

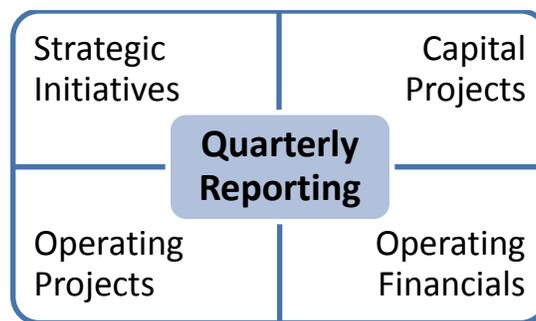
To: City Manager
From: Ron Bowles, GM Corporate Services
Authored By: Alaina Maher, Finance Reporting Supervisor
Date: October 24, 2016
Subject: **Corporate Progress Report – Q3 2016**

Recommendation:

THAT the Corporate Progress Report for the third quarter (July 1-September 30) 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

The third quarter of 2016 has been very active, especially with construction projects as City crews worked diligently to complete projects before the rainy season began. This quarter was marked by community and Council engagement including consultations for the Downtown Refresh program, tourism restructuring, Official Community Plan update, zoning bylaw changes, recreation facility space assessment and two park master plans (Frank James and Nunns Creek).

Twenty-two strategic projects and initiatives were completed in the third quarter, including an airport master plan, installing free public Wi-Fi at four city facilities, pavement improvements throughout the community, Cedar Street water main renewal, municipal broadband network business plan and a building department review, to name a few. 39% of strategic projects and initiatives have been completed from our ambitious work plan and the projection for the end of the year is 60%. Other milestones in Q3 include:

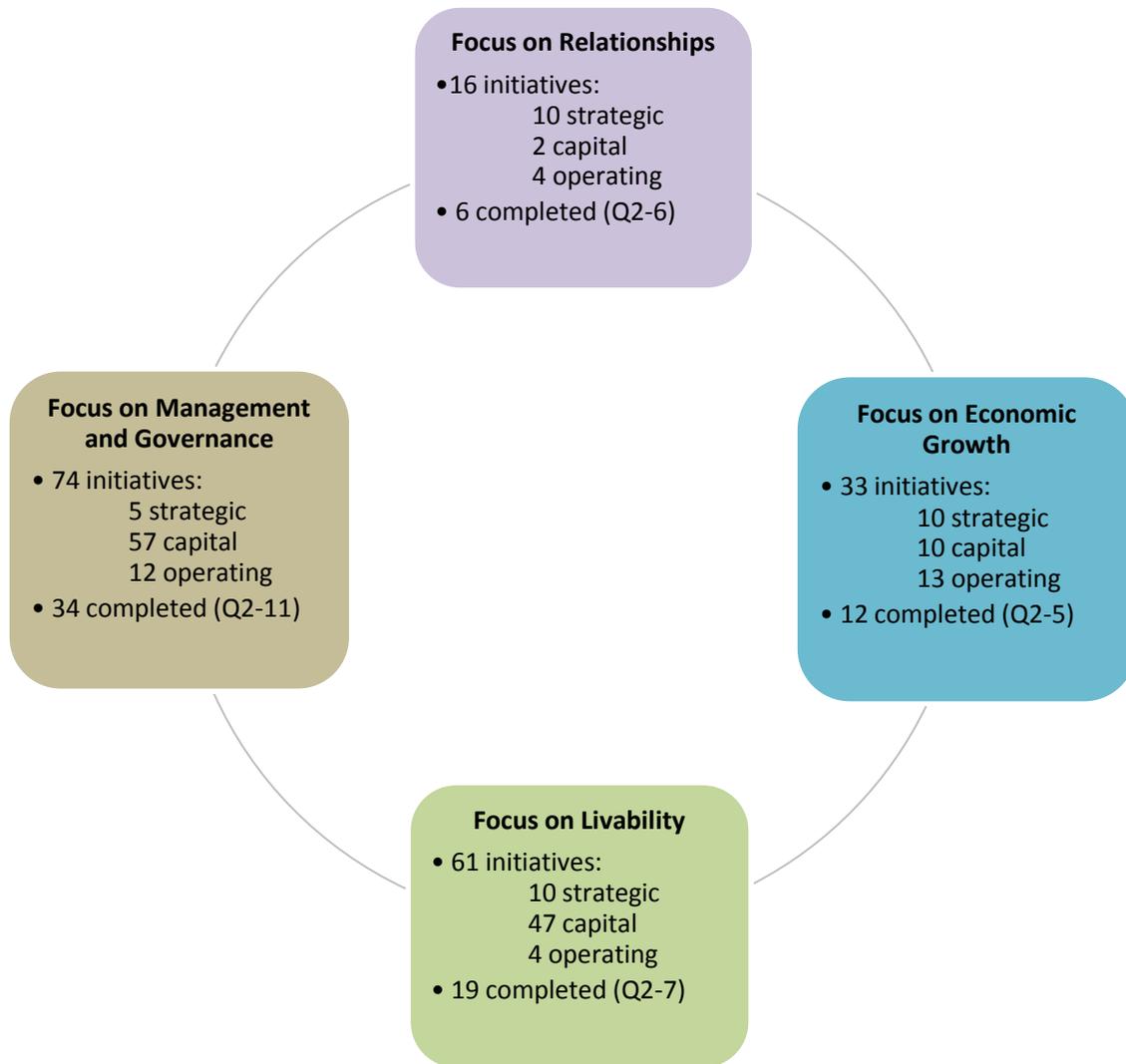
- The large-scale and technical water supply project, which is progressing well with one of the riskiest components – drilling a 130-meter-long intake line into John Hart Lake – being completed without issue.
- A five-year tourism strategy, marketing plan and submission of a hotel tax application to the Province, all with positive endorsement from the hotelier sector.
- The Downtown Refresh program, which has been active and with many touch points with the public and Council.
- The City being recognized for two videographer awards of distinction.
- A citizen satisfaction survey reporting 96% of people are satisfied with services, up from 85% in 2013 and a customer service rating of “excellent.”

As the leaves fall, we enter the planning phase of our year. The final quarter will see many projects through to fruition, while at the same time Council will aim to build a sustainable ten-year plan during Financial Planning, setting the City up for a great start to 2017.

As City Manager, I am truly proud of the progress towards our corporate goals and objectives. The leadership of our now-seasoned Council and the prevalent teamwork amongst our professional staff is paving the way for improved and sustainable service delivery. I look forward to continued success throughout the remainder of the year.

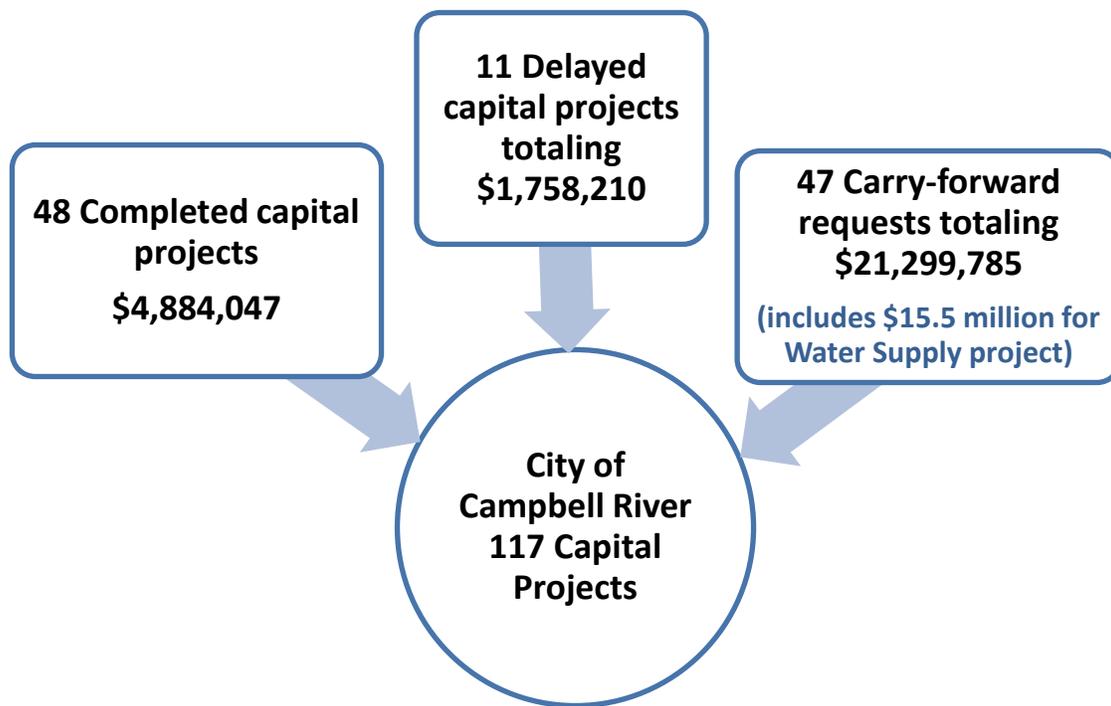
Deborah Sargent, City Manager

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 third quarter of 2016).



Capital Overview - Celebrating Successes and Preparing for 2017

The City has made great strides to successfully complete 48 capital projects to date with many more projects to be completed in the fourth quarter. Projects delayed until next year 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 identified 47 carry-forward requests that will be required 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); these requests will be reviewed during 2017 financial planning. Detailed information on each project is available in Appendix 2.



Capital Projects (Appendix 2)

As at September 30th, the total capital spend is at \$10,846,813 compared to the approved budget of \$44,535,198 (24% of the 2016 capital plan). Third quarter capital expenditures in 2016 are overall trending lower than 2015 where 34% of the 2015 capital plan was expended (\$9,216,146 spent from a total budget of \$27,000,560).

As noted in the first quarter, 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).

The majority of construction for capital projects occurs during the summer months, resulting in an active second and third quarter. Current third quarter financials may not reflect all of the summer season work completed due to timing differences; however, this will be reflected in the fourth quarter. Please see Appendix 2 for further comments in regards to project activity.

| Fund | Q3 | Budget | Q3 % of Budget | Q2 % of Budget | Q1 % of Budget |
|--------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|
| General | \$4,303,275 | \$16,496,526 | 26% | 20% | 14% |
| Airport | 136,663 | 1,465,584 | 9% | 5% | 2% |
| Sewer | 1,852,469 | 5,358,163 | 35% | 19% | 5% |
| Water | 4,554,405 | 21,214,925 | 21% | 17% | 1% |
| Total | \$10,846,813 | \$44,535,198 | 24% | 18% | 6% |

2017 carry-forwards have been identified in Appendix 2. Those that are known are noted and highlighted in red, those that are related to funds being held for maintenance periods are highlighted in blue and possible carry forwards that may or may not be required, depending on if work can be completed in 2016, are outlined in grey.

Operating Projects (Appendix 3)

As at September 30th, the total spend from service level change requests (SLCRs) is \$461,301 from an approved budget of \$1,684,670 (approximately 27% of budgeted SLCRs as compared to 15% in the second quarter).

| Fund | Q3 | Budget | Q3 % of Budget | Q2 % of Budget | Q1 % of Budget |
|--------------|------------------|--------------------|-----------------------|-----------------------|-----------------------|
| General | \$397,086 | \$1,204,170 | 33% | 19% | 5% |
| Airport | 28,783 | 130,000 | 22% | 9% | 5% |
| Sewer | 25,279 | 295,000 | 9% | 4% | 4% |
| Water | 10,153 | 55,500 | 18% | 3% | 0% |
| Total | \$461,301 | \$1,684,670 | 27% | 15% | 5% |

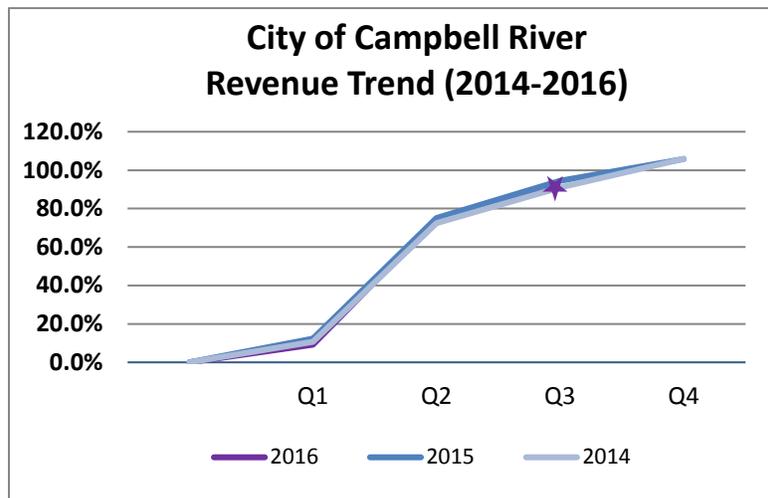
2017 carry-forwards are identified in Appendix 3. These will be discussed further during 2017 Financial Planning deliberations.

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 September 30th, as well as budget variance percentages. There is the general expectation that approximately 75% will be earned and expended in the third quarter. This is an approximation and variance may occur based upon unanticipated changes to operations, as well as the cyclical nature of revenue and expenses; therefore, a trend analysis between 2015 and 2016 is also provided for comparison.

Revenues:

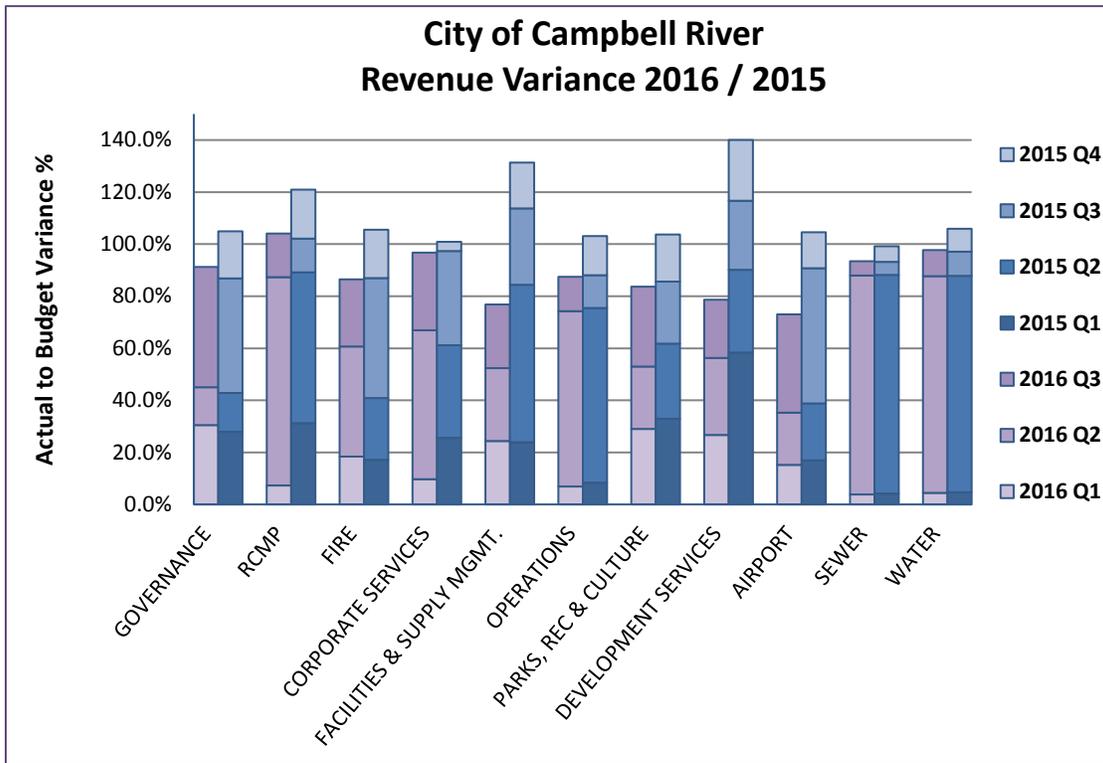
As at September 30, 2016 91% of the annual budget has been collected (compared with 94% in the third quarter of 2015). Revenue is on trend and within expectation as a result of the collection of levied user fees in the second quarter (e.g. Sewer and Water has collected approximately 94% and 98% of its budgeted revenue). 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 on trend with previous years.



Operating revenues with a variance greater or less than 5% have been analyzed below:

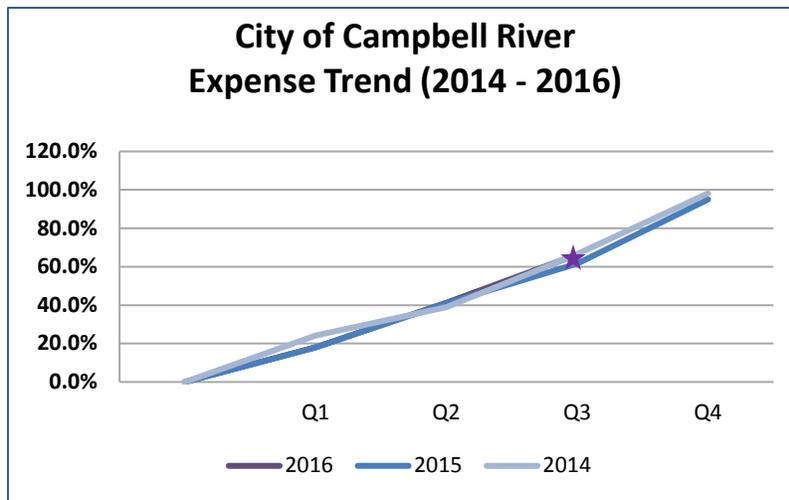
- Governance is on trend and has collected the majority of expected revenue for bylaw enforcement and the City's animal control.
- The RCMP has collected approximately \$114,000 more than budget from Provincial traffic fine revenue sharing (the strategic community investment fund). Funds received are trending approximately \$28,000 less than what was collected in 2015.
- Fire revenue is trending similarly to 2015 with 87% of its revenue collected for 2016 for services provided to First Nations and the Strathcona Regional District. It is anticipated that revenue will be on budget by year end.
- Corporate Services is on trend with 2015, despite receiving less revenue from the Strathcona Regional District Information Technology contract. Revenue collected as of the third quarter is higher than anticipated due to USD foreign exchange gains, Campbell River Indian Band servicing agreement fees, legal settlements, and investment interest which is to be allocated to reserve funds in the fourth quarter.
- Facilities and Supply Management revenue is on budget, but trending less due to cash proceeds from a 2015 land swap being recognized and then transferred to reserve, per policy, in the fourth quarter. It is anticipated that revenue will be on budget at year end.
- Operations' revenue is on trend and higher than anticipated due to the majority of solid waste user fees being collected in the third quarter, as in prior years.
- Parks, Recreation and Culture is trending similarly to 2015 and is anticipated to be on budget by year end, despite the collection of fewer Sportsplex rentals and program fees.
- Development Services revenue is within expectation and is anticipated to be on budget by the end of the year. It is trending lower in 2016 due to additional revenue collected in 2015 from the hospital building permit.
- Airport revenue is trending lower than 2015 due to a decrease in aircraft movement, impacting expected landing fees, general services, and parking revenue. Jet fuel sales has also decreased due to fewer forest fires this summer. Revenue is currently on budget; however, is expected to be lower than budgeted at year end since most of the Airport's revenue is earned in the summer months.
- Revenue is on trend and higher than anticipated for Sewer and Water, as the majority of flat rate user fees were collected in the second quarter, as in prior years.

The below chart compares how revenue is trending as of the third quarter in 2016 and 2015. As depicted below, 2016 is trending similarly to 2015; therefore, it is anticipated that the City will meet and/or exceed budgeted revenue by the end of the fiscal year.



Expenses:

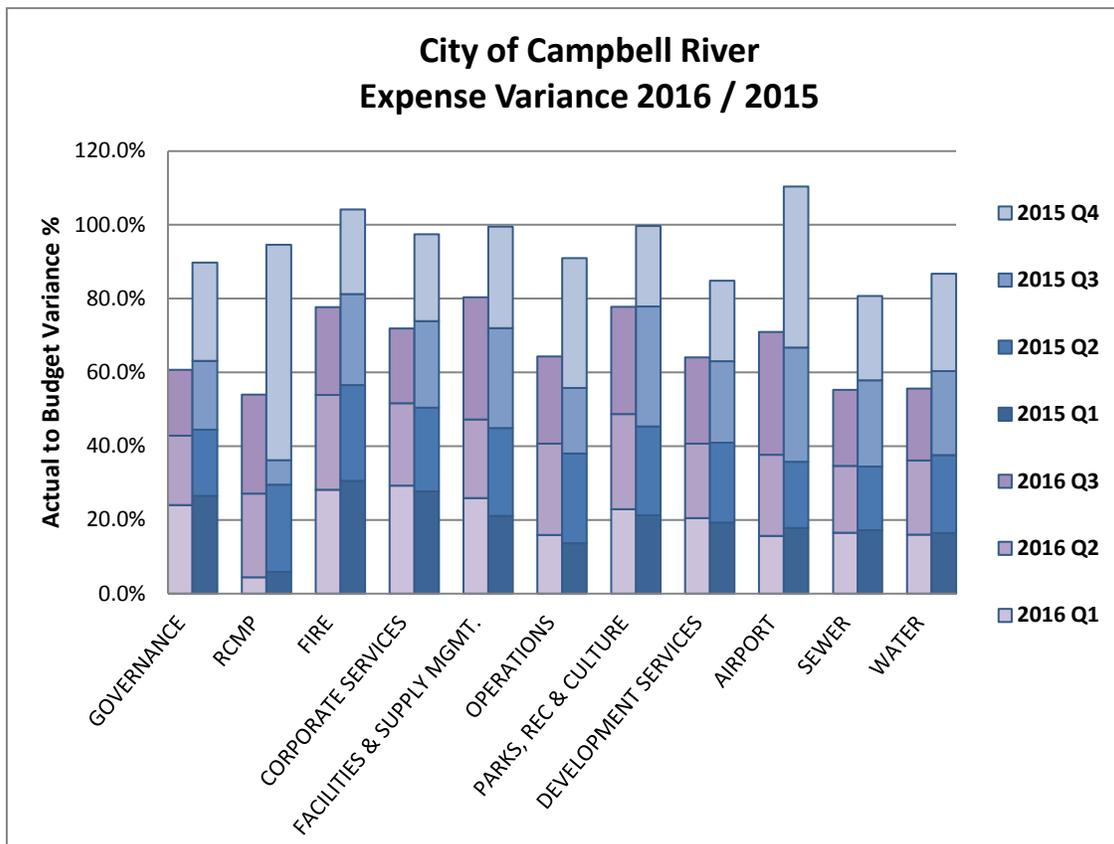
Overall, operating expenses are low to date at 66% of the annual budget (compared with 62% as of the third quarter in 2015). There are several expenses related to timing differences and planned future activity in the fourth quarter. Additionally, the City budgets its labour in full; consequently, labour vacancies have caused operating budgets to be underspent. Expenses are on trend with previous years, as depicted by the star in the below graph.



Operating expenses with a variance greater or less than 5% have been analyzed below:

- Governance is on trend; however, expenses are lower than anticipated due to MIA insurance being less than budgeted, as well as operating projects and carry forward projects that are expected to start in the fourth quarter. The segment is expected to be under budget at year end from the community land development fund not being fully expended in the fiscal year.
- RCMP is trending higher in 2016 due to timing differences with the Province's 2015 billing. This budget is being monitored closely as retroactive settlements have not yet been finalized and could result in the contract going over budget.
- Fire is over budget due to the auxiliary firefighter training program requirements and additional overtime incurred from required shift coverage. The department is trending similarly to 2015; therefore, it is anticipated to be over budget by year end, as it was in 2015. There will be 2017 budget requests to address this issue.
- Facilities and Supply Management is trending higher than 2015 due to higher expenses related to City properties and an increase in fleet related expenses. Fleet has experienced more major repairs in 2016 and is facing higher costs for loaders, graders and sweepers.
- The Operations segment has timing differences for Transit and Solid Waste contract services; this is on trend with 2015. Labour vacancies and weather are also contributing to the variance. Roads and Storm Drains are on trend to be under budget, as they were in 2015.
- Development Services is on trend with 2015; however, expenses are lower than anticipated due to labour vacancies and SLCRs that are expected to start in the fourth quarter (e.g. the Power Down program with BC Hydro).
- Airport expenses are slightly below budget. The Airport is trending higher than 2015 and is therefore at risk of going over budget, as it did in the prior year. This is a result of misaligned profit margins where fuel sale budgets were increased without a proportionate increase to expense; this will be reviewed during 2017 financial planning.
- Sewer is trending under budget as a result of operational projects that are underway, but not yet completed or invoiced (e.g. Downtown Readiness Review, Chemical Grouting, CCTV Inspections, Biosolids Land Application and Receiving Environment Monitoring). The Liquid Waste Management Plan is 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. It is anticipated that the department will be under budget at year end, as in 2015.
- Water is under budget due to multiple labour vacancies, which has impacted the department's ability to complete its annual workplan. The department is on trend to be under budget, as it was in 2015.

Financial results are within expectation and expenses are trending similarly to 2015 (unless otherwise identified above), as depicted in the below graph. If expenses continue with this trend, it is anticipated that the City will be under budget by the end of the fiscal year, which is mainly a result of labour vacancies and related delays in completing work plans as anticipated.



Conclusion:

It is important for Council to be kept apprised of City initiatives on a regular basis. The quarterly report provides Council with a comprehensive overview of the City's progress towards strategic initiatives and projects, including financial results, for the third 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.

Report authored by,

Alaina Maher, BCom, CPA, CMA
Finance Reporting Supervisor

Report reviewed by,

Myriah Foort, BBA, CPA, CA
Finance Manager

Report reviewed/endorsed by,

Ron Bowles
GM Corporate Services

Attachment: Appendix 1 – Ongoing Strategic Initiatives (Q3)
Appendix 2 – Capital Projects (Q3)
Appendix 3 – Operating Projects (Q3)
Appendix 4 – Operating Financials (Q3)

| Index | Dept | Strategic Action | Status | Measures | Results (as at October 17, 2016) |
|-------------------------------|--|--|--------|---|--|
| Focus on Relationships | | | | | |
| 1 | City Manager | Improved Communications with First Nations | C | Shared information sources. | Initiated discussions on updating service agreements. Council to Council Meeting with Wei Wai Kum in June. Ongoing dialogue regarding community planning and servicing with First Nations. Council will have a special meeting with Homalco on October 25th. |
| 2 | Finance | Grant Policy | B | Develop a corporate grant policy; include social grants. | Completed some preliminary planning on types of grants provided by the City and reviewing other local government policies for best practice. Scheduled for November COW. Expected completion in early 2017. |
| 3 | City Manager | Community Health Network | C | Maintain representation and ensure City interests are heard. Establish relationships and partnerships. | Attended the January Community Health Network meeting. SRD secured \$160,000 in funding. SRD advertising for committee membership. |
| 4 | Property Management | Sobering Assessment Centre | B | Identify suitable location and provide land. Operational facility. | VIHA RFP closes October 21st. |
| 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. | Updated report, ready for presentation at October 24th special COW. |
| | | | A | Parks and outdoor facility fees reviewed. | 2017 initiative. |
| | | | A | Indoor recreation facility fees reviewed. | 2017 initiative. |
| | | | A | Recreation program and membership fee review. | 2017 initiative. |
| | | | A | Water user fees reviewed. | 2017 initiative. |
| | | | A | Sewer user fees reviewed. | 2017 initiative. |
| | | | B | Storm user fees reviewed. | Staff are reviewing possible alternatives for sustainable funding for storm water and plan to present to Council in Q4. |
| | | | 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. |
| A | Recreation – resident vs. non-resident user fees reviewed. | 2017 initiative. | | | |

| Index | Dept | Strategic Action | Status | Measures | Results (as at October 17, 2016) |
|-------|-----------------------|--|------------|---|---|
| 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 reviewed in Q4. |
| | | | 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 will participate in the Peacemaking Circle Training here in Campbell River. |
| | | | 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. |
| 8 | Rec & Culture | Recreation Infrastructure – Financial Inequities | A | Recreation delivery model review completed. Develop financing strategy. | 2017 initiative. |
| 9 | Rec & Culture | Collaboration with Wei Wai Kum Youth Programs | C | One combined activity per month. | Wei Wai Kum representation on Youth Action Committee in process. |
| 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. Furniture and front office modifications complete. Situation improving. New bylaw submitted for approval. |

| Index | Dept | Strategic Action | Status | Measures | Results (as at October 17, 2016) |
|---------------------------------|------------------------|--|--------|---|--|
| Focus on Economic Growth | | | | | |
| 11 | Airport | Airport Master Plan Review | D ✓ | Plan endorsed. | Council approved in September. |
| 12 | Economic Development | Economic Development Restructure | D ✓ | Recruit new Economic Development Officer (EDO). Bring function in-house. Develop budget. Transition planning with Campbell River Economic Development Corporation. | 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 will issue its first newsletter October 2016 and is working on a number of other marketing initiatives including presentation folders, USB business cards and upgraded information on the city's website. |
| 13 | Economic Development | Restructure Tourism Function | C | Identify options for service delivery. MRDT application. | 5-year tourism strategy adopted, MRDT Hotel Tax application sent to Province, Tourism Transition plan approved by Council. Cadence Strategy is actively working on tourism transition. |
| 14 | Roads | Graffiti Control | D ✓ | Bylaw amendment. Increase responsiveness for graffiti removal. | Bylaw amendment completed to include graffiti removal from dumpsters on private property. Seasonal staff currently undertake greater removal in the Spring and Summer. |
| 15 | Planning & Development | Sign Bylaw Update | C | Bylaw endorsed by Advisory Planning and Environment Commission (APEC) & adopted by Council. Guidebook developed. Sign incentive program developed in 2017. | Community survey complete and project underway in conjunction with Downtown Refresh. Project to continue into 2017. |
| 16 | Planning & Development | Development & Building Application Processing Review | C | Building development and community engagement. Survey Completed. Analyze data. Amend processes. | Building applications currently being revamped based on review. Planning applications updated. Building Function review commencing with external building consultant. |
| 17 | Planning & Development | Business Licence Review | C | Survey sent to 2,200 businesses. Determine appropriate fee structure. Report to Council. | Survey completed. Report in progress; expected to be ready for Council in Q4. |
| 18 | Planning & Development | Building Bylaw Update | C | Align bylaw with Building Act. Reviews City processes. Identifies resource management strategy. | Bylaw review scheduled for 2017, Q1. Internal consultant report received on resource management. |

**Appendix 1 - Ongoing Strategic Initiatives
July 1 - September 30, 2016 (Q3)**

| Index | Dept | Strategic Action | Status | Measures | Results (as at October 17, 2016) |
|----------------------------|------------------------|--|--------|---|---|
| 19 | Planning & Development | Builders & Developers Forum | C | 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 will have 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. | Plan approved in principle by Council. 2017 budget submission for implementation plan. |
| 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. Will go to Council Q1 2017. |
| 24 | Planning & Development | OCP/Zoning updates | D ✓ | Active community involvement in consultation process (4 public consultation events for OCP and 3 for Zoning Bylaw). Proposed amendments reviewed and endorsed by APEC. | Three public consultation meetings completed and presentations to Council and APEC completed. Further engagement with Public, Council and APEC in Q3. Consideration by Council for adoption in Q4. |
| 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) | B | Waterfront Task Force to review Waterfront Development Permit Guidelines. Staff to present to CRIB for review (2017). | Draft guidelines completed and needs to be incorporated into the SOCP. General guidelines have been incorporated into the Downtown DP Guidelines. |
| 27 | Rec & Culture | Age-Friendly Steering Committee | C | Age-Friendly Assessment and Action Plan. | Consultant has been selected. Community survey closed Oct. 16. Data entry and analysis scheduled for next month. Action plan to be developed by end of Q4. |
| 28 | Rec & Culture | Move for Health and Active Age Programs | C | Obtain data to measure baseline activity level and mobility in senior program participants. Obtain research final results. | Participating in third cycle of research program. Due to be complete in December 2016. |

| Index | Dept | Strategic Action | Status | Measures | Results (as at October 17, 2016) |
|---|-----------------------|---|------------|--|--|
| 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 2017. |
| Focus on Management and Governance | | | | | |
| 31 | Finance | Financial Stability and Resiliency Program | D ✓ | Develop a debt policy. | Substantially complete. Draft debt policy presented to Council in July; approved in principle. Final draft will be presented in early 2017 following budget deliberations. |
| | | | B | Review City's investment policy | Research of other local government policies completed, have had discussions with MFA on investment options to manage cash flows. Investment strategy and cash flow management will be completed in early 2017 following financial planning with expected spending and cash flow needs based on 10 year plan. |
| 32 | Fire | Fire Services Review | D ✓ | Fire Services Review received by Council (1st Stage); individual Strategic Issues with plans endorsed by Council (2nd Stage). | 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 | C | AM strategy adopted. Implementation plan adopted. Identified centralized data storage platform. | Asset management strategy approved. Implementation projects going to budget deliberations. Platform decision in Q4. |
| 34 | City Manager | Community Engagement | D ✓ | Develop recognition process. Host annual awards event. | Community builder awards presented. |
| 35 | Communications | 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 on options continues. |

Appendix 2 - Capital Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|---------------------------------|------------------------|---|--------|--|------------------|-------------------|
| Focus on Relationships | | | | | | |
| 1 | IT | Recreation Management Software | C | Signing contract for implementation in early 2017. Phase 1 - Discovery and Phase 2 - Organization Survey are complete. Phase 3 - System Administrator training scheduled for Oct. 24-28. Phase 4 - Data entry scheduled for November and December. Phase 5 - End User training scheduled for Jan.-Feb. 2017. Phase 6 - Go Live scheduled for March 2017. 2017 Carry Forward request. | 20,556 | 206,119 |
| NEW | IT | Municipal Broadband Network | B | Phase one funding approved. Marketing plan, service providers agreements and civil design under development. 2017 Carry Forward request. | - | 378,000 |
| | | | | | \$ 20,556 | \$ 206,119 |
| Focus on Economic Growth | | | | | | |
| 2 | Airport | Airport Sign | D ✓ | Completed. | 34,089 | 77,000 |
| 3 | Airport | Fueling Facility | B | In design phase; \$903,000 grant received from BC Air Access Program. 2017 Carry Forward request. | 15,878 | 1,205,000 |
| 4 | Airport | Parking Machine | B | RTC has been drafted, RFP for machine under review. 2017 Carry Forward request. | - | 20,000 |
| 5 | Planning & Development | Building Inspector Vehicle | D ✓ | RTC has been drafted, RFP for machine under review. | 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 | Pending response from Canada 150 grant application. 2017 Carry Forward. | - | 1,000,000 |
| 8 | Parks | Logger Mike | D ✓ | Carving completed and installed. | 16,931 | 25,000 |
| 9 | Parks | Frank James Park Design | B | Initial public consultation completed. Conceptual design in progress. 2017 Carry Forward request. | 3,066 | 35,000 |
| 10 | Sewer | Lift Station #10 Upgrades | C | Tender awarded. Construction is expected to be completed by the end of the year. \$35k budget moved from Sewer Main Replacement, per Council 16-0357. 2017 Carry Forward request for maintenance. | 6,682 | 165,000 |
| 11 | Water | Walworth Booster Pump Station | B | Pending water system strategic action plan update; location, size, and timing to be confirmed in Q4. | - | 496,278 |

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|----------------------------|------------|---|--------|--|----------------|------------------|
| | | | | | \$ | \$ |
| | | | | | 122,776 | 3,098,278 |
| 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 | Furniture and deck repairs completed; structural repairs, concession and washroom renovations, and roof replacement all in design/tender phase with construction in late 2016 or early 2017. Possible 2017 Carry Forward request. | 22,568 | 225,000 |
| 15 | Facilities | Big House Pavilion Structural Repairs | Z | Received structural report back; engaging First Nations on project. Project is bigger than anticipated, awaiting consultant information for next steps. Defer to 2017. | 4,870 | 60,000 |
| 16 | Facilities | Electrical Operating Permit Repairs | C | Significant repairs completed and will continue into Fall. | 22,036 | 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 | MOU to have Rotary construct the Platform is in process of being signed, construction in late 2016 or early 2017. Possible 2017 Carry Forward request. | - | 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. 10% holdback not paid at this time. | 1,552,318 | 1,150,369 |
| 22 | Fire | #1 Fire Station Replacement | B | Radio & Environment studies completed. Awaiting seismic study on Telus Tower adjacent to site and Geotechnical Study of sub-surface ground conditions. 2017 Carry Forward request. | 4,282 | 269,181 |
| 23 | Fire | Refurbish Existing Ladder Truck | Z | RFP Closed, Two submissions received, additional funding required to complete project. 2017 Carry Forward request. | - | 180,000 |

Appendix 2 - Capital Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|-------|-------|---|--------|---|----------------|----------------|
| 24 | Fire | Pumper Rescue Replacement | C | RFP/Design Build will be released by end of October. | 14,315 | - |
| 25 | Parks | Ostler Park Redevelopment | B | Preliminary Design Completed. Council Update Required. 2017 Carry Forward request. | 66,078 | 400,000 |
| 26 | Parks | Dog Park Developments | C | Construction to start in November. 2017 Carry Forward request. | - | 20,093 |
| 27 | Parks | Hwy 28 Elk Falls Cemetery Expansion | C | Detailed design completed; phase one scheduled to be completed by end of October. Construction delay to Columbia issue. 2017 Carry Forward request. | 67,320 | 196,969 |
| 28 | Parks | Robron Park Upgrade - Artificial Turf | D ✓ | 2017 Carry Forward request for maintenance. | 127,406 | 174,551 |
| 29 | Parks | Ostler Park Playground Replacement | D ✓ | Completed. | 145,175 | 100,000 |
| 30 | Parks | Maryland Linear and Park Construction | D ✓ | Completed. | 11,827 | 12,633 |
| 31 | Parks | Nunns Creek Master Plan | B | Report to Council on October 24 agenda; combined with Frank James master planning process, delayed due to soil testing. 2017 Carry Forward request. | 56,035 | 89,347 |
| 32 | Parks | Robron Park Upgrade - Equipment Purchase | D ✓ | Completed. | 17,193 | 20,372 |
| 33 | Parks | Shade Sails Installation | Z | Rotary funding committed; in process of purchasing sails, deferred to 2017. 2017 Carry Forward request. | - | 29,000 |
| 34 | Parks | Baikie Island Permanent Washroom | Z | Project delayed as there were no bids received. 2017 Carry Forward request. | - | 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) | A | Waiting on coordination with other MHC projects. 2017 Carry Forward request. | - | 20,000 |
| 38 | Parks | Nunns Creek Park Electric Upgrade | C | Electrical upgrades underway. 2017 Carry Forward request. | 6,696 | 60,000 |
| 39 | Parks | Entrance Sign Jubilee | B | Planning underway, RFQ to go out in November, to be completed at the end of March 2017. 2017 Carry Forward request. | - | 100,000 |
| 40 | Parks | Seawalk Improvements | D ✓ | Completed. | 34,764 | 97,000 |
| 41 | Parks | Incorporate 503 Island Highway into Sequoia Park | B | Concept analysis underway. 2017 Carry Forward request. | 2,233 | 25,000 |
| 42 | Parks | Seniors Equipment | A | Planning and looking for funding is underway. 2017 Carry Forward request. | - | 50,000 |

Appendix 2 - Capital Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|-------|---------------|--|---------------|---|-----------|-------------|
| 43 | Property Mgmt | Waterfront Property Purchase | D ✓ | Completed. | 56,827 | 58,400 |
| 44 | Rec & Culture | Public Art Funding | B / C / D ✓ | Inventory is complete and ready to make public. Canada 150 Mosaic Mural Community Public Art project is complete and will be hung in the Community Centre. Crosswalk installation completed. 2017 Carry Forward request for remaining funds to be used for future projects. | 14,692 | 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 request. | - | 75,000 |
| 46 | Rec & Culture | Recreation Equipment | C | Equipment order to be placed. 2017 Carry Forward request. | 2,199 | 17,272 |
| 47 | Roads | Cycling Infrastructure | B | Under construction on Willis. | 2,747 | 25,000 |
| 48 | Roads | Sidewalk Infill | C | Part of the work is taking place on Willis. Possible 2017 Carry Forward request. | 68,942 | 250,000 |
| 49 | Roads | Transit Bus Shelters | B | 3 Glass Shelters ordered to be installed in 2017. 2017 Carry Forward request. | 37,749 | 72,145 |
| 50 | Roads | Seagull Walkway Repairs | Z | Deferred to 2017 for review and design. | - | 594,778 |
| 51 | Roads | Pedestrian Signal Crossing Lights | B | To be installed fall, 2016. 2017 Carry Forward request. | - | 30,000 |
| 52 | Roads | Parking Lot Improvements | D ✓ | Lights and paving completed on Cedar St | - | 48,308 |
| 53 | Roads | Traffic Control Upgrades - Replacement | B | 16th & Dogwood RFP to be awarded this fall. Possible 2017 Carry Forward request. | - | 197,459 |
| 54 | Roads | Sidewalk Improvements - Willis Road | C | Construction underway. Possible 2017 Carry Forward request. | 2,413 | 100,000 |
| 55 | Storm | Annual Drainage Improvements | C | Part of the Willis Road work. Construction underway. | - | 125,000 |
| 56 | Water | CR Water Supply | D ✓ C B | Phase 1 completed. Phase 2 : Contract 1 (Lake Intake) 75% Complete. Contract 2 (Building) Pre Qualification completed and Tender currently open with outcomes currently scheduled for Nov.21/16 Council Meeting. 2017 Carry Forward request. | 4,205,302 | 19,635,963 |
| 57 | Water | Dogwood Operations Centre Backflow/Meter | Z | Deferred to 2017. | - | 125,000 |

Appendix 2 - Capital Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|---|------------|---|-------------|--|---------------------|----------------------|
| 58 | Water | Beaver Lodge Reservoir Security | C | In construction. Cameras still to be completed. | 50,356 | 100,000 |
| | | | | | \$ 6,825,531 | \$ 25,220,924 |
| 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. | 30,595 | 77,125 |
| 62 | Facilities | RCMP Front Counter | D ✓ | Completed. | 28,525 | 20,000 |
| 63 | Facilities | Tidemark Catwalk | D ✓ | Project and upgrades completed. | 33,615 | 60,519 |
| 64 | Facilities | Tidemark Theatre Lower Roof Replacement | B | In tendering phase. Construction to take place in late 2016 or early 2017. Possible Carry Forward Request. | - | 20,000 |
| 65 | Facilities | MHC Railing Replacement | D ✓ | Completed. | 10,500 | 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 | B | In tendering phase. Construction in late 2016 or early 2017. Possible Carry Forward request. | - | 13,000 |
| 68 | Facilities | Council Chambers Renovations Design | D ✓ | Conceptual design substantially complete. Minor revisions to be updated. | 8,500 | 23,000 |
| 69 | Facilities | City Facilities Fall Protection Audit | B | RFP closed and in evaluation stage. Consulting work to be completed late 2016. 2017 Carry Forward request. | - | 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 | B / C / D ✓ | Various projects completed and in planning stages including hands free fixtures at CRCC/Sportsplex. | 9,833 | 50,000 |
| NEW | Facilities | City Hall Space Planning | B | Project still in design phase. Construction in late 2016. Possible 2017 Carry Forward request. | 1,518 | 70,000 |
| 72 | Fire | Small Equipment Replacement | C | Equipment Quotes being sourced with purchasing to occur in Q4. | 3,426 | 15,000 |
| 73 | Fleet | Fleet Replacement Plan | C / Z / D ✓ | 7/7 replacements tendered. 1 deferred to 2017. 4 in use. 2017 Carry Forward request. | 656,144 | 944,576 |
| 74 | IT | Printer/Peripheral Replacement | C | To be completed at the end of the year. | 9,727 | 15,000 |
| 75 | IT | Workstation/Laptop Replacement | C | To be completed at the end of the year. | 27,160 | 36,000 |

Appendix 2 - Capital Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|-------|-------|--|--------|--|---------|-------------|
| 76 | IT | PRI Phone System - Sportsplex | D ✓ | Completed; awaiting final invoice. | 19,930 | 25,000 |
| 77 | IT | Dogwood DOC Phone System | B | Scheduled for Q4. | - | 35,000 |
| 78 | IT | Plotter Replacement | D ✓ | Completed. | 30,692 | 32,000 |
| 79 | IT | Vadim E3 Upgrade | D ✓ | E3 Foundations implemented. | 4,973 | 6,000 |
| 80 | IT | Scheduled Photocopier Replacement | D ✓ | Completed. | 6,992 | 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. Possible 2017 Carry Forward request. | 66,708 | 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. | 110,578 | 100,000 |
| 87 | Roads | Ferry Terminal Access Improvements | C | RFP awarded - work to begin late 2016 into 2017. 2017 Carry Forward request. | - | 25,000 |
| 88 | Roads | Pier Street and MHC Entrance Improvements | B | To be re-budgeted in 2017 to tie into planning and design work associated with the Downtown Refresh programs. | - | 25,000 |
| 89 | Roads | Street Light Infill | C | Still waiting for BC hydro to complete the work. Part of the project, where the City had little to no cost associated with the work, has been completed. Possible 2017 Carry Forward request. | 2,500 | 90,000 |
| 90 | Roads | Asphalt Overlays | D ✓ | Completed. | 520,343 | 500,000 |
| 91 | Sewer | Waterfront Sewer Forcemain | B | Report being reviewed. Scheduled for November COW. Completed. | - | 169,825 |
| 92 | Sewer | Lift Station #11 Upgrade | D ✓ | 2017 Carry Forward request for maintenance. | 403,661 | 520,877 |
| 93 | Sewer | NWEC Upgrade Phase 2 | C | Construction nearing completion with Substantial Performance anticipated by end of October. 2017 Carry Forward request for maintenance. | 917,921 | 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 | Detailed design complete and updated project budget included in 2017 Capital Plan for Council review. 2017 Carry Forward request. | 21,033 | 100,000 |

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|-------|-------------|--|---------|--|----------------|------------------|
| 96 | Sewer | NWEC Clarifier Upgrade | C | Construction underway anticipated completion October 2016. | 97,837 | 110,832 |
| 97 | Sewer | NWEC Online Analyzers | D ✓ | Completed. | 72,721 | 79,595 |
| 98 | Sewer | MHC Sewer Chamber Replacement and Aesthetic Improvements | B | Tender awarded for construction with commencement October and complete by December 2016. \$50K budget moved from Sewer Main Replacement per Council resolution 16-0393. 2017 Carry Forward request. | 35,515 | 280,000 |
| 99 | Sewer | NWEC Boiler / DDC Replacement | B | Design underway. Award anticipated before year-end. Possible 2017 Carry Forward request. | - | 60,000 |
| 100 | Sewer | Sewer Main Replacement | D ✓ | Construction Complete. \$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. | 232,416 | 1,015,000 |
| 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 as of the middle of Oct. | - | 7,000,000 |
| 102 | Water | Water Service Truck | D ✓ | Purchased and in use. | 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 | B | RFP to be issued in Q4. 2017 Carry Forward request. | - | 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. | 7,595 | 50,000 |
| 109 | Water | Water Service Renewal | C | Ongoing annual project. | 11,104 | 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. | 159,135 | 300,000 |



Appendix 2 - Capital Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Capital Project Name | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|-----------------------------------|---------------|----------------------------|--------|--|----------------------|----------------------|
| 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 in Q4. 2017 Carry Forward to complete the installation. | - | 229,730 |
| 113 | Water | Meter Renewal | C | Ongoing annual project. | 78,402 | 100,000 |
| 114 | Water | PLC Replacement Program | D ✓ | Completed. | 12,075 | 15,000 |
| 115 | Water / Sewer | Service Truck | D ✓ | Completed. | 38,890 | 60,000 |
| | | | | | \$ 3,877,950 | \$ 15,631,877 |
| TOTAL ANNUAL PROJECT COSTS | | | | | \$ 10,846,813 | \$ 44,535,198 |

Appendix 3 - Operating Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Project Name | Project Type | Status | Comments (as at October 17, 2016) | 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 are following-up with organizations. | 21,116 | 80,000 |
| 2 | Planning & Development | Development Advisory Task Force | CFwd | Z | Delayed until 2017. | - | 10,000 |
| 3 | Property Mgmt | Forestry Task Force | SLCR | C | Task force formed and regular meetings being held. 2017 Carry Forward request. | 2,357 | 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 request. | - | 15,000 |
| | | | | | | \$ 23,473 | \$ 140,000 |
| Focus on Economic Growth | | | | | | | |
| 5 | Airport | Business Development Opportunity Fund | SLCR | B | Advertising underway; silver sponsor for BC Aviation Council; sponsoring electrical workshop. Hosted Wings and Wheels in July. | 28,783 | 100,000 |
| 6 | IT | Downtown Fibre Optics | CFwd | D ✓ | Business Plan completed. | 20,000 | 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 | Call for membership out. RFP for consultant issued. 2017 Carry Forward request. | - | 25,000 |
| 9 | Planning & Development | Downtown Façade Improvement Program | CFwd | B | Two funding requests received. | - | 19,000 |
| 10 | Planning & Development | Building Review | CFwd | D ✓ | Consultant has submitted final report and presented to Council at COW in Q3. | 19,487 | 18,000 |
| 11 | Planning & Development | Fire Separation Building Code Compliance | CFwd | D ✓ | Construction completed in Q3. Final invoice being processed. | - | 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. Council Q4 consideration. | 60,978 | 77,500 |
| 13 | Planning & Development | Downtown Revitalization Concept Plan & Design | SLCR | C | Changed Consultants, draft plan to Council in Q4 . One more community consultation and meeting with APEC and CSRCC. May have invoices in Q1 2017. Possible 2017 Carry Forward request. | 68,622 | 125,000 |

Appendix 3 - Operating Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Project Name | Project Type | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|---|------------------------|---|--------------|--------|---|-------------------|-------------------|
| 14 | Planning & Development | Community Energy Efficiency Projects | SLCR | C | Realtor and builders workshops held and rebate program launching in June. Power Down program to begin in Q4. Community Energy Advisor hired and started in Q4. 2017 Carry Forward request required to meet commitments with BC Hydro. | 1,600 | 110,000 |
| 15 | Sewer | Downtown Readiness Review - Sewer | SLCR | C | Project underway. Completion anticipated by end of year. | 12,572 | 40,000 |
| 16 | Storm | Downtown Readiness Review – Storm Drainage | SLCR | C | Final report to staff Oct 18. Completion anticipated by end of year. | 5,990 | 30,000 |
| 17 | Water | Downtown Readiness Review - Water | SLCR | C | Project underway. Completion anticipated by end of year. | 9,413 | 30,000 |
| | | | | | | \$ 242,444 | \$ 639,500 |
| Focus on Livability | | | | | | | |
| 18 | Finance | Beautification Grants - Cleanliness | SLCR | C | Willow Point BIA and Downtown BIA were approved at Oct.11 meeting. Pier Street and Campbellton have recently been contacted by staff but have not yet applied; staff will follow up in Q4. | 9,762 | 40,000 |
| 19 | Finance | Social Grants | SLCR | B | Draft guidelines presented to Committee of the Whole in April; further review and discussion for November COW. | - | 25,000 |
| 20 | Planning & Development | Downtown Small Initiatives Fund | SLCR | C | Projects almost complete. Parklet installed and still have wayfinding signs to install. Invoices may come in Q1 2017. 2017 Carry Forward request. | 33,295 | 50,000 |
| 21 | Rec & Culture | Sportsplex Space Assessment - Conceptual Design | SLCR | C | Final report being presented at Nov 23 COW meeting. 2017 Carry Forward request. | 19,539 | 25,000 |
| | | | | | | \$ 62,596 | \$ 140,000 |
| Focus on Management and Governance | | | | | | | |
| 22 | Airport | Flight Way Clearing | SLCR | C | First phase completed; after second survey another cut will take place in the fall. | - | 30,000 |
| 23 | Facilities | Facilities Master Plan / Condition Assessment | SLCR | B | RFP in evaluation scoring phase. Consulting work to be undertaken in late 2016/early 2017. 2017 Carry Forward request. | - | 225,000 |
| 24 | Facilities | MHC Deck Repairs | CFwd | D ✓ | Completed. | 26,918 | 30,000 |
| 25 | IT | Network Security Audit | SLCR | B | RFP complete. Scheduled for Q3. | - | 25,000 |
| 26 | Leg Services | Records Management Review Complete Stage 1 | SLCR | B | To take place in Q4. | - | 10,000 |
| 27 | Roads | Surface Improvement - Asphalt Patching | CFwd | D ✓ | Work is completed for 2016. | 81,866 | 120,000 |



Appendix 3 - Operating Projects
July 1 - September 30, 2016 (Q3)

| Index | Dept | Project Name | Project Type | Status | Comments (as at October 17, 2016) | YTD | 2016 Budget |
|-------|-------|------------------------------|--------------|--------|---|-------------------|-------------------|
| 28 | Roads | Bridge Inspection Program | CFwd | C | Work is complete, awaiting final report from consultant. | - | 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 | Consultant is engaged, but consultant's staffing turnover has delayed the project with completion now expected early in the new year. <i>2017 Carry Forward request.</i> | - | 30,000 |
| 31 | Sewer | Lift Station Auto - Cleaning | SLCR | C | Installation contract awarded. Work expected to be completed in Q4. | 12,708 | 25,000 |
| 32 | Storm | ISWMP Update | CFwd | B | Some work completed on the update. Staff will review the project in 2017; therefore, is a <i>2017 Carry Forward request.</i> | 10,557 | 25,000 |
| 33 | Water | Water Conservation Plan | SLCR | C | Public engagement to occur in October/November. Plan is expected to be completed in early 2017. <i>2017 Carry Forward request .</i> | 741 | 25,500 |
| | | | | | | \$ 132,788 | \$ 765,170 |

TOTAL ANNUAL OPERATING PROJECT COSTS:

\$ 461,301 \$ 1,684,670

| | 2015 Q3 | 2016 Q3 | 2016 Budget | 2016 Variance \$ | 2016 Variance % | 2015 Variance % |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
| Revenue | | | | | | |
| GOVERNANCE | (107,475) | (119,861) | (131,350) | (11,489) | 91.3% | 86.9% |
| RCMP | (672,082) | (694,413) | (667,345) | 27,068 | 104.1% | 102.2% |
| FIRE | (1,338,506) | (1,391,118) | (1,608,689) | (217,571) | 86.5% | 87.0% |
| CORPORATE SERVICES | (2,188,133) | (2,404,980) | (2,485,260) | (80,280) | 96.8% | 97.3% |
| FACILITIES & SUPPLY MANAGEMENT | (380,436) | (299,043) | (389,599) | (90,556) | 76.8% | 113.7% |
| OPERATIONS | (2,886,144) | (2,888,227) | (3,303,413) | (415,186) | 87.4% | 88.1% |
| PARKS, RECREATION & CULTURE | (791,016) | (754,687) | (901,850) | (147,163) | 83.7% | 85.7% |
| DEVELOPMENT SERVICES | (1,122,475) | (802,474) | (1,020,300) | (217,826) | 78.7% | 116.7% |
| AIRPORT | (1,910,168) | (1,537,271) | (2,106,630) | (569,359) | 73.0% | 90.8% |
| SEWER | (5,441,949) | (5,767,804) | (6,166,421) | (398,617) | 93.5% | 93.3% |
| WATER | (5,565,605) | (6,189,075) | (6,334,207) | (145,132) | 97.7% | 97.1% |
| Revenue Total | (22,403,990) | (22,848,952) | (25,115,064) | (2,266,112) | 91.0% | 94.4% |
| Expense | | | | | | |
| GOVERNANCE | 1,337,195 | 1,445,349 | 2,383,041 | 937,692 | 60.7% | 63.1% |
| RCMP | 3,162,698 | 4,801,487 | 8,890,820 | 4,089,333 | 54.0% | 36.2% |
| FIRE | 4,064,377 | 3,980,234 | 5,125,175 | 1,144,941 | 77.7% | 81.2% |
| CORPORATE SERVICES | 2,435,806 | 2,550,882 | 3,550,190 | 999,308 | 71.9% | 73.3% |
| FACILITIES & SUPPLY MANAGEMENT | 2,181,412 | 2,705,828 | 3,365,778 | 659,950 | 80.4% | 72.0% |
| OPERATIONS | 3,823,720 | 4,597,718 | 7,149,078 | 2,551,360 | 64.3% | 55.8% |
| PARKS, RECREATION & CULTURE | 4,313,598 | 4,506,948 | 5,794,892 | 1,287,944 | 77.8% | 77.9% |
| DEVELOPMENT SERVICES | 1,472,320 | 1,780,680 | 2,776,819 | 996,139 | 64.1% | 63.1% |
| AIRPORT | 1,259,856 | 1,401,083 | 1,974,669 | 573,586 | 71.0% | 66.7% |
| SEWER | 1,423,914 | 1,390,450 | 2,514,236 | 1,123,786 | 55.3% | 57.8% |
| WATER | 1,567,950 | 1,700,531 | 3,057,109 | 1,356,578 | 55.6% | 60.3% |
| Expense Total | 27,042,847 | 30,861,188 | 46,581,807 | 15,720,619 | 66.3% | 61.6% |
| Grand Total | 4,638,856 | 8,012,236 | 21,466,743 | 13,454,507 | 37.3% | 23.0% |

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,

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