.	5,000	169,825
92	Sewer	Lift Station #11 Upgrade	D ✓	Completed. 2017 Carry Forward request for maintenance.	468,289	520,877
93	Sewer	NWEC Upgrade Phase 2	D ✓	Complete. Carry Forward for contract close-out.	1,471,787	2,354,669
94	Sewer	NWEC Upgrades Phase 3	Z	Deferred. Options to be assessed in 2017.	-	300,000
95	Sewer	Lift Station Generators	B	Project to tender in Q1, 2017. 2017 Carry Forward.	26,033	100,000
96	Sewer	NWEC Clarifier Upgrade	D ✓	Completed.	107,640	110,832
97	Sewer	NWEC Online Analyzers	D ✓	Completed.	78,821	79,595
98	Sewer	MHC Sewer Chamber Replacement and Aesthetic Improvements	D ✓	Completed. Carry Forward for contract close-out.	223,862	280,000
99	Sewer	NWEC Boiler / DDC Replacement	B	Design complete. Tender in Q1, 2017. 2017 Carry Forward.	12,870	60,000
100	Sewer	Sewer Main Replacement	D ✓	Construction Complete; under budget due to new technology. \$35K budget moved to LS#10 Upgrade, per Council resolution 16-0357. \$50K budget moved to MHC Sewer Chamber replacement per Council resolution 16-0393. 2017 Carry Forward request for maintenance.	274,000	1,015,000

**Appendix 2 - Capital Projects
October 1 - December 31, 2016 (Q4)**

Index	Dept	Capital Project Name	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
101	Solid Waste	Organics Facility	B	Strategic Priorities Fund grant was denied in February; CVRD has submitted an application for funding under the New Building Canada Fund. The CVRD has not received any update on the grant application.	-	7,000,000
102	Water	Water Service Truck	D ✓	Completed	29,074	34,838
103	Water	Hwy 28 Water Service Renewal	D ✓	Completed.	-	20,481
104	Water	Leak Detection Equipment	D ✓	Completed.	27,156	35,000
105	Water	Area D Backflow Prevention	Z	Awaiting discussions with SRD. Deferred to 2017.	-	20,000
106	Water	Petersen PRV	Z	Deferred to 2018.	-	40,000
107	Water	WM Cathodic Protection	Z	Difficulty resourcing expertise. Deferred to 2017.	-	35,000
108	Water	Fire Hydrant Renewal	C	Ongoing annual project.	25,344	50,000
109	Water	Water Service Renewal	C	Ongoing annual project.	29,981	50,000
110	Water	Watermain Renewal	B / D ✓	Detailed design of Fir Street 90% complete and scheduled for construction in 2017. Cedar Street completed. 2017 Carry Forward request for maintenance.	179,431	300,000
111	Water	Evergreen Reservoir Lining	Z	Deferred to coordinate with 2019 project.	-	70,000
112	Water / Sewer	SCADA Platform	B	Purchased, requires programming of equipment. RFP closes January 31. 2017 Carry Forward to complete the installation.	-	229,730
113	Water	Meter Renewal	C	Ongoing annual project.	84,659	100,000
114	Water	PLC Replacement Program	D ✓	Completed.	12,075	15,000
115	Water / Sewer	Service Truck	D ✓	Completed.	43,897	60,000
					\$ 5,060,869	\$ 15,631,877

Projects originally approved as operating, but reclassified to capital as a year-end entry per accounting standards (as a result the budget is in operations):

Minor Facilities Projects	For flooring, construction, Furniture, DOC Sheds, CCTV Cameras.	110,012	-
Park Benches	Legacy landmark donations	22,421	-
Robron Fieldhouse Work-In-Progress	Work-in-progress related to 2017 capital project	108	-
Total reclassified from		\$ 132,541	-
TOTAL ANNUAL PROJECT COSTS		\$ 17,821,201	\$ 46,606,198

* As amended by the 2016 Financial Plan Bylaw amendment approved by Council

Appendix 3 - Operating Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Project Name	Project Type	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
Focus on Relationships							
1	Mayor & Council	2014 & 2015 Council Contingency Projects	CFwd	C	Dependent on community organizations to complete projects or invoice on last year's projects. Staff have followed-up with organizations and those that were required are a 2017 Carry Forward, including: Fibre Marketing, CRYSA Facility Rental Fee, and the Habitat for Humanity Request for 129 Westgate.	25,381	80,000
2	Planning & Development	Development Advisory Task Force	CFwd	X	Task force cancelled by Council.	-	10,000
3	Property Mgmt	Forestry Task Force	SLCR	C	Task force formed and regular meetings being held. 2017 Carry Forward.	7,774	35,000
4	Planning & Development	Campbellton Neighbourhood Association	SLCR	C	Project has commenced with student, Vancouver Island University and Campbellton project will be completed in Q2 2017. 2017 Carry Forward.	3,750	15,000
						\$ 36,905	\$ 140,000
Focus on Economic Growth							
5	Airport	Business Development Opportunity Fund	SLCR	D ✓	Advertising underway; silver sponsor for BC Aviation Council; sponsoring electrical workshop. Hosted Wings and Wheels in July. Airport commission attended VIEA in October.	45,142	100,000
6	IT	Downtown Fibre Optics	CFwd	D ✓	Business Plan completed.	27,000	20,000
7	Facilities	Increased Security for Downtown Core	SLCR	D ✓	Increased security hours in effect Jan 1, 2016.	15,000	15,000
8	Planning & Development	Waterfront Task Force - 3 1/2 Acre Site	SLCR	B	Members have been appointed: first meeting scheduled for February. Consultant to be selected. 2017 Carry Forward.	-	25,000
9	Planning & Development	Downtown Façade Improvement Program	CFwd	C	Two funding requests received in 2016. Reviewing program process for 2017. 2017 Carry Forward.	7,736	19,000
10	Planning & Development	Building Review	CFwd	D ✓	Consultant has submitted final report and presented to Council at COW in Q3, 2016.	19,487	18,000
11	Planning & Development	Fire Separation Building Code Compliance	CFwd	D ✓	Construction completed in Q3, 2016. Final invoice being processed.	8,245	30,000
12	Planning & Development	OCP/Zoning Bylaw Update - Part A and B	CFwd	C	Community consultation completed. Council received draft in Q3 and provided comments. 2017 Carry Forward.	67,668	77,500
13	Planning & Development	Downtown Revitalization Concept Plan & Design	SLCR	D ✓	Refresh Downtown is to Council in Track changes for final comments. Council endorsement Q1. May have invoices in Q1 2017. 2017 Carry Forward.	119,076	125,000

Appendix 3 - Operating Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Project Name	Project Type	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
14	Planning & Development	Community Energy Efficiency Projects	SLCR	C	Power Down program started in Q4, 2016 ends Q3, 2017. Community Energy Advisor hired and started in Q4, 2016 for two year partnership with BC Hydro ends Q4, 2018. 2017 Carry Forward.	26,617	110,000
15	Sewer	Downtown Readiness Review - Sewer	SLCR	C	Project underway. Draft report being reviewed. Completion anticipated by end of February 2017. 2017 Carry Forward.	19,972	40,000
16	Storm	Downtown Readiness Review – Storm Drainage	SLCR	D ✓	Completed.	30,000	30,000
17	Water	Downtown Readiness Review - Water	SLCR	C	Project underway. Draft report being reviewed. Completion anticipated by end of February, 2017. 2017 Carry Forward.	9,413	30,000
						\$ 395,357	\$ 639,500
Focus on Livability							
18	Finance	Beautification Grants - Cleanliness	SLCR	C	Willow Point BIA and Downtown BIA have had payments for 2016 issued. Campbellton and Pier Street had agreements for 2016 approved in principle at the Jan 23, 2017 meeting; payment will be issued once projects are complete. A new application package and communication strategy was approved by Council for the 2017 program to ensure projects and grant payments are complete before the end of the year. 2017 Carry Forward.	29,733	40,000
19	Finance	Social Grants	SLCR	Z	Program deferred to 2017.	-	25,000
20	Planning & Development	Downtown Small Initiatives Fund	SLCR	C	2016 projects are a Carry Forward into 2017 workplan. 2017 Carry Forward.	37,266	50,000
21	Rec & Culture	Sportsplex Space Assessment - Conceptual Design	SLCR	D ✓	Completed. 2017 Carry Forward for final payment.	20,514	25,000
						\$ 87,512	\$ 140,000
Focus on Management and Governance							
22	Airport	Flight Way Clearing	SLCR	C	First phase completed; waiting on weather for final cut.	15,360	30,000
23	Facilities	Facilities Master Plan / Condition Assessment	SLCR	C	RFP Awarded Q4 2016, work underway to be completed Q2 2017. 2017 Carry Forward.	-	225,000
24	Facilities	MHC Deck Repairs	CFwd	D ✓	Completed.	26,918	30,000
25	IT	Network Security Audit	SLCR	D ✓	Completed.	24,900	25,000
26	Leg Services	Records Management Review Complete Stage 1	SLCR	X	Project cancelled; records management internal task force to be implemented in 2017.	-	10,000



Appendix 3 - Operating Projects
October 1 - December 31, 2016 (Q4)

Index	Dept	Project Name	Project Type	Status	Comments (as at February 1, 2017)	YTD	2016 Budget
27	Roads	Surface Improvement - Asphalt Patching	CFwd	D ✓	Work is completed for 2016.	81,866	120,000
28	Roads	Bridge Inspection Program	CFwd	D ✓	Completed.	-	19,670
29	Sewer	Liquid Waste Management Plan	CFwd	Z	Project deferred until biosolids strategy confirmed in 2017.	-	200,000
30	Sewer	Reclaimed Water Study	SLCR	C	Project underway. Draft report being reviewed. Completion anticipated by end of February. 2017 Carry Forward.	19,581	30,000
31	Sewer	Lift Station Auto - Cleaning	SLCR	D ✓	Completed.	27,184	25,000
32	Storm	ISWMP Update	CFwd	D ✓	2016 work completed	8,683	25,000
33	Water	Water Conservation Plan	SLCR	C	Scheduled for February 21 COW. Plan is expected to be completed in early 2017. 2017 Carry Forward.	2,342	25,500
						\$ 206,833	\$ 765,170
TOTAL ANNUAL OPERATING PROJECT COSTS:						\$ 726,608	\$ 1,684,670

	2015 Q4	2016 Q4	2016 Budget	2016 Variance \$	2016 Variance %	2015 Variance %
Revenue						
GOVERNANCE	(123,515)	(140,199)	(131,350)	8,849	106.74%	99.81%
RCMP	(834,377)	(817,196)	(667,345)	149,851	122.45%	126.83%
FIRE	(1,521,128)	(1,684,224)	(1,608,689)	75,535	104.70%	98.89%
CORPORATE SERVICES	(2,838,500)	(2,954,308)	(2,485,260)	469,048	118.87%	126.19%
FACILITIES & SUPPLY MANAGEMENT	(352,583)	(397,279)	(389,599)	7,680	101.97%	105.40%
OPERATIONS	(3,380,231)	(3,361,006)	(3,303,413)	57,593	101.74%	103.15%
PARKS, RECREATION & CULTURE	(957,584)	(933,648)	(901,850)	31,798	103.53%	103.72%
DEVELOPMENT SERVICES	(1,315,220)	(914,580)	(1,090,300)	(175,720)	83.88%	136.72%
AIRPORT	(2,206,694)	(1,846,715)	(2,106,630)	(259,915)	87.66%	104.92%
SEWER	(5,786,219)	(6,047,068)	(6,166,421)	(119,353)	98.06%	99.16%
WATER	(6,062,074)	(6,619,682)	(6,334,207)	285,475	104.51%	105.81%
Revenue Total	(25,378,124)	(25,715,906)	(25,185,064)	530,842	102.11%	106.93%
Expense						
GOVERNANCE	2,025,789	2,051,271	2,408,041	356,770	85.18%	95.63%
RCMP	8,258,397	9,088,674	8,890,820	(197,854)	102.23%	94.56%
FIRE	5,204,214	5,253,848	5,125,175	(128,673)	102.51%	103.99%
CORPORATE SERVICES	3,150,635	3,568,870	3,660,190	91,320	97.51%	94.82%
FACILITIES & SUPPLY MANAGEMENT	3,287,511	3,896,870	3,743,778	(153,092)	104.09%	108.48%
OPERATIONS	6,412,892	6,923,242	7,149,078	225,836	96.84%	93.60%
PARKS, RECREATION & CULTURE	5,514,278	5,721,475	5,794,892	73,417	98.73%	99.53%
DEVELOPMENT SERVICES	1,980,179	2,551,181	2,776,819	225,638	91.87%	84.86%
AIRPORT	2,088,771	1,817,502	1,974,669	157,167	92.04%	110.63%
SEWER	2,081,902	2,083,794	2,514,236	430,442	82.88%	81.53%
WATER	2,278,849	2,520,211	3,057,109	536,898	82.44%	83.10%
Expense Total	42,283,418	45,476,937	47,094,807	1,617,870	96.56%	95.84%
Grand Total	16,905,294	19,761,031	21,909,743	2,148,712	90.19%	82.93%

Financial Report Legend

Governance - City Manager, External Committees, Mayor & Council, Legislative Services, Risk Management, Bylaw Enforcement, Animal Control

RCMP - RCMP, Police Protection, Victim Services

Fire - Fire Protection, E911

Corporate Services - GM Corporate Services, Communications, Human Resources, Finance, Information Technology, Corporate Fiscal Services

Facilities & Supplies Management - GM Facilities & Supply Management, Supply Management, Property Management, Fleet, Capital Works, Stores,

Operations - GM Operations, Transportation, Roads, Public Transit, Storm Drains, Solid Waste

Parks, Recreation & Culture - GM Parks, Recreation & Culture, Parks, Recreation & Culture, Cemeteries

Development Services - Economic Development, Community Planning & Development Services

Airport

Sewer

Water