



## City of Campbell River Report/ Recommendation to Council

Date: November 7, 2022  
Submitted by: Finance Department  
Subject: Quarterly Financial Report – Q3, 2022

---

### Executive Summary

The Quarterly Financial Report provides a measure of the City's performance against the Financial Plan. Explanations of the material differences, revenue, and expense trends assist Council in their strategic decision making. Total revenues are trending higher for the third quarter of 2022 compared to the prior year (10.8% total revenue increase) primarily due to the increased taxation revenue and user fees, increased utilities flat user fees, and increased jet fuel revenues associated with the high fuel prices. The revenues are at 88.7% of the 2022 budget which is comparable to the 2021 Q3 revenues which were at 89.4% of the budget.

Total expenses are trending higher by 17.8% compared to the prior year due to significant cost increases from inflation associated with supplies, fuel, and contracted services. As a result, Q3 2022 expenses are trending higher at 63.2% of the budget compared to the 2021 Q3 actual expenditures being at 60% of the budget. As the result of the increasing costs and staffing limitations, several projects intended for 2022 have now been delayed until 2023 or cancelled.

---

### Recommended Resolutions

**THAT the report dated November 7, 2022, from the Finance Department regarding the City's Quarterly Financial Report – Q3, 2022 be received for information.**

---

**Reviewed for Form and Content / Approved for Submission to Council:**

A handwritten signature in black ink, appearing to read "Deborah Sargent".

**Deborah Sargent, MCIP, RPP  
City Manager**

## **Report/Recommendation to Council**

Quarterly Financial Report – Q3, 2022

November 7, 2022

### **Background**

The Quarterly Financial Report provides regular information to Council on the progress of the work plan approved during Financial Planning. This report also ensures that actual results are aligning with approved budgets and that any variances are investigated and explained. The report includes the three core components of the budget which are operating departmental budgets, one-time operating projects, and capital projects.

The Financial Plan Bylaw for 2022-2031 was originally adopted on January 10, 2022, with projected carry forward balances on operating and capital projects based on the best information available at the time. The results reported in this quarterly financial report are based on the actual carry forward balances for operating and capital projects.

### **Discussion**

Throughout the three quarters of 2022, higher inflation, supply chain issues, and labour force shortages have continued to have an unfavourable impact on the City's operations and budget. At the beginning of the year, it was expected that the issues would be short term and transitory in nature, however the forces driving instability in the economy are now expected to persist beyond 2022.

### **Operating Financial Report**

The City's operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2021 and to the 2022 budget. Overall, the City's revenues are at 88.7% of budget and expenses are at 63.2% of budget (89.4% and 60% respectively for 2021).

Revenues at the end of the third quarter are \$7.8M higher than the prior year. \$1.9M of the revenue increase is attributable to property taxation, approximately \$600K is attributable to the increased funding from the government in the form of the Gaming revenue, Local Government Climate Action Program (LGCAP) (formerly Climate Action Revenue Incentive Program/CARIP) revenue, and other grants, \$730K is attributable to the investment interest, \$3.1M is attributable to the increased allocations to reserves as budgeted. The remainder of the increase is associated with an increase in fee revenues (utility fees, recreation fees, airport passenger fees), as well as higher airport fuel sales.

Expenses for the second quarter are \$8.6M higher than in the prior year. The primary reasons for the increase are related to additional capital transfers to the reserves as per budgetary increases (a total increase of \$4.5M compared to the prior year), increased costs of fuel, supplies, and contracted services (\$1.5M increase in total), and increased cost of jet fuel (\$771K increase for the Airport).

## Report/Recommendation to Council

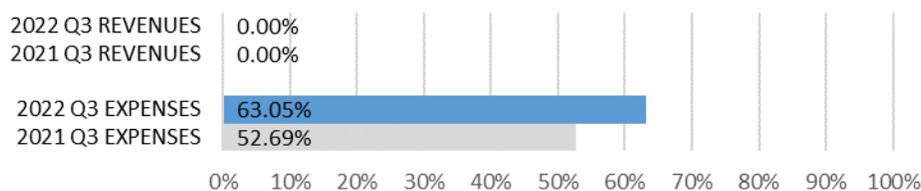
Quarterly Financial Report – Q3, 2022

November 7, 2022

Each area of the City’s operations has been analyzed below (See Appendix 1 for details of Departmental Segments). Individual graphs show revenues and expenses as a percentage of the total budget for the third quarter of 2022 and 2021 for comparison.

	2021 Q3	2021 Budget	2022 Q3	2022 Budget	2022 Variance \$	2022 Variance %	2021 Variance %
City Administration	-	-	-	-	-	0.0%	0.0%
Financial Services & Capital Works	(47,258,420)	(52,771,758)	(53,729,021)	(60,922,534)	(7,193,513)	88.2%	89.6%
Corporate Services	(322,278)	(373,335)	(330,318)	(383,570)	(53,252)	86.1%	86.3%
Development Services	(1,538,083)	(1,134,600)	(1,373,549)	(1,576,500)	(202,951)	87.1%	135.6%
Community Safety	(2,333,676)	(2,799,723)	(2,395,252)	(2,801,094)	(405,842)	85.5%	83.4%
Operations	(14,969,656)	(16,545,300)	(15,251,390)	(17,143,172)	(1,891,782)	89.0%	90.5%
Community Planning & Livability	(3,915,755)	(4,190,579)	(4,089,916)	(4,738,186)	(648,270)	86.3%	93.4%
Economic Development & Airport	(2,059,994)	(3,202,934)	(3,093,978)	(2,910,169)	183,809	106.3%	64.3%
<b>REVENUE TOTAL</b>	<b>(72,397,862)</b>	<b>(81,018,229)</b>	<b>(80,263,423)</b>	<b>(90,475,225)</b>	<b>(10,211,802)</b>	<b>88.7%</b>	<b>89.4%</b>
City Administration	798,696	1,515,706	885,542	1,404,481	518,939	63.1%	52.7%
Financial Services & Capital Works	13,842,243	24,792,396	18,972,378	30,468,028	11,495,650	62.3%	55.8%
Corporate Services	2,345,284	3,397,168	2,469,907	3,522,149	1,052,242	70.1%	69.0%
Development Services	1,429,958	2,083,421	1,360,529	2,500,021	1,139,492	54.4%	68.6%
Community Safety	10,353,493	18,456,770	10,789,739	19,128,961	8,339,222	56.4%	56.1%
Operations	10,732,898	16,763,766	12,341,183	17,918,589	5,577,406	68.9%	64.0%
Community Planning & Livability	6,132,241	9,631,472	6,502,865	10,820,480	4,317,615	60.1%	63.7%
Economic Development & Airport	2,936,098	4,377,530	3,888,510	4,712,516	824,006	82.5%	67.1%
<b>EXPENSE TOTAL</b>	<b>48,570,910</b>	<b>81,018,229</b>	<b>57,210,654</b>	<b>90,475,225</b>	<b>33,264,571</b>	<b>63.2%</b>	<b>60.0%</b>
<b>GRAND TOTAL</b>	<b>(23,826,952)</b>	<b>-</b>	<b>(23,052,769)</b>	<b>-</b>	<b>23,052,769</b>	<b>0.0%</b>	<b>0.0%</b>

**CITY ADMINISTRATION** - Expenses are trending higher than in the prior year due to increased contracted services costs which include consultant services for the Work Culture Assessment survey and engineering services, as well as increased Council members training and development expenditures (the budgets were reduced by 50% for 2021 due to pandemic, and increased for 2022).



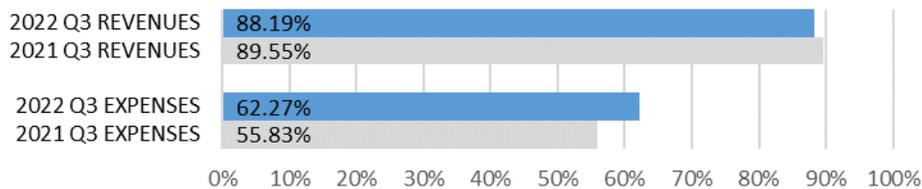
**FINANCIAL SERVICES AND CAPITAL WORKS** – Increase in actual revenues is related to the budgeted increases in property taxes (\$1.8M), transfers to the reserves and amortization offset (\$3.7M combined), as well as grant funding (gaming revenue, LGCAP, and other grants).

## Report/Recommendation to Council

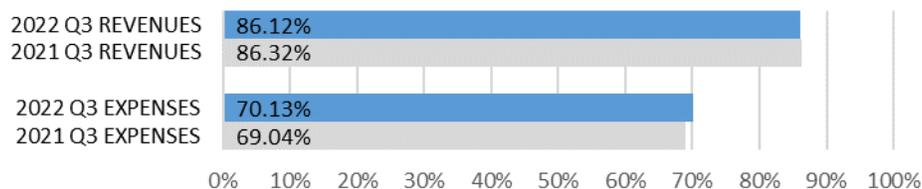
Quarterly Financial Report – Q3, 2022

November 7, 2022

Expenses are trending higher than compared to the third quarter of 2021 with the largest difference attributable to \$4.9M transfers to the various reserves and amortization expenses as per 2022-2031 Financial Plan.

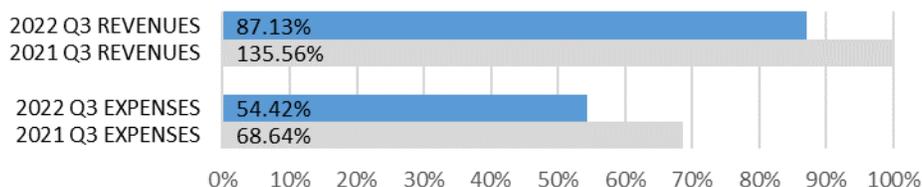


**CORPORATE SERVICES** – Q3 revenues are comparable to the prior year. 2022 expenses are slightly higher compared to the prior year due to increased contracted services costs which include consulting services to improve IT processes, Human Resources and leadership consulting services, and additional union negotiations legal fees, as well increase in office supply expenditures for a number of departments, including Legislative Services, Property Administration, Human Resources, and Director of Corporate Services.



**DEVELOPMENT SERVICES** – Revenues are trending lower due to the 2022 budget increase (increase of 50% from 2021). Overall development fee revenues are lower by \$60K compared to the Q3 of 2021 due to lower number of developments.

Expenses are trending lower than in the prior year (overall \$69K difference) largely due to numerous partial year staffing vacancies in the department resulting in \$44K lower labour expenditures in 2022.



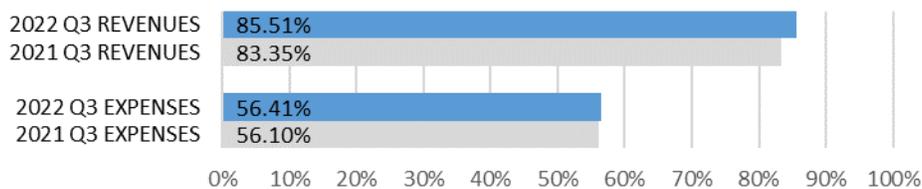
## Report/Recommendation to Council

Quarterly Financial Report – Q3, 2022

November 7, 2022

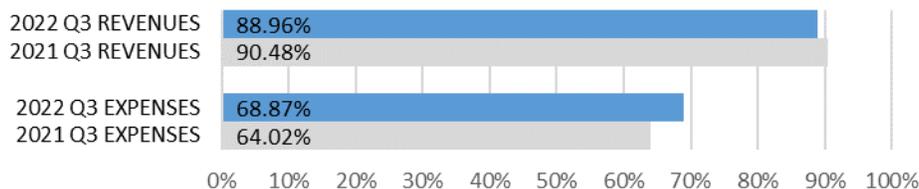
**COMMUNITY SAFETY** – Revenues are trending higher in the current year due to increases in animal licences fees, bylaw enforcement, and E911 contract fees.

Expenses are consistent with the prior year. Police labour expenditures are lower in 2022 (by \$18K) due to temporary vacancies. Fire protection labour expenditures are higher in 2022 due to staff overtime related to the temporary Fire Chief vacancy (overall labour costs increased by \$155K).



**OPERATIONS** – Revenues are trending lower compared to the 2022-2031 Financial plan. Metered water utility fees revenue is down by approximately \$517K. The decrease is due to replacing a water meter in the prior year for the Strathcona Regional District which has provided more accurate readings and due to increased water conservation efforts by the district. Reduced revenue has been offset by the increased flat utilities fees for water and sewer, and metered sewer fees (a total increase of \$511K).

Expenses are trending higher compared to the prior year due to increased costs of fuel from inflation (increase of \$102K). As a result of the increase in fuel prices, overall fuel expenses are expected to exceed the budget by year end. Additionally, increases in supplies and contracted costs are partially driven by inflation as supply chain issues. Water treatment and water quality assessment supplies and contracted services increased by \$147K, Waste Water repair and maintenance related supplies and contracted services increased by \$228K (due to the age and condition of infrastructure), Parks horticulture, green space, and vandalism related supplies and contracted services increased by \$65K, Roads repairs and maintenance contracted services and supplies increased by \$228K (includes snow clearing costs of \$47K), Facilities repairs and maintenance supplies and contracted services increased by \$96K.



**COMMUNITY PLANNING AND LIVABILITY** – Revenue is trending lower as a percentage of the budget compared to the previous year as the Recreation & Culture budget was increased by 57% in anticipation of increased activity as the pandemic measures were being lifted. Actual overall Recreation revenue in Q3 2022 is on par with the revenue in 2021 for the same quarter. 2022

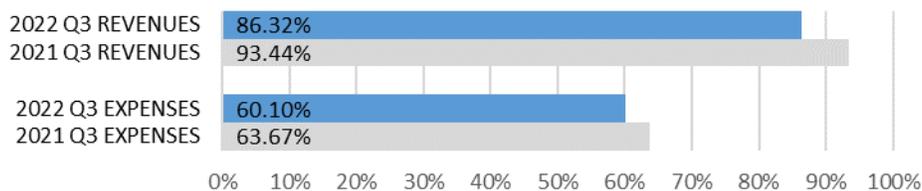
## Report/Recommendation to Council

Quarterly Financial Report – Q3, 2022

November 7, 2022

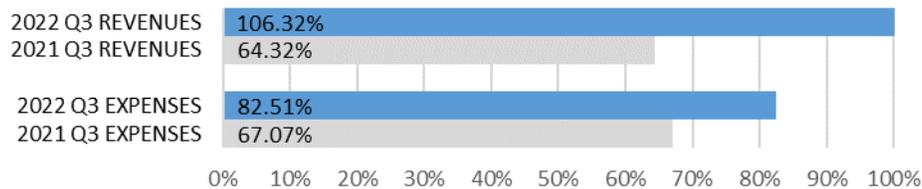
revenue loss is attributable to the Sportsplex closure, as well as the end of the contract for community centre lease for the vaccination site. The lost revenues are offset by the increased recreation program revenues and community centre room rental revenues, as pandemic restrictions have been lifted in 2022. Public Transit revenue is up by \$84K.

Expenses are comparable to prior year but are trending lower as a percentage of the budget due to the increased budgets for Long Range Planning (increase of \$230K), Recreation and Culture (increase of \$341K), and Solid Waste, and Public Transit (increases of \$50K and \$71K respectively). Overall expenditures for the division are \$370K higher compared to the prior year. Primary reasons are increased recreation programs costs such as labour and supplies, contracted services for Spirit Square Events (no events were held in 2021 due to the pandemic), and higher contracted services costs (BC Transit contract fee increased by \$127K, Emterra contract increased by \$78K) and labour costs for the Solid Waste and Public Transit.



**ECONOMIC DEVELOPMENT & AIRPORT** – Overall increase in revenues for this division is attributable to jet fuel sales (increase of \$829K over the prior year) and airport service and landing fees (increase of \$154K). The 2022 fuel gross profit margin is 19.3% which is a decrease of 9% from the 2021 gross profit margin of 28.3%. This decline is due to the significant price increases of the cost of fuel and due to the markup being set at a flat rate. Airport fuel sales budget was reduced by 19% for 2022. Municipal and Regional District Tax revenue increased by \$117K in 2022 compared to the same period of last year.

Expenses are trending higher than in the prior year due to the increased supplies, fuel, and contracted services costs at the airport. Expenditures related to a number of operating projects that were approved in the 2022-2031 Financial Plan contribute to the greater discrepancy.



### Operating Projects

There are a total of 66 operating projects as approved during Financial Planning including an additional two projects were approved since the beginning of 2022 with \$40,000 budget increase.

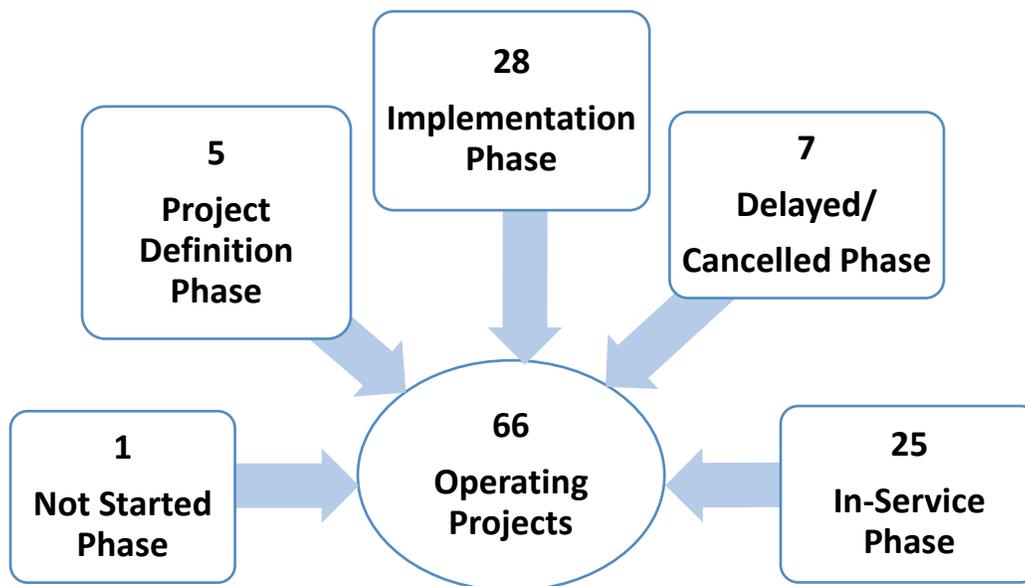
## Report/Recommendation to Council

Quarterly Financial Report – Q3, 2022

November 7, 2022

The total spent on operating projects to date is \$1,137,638 or 26% of the budget (2021 – 45%). 33 projects are currently in progress (definition and implementation phases), 25 have been completed or are substantially complete (in-service phase), one has not started, three have been delayed and four cancelled. Two operating projects were cancelled by Council resolution 22-0155, and one project was cancelled following resolution 22-0172.

Appendix 1 provides the detail on the status for each operating project; green highlighted projects are on track, yellow projects could be delayed, red projects are experiencing major disruptions, and brown projects have been cancelled. Supply chain and labour shortages have negatively impacted progress of operating projects. Overall, progress of all operating projects is estimated at 70% complete.



## Report/Recommendation to Council

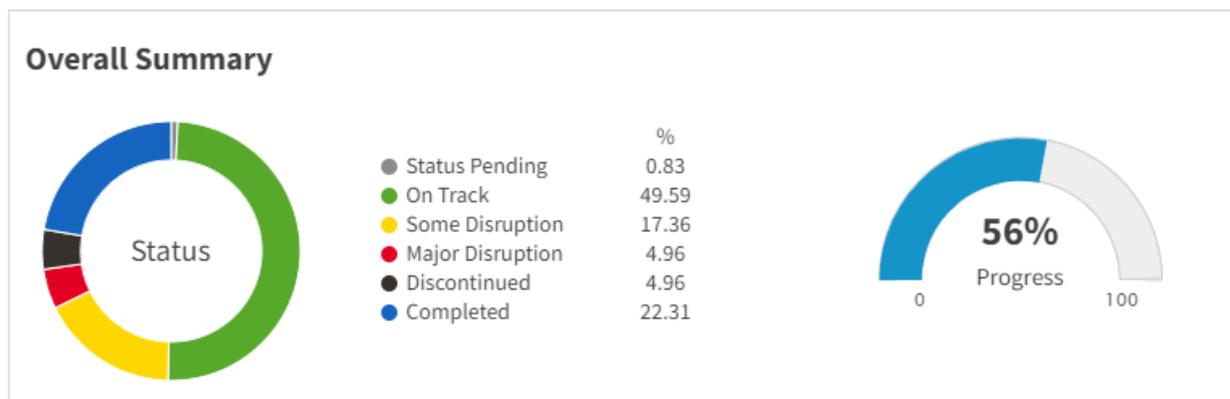
Quarterly Financial Report – Q3, 2022

November 7, 2022

### Capital Projects

There are 121 capital projects with a total budget of \$49.14M for 2022 as approved during Financial Planning. The total spent on capital projects to date is \$14.01M or 29% of the budget (2021 – 30%). Of these 121 projects, 67 are in progress (definition or implementation phase), 33 are complete or substantially complete (in-service phase), two have not been started and 19 have been delayed or cancelled. Two capital projects were cancelled and five deferred per Council resolution 22-0155, one project was cancelled per Council resolution 22-0124. The most significant capital projects budgeted for 2022 are the NVEC Upgrades (\$5.76M), Sportsplex Rehabilitation & Addition (\$4.6M), the Airside concrete parking, taxi widening and approach lighting and sign replacement at the Campbell River Airport (\$8.01M – ACAP funding eligible at 95%, with \$2.88M grant funding increase approved partway through the year), and design and construction of 325 Beech Street (\$3.4M) which was delayed based on the Council resolution 22-0309.

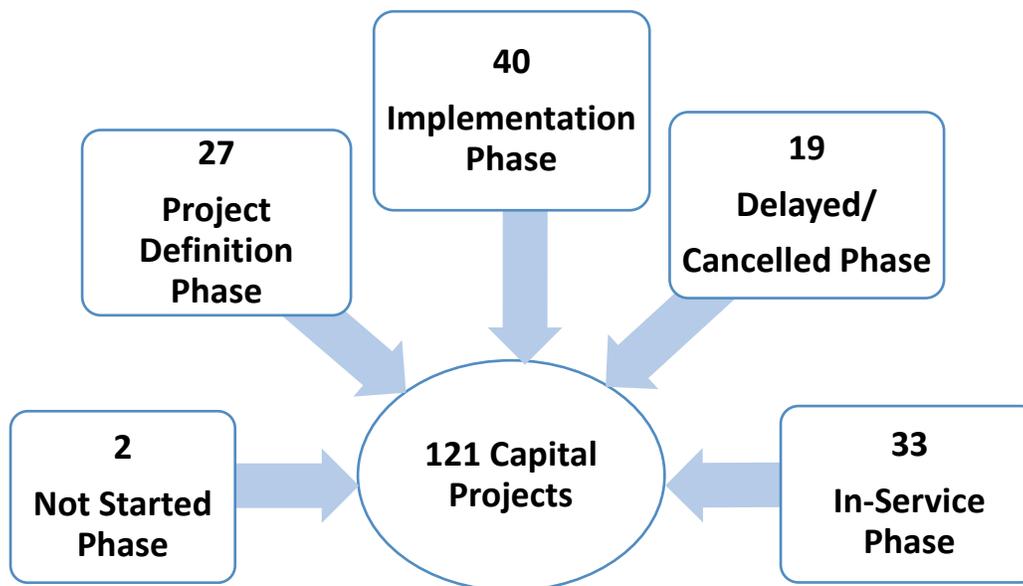
Appendix 2 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, red projects are experiencing major disruptions, and brown projects are cancellations. Supply and labour shortages have also negatively impacted progress of capital projects. Overall, progress of all capital projects is estimated at 56% complete.



## Report/Recommendation to Council

Quarterly Financial Report – Q3, 2022

November 7, 2022



## Communications

The Q3 financial report will be posted on the City's website with other financial reports to ensure the public has an opportunity to review the City's financial progress throughout the year.

## Conclusion

The City's quarterly financial results are indicative of the continuously increasing pressure of high costs due to inflation with the total expenses being 17.8% higher compared to the prior year. A number of partial year staff vacancies have resulted in the lower labour costs which partially offset the increased expenditures. Multiple revenue streams such as property taxation, recreation, bylaw, animal, and other contract fees have increased by 10.8% for the third quarter of 2022 compared to the previous year.

Operating and capital projects continue to be underway with most projects well into the construction phase. Progress for both, capital and operating projects are trending behind compared to the prior year. Several projects intended for 2022 have now been delayed until 2023/24 or cancelled due to higher than budgeted costs associated with supply shortages, high inflation rates, and labour shortages. The second and third quarters are typically the busiest for the City, with capital project works and operations crews completing most of their projects during these months.

**Report/Recommendation to Council**

Quarterly Financial Report – Q3, 2022

November 7, 2022

**Attachments:**

1. Appendix 1 – Departmental Segments
2. Appendix 2 – Operating Projects (Q3, 2022)
3. Appendix 3 – Capital Projects (Q3, 2022)

<b>Prepared by:</b>		<b>Reviewed by:</b>	
			
Jenia Gorbatova, CPA Accountant II		Alaina Maher, BCom, CPA, CMA Director of Financial Services & Capital Works / CFO	
<b>Reviewed for Form and Content / Approved for Submission to Council:</b>			
			
Deborah Sargent, MCIP, RPP City Manager			
<b>Corporate Review</b>			<b>Initials</b>
Finance			AH

<b>1 – GOVERNANCE</b>	104 – Mayor & Council 110 – City Manager 200 – Deputy City Manager
<b>2 – FINANCIAL SERVICES AND CAPITAL WORKS</b>	00 – Taxation 02 – Miscellaneous Other 04 – Debt 07 – Reserves 08 – Fiscal Services 300 – Director of Finance 310 – Finance 320 – Capital Works 330 – Risk Management 332 – Supply Management
<b>3 – CORPORATE SERVICES</b>	400 – Director of Corporate Services 410 – Communications 420 – Human Resources 430 – Information Technology 440 – Legislative Services 442 – Property Management
<b>4 – DEVELOPMENT SERVICES</b>	500 – Director of Development Services 510 – Community Planning & Development Services
<b>5 – COMMUNITY SAFETY</b>	600 – Director of Community Safety 610 – Bylaw Enforcement 612 – Animal Control 620 – Fire Protection 623 – E911 630 – Police Protection 632 – Victim Services 640 – RCMP
<b>6 - OPERATIONS</b>	700 – Director of Fleet Operations 720 – Fleet 722 – Stores 724 – Facilities 730 – Roads 732 – Parks 734 – Cemeteries 780 – Liquid Waste Services 782 – Storm Water 790 – Water
<b>7 – COMMUNITY PLANNING AND LIVABILITY</b>	800 – Director of Planning and Recreation 810 – Long Range Planning 820 – Recreation and Culture 830 – Solid Waste 842 – Public Transit



**Appendix 1 – Departmental Segments**

<b>8 – ECONOMIC DEVELOPMENT AND TOURISM</b>	112 – Economic Development 710 – Airport
---	---

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.1.5	Remediation of Contamination at the Airport CC3 S161	\$557,000	148,006	60%	As per Council direction, the City retained the services of Tetra Tech to complete the environmental remediation of Lease Lots 3B and 3C at the Airport. Staff are pleased to report that this work completed on March 22. Tetra Tech is now preparing a Notification of Independent Remediation that will be forwarded to the BC Ministry of Environment and Climate Change Strategy in accordance with the Environmental Management Act. This will allow staff to re-initiate discussions with interested tenants for these 2 lease areas and provide future updates to Council.	Implementation	Dec 31, 2022	On Track
Project 1.1.6	Runway Line Painting CC3 S048	\$20,000	-	10%	Painting contractor has been unable to deliver on this project due to supply issues with specialized paint. With weather conditions changing, it is unlikely this work can be completed in 2022.	Delayed	Dec 31, 2022	Major Disruption
Project 1.1.7	Wings & Wheels Event CC3 S128	\$15,000	-	0%	Due to continued investment in airport leased lands, alongside a major construction project on airport infrastructure in summer 2022, Sealand Aviation has made the decision not to proceed with the Wings and Wheels event in 2022. This is because there will be no available onsite parking for the public, nor for show aircraft or cars. Planning will commence in fall 2022 for a 2023 event where the airport will be able to showcase some of the new infrastructure and investment that has occurred since the last Wings and Wheels event in 2019.	Cancelled	Dec 31, 2022	Discontinued
Project 1.1.8	Update Airport Land Use & Development Strategy CC3 S149	\$150,000	-	0%	Land Use study will be commissioned later this year after the Airport Governance study is complete.	Not Started	Dec 31, 2022	Major Disruption
Project 1.1.9	Airport Governance and Management Study CC3 S182	\$250,000	96,002	85%	Anticipating a report to Council on governance options and future development scenarios in November 2022.	Implementation	Dec 31, 2022	On Track
Project 1.2.16	Vaccine Passport Implementation CC3 S148	\$74,175	50,989	100%	The provincial Proof of Vaccination program was wrapped up April 2022 thus no longer requiring check in stations at the two recreation centers. There are no plans to re-establish a POV program unless directed by new PHO orders.	In Service	Dec 31, 2022	Completed
Project 1.3.11	Network Security Audit CC3 S072	\$16,310	-	0%	Network Security Audit will take place in November or December, once GIS server upgrades have been completed and legacy servers removed from the network.	Implementation	Dec 31, 2022	On Track
Project 1.4.13	Bridge Inspections CC3 S114	\$20,000	8,288	100%	Bridge inspections have been completed.	In Service	Dec 31, 2022	Completed
Project 1.4.14	Temporary Access Road: South Sewer Upgrade - CC3 S181	\$130,000	55,719	100%	Project is completed.	In Service	Dec 31, 2022	Completed
Project 1.5.1	Industry Analysis and Investment Attraction CC3 S158	\$40,000	\$10,740	25%	Industry Sector videos completed in early 2022, the remaining Industry Analysis project will have an RFP issued late November/early December due to staffing and time constraints experienced throughout the year. Project will be completed early 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.5.2	CR Restart - Economic Development Resources CC3 S141	\$40,000	5,572	50%	Current invoices outstanding for work to be completed by December 2022. Auxiliary staff scheduled for November to assist with project pertaining to the CRM database.	Implementation	Dec 31, 2022	On Track
Project 1.5.3	Economic Development Strategic Planning CC3 S126	\$23,705	1,629	75%	Techatchery updated as a business hub website is ready to launch December 2022. Invoices outstanding on the website project and some budget possibly carried forward into January 2023 due to availability of staff to assist with content deliverables.	In Service	Dec 31, 2022	On Track
Project 1.7.3	Asset Retirement Obligations PSA 3280 Implementation CC3 S165	\$260,000	19,510	15%	This project is for the City to implement a new accounting standard in relation to the recognition of liabilities associated with the retirement of assets. This project is currently in the implementation phase and is a 2 year project that needs to be completed in advance of the City's December 31, 2023 year end. Currently, Finance staff are working with departments throughout the City to identify relevant assets that have a retirement obligation that will then be valued to determine the City's liability.	Implementation	Dec 31, 2022	On Track
Project 1.7.4	Financial Systems/Accounting Software CC3 S170	\$148,500	-	5%	This project is for the replacement of the City's current financial management system, Vadim. RFP closed on October 28th and is in the evaluation stage.	Project Definition	Dec 31, 2022	On Track
Project 1.7.5	Property Appraisal Services CC3 S168	\$75,000	-	76%	Consultant has been onsite for review. Awaiting final report. No progress billing to date.	Implementation	Dec 31, 2022	On Track
Project 1.8.1	Municipal Election CC3 S102	\$59,000	36,757	95%	Election has been completed - funds will be fully expended.	In Service	Dec 31, 2022	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.8.2	Downtown Initiatives CC3 S134	\$172,151	6,860	50%	A portion of these projects have been completed, including; • Immediate permanent removal of the Spirit Square Stage Covering, up to \$5,000 (estimated cost) • Continued funding of the Get the Point Program, up to \$30,000 • Improvements to the BC Hydro Box at 13th / Shoppers Row, up to \$10,000 (estimated cost) • Installation of Garbage Cans, up to a maximum of \$25,000 • Security Camera Program Expansion, up to a maximum of \$25,000 • Expansion of the CPTED Grant Program, up to \$40,000 - program improvements have been approved by council, waiting for implementation. Other projects are still waiting for implementation:• Expansion of the infill street-light program in the downtown core, up to a maximum of \$15,000 • Social Service Relocation incentives, up to \$75,000 - Mayor has sent Hama?Elas and Kwesa Place a letter indicating we wish to work together to explore relocation - no update at this time.	Implementation	Dec 31, 2022	On Track
Project 1.8.3	Safer Downtown CC3 S109	\$40,000	37,240	100%	Extension approved to extend the lease agreement until June 30, 2023. On track to be fully expended.	In Service	Dec 31, 2022	Completed
Project 1.9.6	POC Recruitment - Bi-Annual CC3 S	\$29,230	21,694	75%	Class is in the final stages of training, and are on target to finish in Q1 2023. Anticipate carrying forward some of this budget into 2023 and running another class starting in 2023.	Implementation	Dec 31, 2022	On Track
Project 1.10.1	Workplace Cultural Assessment CC3 S163	\$15,000	21,738	100%	The initial workplace culture assessment is complete and the project has moved into action planning and implementation of strategic corporate workplace culture priorities. As a result, this project is showing over-budget. New funding will be identified to continue critical workplace culture work in 2023.	In Service	Dec 31, 2022	Completed
Project 1.10.2	HR Position - Upgrade PT to FT CC3 S169	\$47,600	35,700	100%	The HR Advisor position was posted and filled as full-time, and the incumbent started in the position on April 4th.	In Service	Dec 31, 2022	Completed
Project 1.10.3	Attraction & Retention Branding Strategy CC3 S184	\$30,000	20,000	70%	This project was initially scheduled to be complete by Sept/Oct 2022. The consultant and project team are working on the final phase of the project and anticipate completion by year-end.	Implementation	Dec 31, 2022	Some Disruption
Project 1.11.2	Public Art CC3 S086	\$25,000	-	0%	Project cancelled per Council resolution 22-0155.	Cancelled	Dec 31, 2022	Discontinued
Project 1.11.3	Rockland Roundabout Centerpiece Consultation CC3 S178	\$25,000	-	0%	Project was cancelled per Council resolution 22-0172, on April 25, 2022.	Cancelled	Dec 31, 2022	Discontinued
Project 1.11.4	Bald Eagle/Blue Heron Monitoring Contract Fees CC3 S174	\$3,000	5,600	100%	Monitoring contracts for Bald Eagle and Blue Heron nest trees completed.	In Service	Dec 31, 2022	Completed
Project 1.11.5	Canada Goose Management CC3 S180	\$5,000	5,000	100%	Work completed in June.	In Service	Dec 31, 2022	Completed
Project 1.11.6	E-Mobility (E-Bike & EV Charging Infrastructure Strategy for MTP) CC3 S173	\$25,000	-	0%	Project deferred to 2023 pending the completion of the Master Transportation Plan.	Delayed	Dec 31, 2022	Major Disruption
Project 1.11.7	Energy Rebate & EV Programs CC3 S129	\$15,000	-	36%	In June, the City signed a contribution agreement with the Province to provide funding for municipal heat-pump top up rebates. A press release was issued July 18, 2022 along with program information being made available on the City's website. A social media campaign will run until energy rebates have been fully exhausted.	Implementation	Dec 31, 2022	Some Disruption
Project 1.11.8	Environmentally Sensitive Areas Policy CC3 S172	\$25,000	-	15%	The Environmentally Sensitive Area Policy is deferred to 2023 due to lack of staff resources. However, some background work will commence in 2022.	Project Definition	Dec 31, 2022	Major Disruption
Project 1.11.9	Beautification Grants CC3 S053	\$40,000	-	100%	CNA's projects will be completed by the end of September. DBIA is about halfway through completion of their project list, no status update on the WPBIA is currently available. All groups have until December 2 to submit their reports/invoices in order to be eligible for a grant.	Implementation	Dec 31, 2022	On Track
Project 1.11.10	Downtown Small Initiatives Fund CC3 S067	\$30,000	8,225	75%	A number of projects have been completed, including the following: refurbishment of heritage signs; dreamscaping of mural lighting replacement; retrofit of a parklet into two and relocation of one; addition of foldable picnic table and chair sets for summer activities in Tidemark Square; Sunday market games, public parklet signs, parklet planter maintenance; and customization of the waste receptacles. Remaining projects include landscaping improvements outside the Community Centre, illuminating the baby spider sculpture adjacent to the Tidemark Theatre, and an operating budget allocation for Parks to support implementation of beautification projects	Implementation	Dec 31, 2022	On Track
Project 1.11.11	Fir Street - BC Housing Project CC3 H004	\$6,869	-	100%	Long Range Planning and Sustainability portion of the project complete. Project is now being constructed.	In Service	Dec 31, 2022	Completed
Project 1.11.12	Housing Growth Review CC3 S124	\$21,563	-	54%	A draft of the 12 recommendations/actions has been prepared by staff. This document is currently undergoing an internal review and needs more work to be updated with the latest census information. This strategy will be presented to Council in the new year.	Implementation	Dec 31, 2022	Some Disruption

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.11.13	Quinsam Heights Neighbourhood Plan & Land Use with First Nations CC3 S166	\$175,000	-	15%	Consultant has started the background baseline work. Meeting with Project Advisory Team proposed for November. Public engagement is proposed for late Jan 2023.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.12.2	Building Inspector Training CC3 S164	\$85,500	-	50%	Position is posted internally with the BI I posting.	Implementation	Dec 31, 2022	Some Disruption
Project 1.12.3	Zoning Updates CC3 C036	\$48,699	5,659	50%	Work continues by internal staff.	Implementation	Dec 31, 2022	Some Disruption
Project 1.12.4	Development Process Update CC3 S100	\$20,000	-	75%	Council endorsed recommendations in the background report on September 20th. Work is starting on two of the major recommendations.	Implementation	Dec 31, 2022	On Track
Project 1.12.5	Façade Revitalization & CPTED Improvements CC3 S038	\$50,000	-	75%	No applications have been received to date.	Implementation	Dec 31, 2022	On Track
Project 1.13.1	Night-time Security Downtown CC3 S150	\$50,000	30,000	33%	The City has entered into the contract with BIA to add patrolling of the public areas to the ongoing patrol of the private areas. There are multiple funding sources for these ongoing security services including UBCM funding through SRD. The night-time downtown security service has been providing positive outcomes with the reduced number of encampments.	Implementation	Dec 31, 2022	On Track
Project 1.14.2	Enhanced Skate Park Environment CC3 S104	\$37,972	19,532	100%	This year, with the closure of the Sportsplex for renovations, we decided not to staff the park with skate park leaders, and instead, employed Foot Prints Security to patrol the Skatepark, BMX terrain, Splash park and Disc golf area. Parents were very pleased with this decision, as it provided a security presence and enhanced the safety for patrons to attend the area. The park was manned from 1 pm to 9 pm, 7 days a week and ran from June through mid September. Next year we are going to look at a hybrid model, whereby we hire some skateboard park leaders to show people how to skateboard and have a security presence as well.	In service	Dec 31, 2022	Completed
Project 1.14.3	PLAY Campbell River CC3 S108	\$8,893	13,456	100%	Play Campbell River is now complete. It wrapped up at the end of August, with the return to school of our Co-op Student.	In Service	Dec 31, 2022	Completed
Project 1.14.4	Enhanced Cleaning at all City Facilities CC3 S138	\$235,000	75,153	100%	The BC Centre for Disease Control has posted new recommendations for cleaning protocols stating regular cleaning and good sanitation are adequate to control COVID-19 and most other pathogens. With the new recommendations from the CDC stating regular cleaning is adequate, the enhanced cleaning services at all City sites ended April 30.	In Service	Dec 31, 2022	Completed
Project 1.14.5	Temporary Weight Room Relocation (Sportsplex Renovations) CC3 S176	\$20,000	8,200	90%	The weight room at the Community Centre will close on Sunday October 23 at 4pm and will be moved back to the Sportsplex October 24. Due to supply chain issues there will be a delay in opening the weight room at the Sportsplex.	In Service	Dec 31, 2022	On Track
Project 1.14.6	Rental Space CC3 S177	\$15,000	-	100%	Staff determined that rental space is not needed to provide Recreation Services during the closure of the Sportsplex. Staff moved various summer and fall programs to the Rotary Club Field House.	Cancelled	Dec 31, 2022	Completed
Project 1.14.7	Bus Rentals CC3 S175	\$25,000	13,200	100%	We spent approximately \$15,000 on bussing this summer for camp programs. We are looking to rent a smaller bus next year, and we will see if we can rent one from the school board that is a 10-15 passenger bus as it's easier to get around in the City and into tight spots.	In Service	Dec 31, 2022	Completed
Project 1.14.8	CR Live Streets CC3 S179	\$100,000	63,557	94%	The team has continued to organize a few more events throughout October, November and December. There will be a number of concerts at River City Stage, and Halloween, pumpkin carving, Remembrance Day, Big Truck Parade, caroling at SS.	Implementation	Dec 31, 2022	On Track
Project 1.14.9	Parks and Recreation Strategic Plan CC3 S167	\$150,000	-	0%	We are going to wait for the Regional District Recreation Feasibility Study to be completed (anticipated by Jan/Feb 2023), and then anticipate starting the Recreation Master Plan at the end of the summer of 2023.	Delayed	Dec 31, 2022	Some Disruption
Project 1.15.21	Willow Point and Nunn's Creek Ball Relocation CC3 S160	\$65,000	43,153	50%	Project underway and is on schedule for completion in Winter of 2022.	Implementation	Dec 31, 2022	On Track
Project 1.15.22	Spirit Square Maintenance CC3 S146	\$100,000	72,731	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.23	Downtown Cleanliness CC3 S151	\$78,000	72,274	65%	Cleaning of the downtown is going well with Monday to Friday service.	Implementation	Dec 31, 2022	On Track
Project 1.15.24	Tree Protection Bylaw CC3 S122	\$12,500	-	51%	Public Tree Protection Bylaw underway	Implementation	Dec 31, 2022	On Track
Project 1.15.25	Urban Forest Management Plan Implementation CC3 S171	\$75,000	3,277	75%	Arborist has been hired.	In Service	Dec 31, 2022	On Track
Project 1.17.14	Sewer Right of Way Clearing CC3 S116	\$50,000	2,233	75%	The roadside mowing and ditch clearing activities have been completed with the contractor. There is a need to remove some debris from the ditches where this mowing was occurring and those activities are underway.	Implementation	Dec 31, 2022	On Track
Project 1.17.15	Confined Space Entry Alternate Procedures CC3 S089	\$11,552	-	100%	Completed in 2021, no further updates at this time. Budget was carried forward to 2022 as a precaution.	In Service	Dec 31, 2022	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.16	Sewer Infrastructure Maintenance & Monitoring CC3 S115	\$20,000	7,234	100%	Report was submitted by the contractor and the outcome was satisfactory. The results document will be submitted to the ministry in the Q3 report.	In Service	Dec 31, 2022	Completed
Project 1.18.14	Water Conservation Program CC3 S074	\$75,000	33,495	75%	Watering Restrictions Pilot Project is completed. Consultant is finalizing the summary report.	Implementation	Dec 31, 2022	On Track
Project 1.18.15	Confined Space Entry Alternate Procedures CC3 S089	\$14,238	2,530	60%	An engineering consulting company has been awarded. Kick-off meeting to be scheduled.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.18.16	Drinking Water Source Protection Plan CC3 S117	\$38,788	1,111	80%	Engaged Ecofish to consult on the completion of Module 7 of the Comprehensive Drinking Water Source-To-Tap Assessment Guideline. Work remains ongoing.	Implementation	Dec 31, 2022	On Track
Project 1.19.2	DCC Review CC3 S094	\$787	2,167	75%	Draft DCC bylaw has been presented to Council who have referred the draft DCC bylaw to the Community Planning Advisory Committee for review and comment as well as directed staff to seek feedback from the local development community and the community as a whole. Workshops are currently being planned and are expected to be completed before summer. Following the community engagement, the finalized DCC bylaw will be presented to Council before it is sent to the Province for review and approval. The intention is to have the DCC bylaw adopted before the end of 2022.	Implementation	Dec 31, 2022	Some Disruption
Project 1.20.1	Council Contingency	\$85,221	40,463	75%	Annual allocation to fund Council projects and Misc. community projects that arise during the fiscal year. \$40,708 worth of funds has been committed, with \$44,512 remaining available. Qwalayu house DCCs and donations to Wounded Warrior Run, Cups for Cancer, and Wild Wise CR public education and golf sponsorship, and a donation to The Rotary for Dogwood Trail Completion were completed year to date.	Implementation	Dec 31, 2022	On Track
Project 1.20.2	Community Sports Event CC3 S159	\$30,000	33,220	100%	Event completed and fully expended.	In Service	Dec 31, 2022	Completed
Project 1.20.3	Canada Day Fireworks CC3 S157	\$30,000	30,000	100%	Event completed and fully expended.	In Service	Dec 31, 2022	Completed
Project 1.20.4	Coastal Communities Social Procurement Initiative CC3 S137	\$4,000	4,044	100%	Project is completed and in service.	In Service	Dec 31, 2022	Completed
Project 1.21.1	Centennial Pool and Operating Budget Funding	\$113,000	-	100%	Annual allocation within the Financial plan to fund operations of the Centennial Pool	In Service	Dec 31, 2022	Completed
Project 1.22.2	Organics Program Communications/Coordination CC3 S162	\$25,000	-	0%	Funding remains in the plan with a grant obtained by the City of \$687,000. Implementation will not be until 2023 as the regional facility has not been constructed.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.23.1	Downtown Banners S183	\$40,000	1,379	98%	Project has been substantially completed. Awaiting outstanding invoices.	In Service	Dec 31, 2022	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.1.1	Runway Rehabilitation CC1 3027	\$80,000	\$0	15%	RFP responses being reviewed. Contractor to be engaged early November; ACAP application to be made in spring 2023.	Project Definition	Dec 31, 2022	On Track
Project 1.1.2	General Aviation Entrance Shelter CC1 3028. Project deferred to 2024 per Council Resolution.	\$25,000	\$0	0%	Project was deferred to 2024 per Council Resolution 22-0155.	Delayed	Dec 31, 2022	Major Disruption
Project 1.1.3	Public Smoking Shelters CC1 3029	\$10,000	\$7,968	90%	Prefabricated unit and bike rack have been assembled, installation in last week of October.	Implementation	Dec 31, 2022	On Track
Project 1.1.4	Airport Condition Assessment CC1 3024	\$10,000	\$0	0%	Project deferred to 2024 per Council resolution 22-0155. This project is important but given the similar work being undertaken specific to the runway (see project 1.1.1) this will be deferred to a future year. No changes since the last update.	Cancelled	Dec 31, 2022	Discontinued
Project 1.2.1	Fleet Replacement Plan CC1 4009	\$1,138,568	\$166,055	50%	Of the 8 units planned for replacement in 2022, two (2) have been tendered and awarded, two (2) have been deferred in order to replace vehicles that prematurely failed in 2022 (one of which has been received, the other is expected imminently), and two (2) are in specification development. One unit anticipated for delivery in 2023 has been tendered and awarded. At the present time staff are anticipating lead times from 12-18 months for new build vehicles in the configuration needed for the City fleet.	Implementation	Dec 31, 2022	Some Disruption
Project 1.2.2	MHC Envelope Repairs CC1 4058	\$77,054	\$79,808	100%	Final painting and lettering was completed in September. Project is now fully complete.	In Service	Dec 31, 2022	Completed
Project 1.2.3	ERT Materials Transfer Site Improvements CC1 4061	\$50,332	\$54,667	100%	Final site capping was completed in late summer. Project is now wholly complete and the site will be returned to normal operation as a materials transfer station.	In Service	Dec 31, 2022	Completed
Project 1.2.4	Dogwood Operations Centre Master Plan CC1 4085	\$50,000	\$0	25%	A consulting RFP has now closed and is in the evaluation stage. Staff expect work to begin on this project in November with final report ready to present to Council in early Q2, 2023.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.2.5	Museum Roof Replacement & Skylight Repair CC1 4084	\$1,321,803	\$1,173,223	100%	Roof replacement is now substantially complete.	In Service	Dec 31, 2022	Completed
Project 1.2.6	Video Surveillance System Ongoing Camera Renewal Program CC1 4065	\$25,000	\$3,206	100%	Cameras at Dogwood Operations Centre and NVEC were replaced in mid October, evergreening equipment that was installed circa 2009. The 2022 replacement program is now complete.	In Service	Dec 31, 2022	Completed
Project 1.2.7	CRCC Roof Replacement CC1 4091 - cancelled	\$985,000	\$0	0%	Per Council resolution 22-0124 project was deferred to 2023 financial plan, due to staff capacity and capital budget reallocations. Tender is finalized.	Delayed	Dec 31, 2022	Discontinued
Project 1.2.8	RCMP Building Roof Replacement CC1 4092	\$485,000	\$8,804	0%	Tender closed early April 2022 with no bids. Staff solicited bids from potential firms but were unsuccessful. This project has been deferred to 2023. The tender specification is ready to issued.	Delayed	Dec 31, 2022	Discontinued
Project 1.2.9	Centennial Pool Changehouse Renovations CC1 4078	\$350,000	\$2,393	30%	Updated design option will be brought back to Council in late Q4 2022.	Project Definition	Dec 31, 2022	On Track
Project 1.2.10	Discovery Pier Structural Repairs CC1 4038	\$160,000	\$1,000	20%	Project has been tendered and awarded. Construction was scheduled for April 2022 but was delayed due to Hometown Hockey festival and contractor availability. Work has been re-scheduled for October/November 2022 after the summer tourist season is closed as it will require shut down of the facility.	Implementation	Dec 31, 2022	On Track
Project 1.2.11	City Facilities Fall Protection CC1 4048	\$87,415	\$0	100%	Project is complete. 2021 budget was carried forward as a precaution.	In Service	Dec 31, 2022	Completed
Project 1.2.12	Energy and Water Consumption Reduction Projects CC1 4052	\$50,000	\$21,529	100%	Sportsplex gymnasium lights were replaced in early Q1 as part of this program. Remainder of 2022 budget was expended at a variety of facilities for replacement of plumbing or lighting fixtures with high efficiency models.	In Service	Dec 31, 2022	Completed
Project 1.2.13	Small Equipment CC1 4050	\$30,000	\$29,170	100%	Acquired equipment in 2022 included snowblowers, concrete forming tools, and portable arrow boards.	In Service	Dec 31, 2022	Completed
Project 1.2.14	EV Charging Stn - Sportsplex CC1 4093	\$5,350	\$0	25%	Charger will be installed Q4 once the Sportsplex rehabilitation works are complete. Unit has already been acquired by a third party through partnership with Mid Island EV Network.	Implementation	Dec 31, 2022	Some Disruption
Project 1.2.15	Council Chambers Floating Floor - CC1 4095	\$65,000	\$57,281	100%	The flooring system is installed and the project is now complete. Some additional wiring will need to be completed when the final Audio/Visual system is installed.	In Service	Dec 31, 2022	Completed
Project 1.3.1	CRAdvantage Co-location Room Air Conditioning CC1 2038	\$45,000	\$0	58%	Project deferred to 2023 per Council resolution 22-0155.	Delayed	Dec 31, 2022	Discontinued
Project 1.3.2	Operations Management Software Planning and Replacement CC1 2030	\$802,250	\$91,629	15%	The City has now engaged a contracted project manager to administer this project. Pre-planning for the roll out of the first modules is nearing completion including significant efforts around data normalization, acquisition, and clean-up. Initial modules will start to be implemented in Q4 with the project anticipated to continue through into early 2024.	Implementation	Dec 31, 2022	On Track
Project 1.3.3	New Server (SCADA) for Water CC1 7050	\$15,000	\$0	25%	Server has been purchased and received on-site at City Hall. Installation will be scheduled during Q4 or Q1 2023 as resourcing allows.	Implementation	Dec 31, 2022	On Track
Project 1.3.4	Norm Wood Phone System CC1 5039	\$5,000	\$0	50%	The new fiber optic line is due to be installed at NVEC in Q1 or early Q2 of 2023. Budget carry forward will be required to 2023 as the phone system will be installed when the fiber cable is put in.	Implementation	Dec 31, 2022	Some Disruption

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.3.5	Workstation/Laptop Replacement CC1 2002	\$46,000	\$39,049	80%	On-going. On schedule for completion by the end of year.	Implementation	Dec 31, 2022	On Track
Project 1.3.6	Printer/Peripheral Replacement CC1 2001	\$20,000	\$1,371	0%	No update. Gathering specifications.	Project Definition	Dec 31, 2022	On Track
Project 1.3.7	GIS Orthophotos CC1 2016	\$25,000	\$0	15%	No update. Waiting to hire GIS Coordinator.	Delayed	Dec 31, 2022	Major Disruption
Project 1.3.8	Scheduled Photocopier Replacement CC1 2015	\$9,000	\$9,010	100%	Completed as of September.	In Service	Dec 31, 2022	Completed
Project 1.3.9	Council Chambers Sound System CC1 2033	\$150,000	\$61,522	80%	Work is in progress and is on track.	Implementation	Dec 31, 2022	On Track
Project 1.3.10	Internet Security Hardware CC1 2019	\$20,482	\$4,424	22%	Scheduled for after Network Security Audit. Network Security Audit will take place in November or December.	Project Definition	Dec 31, 2022	On Track
Project 1.4.1	Snow Clearing Equipment CC1 6045	\$300,000	\$149,265	100%	A new municipal tractor has now been received including a sidewalk width snowblower which will be in service for the 2022/23 winter season. This equipment is anticipated to provide much improved ability to remove snow from City sidewalks and pathways such as the sea walk. Other attachments which provide functionality in the summer months for sidewalk cleaning and maintenance are expected to be delivered prior to year-end.	In Service	Dec 31, 2022	Completed
Project 1.4.2	Asphalt Overlays CC1 6025	\$500,000	\$138,330	50%	Bramble Court and Meadowbrook from Bramble to Penfield has paved. Penkins Road east of Hwy 19 has been paved. Alder Street from Coronation to 4th Ave will be rescheduled. Tayco paving having problems with staffing therefore on hold at present time.	Delayed	Dec 31, 2022	Some Disruption
Project 1.4.3	Traffic Control Upgrades - Replacement CC1 6020	\$220,000	\$2,645	100%	Year to date spending is for 2021 traffic light upgrades on the intersection of Dogwood and 13th Avenue which is completed and is in service. No additional projects planned for 2022.	In Service	Dec 31, 2022	Completed
Project 1.4.4	Parking Lot Improvements - Rotary Beach Park CC1 6018	\$24,944	\$21,927	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.4.5	Sidewalk Infill CC1 6006	\$250,000	\$35,993	5%	Sidewalk Infill project related to the Cheviot Road sidewalks was moved to a new project in 2024 . Planned Cheviot Road upgrades include a waterline, storm, sewer as well as sidewalk and road overlay as a combined project.	Cancelled	Dec 31, 2022	Discontinued
Project 1.4.6	Parking Lot Improvements CC1 6046	\$35,000	\$36,927	100%	Parking lot improvements at Rotary park have been completed.	In Service	Dec 31, 2022	Completed
Project 1.4.7	Master Transportation Plan Update CC1 6039	\$62,500	\$30,899	30%	Phase 1 of the Master Transportation Plan is nearly complete, including initial public engagement re understanding barriers, needs and opportunities; Project Advisory Team meeting no 1; Baseline Conditions Report and Phase 1 Summary. Outstanding is Project Advisory team meeting no 2. Project is behind by a couple of months.	Implementation	Dec 31, 2022	Some Disruption
Project 1.4.8	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19 CC1 6034	\$324,384	\$2,294	0%	The project will be re-budgeted for 2023 – unable to complete due to staff shortages.	Delayed	Dec 31, 2022	Major Disruption
Project 1.4.9	Transit Bus Shelters CC1 6007	\$90,000	\$30,877	69%	Bus shelters pads have been completed, waiting for contractor to install shelters.	Implementation	Dec 31, 2022	On Track
Project 1.4.10	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights CC1 6012	\$39,287	\$259,708	100%	This project is complete – signals in both locations were activated in July 2022. Awaiting for a cost sharing contribution from Couverdon.	In Service	Dec 31, 2022	Completed
Project 1.4.11	Cycling Infrastructure CC1 6001	\$211,802	\$25,784	22%	On going project - awaiting contractor to undertake marking once design is completed.	Delayed	Dec 31, 2022	Some Disruption
Project 1.4.12	Willis Road Corridor Promotional Materials CC1 6043	\$3,000	\$0	4%	Additional work is being done to prepare a letter to the Minister of Transportation and Infrastructure as an outcome of the UBCM meetings. An updated budget is being prepared to go with the letter as per the IC Resolution of Council on Oct 17th. \$27,000 deferred to 2023 per Council resolution 22-0155.	Delayed	Dec 31, 2022	Some Disruption
Project 1.4.15	Bike Lanes on Hilchey Road CC1 6044	\$150,000	\$56,804	95%	Small additional work to touch up in the Spring but otherwise project is completed.	In Service	Dec 31, 2022	Some Disruption
Project 1.7.1	Financial Systems Software CC1 8012	\$1,743,990	\$81,139	5%	This project is for the replacement of the City's current financial management system, Vadim. RFP closed on October 28th and is in the evaluation stage.	Project Definition	Dec 31, 2022	On Track
Project 1.7.2	Corporate Asset Management CC1 2020	\$50,000	\$16,282	75%	Asset Management works in 2022 will be in support of the transition to the new Operations Management System software which is the City's primary infrastructure management and maintenance tool. Work will include both clean-up of existing data to ensure it is in a consistent format suitable for migration into the new software as well as acquisition of any missing data across the various major asset classes - water, sewer, storm, roads, parks, facilities, equipment. This will be a multi-year effort and the City has engaged a coop student through most of 2022 for this work.	Implementation	Dec 31, 2022	On Track
Project 1.8.4	Property Acquisitions - Purchase of 1890 19th Ave - CC1 4030	\$675,000	\$541,209	95%	The property was acquired January 31, 2022. Demolition of house / grading is currently in progress. On track to be completed by Fall 2022.	Implementation	Dec 31, 2022	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.8.5	Property Acquisitions - purchase of 3595 S. Island Hwy CC1 8013	\$960,000	\$0	0%	Purchase pending approval and remains on track.	Project Definition	Dec 31, 2022	On Track
Project 1.9.1	Decontamination Unit CC1 1012	\$200,000	\$0	40%	RFP has been out for 2 weeks and closes in early November. Pre-construction meetings planned for December.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.9.2	Small Fire Fleet Replacement CC1 1015	\$179,000	\$0	70%	Vendor recently updated that we can expect one of the trucks to be delivered Q4 2022. The second truck is still expected Q2 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.9.3	LUCAS CPR Machines CC1 1013	\$37,000	\$36,204	100%	This project is completed and Lucas CPR Machines are in service on apparatus at No. 1 Hall and No. 2 Hall.	In Service	Dec 31, 2022	Completed
Project 1.9.4	Small Equipment Replacement CC1 1004	\$26,000	\$26,000	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.9.5	UTV (Utility All Terrain Vehicle) CC1 1014	\$37,280	\$35,064	95%	Fit out nearing completion and training is underway. Expecting project to wrap up by end of 2022.	Implementation	Dec 31, 2022	On Track
Project 1.11.1	Supportive Housing - 580 Dogwood CC1 8010	\$17,000	\$0	100%	Project complete. 2021 Budget was carried forward as a precaution.	In Service	Dec 31, 2022	Completed
Project 1.12.1	Building Inspector Electric Vehicle CC1 2039	\$40,000	\$0	0%	Project deferred to 2024 per Council resolution 22-0155.	Delayed	Dec 31, 2022	Discontinued
Project 1.14.1	Recreation Equipment CC1 9900	\$46,302	\$14,238	70%	Staff have purchased equipment but delivery is on hold until the Sportsplex renovations are complete and the facility re-opens.	Implementation	Dec 31, 2022	On Track
Project 1.15.1	New Park/Playground - Maryland Green Space CC1 9071	\$50,000	\$0	35%	The RFP has been awarded and consultant is preparing for the open house in November.	Project Definition	Dec 31, 2022	On Track
Project 1.15.2	Willow Point Park Turf Installation CC1 9056	\$11,117	\$11,118	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.3	Baikie Island Bridge Replacement CC1 9068	\$395,940	\$6,645	38%	Installation of the water line to start in October and be finished by November. Working on RFP for Bridge design.	Project Definition	Dec 31, 2022	On Track
Project 1.15.4	Nunns Creek Park Backstop, Dugout and Fencing replacement CC1 9067	\$8,153	\$8,153	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.5	Lilelana and Rotary Park Irrigation CC1 9066	\$45,000	\$20,180	89%	The project has started and will be completed by the end of October. Survey of the parks has been completed for the detail irrigation design. Project to start late summer.	Implementation	Dec 31, 2022	On Track
Project 1.15.6	Pathways Renewal - Dogwood Extension Walkway and Simms Creek Path CC1 9072	\$60,000	\$2,262	20%	The pathway renewal program is done for the year. Due to Tayco Schedule and resourcing issues only half of the scheduled roads were overlaid. Carry forward has been requested for the 2023 budget.	Delayed	Dec 31, 2022	Some Disruption
Project 1.15.7	Water Fountain Replacement - Penfield Dog Park CC1 9074	\$20,000	\$19,917	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.8	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy CC1 9075	\$18,000	\$0	40%	Signs have been awarded and installation is scheduled for late fall.	Project Definition	Dec 31, 2022	On Track
Project 1.15.9	Garden Beds Renewal in City Parks CC1 9076	\$15,000	\$11,481	77%	Ken Forde Bed renewal is complete, next renewal is Rotary Park in the Fall.	Implementation	Dec 31, 2022	On Track
Project 1.15.10	Tree Renewal in Parks CC1 9077	\$15,000	\$0	53%	Project not to start until the fall.	Implementation	Dec 31, 2022	On Track
Project 1.15.11	Willow Point Basketball Court Hoops Stands CC1 9078	\$7,000	\$8,795	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.12	Elk Falls Cemetery Phase Two Detailed Design & Construction CC1 9053	\$101,459	\$59,594	89%	Project will be completed by end of October.	Implementation	Dec 31, 2022	On Track
Project 1.15.13	Willow Point Lights CC1 9055	\$796,726	\$760,895	79%	Project is underway and on schedule for completion in Winter 2022.	Implementation	Dec 31, 2022	On Track
Project 1.15.14	Park Modifications for Baseball Relocation CC1 9070	\$142,917	\$141,611	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.15	Pickleball Courts Construction at Robron CC1 9069	\$32,134	\$23,620	88%	Pickleball court surfacing complete, few minor items to be completed and project will be done. The courts are in service.	In Service	Dec 31, 2022	On Track
Project 1.15.16	Campbellton Neighbourhood Association Parkette Projects CC1 9057	\$68,919	\$72,882	100%	19th Ave parkette is complete.	In Service	Dec 31, 2022	Completed
Project 1.15.17	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie Island CC1 9079	\$45,000	\$0	29%	Washrooms are here, waiting for legal documents from Ministry to put one of the washroom on Beaver Lodge Lands.	Project Definition	Dec 31, 2022	On Track
Project 1.15.18	Nunns Creek Master Plan CC1 9015	\$8,773	\$0	0%	Project was deferred to 2023 per Council Resolution 22-0155. Project is on hold and will be completed subsequent to the completion of the Parks and Recreation Strategic Plan.	Delayed	Dec 31, 2022	Discontinued
Project 1.15.19	Robron Fieldhouse Irrigation & Landscaping CC1 9073	\$45,000	\$0	5%	Fall Project. Not started yet.	Project Definition	Dec 31, 2022	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.15.20	Marine Foreshore Restoration - CC1 9008	\$75,000	\$17,163	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.16.1	Design/Construction for 325 Beech Street CC1 4094	\$3,392,725	\$142,614	75%	Project was delayed to re-evaluate original tender. Value Engineering exercise complete with over \$2.0M in savings identified. Project ready to be re-tendered, pending completion of annual financial planning. Timing of works being reviewed with 325 Beech Development to identify synergies.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.16.2	Capital Works Project Management CC1 8006	\$488,323	\$364,437	83%	Department resourcing currently aligned with 2022 Capital Project workplan.	Implementation	Dec 31, 2022	On Track
Project 1.16.3	CRAvantage 10th Ave Extension CC1 2037	\$79,276	\$5,038	100%	Civil works completed. Maintenance Period.	In Service	Dec 31, 2022	Completed
Project 1.16.4	Airport Lighting, Visual Aids and Taxiway Rehabilitation CC1 3018	\$8,014,145	\$2,415,859	80%	This project is continuing to make progress in the unseasonably dry fall weather. September and October work includes the installation of two large concrete aircraft stands located in Apron 1. There have been a number of logistical challenges that the project team has overcome recently which have caused some unexpected delays. Late delivery of reinforcement products postponed the concrete work by 2.5 weeks, as well as labour shortages, stat holidays and a day of mourning which complicated the schedule and logistics of the work. Overall the weather dependent civil work is nearing completion at Apron 1 with the concrete work and Paving work by the end of October. The contractor (Tristar) will begin the installation of electrical components/lights and signs once orders arrive. Operational impacts will be minimal until the contractor can install the lighting systems in critical approach path area near the runway later this fall and early winter.	Implementation	Dec 31, 2022	On Track
Project 1.16.5	Waterfront Sewer Forcemain CC1 5002	\$428,800	\$180,049	100%	Project complete and now in maintenance period.	In Service	Dec 31, 2022	Completed
Project 1.16.6	Hwy 19A Sewer Upgrade - Twillingate to Barlow CC1 5037	\$2,162,813	\$1,771,868	95%	Construction is complete. Waiting on record drawings, service record cards and certificate of completion from engineer of record.	In Service	Dec 31, 2022	On Track
Project 1.16.7	Norm Wood Environmental Centre Upgrades CC1 5006	\$5,767,328	\$313,047	60%	The project team continues to review and comment on shop drawing submissions with the contractor focusing on critical long lead items. Mobilization to site was postponed until some of these items are resolved and related work may commence. Mobilization is now underway with some minor grounds preparation work beginning this month (October). The contractor (Kinetic) and project team have continued to exchanging documents to ensure the procurement requirements are achieved for NWECC and the schedule is maintained. Scada controls has been an important topic for the LWS team at NWECC with all the upgrade work considered. Further action items to be determined.	Implementation	Dec 31, 2022	On Track
Project 1.16.8	2021 Sewer Main Rehabilitation CC1 5802	\$172,792	\$0	98%	Project is in maintenance period. Inspections will be completed in the Spring of 2023 at the contractors request.	In Service	Dec 31, 2022	On Track
Project 1.16.9	Sewer Main Replacement - 2018 CC1 5020	\$11,853	\$0	100%	3 year maintenance period.	In Service	Dec 31, 2022	Completed
Project 1.16.10	2022 Sewer main Rehabilitation CC1 5803	\$977,500	\$142,727	75%	The Contractor for this ongoing program (Aegion/Insituform) for Cured in Place Pipe (CIPP) has returned to Campbell River for this years program. Sewer main rehabilitation preparation work and cleaning was complete last month. Lining (CIPP) work is now underway as of October 12 till the end of the Month. The 2022 program is aiming for approximately 3.4 kilometers of sewer main rehabilitation. Minor traffic disruption notices have been issued where applicable, resident notifications are issued daily as the work progresses and some night work along Alder Street near City Hall is expected in late October.	Implementation	Dec 31, 2022	On Track
Project 1.16.11	6th Ave - Thulin Utility Renewal CC1 6501. Portion of the project is deferred per Council resolution 22-0155. Budget deferred to 2023 is \$2,575,099	\$2,825,099	\$48,683	50%	A report to Council to reinstate the 2022 budget for this project was approved October 3rd after funding had been deferred back in March of this year. This will allow the project team to finalize contract documents and prepare the project for tender this winter, likely December or January and expect the work to commence in early in the new year. The work will involve an archaeological investigations by the projects consultant with First Nations representatives to take place before and during construction activities. Schedule updates and implementation details will be provided in future reporting period.	Project Definition	Dec 31, 2022	On Track
Project 1.16.12	Storm System Renewals CC1 6600	\$39,192	\$0	0%	Budget for this fiscal year has been allocated to storm sewer renewal portion of the 6th Avenue utility upgrades (CC1 6501). No other projects are active and require definition. Stakeholder to advise via 2023 Financial Planning.	Not Started	Dec 31, 2022	On Track
Project 1.16.13	Nunns Creek/2nd Avenue Detention Pond (Quinsam) CC1 6504	\$25,000	\$0	5%	The grant application was not successful however the committee felt that the project had a good chance of being funded next year. A carry forward of this project to 2023 might be the best course of action at his point. Awaiting grant supplemental funding in 2023.	Project Definition	Dec 31, 2022	Some Disruption

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.16.14	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A) CC1 7803	\$650,601	\$111,876	85%	This project continues to see delays that cannot be controlled by the City. Some temporary asphalt patch work to the watermain trench was completed by the City's paving contractor in preparation of the bike lanes to ensure a smooth surface was completed. This was necessary to correct the a disturbed surface by the watermain work that has been delayed from activity due to the overdue archaeological permit. The Contractor has also addressed a few seasonal deficiencies this period and achieved partial substantial performance. After an increase in pressure to the Province to get a response from the archaeological branch on the permit application's status, the City was issued a permit for the site on October 14th. Given the timing of this permit finally being issued, the project team as well as the Archaeologist and First Nations representatives will plan to remobilize and complete the work in March 2023 when asphalt restoration work may be achievable.	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.15	Erickson Road Renewal CC1 7804	\$100,000	\$16,979	10%	SPF Grant application submitted. Awaiting announcement	Project Definition	Dec 31, 2022	Some Disruption
Project 1.16.16	Seagull Walkway Design - North CC1 6009\$	\$250,000	\$47,381	70%	Scope change from consultants due to expanded scope to include Surface Works as per South system concerted Project Authorization application process underway. Working to discuss habitat compensation opportunities. Construction deferred to 2023. \$1,175,072 deferred to 2023 per Council resolution 22-0155.	Project Definition	Dec 31, 2022	On Track
Project 1.16.17	#1 Fire Station Replacement - Public Engagement/Detail Design CC1 1006	\$100,000	\$0	20%	Consultants are being engaged to write an RFP for a communications plan, with the intention of engaging the public on this project in 2023.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.16.18	Sportsplex Rehabilitation & Addition CC1 4080	\$4,651,659	\$3,325,086	90%	Work nearing completion with Sportsplex re-opening on Oct.31/22 as per original schedule Project cost on budget and on work on schedule.	Implementation	Dec 31, 2022	On Track
Project 1.16.19	Highway 19A - Lift Station 7 to Big Rock Boat Ramp CC1 8008/8009	\$437,516	\$57,550	100%	Project in Maintenance Period. Landscape maintenance period complete.	In Service	Dec 31, 2022	Completed
Project 1.17.1	Sewer Asset Registry CC1 5023	\$25,000	\$0	66%	The focus of this project has shifted once again. Internal review is required to determine best course of action for funding.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.17.2	Sewer Condition Assessment CC1 5030	\$55,000	\$0	45%	Kickoff meetings have occurred. LWS is collating documents for engineers. Site visits are being planned. Expectation is to have the project completed by December 2022.	Implementation	Dec 31, 2022	On Track
Project 1.17.3	City Wide Sewer Modelling Program CC1 5038	\$200,000	\$91,235	55%	A shift in focus has occurred. This modeling program will take place in 2022 as planned. A demo session is set for the next few weeks and an RFP is being created. The result will be a gravity sewer model which encompasses as much of the City as possible given the budget. Ongoing training and upkeep of model required in future years.	Implementation	Dec 31, 2022	On Track
Project 1.17.4	Lift Station #7 Pump and Controls Upgrade CC1 5033	\$186,093	\$92,681	69%	The final parts have arrived, and we are scheduling installation activities. It will take a month or more to complete the install.	Implementation	Dec 31, 2022	On Track
Project 1.17.5	NWEC Shower and Locker Room Renovation CC1 5034	\$105,672	\$66,707	37%	Project is delayed due to the contractor.	Delayed	Dec 31, 2022	Some Disruption
Project 1.17.6	Lift Station #11 Biofilter Reconstruction CC1 5035	\$96,100	\$1,950	30%	A 3-5 year solution has been found where some required rehab work can be completed this year and we can push the complete rebuild out 3-5 years. Work is currently underway and will be completed in October 2022. Carry forward remaining funds to 2025. Additional funding will be required, approximately \$50,000 which will be addressed in future budget (2024 or 2025)	Implementation	Dec 31, 2022	On Track
Project 1.17.7	Sewer Facility Renewal CC1 5024	\$200,000	\$0	50%	Contract awarded to Binnie and Associates for the wet well assessments. Kickoff meetings have occurred and LWS is collating all relevant documentation for analysis. This project should be completed before 31 December 2022	Project Definition	Dec 31, 2022	On Track
Project 1.17.8	Campbellton Sewer Upgrade CC1 5040	\$250,000	\$0	5%	The data collection activities continue however wet weather flows are delayed on account of the drought like weather we are experiencing. No further update at this time.	Implementation	Dec 31, 2022	On Track
Project 1.17.9	Meter Renewal CC1 8002	\$100,000	\$13,586	15%	Staffing and supply chain disruption is foreshadowing some disruption. We're now attempting to redefine the project through different meter replacements so that it can be completed by end of 2022.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.17.10	Quinsam Heights Integrated Storm Water Management Plan CC1 6508	\$200,000	\$9,694	5%	Data collection is ongoing and additional flow monitoring equipment has been installed to aid in identifying the best course of action going forward. However, wet weather flows are delayed on account of the drought like weather we are experiencing.	Implementation	Dec 31, 2022	On Track
Project 1.17.11	Downtown Storm Mitigation CC1 6502	\$300,000	\$54,570	90%	Construction completed.	In Service	Dec 31, 2022	On Track
Project 1.17.12	2nd and 4th Ave Outfall Upgrades CC1 6506	\$75,000	\$0	50%	Funds from this project have been reallocated to emergency repairs to the existing storm water infrastructure. This includes: Rockland pond 8 emergency tree removal and cleaning (completed 15-10-2022) Rockland pond 10 emergency tree removal and cleaning (completed 15-10-2022). Dogwood pond emergency tree removal and cleaning (ongoing - investigating removal of more trees along East bank to facilitate access for next year) Vigar and Perkins back flowing ditch cleaning (completed 11-10-2022). McPhedran and Evergreen Emergency ditch clearing (Ongoing). We anticipate replacing several more culverts before the end of the year to completely use this budgeted amount. Some are known however once the rain does come, we will find others of high importance that are not flowing.	Implementation	Dec 31, 2022	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.13	Midport Rd Storm Drain Upgrade CC1 6507	\$20,000	\$0	15%	CCR Staff advised Contractor's engineering firm of our recommendations regarding the design of the project as stated in previous update. CCR Development Services will aid in adjusting SRW's for involved properties however no new information has come from the developer on progress or intent.	Project Definition	Dec 31, 2022	On Track
Project 1.18.1	Water Service Renewal CC1 7027	\$50,000	\$46,293	50%	Four water service renewal projects completed.	Implementation	Dec 31, 2022	On Track
Project 1.18.2	John Hart Reservoir CC1 7047	\$98,230	\$0	50%	Land services has begun discussion with BC Hydro and BC Parks for land acquisition.	Implementation	Dec 31, 2022	On Track
Project 1.18.3	Water System Strategic Action Plan Update CC1 7049	\$150,000	\$1,688	50%	Koers has been engaged and has started working on the water model update. City has provided GIS and operational data.	Project Definition	Dec 31, 2022	On Track
Project 1.18.4	Water Facility Renewal CC1 7500	\$350,000	\$126,016	33%	Facility renewals remain ongoing.	Implementation	Dec 31, 2022	On Track
Project 1.18.5	Fire Hydrant Renewal CC1 7026	\$50,000	\$2,795	10%	Two hydrants replaced.	Implementation	Dec 31, 2022	On Track
Project 1.18.6	Small Water System Improvements CC1 7051	\$120,000	\$3,117	40%	Tender for Smith Rd. extension posted - closes Oct. 27th. Willis Rd. Water main abandonment in planning stages.	Implementation	Dec 31, 2022	On Track
Project 1.18.7	Water Cathodic Protection Survey CC1 7052	\$30,000	\$0	0%	Project remains not started. Staffing issues have disrupted the beginning of this project.	Not Started	Dec 31, 2022	Some Disruption
Project 1.18.8	Water Dept Temporary Location CC1 7033	\$185,145	\$8,890	95%	Evergreen lease have been extended on a month-by-month basis only. Improvements to CRWSC are being looked into as a possible temporary housing solution.	Implementation	Dec 31, 2022	On Track
Project 1.18.9	Dogwood Operations Centre Backflow/Meter CC1 7021	\$125,000	\$0	0%	After discussions with Facilities, this work will be discontinued to allow for a coordinated approach with the Dogwood Operations Facility Masterplan.	Cancelled	Dec 31, 2022	Discontinued
Project 1.18.10	Pressure Reducing Valve Abandonment CC1 7038	\$44,568	\$1,531	80%	1 PRV left to abandon. Preparation and investigation for it remains ongoing.	Project Definition	Dec 31, 2022	On Track
Project 1.18.11	Area D Connection Improvements CC1 7023	\$20,000	\$0	0%	Project cancelled per Council resolution 22-0155.	Cancelled	Dec 31, 2022	Discontinued
Project 1.18.12	Wei Wai Kum/CCR Water Improvements CC1 7034	\$150,000	\$0	40%	Some disruption due to clarification of project definition by SLT. 10-year capital plan creation project has been awarded to the lowest bid. Kick-off meeting to be scheduled. Planned project completion date is Q1 2023.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.18.13	Water Asset Registry CC1 7035	\$24,624	\$0	30%	Some disruption due to the need to integrate with approved Asset Management Strategy and Operations Management Software (OMS) implementation. OMS Project Manager has been hired. We are currently awaiting onboarding and confirmation of OMS mobile equipment needs.	Delayed	Dec 31, 2022	Some Disruption
Project 1.19.1	Seagull Walkway Surface Improvements - South CC1 8011	\$29,411	\$29,411	5%	Budget of \$464,064 was deferred to 2023, per Council resolution 22-0155	Delayed	Dec 31, 2022	Major Disruption
Project 1.22.1	Organics Facility CC1 4053	\$1,000,000	\$0	3%	Funding remains in the plan with a grant obtained by the City of \$687,000. Implementation will not be until 2023 as the regional facility has not been constructed.	Project Definition	Dec 31, 2022	On Track