

## Council Agenda Information

COTW [Click and type date of meeting]  Regular Council November 16, 2020



# City of Campbell River Report/ Recommendation to Council

Date: November 6, 2020  
Submitted by: Finance Department  
Subject: Quarterly Financial Report – Q3, 2020

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## Purpose / Introduction

Council receives a quarterly financial report for informational purposes to ensure that the City governance structure has continued oversight of the City's ongoing financial results.

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## Recommended Resolutions

**THAT the report dated November 6, 2020 from the Finance Department regarding the City's Quarterly Financial Report – Q3, 2020 be received for information.**

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## 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 the actual results are aligning with approved budgets and 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 2020 was originally adopted in early December 2019 with projected carry forward balances on operating and capital projects based on the best information at the time. After the City's annual fiscal year cut-off, those carry forwards were adjusted to actual amounts remaining for completion of these projects. The results reported in this financial report are based on the revised carry forward amounts, and not the estimates approved during Financial Planning.

## Discussion

### COVID-19 Impact on City Finances

Due to the COVID-19 pandemic, the City's operating revenues will be significantly impacted for the balance of the 2020 fiscal year and perhaps beyond. Closures of various City facilities

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(Community Centre, Sportsplex, Airport, Transit etc.), as well as other revenue generating sources (i.e. Gaming revenue sharing and MRDT), resulted in decreased operating revenues throughout the second and third quarters.

At the onset of the COVID-19 pandemic, initial estimates were that City operating revenues through Q3 (ending September 30) would be reduced by up to \$3.13M, primarily due to loss of revenues in recreation (programming fees and field bookings due to facility closures), Gaming, Transit fares and the Airport. Actual revenue loss in these areas as at Q3 is approximately \$1.85M, or approximately 60% of what was originally anticipated:

2020 Revenue (decrease)								
	March	April	May	June	July	August	September	Total
<b>Airport</b>	(31,775)	(80,966)	(77,873)	(86,753)	(355,959)	(200,979)	(69,308)	(903,613)
<b>Recreation</b>	(35,842)	46,962	(78,222)	(8,803)	(72,541)	(55,529)	(109,472)	(313,447)
<b>Transit</b>	(15,027)	(58,472)	(35,985)	(20,830)	(3,886)	(32,356)	(4,394)	(170,950)
<b>Gaming</b>	(15,749)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(465,749)
	<b>(98,393)</b>	<b>(167,476)</b>	<b>(267,080)</b>	<b>(191,386)</b>	<b>(507,386)</b>	<b>(363,864)</b>	<b>(258,174)</b>	<b>(1,853,759)</b>

Overall, this is good news and indicates that a draw on the City's Financial Stabilization Reserve *may* be smaller than anticipated. However, it should be noted that the City will continue to experience some revenue loss for the remainder of 2020 and beyond, such as loss of Gaming revenues, recreation program and facility bookings, and airport servicing. Original revenue loss projections were based on information at hand at the onset of the pandemic in April; with the closure of the Airport and waived transit fares, projections included no additional revenue in these areas. However, despite the airport closing to commercial traffic, there was still some non-commercial traffic generating landing fees and fuel sales. As well, transit operations returned as of June 1. Many cost saving measures have been put into place to reduce the City's expense burden due to the overall reduction in revenues being experienced in 2020. It is currently anticipated that the City will run an operating deficit of approximately \$275,000 in 2020. This deficit has been anticipated and the City has provisions in place to compensate for any operating deficit in 2020.

COVID-19 significantly impacted City operations as the focus for Q2 was on business continuity while Q3 and beyond focuses on recovery and relief. Consequently, work plans have been impacted either by having to pivot due to the pandemic or from unforeseen and uncontrollable delays (i.e. supply chain disruption). Consistent with Q2, the City is currently still seeing reduced expenditures as a percentage of the overall budget. The reduction in expenditures in Q2 and Q3 is due to the pandemic's impact on operations. At this time, it is unknown if this trend will continue; however, with the City's resuming a significant portion of operations in Q3 the anticipation is that Q4 spending will be consistent with the financial plan for the year.

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In addition to operating cost saving measures taken as a result of decreased revenues, Council approved changes to the 2020 financial plan by delaying, or cancelling outright, \$669K of 2020 operating projects and \$2.8M of 2020 capital projects. These changes are reflected in Appendices 2 and 3.

### Operating Financial Report

The City's departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2019, as well as the variance to the approved 2020 budget. Overall, City revenues are 88% of budget and expenses are 60% of budget for the third quarter (ending September 2020). At this point in 2019, while the percentage of revenues collected is very similar (90%), the City's expenses were at 68% of budget.

	2019 Q3	2019 Budget	2020 Q3	2020 Budget	2020 Variance \$
<b>REVENUE</b>					
FISCAL SERVICES	(44,691,926)	(48,681,314)	(43,821,633)	(47,131,037)	(3,309,404)
GOVERNANCE	-	-	-	-	-
CORPORATE SERVICES	(2,528,318)	(3,276,563)	(2,434,697)	(3,764,995)	(1,330,298)
RCMP	(619,315)	(761,263)	(602,374)	(735,155)	(132,781)
FIRE	(1,548,072)	(1,845,973)	(1,610,513)	(1,900,883)	(290,370)
ASSETS & OPERATIONS	(910,058)	(1,077,551)	(803,503)	(1,126,832)	(323,329)
UTILITIES	(16,018,708)	(17,088,105)	(16,304,769)	(18,045,370)	(1,740,601)
COMMUNITY DEVELOPMENT	(1,727,257)	(2,215,789)	(1,359,018)	(2,145,910)	(786,892)
ECONOMIC DEV. & TOURISM	(251,872)	(504,000)	(171,748)	(475,000)	(303,252)
AIRPORT	(1,421,647)	(2,113,387)	(751,092)	(2,040,198)	(1,289,106)
<b>REVENUE TOTAL</b>	<b>(69,717,173)</b>	<b>(77,563,945)</b>	<b>(67,859,348)</b>	<b>(77,365,380)</b>	<b>(9,506,032)</b>
<b>EXPENSE</b>					
FISCAL SERVICES	18,727,982	24,804,486	12,909,694	23,941,987	11,032,293
GOVERNANCE	614,398	1,266,143	731,564	1,056,599	325,035
CORPORATE SERVICES	2,170,487	3,266,405	2,361,561	4,481,325	2,119,764
RCMP	4,543,429	9,875,966	5,296,588	10,417,651	5,121,063
FIRE	4,874,625	6,234,082	4,731,541	6,582,108	1,850,567
ASSETS & OPERATIONS	8,268,389	11,258,294	7,545,843	11,450,722	3,904,879
UTILITIES	6,156,326	10,390,906	6,453,902	10,117,359	3,663,457
COMMUNITY DEVELOPMENT	4,901,333	7,149,811	4,170,365	6,097,302	1,926,937
ECONOMIC DEV. & TOURISM	1,111,880	1,164,938	703,952	1,095,993	392,041
AIRPORT	1,589,647	2,152,914	1,267,614	2,124,334	856,720
<b>EXPENSE TOTAL</b>	<b>52,958,496</b>	<b>77,563,945</b>	<b>46,172,625</b>	<b>77,365,380</b>	<b>31,192,756</b>
<b>GRAND TOTAL</b>	<b>(16,758,677)</b>	<b>-</b>	<b>(21,686,724)</b>	<b>-</b>	<b>21,686,724</b>

*\*Note: these figures include Financial Plan amendments as approved by Council.*

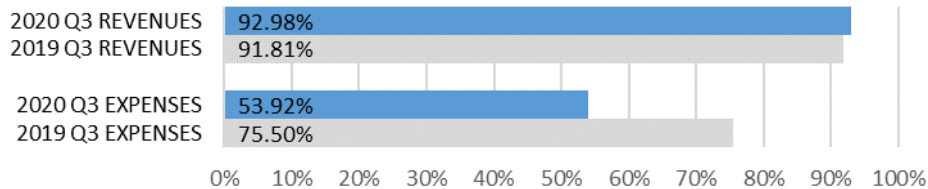
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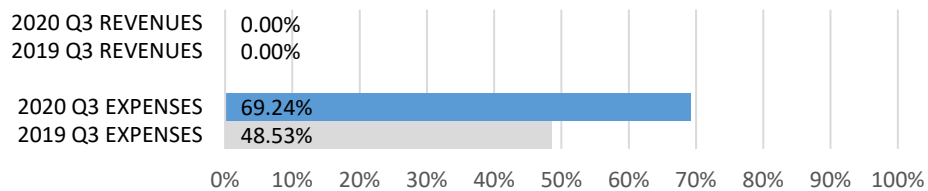
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Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the third quarter of 2020 and 2019 for comparison.

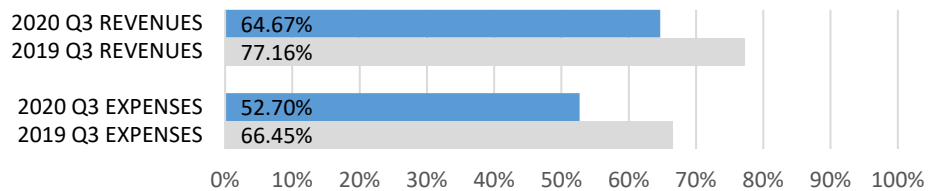
**0 - FISCAL SERVICES** – Revenues are trending with prior year. Expenses are lower due to COVID-19 cost saving measure changes made, impacting reserve transfers.



**1 – GOVERNANCE** – Expenses are trending higher than the prior year due to increased spending in the Community Land Development (580 Dogwood supportive housing project).



**2 – CORPORATE SERVICES** – Revenues are trending lower in 2020 primarily due to loss in gaming revenues due to the closure of the casino from Q2 and beyond. MFA investment income to be recorded in Q4 and Fortis Franchise fees to be recognized in Q4. Expenses are lower than 2019 by percentage of budget but \$191K higher in actual. (37% budget increase in 2020 COVID-19 labour budget adjustment in Corporate Services).

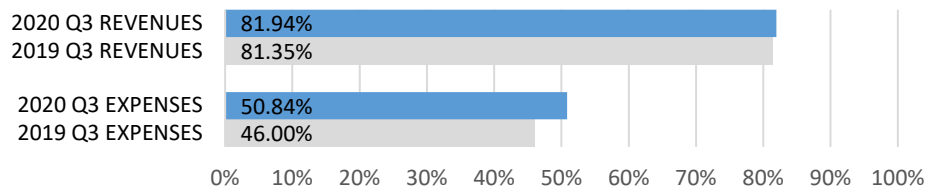


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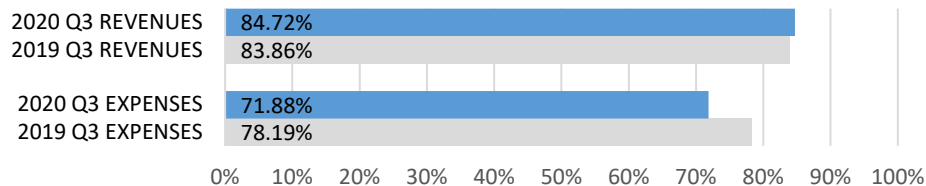
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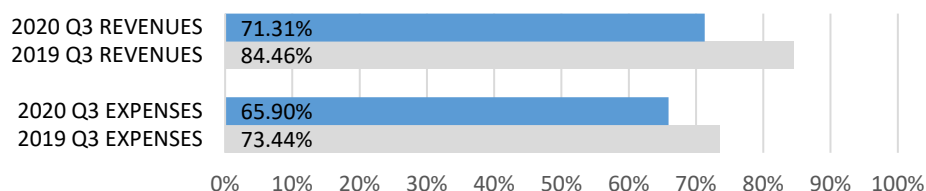
**3 – RCMP** – Revenues on trend with prior year. Traffic fine revenue sharing funding was \$46K higher than budgeted primarily due to the advent of e-Ticketing and Camera ticketing (17% increase in revenue sharing from 2019). Expenses are on trend with the prior year; RCMP contract billings are generally received subsequent to quarterly cut-off.



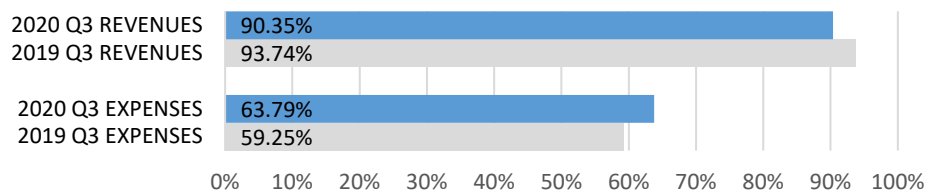
**4 – FIRE** – Revenues are consistent with the 2020 financial plan. Expenses are trending lower than 2019 due to corporate cost saving measures taken resulting in a reduction in training and travel and staff vacancy.



**5 - ASSETS & OPERATIONS** – Decrease in revenues due to a reduction in transit sales relating to COVID-19 relief (no revenues for April and May – free ridership). Expenses are anticipated to be on trend and on budget as Q2 and Q3 fleet gas and diesel allocations are expensed in Q4.



**6 – UTILITIES** – Revenue is on trend with 2019, Q3 billing issued in Q4. Expenses are under budget but trending higher than 2019 due to increase in contracted services, wages and benefits.

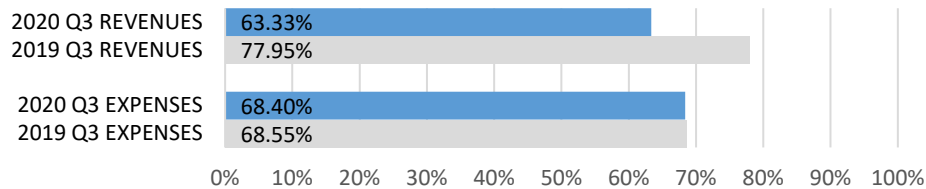


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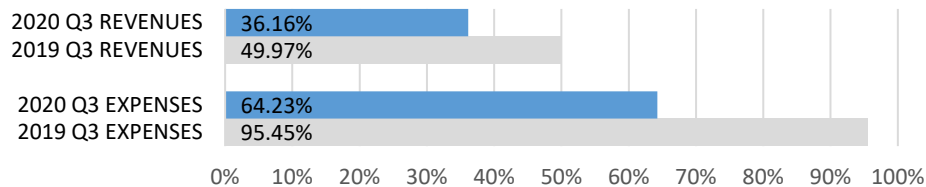
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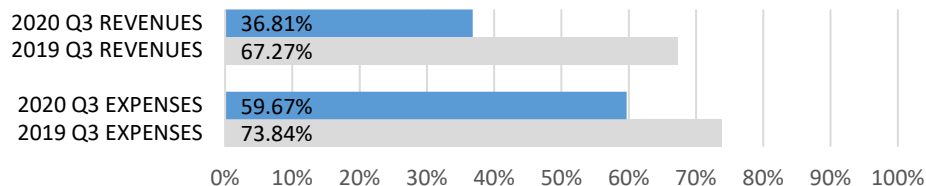
**7 - COMMUNITY DEVELOPMENT** – Revenue is trending lower than 2019 as a result of COVID-19. Decreased revenues in parking fines, dog licensing and from facility closures (\$200K reduction in Recreation and Culture over the same period last year.) Expenses are lower in dollar value due to staffing vacancies and reduction in services due to COVID-19. Expenses are consistent with the financial plan.



**8 – ECONOMIC DEV. & TOURISM** – Revenues are trending lower than 2019 as a result of COVID-19 (\$77K decrease in MRDT revenues). Expenses are lower than 2019 due to 2019 expenses including 2018 contract fees (\$200K) that were received subsequent to the 2018 year end.



**9 – AIRPORT** – Revenues have decreased as a result of the airport facility being closed due to COVID-19. There has been a \$312K reduction in jet fuel sales and \$371K reduction in airport improvement and passenger service fees (\$266K revenue recognized in Q3 – 2019 versus \$64K revenue recognized in Q3 – 2020). Expenses are also lower as less jet fuel was required to be purchased due to decreased sales.



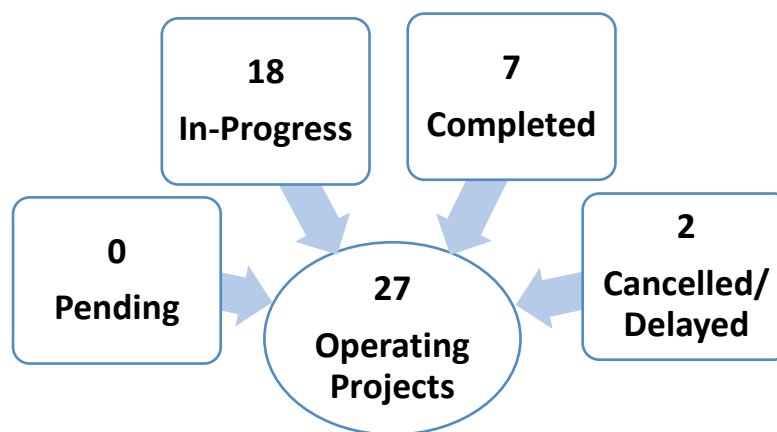
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### Operating Projects

There are 49 operating projects with a total budget of \$2.06M for 2020 as approved during Financial Planning. Of these 49 projects, 22 were either delayed (9) or cancelled (13) as a cost savings measure due to COVID-19 (\$669K total savings). The total spend in the first three quarters on operating projects to date is \$787K or 59% of the amended budget. Of the remaining 27 planned projects (\$1.32M budget), 18 are currently in progress, 7 have been completed and 2 have been delayed until next year. Appendix 2 provides the detail on the status for each operating project; green highlighted projects are on track with expected project delivery timelines, yellow projects could be delayed, and red projects have been delayed or cancelled.



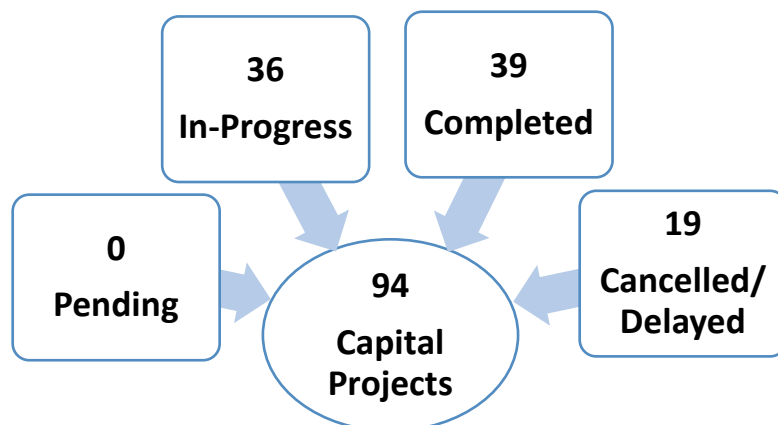
### Capital Projects

There were 117 capital projects with a total budget of \$34.3M for 2020 as approved during Financial Planning. Of these 117 projects, 17 were delayed and 6 cancelled as a cost savings measure due to COVID-19 (\$2.8M total savings). The most significant capital works being undertaken in 2020 are the waterfront projects for the Highway 19A upgrades and renewal of the waterfront sewer forcemain. The total spend for the first three quarters on capital projects is \$12.8M (\$6.3M in Q3) or 37.4% of budget. Overall, 75 of the remaining 94 capital projects are currently underway and 19 have been completed as of the date of this report. Appendix 3 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, and red projects have been delayed or cancelled.

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## Communications

The Q3 quarterly 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 periodically throughout the year.

## Conclusion

Starting in the second quarter of 2020 the City of Campbell River began to experience the financial impacts of COVID-19. In order to minimize the impacts of lost revenues in 2020 associated with the temporary facility closures, as well as lost revenues associated with Gaming and MRDT, Council identified various cost saving measures to reduce expenditures and mitigate financial impacts to align actual costs incurred with the budget.

The number of planned operating and capital projects for 2020 were also reduced as a result. Those projects that haven't been delayed or cancelled are well underway for the first three quarters of the year, with the majority of projects well into the planning or construction phase. The total spend as of Q3 for both operating and capital projects is \$787K and \$12.8M respectively. The second and third quarters are typically the busiest for the City, with capital project works and operations crews completing a majority of their work during these months.

## Attachments:


1. Appendix 1 – Operating Departmental Budget Segments
2. Appendix 2 – Operating Projects (Q3, 2020)
3. Appendix 3 – Capital Projects (Q3, 2020)



**Report/Recommendation to Council**

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<b>Prepared by:</b>		<b>Reviewed by:</b>	
			
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<b>Reviewed for Form and Content / Approved for Submission to Council:</b>			
			
Deborah Sargent, MCIP, RPP City Manager			
Finance			AD

## Appendix 1 - Operating Departmental Budget Segments

<b>0 - FISCAL SERVICES</b>	00 Taxation 02 Miscellaneous Other 04 Debt Interest 05 Debt Principal 07 Fiscal Services 08 Reserves
<b>1 – GOVERNANCE</b>	10 Mayor & Council 15 City Manager
<b>2 – CORPORATE SERVICES</b>	20 Deputy City Manager 21 Legislative & Property Services 22 Communications 23 Human Resources 24 Information Technology 25 Finance
<b>3 - RCMP</b>	30 RCMP 31 Police Protection 35 Victim Services
<b>4 - FIRE</b>	40 Fire Protection 45 E911
<b>5 - ASSETS &amp; OPERATIONS</b>	50 GM Assets & Operations 51 Capital Works 52 Stores 53 Fleet 54 Facilities 55 Roads & Transportation 56 Public Transit 58 Parks 59 Cemeteries
<b>6 - UTILITIES</b>	60 Storm Drains 65 Solid Waste 68 Sewer 69 Water
<b>7 - COMMUNITY DEVELOPMENT</b>	70 GM Community Development 71 Long Range Planning & Sustainability 72 Development Services & Business Licensing 74 Bylaw Enforcement 75 Animal Control 79 Recreation & Culture
<b>8 – ECONOMIC DEVELOPMENT &amp; TOURISM</b>	80 Economic Development 85 Tourism
<b>9 - AIRPORT</b>	90 Airport



**APPENDIX 2  
OPERATING PROJECTS  
at September 30, 2020 (Q3)**

On Track	<b>Project Statuses:</b>
Possible Delay	A - Not Started
Delayed/Cancelled	B - Planning / Request for Proposal / Design
	C - In Construction / In Progress
	D - Completed / In Use
	X - Cancelled
	Z - Delayed Until Next Year

Index	Department	CC3#	Project Name	September 2020 (Q3)	2020 Budget	\$ Variance	% Variance	Q3 Status	2021 CFWD	Estimated Quarter for Project Completion	Q3 Comments as at October 29, 2020
<b>Strategic Projects</b>											
1	Reserves	NA	Centennial Pool and Operating Budget Fund	300,000	300,000	-	100.0%	D ✓	-	Q3 - 2020	Processed in Q3 as per Financial Plan.
2	Mayor & Council	Various	Council Contingency - Annual Allocation	86,806	150,000	63,194	57.9%	C	63,194	Q4 - 2020	On-going throughout the year. Commitments to date total \$112,756 for a balance of \$37,244.
3	Mayor & Council	X071	Council Contingency - CR Baptist Church Stove Replacement	5,000	5,000	-	100.0%	D ✓	-	Q1 - 2020	Funding provided.
4	Mayor & Council	X079	Council Contingency - Architectural Services for Robron Field House	-	15,000	15,000	0.0%	D ✓	-	Q2 - 2020	Funded through Capital Project Robron Fieldhouse. Architectural services complete.
5	Bylaw Enforcement	S109	Safer Downtown	31,955	52,000	20,045	61.5%	C	-	Q4 - 2020	Downtown safety office and increased bylaw enforcement is fully operational.
6	Long Range Planning & Development Services	S078	Social Grants	70,087	100,000	29,914	70.1%	C	29,913	Q4 - 2020	Most 2020 projects are completed/on track. Criteria for the Social Grants Fund for 2021 will be presented to Council for review later this fall.
7	Recreation & Culture	S132	Senior's Hub	-	5,000	5,000	0.0%	C	-	Q4 - 2020	In progress, expected completion in November/December.
8	Human Resources	S095	Strategic HR Management	91,497	108,300	16,803	84.5%	C	-	Q4 - 2020	On-going project throughout the year.
<b>Corporate Projects</b>											
9	Human Resources	S112	CUPE Agreement Renewal	15,929	15,000	(929)	106.2%	D ✓	-	Q4 - 2020	Project completed.
10	Finance	S125	Marketing & Communications	11,143	30,000	18,857	37.1%	D ✓	-	Q4 - 2020	Project scope changed to include tax communication due to changes of tax deadline and collections resulting from COVID-19. Consultant has provided future marketing recommendations. Awaiting final billing.
11	Deputy City Manager	S094	DCC Review	14,889	35,000	20,111	42.5%	C	20,111	Q1 - 2021	Project is still on track and anticipated to be complete by year-end or possibly Q1 - 2021.
12	Long Range Planning & Development Services	S113	Enviro Monitoring - Big Rock Boat Ramp	4,625	5,250	625	88.1%	C	625	Q4 - 2020	Project underway.
13	Long Range Planning & Development Services	S087	Sea Level Rise Assessment & Planning	2,206	82,200	79,994	2.7%	C	-	Q4 - 2020	Work being conducted by consultant and work being developed for the City's Floodplain Bylaw and Sea Level Rise Development Permit guidelines and associated Flood Construction Levels.
14	Long Range Planning & Development Services	S124	Housing Growth Review	18,030	-	(18,030)	0.0%	Z	59,334	Q4 - 2020	Technical analysis is currently underway and studies have been completed for water, sewer, stormwater and livability analysis. The next step is to analyze infrastructure costing using the CLIC tool and present findings to Council for review. A Financial Plan amendment to reinstate the full carry-forward budget amount of \$77,364 was approved on October 5.
<b>Operational Projects</b>											
15	Long Range Planning & Development Services	S127	Hourly Rainfall Gauge and Streamflow Gauges in Willow Creek	105	3,500	3,395	3.0%	C	3,395	Q4 - 2020	Equipment installation pending.
16	Long Range Planning & Development Services	S069	Co-op Position - Energy Efficiency Projects	32,885	18,000	(14,885)	182.7%	D ✓	-	Q2 - 2020	Co-op term position completed. Correction on expense coding to be done in Q4.
17	Long Range Planning & Development Services	C036	Zoning/OCP Update	-	48,699	48,699	0.0%	C	48,699	Q4 - 2020	Updates underway in parallel with Housing Growth Project; currently focusing on Hazard Development Permits (DPs) for Steep Slopes, Eagle and Blue Heron DP's Additional updates to Zoning/OCP for industrial, airport and commercial zones, secondary suites in areas of new development, and a range of other updates forthcoming.
18	Long Range Planning & Development Services	C048	Environmental Benchmarking	-	3,200	3,200	0.0%	C	3,200	Q4 - 2020	Work on the City's Stream report Cards by VIU is nearing completion.
19	Roads	S114	Bridge Inspections	-	20,000	20,000	0.0%	D ✓	-	Q3 - 2020	Project complete, invoice anticipated to be received early Q4.
20	Airport	S068	Flight Way Clearing	-	30,000	30,000	0.0%	C	30,000	Q4 - 2020	Received permission from Ministry of Forest and removed trees. Need to complete the survey for confirmation and removal of remaining trees after review of survey results.
21	Sewer	S116	Sewer Right of Way Clearing	13,832	50,000	36,168	27.7%	Z	36,168	Q2 - 2021	The design will be complete in early 2021.
22	Sewer	S055	Lift Station Auto-Cleaning	-	24,546	24,546	0.0%	C	-	Q4 - 2020	Contractor is starting the project on Nov 4. Anticipate auto cleaners installed in lift stations 13, 14 and 17 by the end of November.
23	Sewer	S089	Confined Space Entry Alternate Procedures	1,560	16,150	14,590	9.7%	C	14,590	Q4 - 2020	Annual project ongoing.
24	Water	S089	Confined Space Entry Alternate Procedures	-	20,150	20,150	0.0%	C	20,150	Q4 - 2020	Annual project ongoing.
25	Recreation & Culture	S108	PLAY Campbell River	-	5,000	5,000	0.0%	C	-	Q4 - 2020	In progress, expected completion in November/December.
26	IT	S130	IT Tech Attraction Partnering	56,370	108,300	51,930	52.0%	C	-	Q4 - 2020	In progress, expected completion in Q4.
27	Long Range Planning & Development Services	S133	Qwalayu House	-	65,000	65,000	0.0%	C	50,720	Q4 - 2020	Project underway. City funding commitment to servicing and DCC's.
<b>Projects Delayed/Cancelled as a COVID-19 Cost Savings Measure</b>											
28	Mayor & Council	X078	Council Contingency - 2020 Rogers Hometown Hockey Event	5,395	4,301	(1,094)		Z	-		Original budget of \$35,000 reduced to \$4,301 per Council cost savings measure resolution 20-0200
29	IT	S072	Network Security Audit	-	-	-		Z	-		Project delayed per Council cost savings measure resolution 20-0200.



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OPERATING PROJECTS  
at September 30, 2020 (Q3)**

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30	Economic Development	S126	Economic Development Strategic Planning	-	-	-	-	Z	-		Project delayed by Council for 2020 as a cost saving measure.
31	Long Range Planning & Development Services	S100	Development Process Update	-	-	-	-	Z	-		Project delayed per Council cost savings measure resolution 20-0200.
32	Long Range Planning & Development Services	S038	Façade Storefront Downtown Revitalization	-	-	-	-	X	-		Project cancelled per Council as a cost savings measure.
33	Long Range Planning & Development Services	S101	Public Art Master Plan	3,745	-	(3,745)	-	X	-		Project cancelled per Council as a cost savings measure.
34	Long Range Planning & Development Services	S086	Public Art	-	-	-	-	X	-		Project cancelled per Council as a cost savings measure.
35	Long Range Planning & Development Services	S084	Downtown Signage Incentive Program	6,832	6,832	0	0	X	-		Project cancelled per Council as a cost savings measure.
36	Long Range Planning & Development Services	S131	5 Year Visioning for Downtown BIA/Willow Point/Pier Street Beautification	-	-	-	-	X	-		Project cancelled per Council cost savings measure resolution 20-0200.
37	Long Range Planning & Development Services	S129	Energy Rebate Program	-	-	-	-	X	-		Project cancelled per Council cost savings measure resolution 20-0200.
38	Long Range Planning & Development Services	S067	Downtown Small Initiatives Fund	11,345	11,345	0	0	X	-		Project cancelled per Council as a cost savings measure.
39	Long Range Planning & Development Services	S053	Beautification Grants	(4,392)	-	4,392	-	X	-		Project cancelled per Council as a cost savings measure.
40	Airport	S049	Crack Sealing	-	-	-	-	Z	-		Project delayed per Council cost savings measure resolution 20-0200.
41	Airport	S048	Runway Line Painting	-	-	-	-	Z	-		Project delayed per Council cost savings measure resolution 20-0200.
42	Airport	S128	Wings & Wheels Event	161	161	1	1	X	-		Project cancelled per Council as a cost savings measure.
43	Airport	S015	Business Opportunity Fund	-	-	-	-	X	-		Project cancelled per Council cost savings measure resolution 20-0200.
44	Water	S117	Drinking Water Source Protection Plan	-	-	-	-	Z	-		Project delayed per Council cost savings measure resolution 20-0200.
45	Water	S074	Water Conservation Program	6,734	2,817	(3,917)	-	Z	-		Original budget of \$75,000 reduced to \$2,817 per Council cost savings measure resolution 20-0200.
46	Parks	S122	Tree Protection Bylaw	-	-	-	-	Z	-		Project delayed per Council cost savings measure resolution 20-0200.
47	Recreation & Culture	S093	Increase Spirit Square Program Budget	-	-	-	-	X	-		Project cancelled per Council cost savings measure resolution 20-0200.
48	Recreation & Culture	S067	CR Live Streets	355	355	-	-	X	-		Project cancelled per Council as a cost savings measure.
49	Recreation & Culture	S104	Enhanced Skatepark Environment	285	-	(285)	-	X	-		Project cancelled per Council cost savings measure resolution 20-0200.
<b>TOTAL</b>				<b>\$ 787,377</b>	<b>\$ 1,341,106</b>	<b>\$ 553,729</b>	<b>58.7%</b>		<b>380,099</b>		

\*2020 Budget as approved.



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<b>Strategic Priorities Projects</b>											
1	213 - IT	2018	Municipal Broadband Network	86,777	82,336	(4,441)	105.4%	D ✓	-	Q3-2020	Project completed. Maintenance period.
2	450 - Facilities	4082	1047 S. Island Highway House Demolition	20,753	50,000	29,247	41.5%	D ✓	-	Q3-2020	Project completed.
3	450 - Facilities	4087	Library Site Assessment Works	6,073	100,000	93,927	6.1%	C	93,927	Q4-2020	Phase 1 and modified Phase 2 Environmental Assessments complete. Hazardous materials assessment complete. Geotech assessment complete with minor follow up required once structure is removed. Architectural design related to potential Tidemark Theatre impacts will be responsibility of VURL project.
4	532 - Roads	6009	Seagull Walkway Design	70,998	117,220	46,222	60.6%	Z	46,222	Q4-2021	Value Engineering exercise underway in effort to determine viable solution within approved budget given poor subsurface conditions encountered. Project team anticipates Council update in Q4/20
5	532 - Roads	6033	3.5 Acre Walkway Lights & Surface Improvements	159,730	350,000	190,270	45.6%	C	205,550	Q4-2020	The work is 90% complete. Fence materials have been awarded - install in Q4.
6	532 - Roads	6035	Willis Road Connection Concept	-	30,000	30,000	0.0%	Z	-	Unknown	No further works or program development currently underway.
7	532 - Roads	6039	Master Transportation Plan Update	-	125,000	125,000	0.0%	Z	-	Q2-2021	To be done in 2021 following the Growth Study.
8	532 - Roads	6040	Transit Stop at Carihi	530	450,000	449,470	0.1%	C	449,470	Q4-2020	To be completed in Q4.
9	590 - Water	7046	Rockland Road Emergency Renewal	242,643	500,000	257,357	48.5%	D ✓	257,357	Q3-2020	Complete and in maintenance period.
10	Multi-Departmental	8008	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	3,627,470	10,549,242	6,921,772	34.4%	C	6,921,772	Q3-2021	Major sub surface civil works now complete with remainder of 2020 to be dedicated to completing road surface, roundabout and pedestrian access. BC Hydro overhead, Landscaping and final surface works deferred to 2021 as a result of COVID19. Multi-year project.
11	550 - Storm Drains	6502	Downtown Storm Mitigation	143,878	200,000	56,122	71.9%	D ✓	-	Q4-2020	Project is complete.
12	570 - Airport	3011	Airport Development Servicing	159,722	171,718	11,996	93.0%	D ✓	-	Q4-2020	Project is complete.
13	570 - Airport	3012	Security Fencing - South Development	10,216	50,000	39,784	20.4%	D ✓	-	Q3-2020	Project is complete.



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14	580 - Sewer	5002	Waterfront Sewer Forcemain	2,306,458	5,090,875	2,784,417	45.3%	C	2,784,417	Q2-2021	Phase 3 - Lift stations in construction with completion anticipated in Q2 -2021.
15	580 - Sewer	5019	Larwood-Erickson Sewer Upgrade	12,167	-	(12,167)	100.0%	D ✓	-	Q1-2020	Maintenance period.
16	720 - Parks	9035	Robron Field House	1,116,589	842,018	(274,571)	132.6%	D ✓	-	Q4-2020	Completed and in service November
17	720 - Parks	9056	Willow Point Park Turf Installation	209,733	250,000	40,267	83.9%	C	43,132	Q4-2020	Fencing work to be completed in Q4.
18	720 - Parks	9058	Robron Field House - Civil Site Servicing	252,037	348,000	95,963	72.4%	D ✓	95,963	Q3-2020	Site Civil Works complete. Maintenance period.
<b>Asset Management Planning</b>											
19	212 - Finance	2020	Corporate Asset Management	-	50,000	50,000	0.0%	C	-	Q4-2020	Asset Management Policy to be presented to Council at Dec 15 COW for Council feedback.
20	212 - Finance	2034	Asset Management Investment Plan	43,650	95,000	51,350	45.9%	C	-	Q4-2020	Asset Management Investment Plan complete, scheduled for presentation at Dec 15 COW.
21	580 - Sewer	5030	Sewer Condition Assessment	-	55,000	55,000	0.0%	A	-	Unknown	Project has not been started.
<b>Renewal / Replacement Capital Projects</b>											
22	213 - IT	2001	Printer/Peripheral Replacement	10,299	20,000	9,701	51.5%	C	-	Q4-2020	Ongoing annual project.
23	213 - IT	2002	Workstation/Laptop Replacement	34,132	46,000	11,868	74.2%	C	-	Q4-2020	Ongoing annual project.
24	213 - IT	2014	Vadim E3 Upgrade	2,365	7,334	4,969	32.2%	D ✓	-	Q3-2020	Awaiting final invoice.
25	213 - IT	2015	Scheduled Photocopier Replacement	16,241	17,000	759	95.5%	D ✓	-	Q1-2020	Equipment purchased and in use.
26	322 - Fire Protection	1004	Small Equipment Replacement	12,308	25,000	12,692	49.2%	C	-	Q4-2020	All equipment ordered. Will be completed in Q4



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27	322 - Fire Protection	1009	Pumper Rescue Replacement	53	986,000	985,947	0.0%	C	-	Q4-2020	Final inspection in Nov, delivery late Nov. Project will be completed in Dec.
28	447 - Fleet	4009	Fleet Replacement Plan	85,789	1,037,000	951,211	8.3%	C	525,000	Q4-2020	Of the 9 units scheduled for replacement in 2020, 1 has been acquired, 5 have been awarded and are in production, 1 has been deferred to 2021 due to ACAP grant timing (Airport loader), and 2 are scheduled to be replaced in Q4.
29	450 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	2,548	25,000	22,452	10.2%	Z	22,452	Q1-2021	Several failed cameras have been replaced in 2020 however vendor/equipment availability has been impacted due to Covid-19 and remaining camera additions will likely be deferred to 2021.
30	450 - Facilities	4078	Centennial Pool Changehouse Renovations	444,021	296,621	(147,400)	149.7%	D ✓	-	Q4-2020	Works are now substantially complete with the final tiling installation within the pool basin in the final stages. Project faced considerable delays due to covid-19, material supply, and unanticipated subsurface conditions affecting the gutter design.
31	450 - Facilities	4083	CRCC Hydronic Circulating Pump Replacement	-	15,000	15,000	0.0%	B	-	Q4-2020	Work planned for Q4, 2020.
32	450 - Facilities	4084	Museum Roof Replacement & Skylight Repair	-	30,000	30,000	0.0%	C	30,000	Q4-2020	Consultant awarded, design works in progress. Due to delays from covid-19 it is possible design/engineering works will extend into 2021.
33	450 - Facilities	4085	Dogwood Operations Centre Master Plan	-	50,000	50,000	0.0%	B	50,000	Q2-2021	RFP for consulting services in draft form. Project has been re-prioritized due to departmental work plan and will be a CFWD to 2021.
34	450 - Facilities	4086	City Hall Storefront Door Replacement	1,925	75,000	73,075	2.6%	C	73,075	Q4-2020	Contract has been awarded, permitting complete. Works expected to be substantially complete by December 2020 with only minor commissioning outstanding.
35	450 - Facilities	4088	Sportsplex Gym Floor Refurbishment	134,788	200,000	65,212	67.4%	D ✓	-	Q3-2020	Project is substantially complete with exception of line painting deficiency which will be addressed close to year-end.
36	450 - Facilities	4089	Sportsplex Gym Movable Wall	141,000	425,000	284,000	33.2%	C	-	Q3-2020	Old wall has been removed, existing track has been modified to accept new wall. Replacement wall being installed week of October 26th.
37	532 - Roads	6020	Traffic Control Upgrades - 13th/Dogwood	3,627	210,000	206,373	1.7%	Z	206,373	Q1-2021	Tender to awarded by Council in December - Contractor to be completed by March 2021
38	532 - Roads	6026	Asphalt Overlays - Charleville/Detweiler/Quinsam	338,204	500,000	161,796	67.6%	C	-	Q4-2020	Final touches of overlays to be completed in Q4.
39	550 - Storm Drains	6501	Drainage Improvements - 6th Ave East of Alder, Homewood/Nunns Crossing	14,050	400,000	385,950	3.5%	Z	-	Q3-2021	Delay due to technical challenges to undertake this project. Work to be delayed until 2021.



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40	550 - Storm Drains	6503	Shoreline Outfall Upgrades	-	35,000	35,000	0.0%	Z	-	Q3-2021	Delayed work - to be partially completed in 2020. Other works to be continued in 2021.
41	550 - Storm Drains	6505	6th Avenue Storm Drains	-	200,000	200,000	0.0%	Z	-	Q3-2021	Delay due to technical challenges to undertake this project. Work to be delayed until 2021.
42	580 - Sewer	5006	Norm Wood Environmental Centre Upgrades	49,166	1,580,249	1,531,083	3.1%	C	1,531,083	Unknown	Detailed design underway with options analysis to be completed by end of 2020 and project prepared for construction tender in Q2 2021.
43	580 - Sewer	5020	Sewer Main Replacement - 2018	-	25,000	25,000	0.0%	D ✓	25,000	Q3-2020	Maintenance period.
44	580 - Sewer	5024	Sewer Facility Renewal	159,940	295,774	135,834	54.1%	C	135,834	Q4-2020	NWEC and Lift station #11 roofs are complete (awaiting final invoices). Lift station #13 siding will be completed by end of year. Lift station #17 siding will not be complete until early 2021. NWEC are header repairs are complete. Lift station #11 biofilter design at 50% and should be complete by year end.
45	580 - Sewer/590 - Water	5029	SCADA Communication Equipment Rehabilitation	64,327	70,233	5,906	91.6%	C	5,907	Q4-2020	Anticipated completion in Q4.
46	580 - Sewer	5801	Sewer Main Rehabilitation	589,041	1,000,000	410,959	58.9%	D ✓	211,000	Q3-2020	Complete and in maintenance period.
47	590 - Water	7025	WM Cathodic Protection	51,569	112,040	60,471	46.0%	D ✓	60,471	Q4-2020	Project is complete - waiting for final invoice.
48	590 - Water	7026	Fire Hydrant Renewal	4,969	50,000	45,031	9.9%	C	-	Q4-2020	Ongoing annual project.
49	590 - Water	7027	Water Service Renewal	17,944	50,000	32,056	35.9%	C	-	Q4-2020	Ongoing annual project.
50	590 - Water	7036	Watermain Renewal - Fir Street	-	25,000	25,000	0.0%	D ✓	-	Q2-2020	Complete and in maintenance period.
51	590 - Water	7040	Evergreen Reservoir and Instrumentation Upgrades	64,487	989,472	924,985	6.5%	C	924,985	Q2-2021	Scheduled for completion Q2 - 2021.
52	590 - Water	7043	Bathurst/McLean Pressure Reducing Valve Replacement	2,383	21,150	18,767	11.3%	D ✓	18,767	Q2-2020	Complete and in maintenance period.





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53	590 - Water	7045	Water Facility Decommissioning	3,930	400,000	396,070	1.0%	C	396,070	Q4-2020	Project in progress and will be fully expended by year end.
54	590 - Water	7801	Watermain Renewal - Garfield/Painter/Barclay	-	25,000	25,000	0.0%	D ✓	-	Q2-2020	Complete and in maintenance period.
55	590 - Water	7802	Watermain Renewal - Hilchey Rd - Phase 1	127,738	1,050,000	922,262	12.2%	C	922,262	Q4-2020	All new watermain installed, commissioned and in service.
56	580 - Sewer/590 - Water	8002	Meter Renewal	10,867	50,000	39,133	21.7%	C	-	Q4-2020	Ongoing annual project.
57	720 - Parks	9011	Willow Point Tennis Courts	59,527	70,000	10,473	85.0%	D ✓	-	Q3-2020	Project completed.
58	720 - Parks	9044	Sign Replacement - Lilelana, Sequoia and Charstate Parks	7,586	15,000	7,414	50.6%	D ✓	-	Q3-2020	Project completed.
59	720 - Parks	9045	Dick Murphy Fencing Renewal	9,574	10,000	426	95.7%	D ✓	-	Q1-2020	Project completed.
60	720 - Parks	9046	Lilelana and Rotary Park Irrigation	32,244	35,000	2,756	92.1%	Z	-	Q3-2020	Lilelana and Rotary irrigation upgrade had to be deferred to 2021. Funding for the irrigation strategic upgrades was redirected to the WP turf field project as a new backflow preventer was needed for this project to happen.
<b>Other Capital Projects</b>											
61	213 - IT	2031	Firehall 1 Disaster Recovery Unit	13,842	-	-	100.0%	D ✓	-	Q1-2020	2019 Project completed in Q1 2020.
62	322 - Fire Protection	1011	Fire Hall 1 and 2 Gear Dryers	18,165	51,500	33,335	35.3%	D ✓	-	Q1-2020	Completed and in service.
63	448 - Capital Works	8006	Capital Works Project Management	337,070	449,427	112,357	75.0%	C	-	Q4-2020	Ongoing annual projects.
64	450 - Facilities	4048	City Facilities Fall Protection	19,687	167,593	147,906	11.7%	Z	-	Q4-2020	Project was awarded in Q3 but the contractor subsequently declined the contract citing staffing and supply issues relating to Covid-19. Project has been re-budgeted in 2021.
65	450 - Facilities	4050	Small Equipment	14,689	30,000	15,311	49.0%	C	-	Q4-2020	Most items have already been acquired for 2020 including gas powered equipment, traffic safety supplies, barricades, and other replacements. A line painting machine for Roads/Airport departments is still outstanding.



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66	450 - Facilities	4052	Energy and Water Consumption Reduction Projects	9,959	50,000	40,041	19.9%	C	-	Q4-2020	Minor works are complete, remainder will be undertaken before year-end as capacity allows.
67	450 - Facilities	4061	ERT Materials Transfer Pit Site Improvements	15,280	-	(15,280)	100.0%	D ✓	-	Q1-2020	CFWD from 2019, assessment works now complete. Minor remediation will be planned for in 2021.
68	450 - Facilities	4077	Downtown Outdoor Washroom	134,401	155,345	20,944	86.5%	D ✓	-	Q3-2020	New Portland Loo installed September 2020. Old washrooms are now removed. Minor landscaping works and repairs to irrigation still outstanding but project is substantially complete.
69	450 - Facilities	4079	City Hall Counter Renovations	135,037	122,890	(12,147)	109.9%	D ✓	-	Q3-2020	Second floor service counter and foyer renovations are complete including modifications to accommodate additional Covid-19 requirements.
70	502 - Long Range Planning	8010	580 Dogwood - BC Housing	4,305	454,000	449,695	0.9%	C	449,695	Q1-2021	Project construction underway with completion targeted for early 2021. City's contribution includes land, onsite services, and development cost charges, and development application fees.
71	532 - Roads	6001	Cycling Infrastructure	11,737	15,000	3,263	78.2%	D ✓	3,263	Q4-2020	Greenways Loop Project is complete.
72	532 - Roads	6006	Sidewalk Infill - Cheviot from Petersen	80,627	250,000	169,373	32.3%	Z	169,373	Q3-2021	Work moved to 2021.
73	532 - Roads	6007	Transit Bus Shelters	2,294	144,391	142,097	1.6%	Z	142,097	Q1-2021	On going - awaiting contractor to install remaining shelters - to be completed by March 2021.
74	532 - Roads	6017	Pier St. & MHC Entrance Improvements	3,804	-	-	100.0%	D ✓	-	Q1-2020	Complete.
75	532 - Roads	6018	Parking Lot Improvements - Rotary Beach Park	-	25,000	25,000	0.0%	Z	-	Q4-2020	Delayed due to staff and contractor availability.
76	532 - Roads	6042	Campbelltown Neighbourhood Assn Wayfinding Signage	-	31,400	31,400	0.0%	Z	-	Unknown	Project plan expected to be brought forward to Council for approval in the winter.
77	550 - Storm Drains	6504	Nunns Creek/2nd Ave Detention Pond (Quinsam)	-	25,000	25,000	0.0%	Z	-	Unknown	Delayed.
78	570 - Airport	3018	Airside Concrete Parking, Combined Taxi "C" Widening, Approach Lighting & Sign Replacement	51,090	210,000	158,910	24.3%	Z	158,910	Q2-2021	ACAP application being reviewed by Transport Canada. If approved funding may be announced in April 2021.



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79	580 - Sewer	5022	Biosolids Site Management	3,340	710,993	707,653	0.5%	C	707,653	Q4-2020	Application for Substantial Performance submitted by Contactor and under review.
80	580 - Sewer	5028	Norm Wood Environmental Centre SCADA Upgrades	-	90,000	90,000	0.0%	Z	90,000	Q1-2021	Scope development underway. No project expenses expected for 2020.
81	580 - Sewer	5031	SL-RAT (obstruction locator) Equipment	34,024	40,000	5,976	85.1%	D ✓	-	Q1-2020	Asset purchased and in use in Q1 - 2020.
82	580 - Sewer	5032	Sewer Camera Truck Purchase	473,426	500,000	26,574	94.7%	D ✓	-	Q3-2020	Unit has been purchased.
83	590 - Water	7023	Area D Connection Improvements	-	20,000	20,000	0.0%	Z	-	Q1-2021	Completion in Q1, 2021 as part of 2021 capital plan.
84	590 - Water	7024	Shetland PRV	142,283	156,646	14,363	90.8%	D ✓	14,363	Q3-2020	Maintenance period.
85	590 - Water	7038	Pressure Reducing Valve Abandonment	-	75,000	75,000	0.0%	B	-	Q4-2020	Anticipated to be completed by Q4.
86	590 - Water	7039	Load Bank Testing Unit	59,845	65,000	5,155	92.1%	D ✓	-	Q3-2020	Project completed.
87	590 - Water	7042	SCADA - Holm Reservoir, Rockland PRV, Willow PRV	16,521	50,000	33,479	33.0%	C	-	Q4-2020	Scheduled for completion in Q4-2020.
88	590 - Water	7044	John Hart Pump Station Modifications	58,084	85,296	27,212	68.1%	D ✓	27,212	Q2-2020	Complete and in maintenance period.
89	720 - Parks	9001	Greenways Loop Wayfinding & Signage	191	15,000	14,809	1.3%	D ✓	14,809	Q4-2020	Project completed.
90	720 - Parks	9008	Marine Foreshore Restoration	14,970	30,000	15,030	49.9%	D ✓	-	Q3-2020	Project completed.
91	720 - Parks	9018	Big Rock Boat Ramp	743	-	-	100.0%	D ✓	-	Q1-2020	Project completed.
92	720 - Parks	9048	Willow Point Skate Park Repairs	108,960	135,000	26,040	80.7%	D ✓	-	Q3-2020	Project completed.



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93	720 - Parks	9054	Disc Golf Safety and Asset Upgrades	59,918	60,000	82	99.9%	D ✓	-	Q3-2020	Project completed.
94	720 - Parks	9057	Campbelltown Neighbourhood Assn Parkette Projects	-	75,600	75,600	0.0%	Z	-	Unknown	Project plan expected to be brought forward to Council for approval in the winter.
<b>Projects Delayed/Cancelled as a Cost Saving Measure</b>											
95	720 - Parks	9055	Willow Point Lights	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
96	213 - IT	2029	CRadvantage Economic and Governance Strategy	-	-	-	-	X			Cancelled per Council cost saving measures resolution 20-0191.
97	322 - Fire Protection	1006	#1 Fire Station Replacement	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
98	450 - Facilities	4039	Big House Pavilion	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
99	450 - Facilities	4064	Council Chambers Accessibility Improvements	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
100	532 - Roads	6028	Cypress Street Improvements	5,553	5,552	(1)	(1)	Z			Delayed per Council cost savings measures resolution 20-0191.
101	532 - Roads	6034	Willis Road Pedestrian Upgrades - Pedestrian Path from Carolyn to Hwy 19	233	232	(1)	(1)	Z			Delayed per Council cost savings measures resolution 20-0191.
102	720 - Parks	9015	Nunn's Creek Master Plan	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
103	570 - Airport	3024	Airport Condition Assessment	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
104	213 - IT	2016	GIS Orthophotos	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
105	213 - IT	2030	Operations Management Software Planning & Replacement	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.
106	450 - Facilities	4080	Sportsplex Rehabilitation & Expansion Project	-	-	-	-	Z			Delayed per Council cost savings measures resolution 20-0191.



**APPENDIX 3  
CAPITAL PROJECTS  
at September 30, 2020 (Q3)**

STATUS		
On Schedule	A	Not Started
	B	Planning
Possible Delay	C	In Construction
	D	Completed
Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	September 2020 (Q3)	2020 Budget	\$ Variance	% Variance	Status	2021 CFWD	Estimated Quarter Asset in Service	Comments (as at Oct 29, 2020)
107	450 - Facilities	4090	Sportsplex - Public Consultation	-	-	-		Z			Delayed per Council cost savings measures resolution 20-0191.
108	740 - Recreation & Culture	9900	Recreation Equipment	-	-	-		X			Cancelled per Council cost saving measures resolution 20-0191.
109	740 - Recreation & Culture	9909	Sportsplex Chair and Dollies	-	-	-		X			Cancelled per Council cost saving measures resolution 20-0191.
110	213 - IT	2033	Council Chambers Sound System	-	-	-		Z			Delayed per Council cost savings measures resolution 20-0191.
111	532 - Roads	6008	LED Light Conversion	11,175	11,175	(0)		Z			Delayed per Council cost savings measures resolution 20-0191.
112	532 - Roads	6012	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	7,650	7,650	-		Z			Delayed per Council cost savings measures resolution 20-0191.
113	570 - Airport	3021	Equipment Shelter	-	-	-		X			Cancelled per Council cost saving measures resolution 20-0191.
114	570 - Airport	3022	Public Parking Lot Lighting Upgrade	-	-	-		X			Cancelled per Council cost saving measures resolution 20-0191.
115	570 - Airport	3023	Runway De-icing Trailer	-	-	-		Z			Project delayed until 2021 - next opportunity for funding.
116	570 - Airport	3025	ATB HVAC - Assessment	-	-	-		X			Cancelled per Council cost saving measures resolution 20-0191.
117	590 - Water	7033	Water Department Temporary Location	-	-	-		Z			Delayed per Council cost savings measures resolution 20-0191.
<b>TOTAL</b>				<b>12,814,965</b>	<b>34,294,972</b>	<b>21,498,396</b>	<b>37.4%</b>				<b>17,813,466</b>

\*2020 budget as approved.