

Council Agenda Information

COTW [Click and type date of meeting] Regular Council February 22, 2021



City of Campbell River Report/ Recommendation to Council

Date: February 11, 2021
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q4, 2020

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.

Recommended Resolutions

THAT the report dated February 11, 2021 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2020 be received for information.

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 have been significantly impacted for the 2020 fiscal year and beyond. Closures of various City facilities (Community Centre,

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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 last three quarters.

At the onset of the COVID-19 pandemic, initial estimates were that City operating revenues through Q4 (ending December 31) 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 Q4 is approximately \$2.45M, or approximately 78% of what was originally anticipated:

	Q1	Q2	Q3	Q4	Total
Airport	(2,914)	(245,592)	(626,246)	(92,071)	(966,823)
Recreation	(18,051)	(133,987)	(237,542)	(158,940)	(548,521)
Transit	(13,474)	(115,287)	(40,637)	(45,761)	(215,159)
Gaming	(47,248)	(225,000)	(225,000)	(225,000)	(722,248)
Total	(81,688)	(719,866)	(1,129,425)	(521,772)	(2,452,751)

This is good news overall and combined with recent updates to the City's projected operating surplus/deficit for 2020 it appears that the City will be in a small surplus position. The city's Finance Department is currently preparing the City's financial statements for the 2020 fiscal year, and the actual results will not be known until the City's external audit is finalized in April. Temporary reductions in the City's operating budget for 2020 were used to offset the overall losses in revenues which has yielded positive results. City Council authorized the use of Provincial COVID-19 Safe Restart Grant funds to offset any operating deficit that may have resulted from the pandemic, however at this time it appears that use of these funds for this purpose will not be necessary.

COVID-19 significantly impacted City operations for the majority of 2020, with Q2 focused on business continuity and Q3/Q4 focussing on overall recovery and relief. Work plans for 2020 were impacted by having to pivot due to the pandemic or from unforeseen and uncontrollable delays (i.e. supply chain disruption). As the City progresses into 2021, there remains some uncertainty over how the pandemic will continue to affect City operations, although it is anticipated that disruptions will be significantly less than what was experienced in 2020.

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

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approved 2020 budget. Overall, City revenues are 103% of budget (lost revenues associated with the closure of City facilities and a reduction in other revenues has been offset in the current year by the City receiving a \$4.6M COVID-19 Safe Restart Contribution. While this funding was largely unutilized in 2020, for accounting purposes it is fully recognized as revenue in 2020 and will be held in a reserve fund pending future decisions on its use) and expenses are 89% of budget for the year. At year-end in 2019, while the percentage of revenues collected is very similar (106%), the City's expenses were at 101% of budget.

	2019 Q4	2019 Budget	2020 Q4	2020 Budget	2020 Variance \$
REVENUE					
FISCAL SERVICES	(51,052,642)	(48,681,314)	(46,561,820)	(47,208,401)	(646,581)
GOVERNANCE	-	-	-	-	-
CORPORATE SERVICES	(4,821,149)	(3,276,563)	(7,139,493)	(3,764,995)	3,374,498
RCMP	(695,884)	(761,263)	(676,827)	(735,155)	(58,328)
FIRE	(1,881,784)	(1,845,973)	(1,962,610)	(1,900,883)	61,727
ASSETS & OPERATIONS	(1,261,160)	(1,077,551)	(1,212,194)	(1,126,832)	85,362
UTILITIES	(17,621,665)	(17,088,105)	(18,696,686)	(18,045,370)	651,316
COMMUNITY DEVELOPMENT	(2,458,965)	(2,215,789)	(1,881,538)	(2,145,910)	(264,372)
ECONOMIC DEV. & TOURISM	(618,307)	(504,000)	(314,146)	(475,000)	(160,854)
AIRPORT	(1,702,723)	(2,113,387)	(971,710)	(2,040,198)	(1,068,488)
REVENUE TOTAL	(82,114,280)	(77,563,945)	(79,417,024)	(77,442,744)	1,974,280
EXPENSE					
FISCAL SERVICES	25,860,025	24,804,486	20,722,941	23,941,987	3,219,046
GOVERNANCE	972,453	1,166,143	891,723	956,599	64,876
CORPORATE SERVICES	3,720,571	3,266,405	2,599,686	4,451,325	1,851,639
RCMP	10,421,810	9,875,966	9,922,049	10,417,651	495,602
FIRE	6,537,500	6,234,082	6,157,323	6,582,108	424,785
ASSETS & OPERATIONS	11,702,465	11,258,294	10,429,159	11,450,722	1,021,563
UTILITIES	9,170,554	10,390,906	9,448,610	10,117,359	668,749
COMMUNITY DEVELOPMENT	6,741,691	7,249,811	5,728,452	6,304,666	576,214
ECONOMIC DEV. & TOURISM	1,364,559	1,164,938	884,574	1,095,993	211,419
AIRPORT	2,054,406	2,152,914	1,735,661	2,124,334	388,673
EXPENSE TOTAL	78,546,034	77,563,945	68,520,177	77,442,744	8,922,567
GRAND TOTAL	(3,568,246)	-	(10,896,847)	-	10,896,847

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

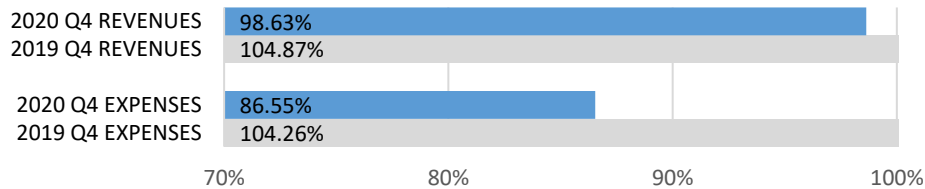
Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the fourth quarter of 2020 and 2019 for comparison.

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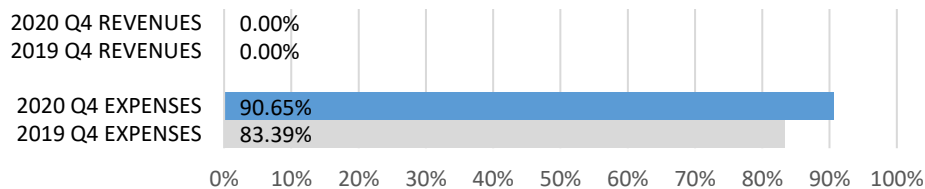
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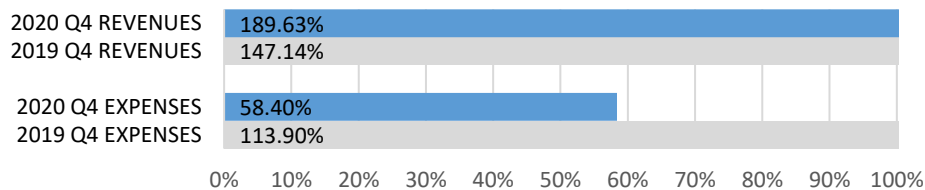
0 - FISCAL SERVICES – Revenues are on trend with prior year. Airport deficit funding from the General Operating Fund still to be recorded for year-end purposes (tentatively estimated at ~\$830K). Expenses are lower due to COVID-19 cost saving measure changes made, impacting reserve transfers.



1 – GOVERNANCE – Overall budget in 2020 reduced by 18% from prior year due to COVID-19 cost saving measures resulting in decreased expenses of approximately \$100,000 from the prior year.



2 – CORPORATE SERVICES – Revenues were trending lower in 2020 primarily due to loss in gaming revenues due to the closure of the casino from Q2 and beyond. In Q4 a \$4.6M COVID-19 Restart grant was received. Fortis Franchise fees still to be recognized in Q4 (budget of \$180K). \$141K reduction in liability insurance settlements from prior year.

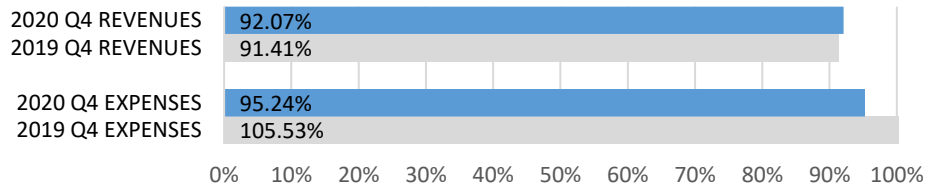


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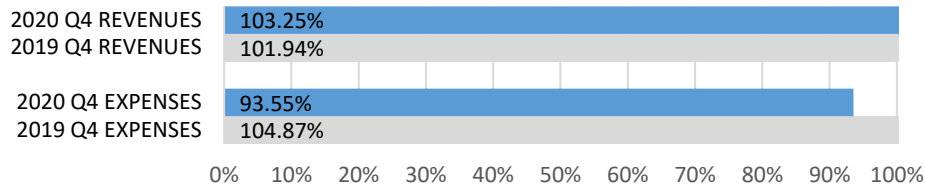
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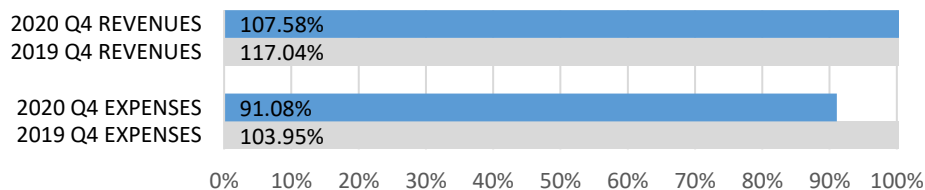
3 – RCMP – Revenues on trend with prior year. Traffic fine revenue sharing funding was \$46K higher than budgeted primarily due to the advent of e-Ticketing and Camera ticketing (17% increase in revenue sharing from 2019). Expenses on trend with the prior year.



4 – FIRE – Revenues are consistent with the 2020 financial plan (\$63K increase in contract fee revenues – PEP tasks and shared service agreements). Expenses trended lower than 2019 due to corporate cost saving measures taken resulting in a reduction of contracted service costs (\$75K under budget).



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 less than budget due to staffing vacancies and cost saving measures due to COVID-19. Two months of public transit contracted services still need to be recorded (~\$300K).

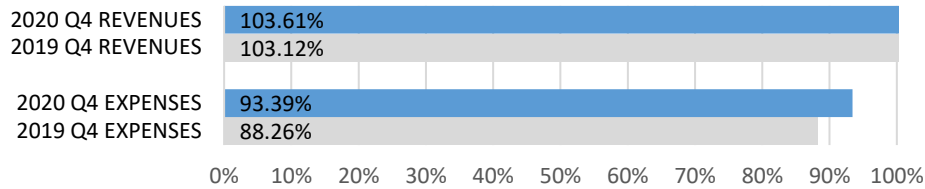


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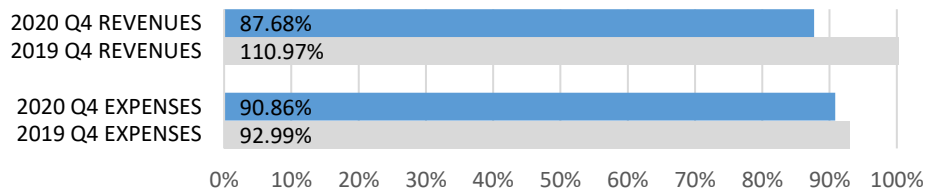
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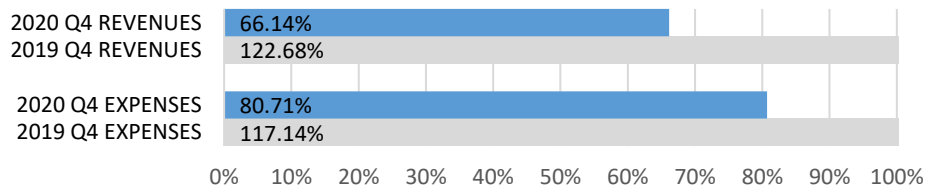
6 – UTILITIES – Revenue on trend with 2019. Expenses are under budget but higher than 2019 (3% budget decrease with a 7% increase in actual expenses from prior year).



7 - COMMUNITY DEVELOPMENT – Revenue is lower than 2019 as a result of COVID-19. Decreased revenues in remedial action recoveries, and from facility closures (\$496K under budget for program and facility rental revenues). Expenses are lower in dollar value due to staffing vacancies and reduction in services due to COVID-19 (2020 Recreation budget reduced by 17% from prior year).



8 – ECONOMIC DEV. & TOURISM – Revenues are lower than 2019 as a result of COVID-19 (MRDT revenue estimated to be \$140K less than prior year. November and December revenue reports not received prior to this report). Expenses are lower than 2019 due to COVID-19 (contracted services with Destination Think reduced accordingly).

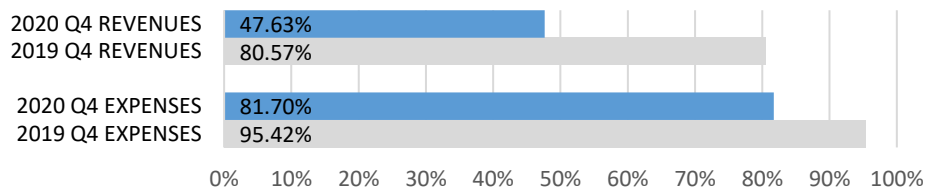


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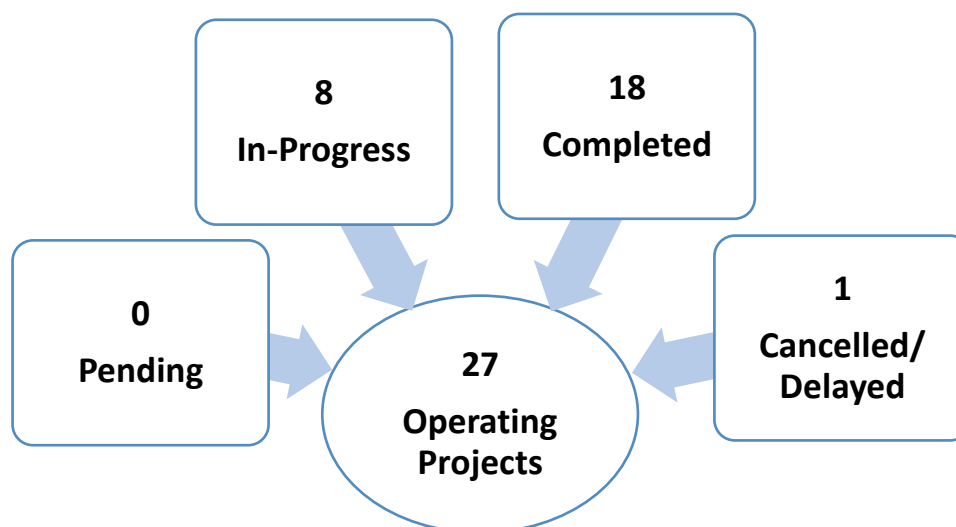
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9 – AIRPORT – Revenues decreased as a result of the airport facility being closed due to COVID-19. There has been a \$240K reduction in jet fuel sales and \$404K reduction in airport improvement and passenger service fees (\$221K revenue recognized in Q4 – 2020 versus \$281K revenue recognized in Q4 – 2019). Expenses are also lower as less jet fuel was required to be purchased due to decreased sales.



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 2020 on operating projects is \$1.03M or 73% of the amended budget. Of the remaining 27 planned projects (\$1.4M budget), 18 have been completed, 8 remain in progress with completion in 2021, and 1 has been delayed until next year. Appendix 2 provides the detail on the status for each operating project; green highlighted projects are completed (or ongoing projects) and red highlighted projects have been delayed or cancelled.



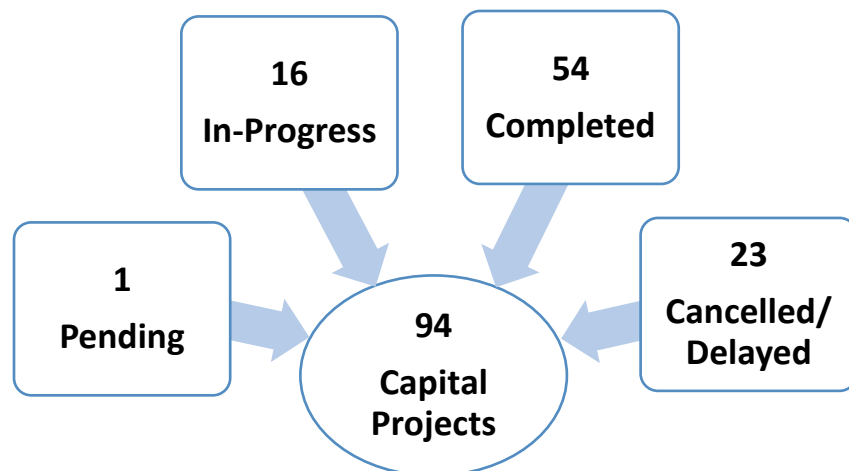
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Capital Projects

There were 117 capital projects with a total budget of \$34.3M for 2020 approved in the Financial Plan. 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 2020 on capital projects is \$20.5M (\$7.7M in Q4) or 60.0% of budget. Overall, 70 of the remaining 94 capital projects are currently underway and 54 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 and red projects have been delayed or cancelled.



Communications

The Q4 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



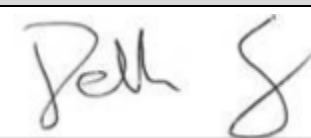
Starting in the second quarter of 2020 the City of Campbell River began to experience the financial impacts of COVID-19. In order to minimize the impacts of lost revenues in 2020 associated with the temporary facility closures, as well as lost revenues associated with Gaming and MRDT, Council identified 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 with 79% in progress or complete. The total spend as at year-end for both operating and capital projects is \$1.0M and \$20.5M respectively.

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Prepared by:		Reviewed by:	
			
Mark Coulter, CPA, CGA Senior Accountant		Dennis Brodie Acting Director of Finance/CFO	
Reviewed for Form and Content / Approved for Submission to Council:			
			
Deborah Sargent, MCIP, RPP City Manager			
Finance			AD

Attachments:

1. Appendix 1 – Operating Departmental Budget Segments
2. Appendix 2 – Operating Projects (Q4, 2020)
3. Appendix 3 – Capital Projects (Q4, 2020)

Appendix 1 - Operating Departmental Budget Segments

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



**APPENDIX 2
OPERATING PROJECTS
at December 31, 2020 (Q4)**

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

Index	Department	CC3#	Project Name	December 2020 (Q4)	2020 Budget	\$Variance	%Variance	Q4 Status	2021 CFWD	Estimated Quarter for Project Completion	Q4 Comments as at Feb 5, 2021
Strategic Projects											
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	98,139	150,000	51,861	65.4%	D ✓	-	Q4 - 2020	On-going throughout the year. Commitments totaled \$136,671.
3	Mayor & Council	X071	Council Contingency - CR Baptist Church Stove Replacement	5,000	5,000	-	100.0%	D ✓	-	Q1 - 2020	Funding provided. Stove currently held in storage as Radiant Life is no longer active.
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	40,470	52,000	11,530	77.8%	D ✓	-	Q4 - 2020	Downtown safety office and increased bylaw enforcement is fully operational.
6	Long Range Planning & Development Services	S078	Social Grants	72,161	100,000	27,839	72.2%	D ✓	-	Q4 - 2020	2020 Social Grants issued. Some applicants were unable to complete their projects due to COVID-19 and funding was returned.
7	Recreation & Culture	S132	Senior's Hub	5,000	5,000	-	100.0%	D ✓	-	Q4 - 2020	Project complete.
8	Human Resources	S095	Strategic HR Management	117,978	108,300	(9,678)	108.9%	D ✓	-	Q4 - 2020	Project complete. Permanent position approved for 2021.
Corporate Projects											
9	Human Resources	S112	CUPE Agreement Renewal	15,929	15,000	(929)	106.2%	D ✓	-	Q4 - 2020	Project complete.
10	Finance	S125	Marketing & Communications	28,881	30,000	1,119	96.3%	D ✓	-	Q4 - 2020	Project complete.
11	Deputy City Manager	S094	DCC Review	25,682	35,000	9,318	73.4%	C	9,318	Q1 - 2021	Project is anticipated to be complete and presented to Council by the end of Q1 - 2021.
12	Long Range Planning & Development Services	S113	Enviro Monitoring - Big Rock Boat Ramp	4,625	5,250	625	88.1%	D ✓	625	Q4 - 2020	2020 monitoring is complete.
13	Long Range Planning & Development Services	S087	Sea Level Rise Assessment & Planning	22,220	82,200	59,980	27.0%	C	-	Unknown	Multi-year ongoing project. 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	35,727	77,364	41,637	0.0%	C	41,637	Q1 - 2021	Housing Growth Review results to be presented to Council in Q1 2021. Final phase of analysis underway - Community Lifecycle Infrastructure Costing Tool results being completed by Stantec Consulting.
Operational Projects											
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	Q1 - 2021	Rainfall gauges purchased & pending installment.
16	Long Range Planning & Development Services	S069	Co-op Position - Energy Efficiency Projects	18,000	18,000	-	100.0%	D ✓	-	Q2 - 2020	Co-op term position completed.
17	Long Range Planning & Development Services	C036	Zoning/OCF Update	11,545	48,699	37,154	23.7%	C	37,154	Q2 - 2021	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/OCF 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	3,250	3,200	(50)	101.6%	D ✓	-	Q4 - 2020	Work on environmental timing window information & stream reports cards complete & pending presentation to Council.
19	Roads	S114	Bridge Inspections	10,853	20,000	9,147	54.3%	D ✓	-	Q4 - 2020	Project complete.
20	Airport	S068	Flight Way Clearing	-	30,000	30,000	0.0%	Z	30,000	Q3 - 2021	Still waiting for the results from the survey and contractor availability which should be available by the end of February (weather dependant). Once survey results are received tree removal will follow based on the review of the survey results.
21	Sewer	S116	Sewer Right of Way Clearing	30,309	50,000	19,691	60.6%	C	19,691	Q2 - 2021	Mainstream and Highland are working on environmental permit approvals before construction can be completed.
22	Sewer	S055	Lift Station Auto-Cleaning	21,297	24,546	3,249	86.8%	D ✓	-	Q4 - 2020	Completed in Q4.
23	Sewer	S089	Confined Space Entry Alternate Procedures	2,278	16,150	13,873	14.1%	C	14,590	Q2 - 2021	Anticipated completion in 2021.
24	Water	S089	Confined Space Entry Alternate Procedures	-	20,150	20,150	0.0%	C	20,150	Q2 - 2021	Anticipated completion in 2021.
25	Recreation & Culture	S108	PLAY Campbell River	4,708	5,000	292	94.2%	D ✓	-	Q4 - 2020	Project is complete.
26	IT	S130	IT Tech Attraction Partnering	81,545	108,300	26,755	75.3%	D ✓	-	Q4 - 2020	Project complete.
27	Long Range Planning & Development Services	S133	Qwalayu House	49,394	65,000	15,606	76.0%	D ✓	15,606	Q1 - 2021	Project complete & occupancy granted Feb 5. Final landscaping & property improvements pending completion.
Projects Delayed/Cancelled as a COVID-19 Cost Savings Measure											
28	Mayor & Council	X078	Council Contingency - 2020 Rogers Hometown Hockey Event	5,395	4,301	(1,094)	-	Z	-	-	Expenses for this project were incurred prior to the event being cancelled as a result of COVID-19
29	IT	S072	Network Security Audit	-	-	-	-	Z	-	-	-



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OPERATING PROJECTS
at December 31, 2020 (Q4)**

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

Index	Department	CC3#	Project Name	December 2020 (Q4)	2020 Budget	\$Variance	%Variance	Q4 Status	2021 CFWD	Estimated Quarter for Project Completion	Q4 Comments as at Feb 5, 2021
30	Economic Development	S126	Economic Development Strategic Planning	-	-	-	-	Z	-		
31	Long Range Planning & Development Services	S100	Development Process Update	-	-	-	-	Z	-		
32	Long Range Planning & Development Services	S038	Façade Storefront Downtown Revitalization	-	-	-	-	X	-		
33	Long Range Planning & Development Services	S101	Public Art Master Plan	3,745	-	(3,745)	-	X	-		
34	Long Range Planning & Development Services	S086	Public Art	-	-	-	-	X	-		
35	Long Range Planning & Development Services	S084	Downtown Signage Incentive Program	6,832	6,832	0	0	X	-		
36	Long Range Planning & Development Services	S131	5 Year Visioning for Downtown BIA/Willow Point/Pier Street Beautification	-	-	-	-	X	-		
37	Long Range Planning & Development Services	S129	Energy Rebate Program	-	-	-	-	X	-		
38	Long Range Planning & Development Services	S067	Downtown Small Initiatives Fund	11,345	11,345	0	0	X	-		
39	Long Range Planning & Development Services	S053	Beautification Grants	(4,392)	-	4,392	-	X	-		
40	Airport	S049	Crack Sealing	-	-	-	-	Z	-		
41	Airport	S048	Runway Line Painting	-	-	-	-	Z	-		
42	Airport	S128	Wings & Wheels Event	161	161	1	1	X	-		
43	Airport	S015	Business Opportunity Fund	-	-	-	-	X	-		
44	Water	S117	Drinking Water Source Protection Plan	-	-	-	-	Z	-		
45	Water	S074	Water Conservation Program	10,210	2,817	(7,393)	-	Z	-		
46	Parks	S122	Tree Protection Bylaw	-	-	-	-	Z	-		
47	Recreation & Culture	S093	Increase Spirit Square Program Budget	-	-	-	-	X	-		
48	Recreation & Culture	S067	CR Live Streets	355	355	(0)	0	X	-		
49	Recreation & Culture	S104	Enhanced Skatepark Environment	285	-	(285)	-	X	-		
TOTAL				\$ 1,039,029	\$ 1,418,470	\$ 379,441	73.3%			192,166	

*2020 Budget as approved.



**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)**

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	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
Strategic Priorities Projects											
1	213 - IT	2018	Municipal Broadband Network	86,777	82,336	(4,441)	105.4%	D ✓	-	Q3-2020	Project completed.
2	450 - Facilities	4082	1047 S. Island Highway House Demolition	44,204	50,000	5,796	88.4%	D ✓	-	Q3-2020	Project completed.
3	450 - Facilities	4087	Library Site Assessment Works	42,550	100,000	57,450	42.6%	C	93,927	Q1-2021	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 VIRL project.
4	532 - Roads	6009	Seagull Walkway Design	84,167	117,220	33,053	71.8%	B	46,222	Q4-2021	Council approved option of rehabilitating North and South sections only in like for like manner. Detailed design resumed.
5	532 - Roads	6033	3.5 Acre Walkway Lights & Surface Improvements	282,681	350,000	67,319	80.8%	C	205,550	Q2-2021	Paving on site to be completed in Q2 - 2021
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 Housing Growth Review.
8	532 - Roads	6040	Transit Stop at Carihi	63,295	450,000	386,705	14.1%	C	449,470	Q4-2020	Landscaping to be completed in Q2 - 2021
9	590 - Water	7046	Rockland Road Emergency Renewal	292,102	500,000	207,898	58.4%	D ✓	207,898	Q3-2020	Complete and in maintenance period.
10	Multi-Departmental	8008	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	6,695,221	10,549,242	3,854,021	63.5%	C	3,854,021	Q3-2021	Multi-year project. Roadway surface works complete and project shut down for winter. Construction to resume in late Q1 - 2021.
11	550 - Storm Drains	6502	Downtown Storm Mitigation	174,496	200,000	25,504	87.2%	D ✓	-	Q4-2020	Project is complete.
12	570 - Airport	3011	Airport Development Servicing	170,427	171,718	1,291	99.2%	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.
14	580 - Sewer	5002	Waterfront Sewer Forcemain	2,721,912	5,090,875	2,368,963	53.5%	C	2,368,963	Q2-2021	Multi-year project. Lift station construction ongoing. Anticipated completion Q2 - 2021.
15	580 - Sewer	5019	Larwood-Erickson Sewer Upgrade	12,359	-	(12,359)	100.0%	D ✓	-	Q1-2020	Project is complete.
16	720 - Parks	9035	Robron Field House	1,146,903	842,018	(304,885)	136.2%	D ✓	-	Q4-2020	Project is complete.
17	720 - Parks	9056	Willow Point Park Turf Installation	222,202	250,000	27,798	88.9%	C	43,132	Q2-2021	Portable fencing to be installed in Q2 - 2021.
18	720 - Parks	9058	Robron Field House - Civil Site Servicing	327,662	348,000	20,338	94.2%	D ✓	20,338	Q3-2020	Site Civil Works complete. Maintenance period.



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Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
Asset Management Planning											
19	212 - Finance	2020	Corporate Asset Management	28,000	50,000	22,000	56.0%	D ✓	-	Q4-2020	Asset Management Policy & Updated Strategy completed and presented to Council at Feb 9, 2021 COW.
20	212 - Finance	2034	Asset Management Investment Plan	77,150	95,000	17,850	81.2%	D ✓	-	Q4-2020	Asset Management Investment Plan complete. Presented to Council at Feb 9, 2021 COW.
21	580 - Sewer	5030	Sewer Condition Assessment	-	55,000	55,000	0.0%	A	55,000	Unknown	Project has been planned but not started due to staffing vacancy.
Renewal / Replacement Capital Projects											
22	213 - IT	2001	Printer/Peripheral Replacement	18,893	20,000	1,107	94.5%	D ✓	-	Q4-2020	Completed in Q4.
23	213 - IT	2002	Workstation/Laptop Replacement	45,019	46,000	981	97.9%	D ✓	-	Q4-2020	Completed in Q4
24	213 - IT	2014	Vadim E3 Upgrade	2,365	7,334	4,969	32.2%	D ✓	-	Q3-2020	Project complete.
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	48,657	25,000	(23,657)	194.6%	D ✓	-	Q4-2020	All 2020 funds spent. Expenses over budget but offset due to \$23,380 of grant funding received from UBCM.
27	322 - Fire Protection	1009	Pumper Rescue Replacement	991,394	986,000	(5,394)	100.5%	D ✓	-	Q4-2020	Pumper received, project completed.
28	447 - Fleet	4009	Fleet Replacement Plan	371,326	1,037,000	665,674	35.8%	Z	525,000	Q2-2021	Of the 9 units scheduled for replacement in 2020, 3 have been replaced, 3 have been awarded and are awaiting imminent delivery, 1 was deferred to 2021 due to ACAP grant timing and 2 were deferred to 2021 due to staff capacity.
29	450 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	6,080	25,000	18,920	24.3%	Z	18,920	Q1-2021	Several failed cameras were 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	542,485	296,621	(245,864)	182.9%	D ✓	-	Q4-2020	Works are now substantially complete with only minor mechanical works needed to open for the next operating season. 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%	Z	-	Unknown	Equipment was re-assessed and replacement has been deferred at this point.
32	450 - Facilities	4084	Museum Roof Replacement & Skylight Repair	-	30,000	30,000	0.0%	Z	30,000	Q1-2021	Consultant awarded, design works in progress. Project was delayed due to Covid-19 due to staff capacity. Engineering work will be completed early 2021 with construction scheduled for 2022.
33	450 - Facilities	4085	Dogwood Operations Centre Master Plan	-	50,000	50,000	0.0%	Z	50,000	Q2-2021	Project deferred to 2021 due to staff capacity relating to Covid-19.
34	450 - Facilities	4086	City Hall Storefront Door Replacement	7,446	75,000	67,555	9.9%	D ✓	73,075	Q4-2020	Main entry doors are now installed and project is substantially complete with only minor commissioning and trim work outstanding. Basement entry doors will be replaced imminently.
35	450 - Facilities	4088	Sportsplex Gym Floor Refurbishment	135,028	200,000	64,972	67.5%	D ✓	-	Q4-2020	Project complete. Painting deficiency repaired at contractors expense over Christmas break.
36	450 - Facilities	4089	Sportsplex Gym Movable Wall	319,863	425,000	105,137	75.3%	D ✓	-	Q4-2020	Project complete.
37	532 - Roads	6020	Traffic Control Upgrades - 13th/Dogwood	11,221	210,000	198,779	5.3%	Z	206,373	Q1-2021	Contractor to be complete by March 2021.

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Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
38	532 - Roads	6026	Asphalt Overlays - Charleville/Detweiler/Quinsam	504,931	500,000	(4,931)	101.0%	D ✓	-	Q4-2020	Project complete.
39	550 - Storm Drains	6501	Drainage Improvements - 6th Ave East of Alder, Homewood/Nunns	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.
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. Re-budgeted as part of Storm System Renewals approved capital project.
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	116,908	1,580,249	1,463,341	7.4%	C	1,463,341	Unknown	Project plan updated. Detailed design advancing and anticipate tender for construction late Q3 - 2021.
43	580 - Sewer	5020	Sewer Main Replacement - 2018	13,148	25,000	11,853	52.6%	D ✓	11,853	Q3-2020	Maintenance period.
44	580 - Sewer	5024	Sewer Facility Renewal	267,023	295,774	28,751	90.3%	C	28,751	Q4-2020	Still waiting for a second quote for Lift station #17 siding job. LS #11 Biofilter design is now at 90% design review stage. All other work was completed in 2020
45	580 - Sewer/590 - Water	5029	SCADA Communication Equipment Rehabilitation	64,327	70,233	5,906	91.6%	C	5,907	Q1-2021	Will be completed by Q1 - 2021 due to COVID delays.
46	580 - Sewer	5801	Sewer Main Rehabilitation	592,909	1,000,000	407,091	59.3%	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 ✓	-	Q4-2020	Project is complete.
48	590 - Water	7026	Fire Hydrant Renewal	13,349	50,000	36,651	26.7%	D ✓	-	Q4-2020	Annual project completed.
49	590 - Water	7027	Water Service Renewal	36,187	50,000	13,813	72.4%	D ✓	-	Q4-2020	Annual project completed.
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	73,531	989,472	915,941	7.4%	C	915,941	Q2-2021	Anticipated completion in 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.
53	590 - Water	7045	Water Facility Decommissioning	326,271	409,406	83,135	79.7%	C	83,135	Q2-2021	Project in progress, anticipated completion in 2021.
54	590 - Water	7801	Watermain Renewal - Garfield/Painter/Barclay	34	25,000	24,966	0.1%	D ✓	-	Q2-2020	Complete and in maintenance period.
55	590 - Water	7802	Watermain Renewal - Hilchey Rd - Phase 1	773,416	1,050,000	276,584	73.7%	D ✓	276,584	Q2-2021	Complete and in maintenance period.
56	580 - Sewer/590 - Water	8002	Meter Renewal	34,056	50,000	15,944	68.1%	D ✓	-	Q4-2020	Annual project completed.
57	720 - Parks	9011	Willow Point Tennis Courts	63,412	70,000	6,588	90.6%	D ✓	-	Q3-2020	Project completed.
58	720 - Parks	9044	Sign Replacement - Lilelana, Sequoia and Charstate Parks	10,104	15,000	4,896	67.4%	D ✓	-	Q3-2020	Project completed.

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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	34,436	35,000	564	98.4%	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.
Other Capital Projects											
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	449,427	449,427	-	100.0%	D ✓	-	Q4-2020	Annual project management completed.
64	450 - Facilities	4048	City Facilities Fall Protection	19,687	167,593	147,906	11.7%	Z	-	Unknown	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	31,891	30,000	(1,891)	106.3%	D ✓	-	Q4-2020	2020 acquisitions included gas powered equipment, traffic safety supplies, barricades, and a line painting machine for joint use by the Roads and Airport departments.
66	450 - Facilities	4052	Energy and Water Consumption Reduction Projects	22,884	50,000	27,116	45.8%	D ✓	-	Q4-2020	2020 projects included light and water reduction projects at a number of facilities including Dogwood Operations Centre, City Hall, and the Museum.
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	153,961	155,345	1,384	99.1%	D ✓	-	Q3-2020	Project complete.
69	450 - Facilities	4079	City Hall Counter Renovations	135,046	122,890	(12,156)	109.9%	D ✓	-	Q3-2020	Project complete.
70	502 - Long Range Planning	8010	580 Dogwood - BC Housing	122,826	454,000	331,174	27.1%	C	449,695	Q1-2021	Project nearing completion. Occupancy granted Feb 1 and final landscaping/site development to be completed.
71	532 - Roads	6001	Cycling Infrastructure	12,443	15,000	2,557	83.0%	D ✓	2,557	Q4-2020	Greenways Loop Project is complete.
72	532 - Roads	6006	Sidewalk Infill - Cheviot from Petersen	96,164	250,000	153,836	38.5%	Z	153,836	Q3-2021	Work moved to 2021.
73	532 - Roads	6007	Transit Bus Shelters	8,331	144,391	136,060	5.8%	Z	136,060	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	502 - Long Range Planning	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.
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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Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
79	580 - Sewer	5022	Biosolids Site Management	364,828	710,993	346,165	51.3%	D ✓	346,165	Q4-2020	Complete and in maintenance period.
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	493,939	500,000	6,061	98.8%	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	143,343	156,646	13,303	91.5%	D ✓	13,303	Q3-2020	Maintenance period.
85	590 - Water	7038	Pressure Reducing Valve Abandonment	-	75,000	75,000	0.0%	Z	75,000	Q2-2021	Anticipated completion in 2021.
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	25,270	50,000	24,730	50.5%	C	-	Q2-2021	Anticipated completion in 2021.
88	590 - Water	7044	John Hart Pump Station Modifications	63,289	85,296	22,007	74.2%	C	22,007	Q2-2021	Anticipated completion of water department portion by Q2 - 2021.
89	720 - Parks	9001	Greenways Loop Wayfinding & Signage	1,530	15,000	13,470	10.2%	C	13,470	Q2-2021	Balance of project to be completed by Q2 - 2021.
90	720 - Parks	9008	Marine Foreshore Restoration	19,230	30,000	10,770	64.1%	D ✓	-	Q3-2020	Project completed.
91	720 - Parks	9018	Big Rock Boat Ramp	(5,177)	-	-	#DIV/0!	D ✓	-	Q1-2020	Project completed.
92	720 - Parks	9048	Willow Point Skate Park Repairs	124,328	135,000	10,672	92.1%	D ✓	-	Q3-2020	Project completed.
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 spring 2021.
Projects Delayed/Cancelled as a Cost Saving Measure											
95	720 - Parks	9055	Willow Point Lights	-	-	-		Z			
96	213 - IT	2029	CRadvantage Economic and Governance Strategy	-	-	-		X			
97	322 - Fire Protection	1006	#1 Fire Station Replacement	-	-	-		Z			
98	450 - Facilities	4039	Big House Pavilion	-	-	-		Z			



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99	450 - Facilities	4064	Council Chambers Accessibility Improvements	-	-	-		Z			
100	532 - Roads	6028	Cypress Street Improvements	5,553	5,552	(1)		Z			
101	532 - Roads	6034	Willis Road Pedestrian Upgrades - Carolyn to Hwy 19	233	232	(1)		Z			
102	720 - Parks	9015	Nunn's Creek Master Plan	-	-	-		Z			
103	570 - Airport	3024	Airport Condition Assessment	-	-	-		Z			
104	213 - IT	2016	GIS Orthophotos	-	-	-		Z			
105	213 - IT	2030	Operations Management Software Planning & Replacement	-	-	-		Z			
106	450 - Facilities	4080	Sportsplex Rehabilitation & Expansion Project	-	-	-		Z			
107	450 - Facilities	4090	Sportsplex - Public Consultation	-	-	-		Z			
108	740 - Recreation & Culture	9900	Recreation Equipment	-	-	-		X			
109	740 - Recreation & Culture	9909	Sportsplex Chair and Dollies	-	-	-		X			
110	213 - IT	2033	Council Chambers Sound System	-	-	-		Z			
111	532 - Roads	6008	LED Light Conversion	11,175	11,175	(0)		Z			
112	532 - Roads	6012	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	14,527	7,650	(6,877)		Z			
113	570 - Airport	3021	Equipment Shelter	-	-	-		X			
114	570 - Airport	3022	Public Parking Lot Lighting Upgrade	-	-	-		X			
115	570 - Airport	3023	Runway De-icing Trailer	-	-	-		Z			
116	570 - Airport	3025	ATB HVAC - Assessment	-	-	-		X			
117	590 - Water	7033	Water Department Temporary Location	-	-	-		Z			
TOTAL				20,570,654	34,304,378	13,746,193	60.0%		12,724,171		

*2020 budget as approved.