

Council Agenda Information

COTW April 09, 2024 Regular Council

Date:	March 14, 2024
Submitted by:	Finance Department, Financial Services Division
Subject:	Quarterly Financial Report – Q4, 2023

EXECUTIVE SUMMARY

The Quarterly Financial Report provides a measure of the City's financial performance against the Financial Plan. The report provides explanations of the material differences in revenue and expenses to assist Council in their strategic decision making.

The City's revenues are at 110.4% of budget and expenses are at 94.2% of budget. Increased revenues from investments, recreation program fees, building permits, and business licenses are also recognized in Q4, which were partly offset by decreased sales of jet fuel. Expenses for Q4 are trending below budget and are mostly associated with the delay on operating project spending, labour vacancies, and lower fuel purchasing costs associated with the lower fuel sales at the Airport.

Throughout the fourth quarter of 2023, City operations were carried out as scheduled. The City still proceeded to work on projects carried forward from 2022 while new capital and operating projects were delayed due to the later approval of the 2023-2032 Financial Plan in early April as a result of the 2022 election. This resulted in lower actual expenditures compared to the budget as operating and capital projects were given a late start to the year.

There are a total of 80 operating projects as approved during Financial Planning with a total budget \$4.87M. The total amount spent on operating projects to date is \$1,813,457 or 37.2% of the budget. Of these 80 projects, 29 projects are currently in progress (definition and implementation phases), 34 have been completed or are substantially complete (in-service phase), 16 have been delayed and 1 project has been cancelled in Q4. The project that has been cancelled is the Environmentally Sensitive Areas Policy Index #68 for \$25,000. This project will be completed in conjunction with the review and update of the Official Community Plan (OCP). The OCP review is starting in early 2024 and will be completed by the end of 2025.

There are 142 capital projects with a total budget of \$51.6M for 2023 as approved during Financial Planning. The total amount spent on capital projects to date is \$19.8M or 38.5% of the budget. Of these 142 projects, 31 are in progress (definition or implementation phase), 59 are complete or substantially complete (in-service phase), 48 have been delayed and 4 have been cancelled. No projects have been cancelled in Q4.

Operating and capital projects that have not been completed as of Q4 have been approved as a carry forward in the 2024-2033 Financial Plan.

Capital and operating projects that have exceeded their budget by at least \$10,000 have been identified and will require Council approval to fund the over expenditures from reserve.

- There are 3 operating projects that have exceeded their budget by \$10,000. The operating projects are identified in Table 2 and the total amount is \$38,280.
- There are 4 capital projects that have exceeded the budget by \$10,000. The projects are identified in Table 3 and the total amount is \$146,094.

The Financial Plan Bylaw for 2023-2032 was adopted on April 13, 2023. The results reported in this quarterly financial report are based on the actual carry forward balances for operating and capital projects.

Overall financial results for the City's departmental operating budgets are within expectation for the fourth quarter of 2023. A number of departments throughout the City have vacancies for various positions which has led to operating surpluses and delays on projects due to capacity constraints. A majority of these surpluses are offset due to higher inflationary costs from suppliers and overtime budgets.

RECOMMENDED RESOLUTIONS

THAT the report dated March 14, 2024 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2023 be received for information.

AND THAT Council cancel project Index #68 – S172 (Environmentally Sensitive Areas Policy) for \$25,000 in the 2023 – 2032 Operating Projects Plan.

AND THAT Council authorize additional funding to projects that have exceeded their budgets in 2023 in excess of \$10,000 as identified in tables 2 and 3 of this report.

The Quarterly Financial Report provides information to Council on the progress of the work plan approved during Financial Planning and compares the actual financial results to the approved budget. Significant variances are identified, and additional information is provided to Council and members of the public. 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 2023-2032 was adopted on April 13, 2023. The results reported in this quarterly financial report are based on the actual carry forward balances for operating and capital projects.

DISCUSSION

Throughout the fourth quarter of 2023, City operations were carried out as scheduled. The City still proceeded to work on projects carried forward from 2022 while new capital and operating projects were delayed due to the approval of the 2023-2032 Financial Plan in early April. This resulted in lower actual expenditures compared to the budget as operating and capital projects were given a late start to the year.

Operating Financial Report

The City's operational revenues and expenses by core service area are summarized below, with a comparison to the 2023 budget and 2022 actual figures. Overall, the City's revenues are at 110.4% of budget and expenses are at 94.2% of budget.

Revenues at the end of the fourth quarter finished slightly above budget which is largely associated with increases in investment income, development services, and recreation. There is an overall increase to investment income (\$3,767,991 compared to the end of Q4 2022 due to higher interest rates), business licenses (\$48.5K above budget at the end of Q4 2023 compared to \$20K above budget at the end of Q4 2022), recreation program fees (\$138K above budget in Q4 2023 compared to \$78K below budget in Q4 2022) and cemetery plots revenue. The increase in revenues were offset by decreased sales of jet fuel to a major customer as they spent more unplanned time in other locales during the year (\$1,320,499 at the end of Q4 2023 compared to \$1,731,264 at the end of Q4 2022).

Expenses for Q4 are trending below budget and are mostly associated with the delay in 15 operating projects, lower than expected spendings on completed operating projects (67% of budget), lower fuel purchasing costs associated with the lower fuel sales at the Airport and labour vacancies throughout multiple departments.

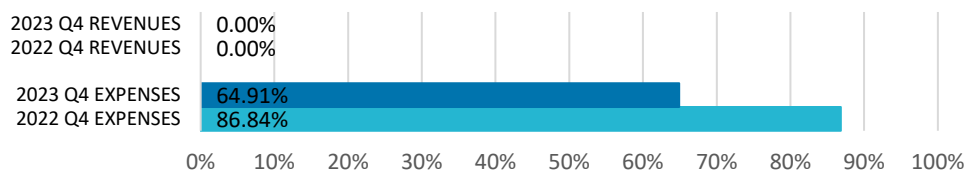
Each area of the City’s operations has been analyzed below (See Appendix 1 for details of Departmental Segments). Individual graphs show revenues and expenses as a percentage of the total budget.

Table 1 - Q4 2023 Summary

	2023 Q4	2023 Budget	2023 Variance \$	2023 Variance %
City Administration	-	-	-	0.0%
Financial Services	(74,215,369)	(65,056,210)	9,159,159	114.1%
Corporate Services	(412,836)	(413,545)	(709)	99.8%
Development Services	(1,409,304)	(1,426,600)	(17,296)	98.8%
Community Safety	(3,144,528)	(2,905,272)	239,256	108.2%
Operations	(17,979,293)	(17,975,607)	3,686	100.0%
Community Planning & Livability	(5,054,345)	(4,621,971)	432,374	109.4%
Economic Development & Airport	(4,769,034)	(4,544,500)	224,534	104.9%
REVENUE TOTAL	(106,984,707)	(96,943,705)	10,041,002	110.4%
City Administration	918,144	1,414,493	496,349	64.9%
Financial Services	29,256,039	29,943,416	687,377	97.7%
Corporate Services	3,788,482	4,120,723	332,241	91.9%
Development Services	2,298,081	2,835,830	537,749	81.0%
Community Safety	20,897,118	21,571,238	674,120	96.9%
Operations	17,877,943	19,594,149	1,716,206	91.2%
Community Planning & Livability	10,808,192	11,504,945	696,753	93.9%
Economic Development & Airport	5,475,230	5,958,911	483,681	91.9%
EXPENSE TOTAL	91,319,229	96,943,705	5,624,476	94.2%
GRAND TOTAL	(15,665,478)	-	15,665,478	0.0%

CITY ADMINISTRATION – Overall expenditures for this segment were below budget. Actual expenses within the City administration and contracted costs were lower in 2023 compared to prior year. There was also minimal spending on operating projects, with budgets totaling \$462K, within the Mayor & Council and City Manager departments. The minimal spending due to the vacant Corporate Business Analyst position and Revenue Study which is in the planning phase and in process of soliciting a qualified vendor. The Mayor and Council department is over budget for base operations whereas the City Manager department was under budget.

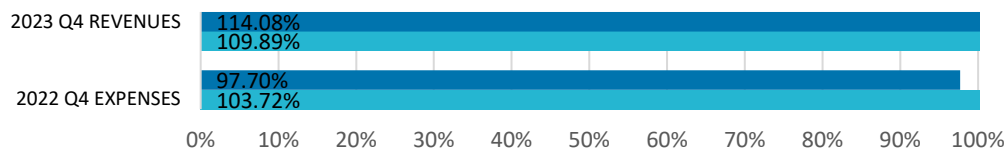
City Administration % of Actual to Total Annual Budget



FINANCIAL SERVICES – Revenues are trending above 2023 budget and the prior year mostly due to higher investment income and the \$8.5M Growing Community Provincial Grant received in the current year. The grant has been allocated to a reserve

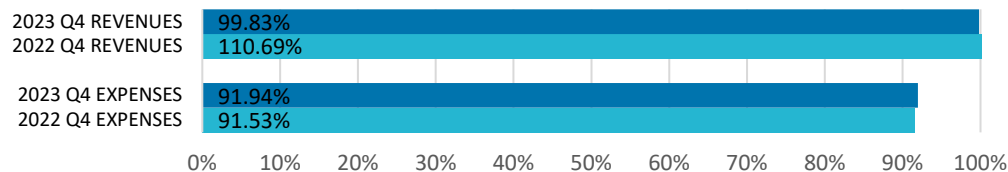
for 2024 and will be maintained within the reserve until further direction is provided from Council on the use of these funds. Overall expenditures are 97.7% of budget which is lower than the prior year. Expenses consists of higher than budgeted interest payments on prepaid property taxes and costs pertaining to emergency operations centers which is offset by surpluses from labour vacancies. Emergency operations costs are being recovered through Emergency Management BC. The departments under Financial Services have not exceeded their base operating budgets for 2023.

Financial Services % of Actual to Total Annual Budget



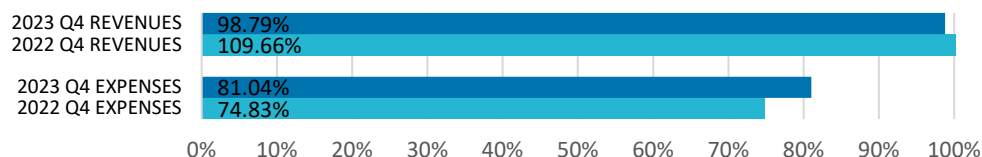
CORPORATE SERVICES – Corporate Services’ revenues came in on budget but are lower as compared to the prior year due to budget increase for 2023. Departmental expenditures are trending below budget with minimal spending on operating projects and staff vacancies (Legislative Services manager and IT client support positions), which is offset by higher legal fees related to public safety matters and higher fees associated with annual software license renewals. The minimal spending is on projects for the Network Security Audit, Records and Information Management Program project and ongoing remediation of the airport land. Two departments (Human Resources and Property Management) within Corporate Services have exceeded the base operating budgets by 3% but overall, the division is under budget due to surpluses in other departments.

Corporate Services % of Actual to Annual Budget



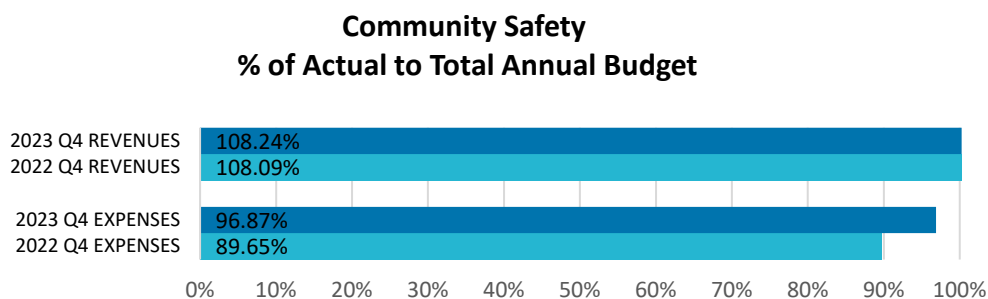
DEVELOPMENT SERVICES – Building permits and business licenses reached 111% and 117% respectively of their 2023 budgeted revenues. Development application fee income is at 157% of budgeted value. The actual earnings to annual budget for 2023 are less than 2022 because the budget for Community Land Development fees had a larger increase than actual revenues earned. Expenditures are trending below budget due to first quarter staff vacancies for both CUPE and exempt positions which have now been filled. Development Services has a surplus from the higher than expected revenues and labour vacancies.

Development Services % of Actual to Total Annual Budget

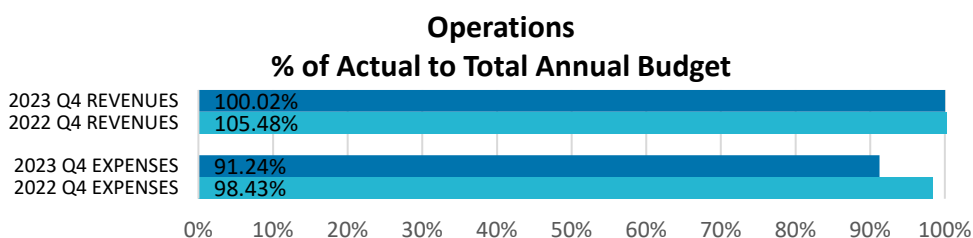


COMMUNITY SAFETY – Revenues continue to trend over budget as of the fourth quarter. Recovery of remedial actions in the first quarter and other fines have resulted in Bylaw Enforcement recognizing 198% of 2023 budgeted revenues and which is partly offset by additional remedial expenses. Revenue received for traffic fine revenue sharing was 107% of budget. Revenue from Animal Control Impound fees and License fees were 140% and 150% over budget respectively. Police protection revenue was 22% over budget as well due to increase in activity and number of personnel being processed.

RCMP contracted services are trending slightly lower than budget due to the lower number of members on active duty in the year as compared to budget. Active RCMP members are higher when compared to 2022 (41.6 FTE in 2023 compared to 32.15 FTE in 2022). Staff vacancies, which include the partial vacancy in the Director position, and the minimal spend on operating projects have also resulted in lower than actual expenditures which are offset by increased contracted security services required by Bylaw and Fire Department overtime costs. Departments that exceeded the base operating budget for 2023 are Bylaw and Fire Department. Departments under their base operating budgets are the Director’s department, E-911, Police Protection, and RCMP. The division overall is under the base operating budget.



OPERATIONS – Revenues are on budget despite a \$272,000 decrease in user fee-water meter revenue from lower consumption in the Strathcona Regional District which was offset by higher than budgeted water work order revenue, flat water utility fees and sewer utility user fees revenue. There was also 49% increase in revenue from cemetery plot purchases which were higher than budgeted. Expenses are slightly below budget due to minimal spending on operating projects (Stormwater Utility Consultant, which was filled in 2024, delay in the Sewer Right of Way Clearing due to staff shortages, and under budget spending for the Downtown Cleanliness Program). Other factors consisted of staff vacancies such as the Parks Manager position that was filled in December. Facilities insurance costs were higher than budgeted as the assessed values of the City’s properties increased significantly. Departments that exceeded the base operating budget for 2023 are Fleet, Facilities, and Parks. Departments that are under have a surplus compared to their base operating budgets are Capital Projects, Roads, Cemeteries, and Storm Drains. The division overall is under the base operating budget.

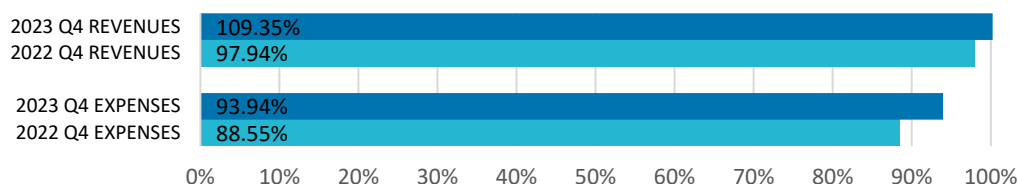


COMMUNITY PLANNING & LIVEABILITY – Revenues are 109% of budget as actual revenue from solid waste user fees exceeded budget by 5% (\$115,600). User fees that are collected in excess of the budget is used to offset future increases. Other additional revenues is from a Portfolio Thermal Study grant funding received in Long Range Planning and an annual

grant from BC Transit for ongoing operating costs. Recreation also saw a \$33,900 increase in room rentals at the Pool, Community Centre, Sportsplex, and the Robron Fieldhouse, and \$138,000 increase in various recreation program fees.

Despite \$170,000 increase in garbage and tipping fees, expenses are trending lower compared to budget which was due to staff vacancies, decreases in offered recreation programs to kids and youth, delay of the new organics collection program and lower spending on Operating projects attributable to delays, cancellation of 1 project, and 2 projects being carried forward into 2024. The departments in this division are within their base operating budgets.

Community Planning & Livability % of Actual to Total Budget

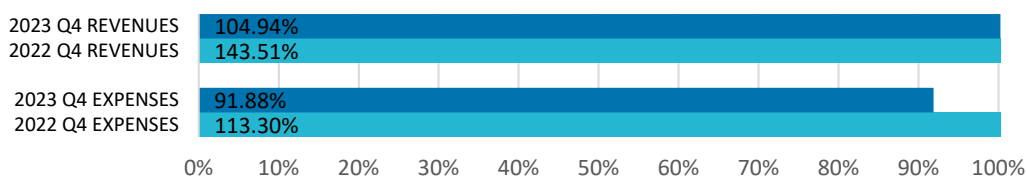


ECONOMIC DEVELOPMENT & AIRPORT – Revenues are 105% of budget due to 211% increase in revenue in Economic Development and Tourism department. This increase is attributed to a \$187,685 increase in Municipal & Regional District Tax (MRDT) revenue and \$330,288 of various grant funding from the Labour Market Partnership and Workforce projects. Overall airport fuel sales are lower than expected from larger clients compared to the budget and 2022. Regular jet fuel sales have exceeded the budget by 16% due to the busy wildfire season.

Overall segment expenses are below budget for Q4. Overall costs were due to lower fuel purchasing costs associated with the overall lower fuel sales. The gross margin for fuel sales as of Q4 2023 is 28% (19% in 2022). The increase in gross margin is consistent with the increase in regular jet fuel sales which have a higher margin compared to sales to bulk clients.

The decrease was offset with increased contracted services relating to the Labour Market Partnership grant, increased exempt labour costs due to a new Tourism Manager position created part way through the year, and increased spending in supplies at the Airport for necessary flooring replacement, air duct cleaning, and overhead door replacements. The departments in this division are within their base operating budgets.

Economic Development & Airport % of Actual to Total Budget



Operating Projects

There are a total of 80 operating projects as approved during Financial Planning. The total spent on operating projects to date is \$1,813,457 or 37.2% of the budget. Of these 80 projects, 29 projects are currently in progress (definition and implementation phases), 34 have been completed or are substantially complete (in-service phase), 16 have been delayed and 1 project has been cancelled. Operating projects that have not been completed in 2023 will be carried forward in the 2024-2033 Financial Plan.

The project that has been cancelled is the Environmentally Sensitive Areas Policy Index #68 – S172 for \$25,000. This project 301 St. Ann's Road, Campbell River, BC V9W 4C7 | t 250.286.5700 | campbellriver.ca

will be completed in conjunction with the review and update of the Official Community Plan (OCP). The OCP review is starting in early 2024 and will be completed by the end of 2025.

Appendix 2 provides the detail on the status for each operating project; green highlighted projects are completed or on track, yellow projects could be delayed, and red projects are experiencing major disruptions or have been cancelled.

Capital Projects

There are 142 capital projects with a total budget of \$51.6M for 2023 as approved during Financial Planning. The total spent on capital projects to date is \$19.8M or 38.5% of the budget. Of these 142 projects, 31 are in progress (definition or implementation phase), 59 are complete or substantially complete (in-service phase), 48 have been delayed and 4 have been cancelled. The most significant capital projects budgeted for 2023 are the Erickson Road Renewal (\$2.55M), Community Centre Roof Replacement (\$1.5M) and the Seagull Walkway Design – North (\$1.35M), Sewer main Replacement (\$1.5M), and Social Housing Initiative (\$1.2M). Capital projects that have not been completed in 2023 will be carried forward in the 2024-2033 Financial Plan.

Appendix 3 provides the detail on the status for each capital project; green highlighted projects are completed or on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, red projects are experiencing major disruptions or have been cancellations.

There is a total of 3 operating projects and 4 capital projects that have exceeded their budget by \$10,000 as shown in Tables 2 and 3. The project overages will be funded from reserves.

Table 2 - Operating Projects Over Budget by \$10,000

Index	Operating Project Name	2023 Q4 Costs	2023 Budget	Variance (\$)	Funding Source
32	DCCs for Sandowne Dr Childcare	12,760	0	(12,760)	Financial Stabilization
33	DCCs for Cheviot Rd Childcare	12,760	0	(12,760)	Financial Stabilization
34	DCCs for 4th Ave Childcare	12,726	0	(12,726)	Financial Stabilization
Total				(38,246)	

Note: Operating Project Index #28 – ‘Zoning Updates’ on Appendix 2 is in excess of the budget by \$10,000. The excess is covered by grant funding.

Table 3 - Capital Projects Over Budget by \$10,000

Index	Capital Project Name	2023 Q4 Costs	2023 Budget	Variance (\$)	Funding Source (Reserve)
24	Gas Detector Renewal	48,461	36,300	(12,161)	Fire Reserve
25	Corporate Asset Management	61,231	50,000	(11,231)	Capital Works
94	NWEC Shower and Locker Room Renovation	34,317	11,376	(22,941)	Sewer Reserve
97	Lift Station #4 Slope Stabilization & Repairs	756,556	656,795	(99,761)	Sewer Reserve
Total				(146,094)	

OPTIONS

Option 1

THAT the report dated March 14, 2024 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2023 be received for information.

AND THAT Council cancel project Index #68 – S172 for \$25,000 in the 2024 – 2033 Operating Plan.

AND THAT Council authorize additional funding to projects that have exceeded their budgets in 2023 in excess of \$10,000 as identified in tables 2 and 3 of this report.

Option 2

THAT the report dated February 23, 2024 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2023 be received for information.

Option 1 is recommended as there are viability, operational and capacity constraints to complete the projects and cancelation allows the funds that were attached to the projects to be reallocated to reserves for other future Capital or Operating projects. It is also recommended as it provides transparency for projects that have exceeded their budget in excess of \$10,000 and ensures more accurate funding and reserve projections while year end balances are being finalized.

FINANCIAL CONSIDERATIONS

The 2024 – 2033 Financial Plan will be amended accordingly to cancel Project Index #68 – S172 for \$25,000 in the 2023 – 2032 Operating Plan. The funds that were attached to the project will be reallocated to reserves for other future Capital or Operating projects. The projects identified in Table 2 and 3 will have to be funded from the reserves identified in the table.

STAFF/ORGANISATIONAL CAPACITY

There is no impact to staff or the organizational capacity as a result of this report.

COMMUNICATIONS

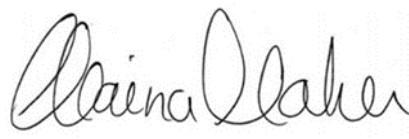
The Q4 quarterly financial report will be posted on the City's website with other financial reports to ensure the public has an opportunity to review the City's financial progress throughout the year.

CONCLUSION

Overall financial results for the City’s departmental operating budgets are within expectation for the fourth quarter of 2023. A number of departments throughout the City have vacancies for various positions which has led to operating surpluses and delays on projects due to capacity constraints. A majority of these surpluses are offset due to higher inflationary costs from suppliers and overtime. A majority of the operating and capital projects have either been completed or are well underway with majority of projects moving into completion in early 2024.

ATTACHMENTS:

1. Appendix 1 – Departmental Appendix
2. Appendix 2 – Operating Projects (Q4, 2023)
3. Appendix 3 – Capital Projects (Q4, 2023)

Prepared by:		Reviewed by:	
 <hr/> Luda Marchenko, CPA Accountant II		 <hr/> Alaina Maher, BCom, CPA, CMA Director of Financial Services / CFO	
Corporate Review		Initials	
Finance		AD/AH	
Reviewed for Form and Content / Approved for Submission to Council:			
 Elle Brovold, City Manager			

1 – GOVERNANCE	104 – Mayor & Council 110 – City Manager
2 – FINANCIAL SERVICES AND CAPITAL WORKS	00 – Taxation 02 – Miscellaneous Other 04 – Debt 07 – Reserves 08 – Corporate Fiscal Services 300 – Director of Finance 310 – Finance 320 – Capital Projects 330 – Risk Management 332 – Supply Management
3 – CORPORATE SERVICES	400 – Director of Corporate Services 410 – Communications 420 – Human Resources 430 – Information Technology 440 – Legislative Services 442 – Property Management
4 – DEVELOPMENT SERVICES	500 – Director of Development Services 510 – Community Planning & Development Services
5 – COMMUNITY SAFETY	600 – Director of Community Safety 610 – Bylaw Enforcement 612 – Animal Control 620 – Fire Protection 623 – E911 630 – Police Protection 632 – Victim Services 640 – RCMP
6 - OPERATIONS	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
7 – COMMUNITY PLANNING AND LIVABILITY	800 – Director of Planning and Recreation 810 – Long Range Planning 820 – Recreation and Culture 830 – Solid Waste 842 – Public Transit

8 – ECONOMIC DEVELOPMENT & INDIGENOUS RELATIONS	112 – Economic Development and Tourism 710 – Airport
--	---



APPENDIX 3 OPERATING PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC3	Operating Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
1	105 - Mayor & Council	-	Council Contingency - Annual Allocation	16,076	118,014	101,938	13.6%	On Time	Annual allocation to fund Council projects and miscellaneous community projects that arise each year.
2	105 - Mayor & Council	S097	Ishikari Anniversary Celebration	12,311	25,000	12,689	49.2%	Complete	Project complete.
3	105 - Mayor & Council	S134	Downtown Initiatives	33,658	50,000	16,342	67.3%	On Time	Project in progress.
4	105 - Mayor & Council	S137	Coastal Communities Social Procurement Initiative	4,298	4,000	(298)	107.5%	Complete	Project complete.
5	110 - City Manager	S185	Corporate Business Analyst	-	115,000	115,000	0.0%	Delayed	Job description completed for posting. Interviews to take place in Q1, 2024.
6	110 - City Manager	S186	Revenue Study	-	150,000	150,000	0.0%	On Time	This project is currently in the planning phase. The Financial Services Division has begun work on a public competition to solicit a qualified vendor to work with Council and staff to identify project objectives, scope and next steps.
7	112 - Economic Development	S126	Economic Development Strategic Planning	53	19,607	19,554	0.3%	Delayed	Delayed due to staffing capacity and hiring of Tourism positions.
8	112 - Economic Development	S141	CR Restart - Economic Development Resources	5,059	26,896	21,837	18.8%	Delayed	Delayed due to staffing capacity and hiring of Tourism positions.
9	112 - Economic Development	S158	Industry Analysis and Investment Attraction	16,378	17,551	1,174	93.3%	Delayed	Delayed due to staffing capacity and hiring of Tourism positions.
10	112 - Economic Development	S188	Airport Marketing / Investment Attraction	1,360	30,000	28,640	4.5%	On Time	Work has commenced on the airport's strategic and business planning, which includes marketing plans.
11	310 - Finance	S165	Asset Retirement Obligations PSA 3280 Implementation	128,515	367,618	239,103	35.0%	On Time	Cost estimates have been calculated. Next stage is to implement the calculations into the year end financial statements for 2023 and prepare the supporting documents for the auditors in March/April. Project is on schedule and is expected to be completed for year end.
12	310 - Finance	S170	Financial Systems/Accounting Software (Vadim Replacement)	142,089	148,500	6,411	95.7%	On Time	Staff have been working with the vendor to finalize requirements and solution design documents. Once the solution documents have been completed the contractor will begin to build the actual system. System will be delivered for testing in July of 2024 at which time staff will enter a 6 month product testing phase.
13	310 - Finance	S187	Fee Review	-	75,000	75,000	0.0%	On Time	This project has been substantially completed with the Fee review having been presented and approved by Council in October 2023. A small amount of the budget will be carried forward into 2024 to consolidate existing Bylaws into one Fees and Charges Bylaw.
14	312 - Reserves	-	Centennial Pool and Operating Budget Funding	56,000	56,000	-	100.0%	Complete	Annual allocation within the Financial Plan to fund operations of the Centennial Pool.
15	330 - Risk Mgmt.	S168	Property Appraisal Services	-	35,830	35,830	0.0%	Complete	Project completed in 2022. Budget carry-forward for incidentals; confirmed no additional costs to be incurred.
16	810 - Long Range Planning	S189	Accessibility Committee and Accessibility Plan	1,350	15,000	13,650	9.0%	On Time	Work in progress with consultant. Project being led by SRD.



APPENDIX 3 OPERATING PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC3	Operating Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
17	389 - Corporate Fiscal Services	S190	Corporate Workplace Culture Initiatives	19,642	30,000	10,358	65.5%	On Time	Respectful Workplace Training has been booked with an external facilitator. Various activities and events have taken place to foster positive workplace culture, including a departmental Halloween decorating and dress-up competition and the winter celebration. Remaining budget was carried into 2024 to support and foster future corporate social and wellness initiatives.
18	400 - Director of Corporate Services	S191	Corporate Training Requirements	-	20,000	20,000	0.0%	Delayed	Corporate training provided in 2023 included Respect in the Workplace and Prevention of Violence in the Workplace and a large percentage of City employees completed both of these training sessions. These ended up being funded out of the training budget held in the HR Department, so this \$20,000 will be carried forward to 2024.
19	410 - Communications	S110	Statistically Valid Community Survey	12,882	12,500	(382)	103.1%	Complete	This project is now complete. The budget was exceeded by 3.1% due to advertising costs. These costs will be factored into the next survey's budget to ensure the project remains on budget.
20	410 - Communications	S192	Communications and Engagement	20,762	56,000	35,238	37.1%	On Time	This project is on track and scheduled to run until August 2024, to make up for the delay in starting in 2023.
21	410 - Communications	S193	Media Training	5,954	12,000	6,047	49.6%	Complete	Project came in below budget due to the City partnering with the SRD, which lowered shared costs and covered the elected officials' training portion.
22	420 - Human Resources	S163	Workplace Culture - Survey	-	5,000	5,000	0.0%	Delayed	A pulse check survey will be delayed to 2024.
23	420 - Human Resources	S194	Certificate of Recognition (COR) - Safety Achievement	13,515	15,000	1,485	90.1%	On Time	\$10,000 committed to external auditor. Staff to complete BCMSA Safety Management Systems Course
24	430 - IT	S072	Network Security Audit	-	41,310	41,310	0.0%	Delayed	Vendor availability has delayed the audit. Audit now expected to be completed in Q1 2024.
25	430 - IT	S196	Software Licenses Increase	14,245	68,500	54,255	20.8%	On Time	Carry Forward to 2024 to offset ongoing licensing increases with Microsoft and other large vendors.
26	440 - Legislative Services	S197	Records & Information Management (RIM) Program Project	-	35,000	35,000	0.0%	On Time	Associated operating project for the development and implementation of a SharePoint/OneDrive EDRMS was not funded in 2024. As such, this funding was carried forward to 2024 to enable staff to complete this work in 2024 vs. 2023. These funds will be used to engage one of the successful consultants from the City's RFP in 2023 to create a project plan and develop a project budget to better inform a revised operating project budget ask during Financial Planning in 2024.



APPENDIX 3 OPERATING PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC3	Operating Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
27	442 - Properties	S161	Remediation of Contamination at the Airport	90,263	194,316	104,053	46.5%	Delayed	Project remains on budget; however, the Ministry of Environment referred the City's application for a Certificate of Compliance back to CSAP Society for a detailed review that required the City to provide another round of sampling and additional information/documentation on the site. As the sampling did note higher levels of contamination (that contradicts the previous two rounds of sampling) the City's consultant is working with the City on next steps to address the concerns raised from the sampling and detailed review. Staff have also retained lawyers that specialize in remediation matters and will be providing Council with an update in March that will include next steps for the remediation project as well as recommendations from the City's lawyers on cost recovery.
28	510 - Development Services	C036	Zoning Updates	58,780	48,699	(10,081)	120.7%	On Time	Project only includes updated SDS bylaw, zoning updates will now be done through Bill 44 requirements. Legal review has been completed on draft bylaw, industry consultation has been completed on servicing standards, anticipate bylaw presentation to Council in Spring. This operating project is a part of Local Government Development Approvals Program. The Grant funding covers the difference.
29	510 - Development Services	S038	Façade Revitalization & CPTED Improvements	36,730	90,000	53,270	40.8%	On Time	Project ongoing. One Façade Improvement Grant issued in 2023.
30	510 - Development Services	S100	Development Process Update	-	20,000	20,000	0.0%	On Time	Contract was awarded to create new pre-application process early January, consultation has been completed and draft edits to procedure bylaw completed.
31	510 - Development Services	S164	Building Inspector In Training	39,060	85,500	46,440	45.7%	On Time	Project completed first year of funding and will not be carried over to 2024. Completed Dec 31st 2023.
32	510 - Development Services	S208	DCCs for Sandowne Dr Childcare	12,760	-	(12,760)	100.0%	Complete	Project complete.
33	510 - Development Services	S211	DCCs for Cheviot Rd Childcare	12,760	-	(12,760)	100.0%	Complete	Project complete.
34	510 - Development Services	S212	DCCs for 4th Ave Childcare	12,726	-	(12,726)	100.0%	Complete	Project complete.
35	600 - Director of Community Safety	S198	Community Safety Plan	-	50,000	50,000	0.0%	On Time	City project team commenced preparation and readiness work for Community Safety and Well-being Plan Project Advisory Team in Q1 2024.
36	610 - Bylaw Enforcement	S109	Downtown Safety Office Lease	12,094	40,736	28,642	29.7%	Complete	Project complete.
37	610 - Bylaw Enforcement	S150	Overnight Security Patrols	55,366	70,000	14,634	79.1%	On Time	Joint program with BIA ongoing.
38	610 - Bylaw Enforcement	S199	Increase Downtown Security Patrols	-	195,000	195,000	0.0%	On Time	RFP closed and submissions being reviewed (awarded Q1 2024-25)
39	620 - Fire	S156	Paid On Call (POC) Recruitment	59,198	25,000	(34,198)	236.8%	Complete	Recruitment process complete. Larger than normal recruit firefighter class, with a low drop out rate. New recruits nearing completion of training in Q1 2024.



APPENDIX 3 OPERATING PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC3	Operating Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
40	620 - Fire	S214	Flex Firefighter (2023)	12,545	33,000	20,455	38.0%	Complete	Successful hiring. Training complete.
41	710 - Airport	S048	Runway Line Painting	26,080	35,000	8,920	74.5%	Complete	Runway line painting complete.
42	710 - Airport	S128	Wings & Wheels Event	14,932	15,000	68	99.5%	Complete	Wings & Wheels Event complete.
43	710 - Airport	S149	Update Airport Land Use & Development Strategy Infrastructure	-	100,000	100,000	0.0%	Delayed	RFP to be issued by end of February 2024.
44	710 - Airport	S182	Airport Governance and Management Study	32,111	45,066	12,955	71.3%	Complete	Report complete and received by Council earlier in 2023.
45	710 - Airport	S204	Airport Business Plan	8,423	75,000	66,577	11.2%	On Time	Airport draft strategic plan received by Council in Nov 2023. Public consultation to be conducted in spring 2024.
46	710 - Airport	S205	Safety Management System review	12,984	20,000	7,016	64.9%	Complete	Project complete. Work has begun on several recommended initiatives.
47	710 - Airport	S206	Fire Safety Plan	815	20,000	19,185	4.1%	On Time	Draft fire safety plan with CRFD for review and approval.
48	710 - Airport	S207	Temp Auxiliary Labour	47,378	74,000	26,622	64.0%	On Time	Auxiliary Airport Specialist job was filled in late June 2023.
49	732 - Parks	S122	Tree Protection Bylaw	1,440	8,660	7,220	16.6%	Complete	Final draft of the public tree protection bylaw has now been completed.
50	732 - Parks	S151	Downtown Cleanliness Program	62,254	224,155	161,901	27.8%	Complete	Maintenance completed for the year.
51	732 - Parks	S160	Willow Point and Nunn's Creek Ball Relocation	50,548	86,847	36,299	58.2%	Complete	Season completed for 2023.
52	732 - Parks	S171	Urban Forest Management Plan Implementation	98,656	126,308	27,652	78.1%	Complete	Maintenance completed for the year.
53	780 - Sewer	S089	Confined Space Entry Alternate Procedures	-	11,552	11,552	0.0%	Delayed	Completed Confined Space Hazard Assessments, Confined Space Entry procedure, and Non Entry Rescue procedure for all manhole entries. Application with WorkSafeBC are next steps. Work expected to be completed by Q2 2024.
54	780 - Sewer	S115	Sewer Infrastructure Maintenance & Monitoring	-	20,000	20,000	0.0%	Complete	Outfall Inspection completed and report received Q4 2023.
55	780 - Sewer	S116	Sewer Right of Way Clearing	2,136	97,767	95,631	2.2%	Delayed	Planning work in progress with Capital works. Work is planned to be completed end of 2024.
56	780 - Sewer	S119	Lift Station 11 Transformer Inspection	-	5,000	5,000	0.0%	Delayed	Moved to 2025 in financial plan.
57	782 - Storm	S213	Stormwater Utility Consultant	-	100,000	100,000	0.0%	On Time	Contract awarded to consultant and project kick off meeting. Expected final report Q4 2024.



APPENDIX 3 OPERATING PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC3	Operating Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
58	790 - Water	S074	Water Conservation Program	56,175	108,339	52,164	51.9%	Complete	Communications consultant hired for public messaging / information campaign through peak water season now complete.
59	790 - Water	S089	Confined Space Entry Alternate Procedures	8,832	41,708	32,877	21.2%	Complete	Single Device Isolation Procedures almost complete. Confined Space Hazard Assessments and Safe Work Procedures to follow.
60	790 - Water	S201	Source Water Assessment	15,938	55,000	39,062	29.0%	On Time	Report has been finalized; in discussions with VIHA for requirements and scope of next stage.
61	790 - Water	S202	Brewster Lake Road Snow Removal	-	30,000	30,000	0.0%	On Time	On track and engaged with Uplands for snow removal.
62	790 - Water	S203	Leak Detection Equipment Pilot	22,343	60,000	37,657	37.2%	Delayed	Pilot program was initiated in February 2024. Duration of pilot project has been extended to 1 year.
63	810 - Long Range Planning	S053	Beautification Grants	39,523	40,000	477	98.8%	Complete	Complete and will now relaunch in 2024.
64	810 - Long Range Planning	S067	Downtown Small Initiatives Fund	24,639	30,000	5,361	82.1%	Complete	Complete and will now relaunch in 2024.
65	810 - Long Range Planning	S113	Enviro Monitoring - Big Rock Boat Ramp	-	11,000	11,000	0.0%	Complete	Project complete. Invoices received and paid in Q1 2024.
66	810 - Long Range Planning	S124	Housing Growth Review	22,165	21,563	(602)	102.8%	Complete	Project complete.
67	810 - Long Range Planning	S129	Energy Rebate & EV Programs	24,800	15,000	(9,800)	165.3%	Delayed	Delayed until after adoption of the Market Transportation Program.
68	810 - Long Range Planning	S172	Environmentally Sensitive Areas Policy	-	25,000	25,000	0.0%	Cancelled	This work will be done via the review and update of the OCP (Official Community Plan). For example, updating relevant policies and potentially development permit area guidelines. OCP will be completed by the end of 2025. OCP review is starting next month.
69	810 - Long Range Planning	S180	Canada Goose Management	5,000	5,000	-	100.0%	Complete	Completed for 2023. Program will rerun in 2024.
70	810 - Long Range Planning	S200	Official Community Plan and Zoning Bylaw Update	-	200,000	200,000	0.0%	Delayed	Re-issuing RFP based on new provincial legislation. RFP to be issued in March 2024.
71	810 - Long Range Planning	S166	Quinsam Heights Neighbourhood Plan & Land Use with First Nations	95,015	136,167	41,152	69.8%	Delayed	Draft QHNP going to Committee of the Whole in March 2024.
72	810 - Long Range Planning	S174	Bald Eagle/Blue Heron Monitoring Contract Fees	6,050	3,000	(3,050)	201.7%	Complete	Completed for 2023. Program will rerun in 2024.
73	820 - Recreation & Culture	S104	Enhanced Skate Park Environment	15,206	22,500	7,294	67.6%	Complete	Completed in October 2023.
74	820 - Recreation & Culture	S108	PLAY Campbell River	5,092	5,000	(92)	101.8%	Complete	Completed our funding agreement in 2023 in December.
75	820 - Recreation & Culture	S167	Parks and Rec Strategic Plan	29,750	150,000	120,250	19.8%	On Time	Carry over from 2023, anticipated to be complete in Q3 of 2024.
76	820 - Recreation & Culture	S179	CR Live Streets	162,392	160,205	(2,187)	101.4%	Complete	Completed in 2023. Planning for 2024 underway.



APPENDIX 3 OPERATING PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC3	Operating Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
77	820- Recreation & Culture	S157	Canada Day Fireworks	6,348	5,500	(848)	115.4%	Complete	Completed and 2024 planning is now underway.
78	820- Recreation & Culture	S175	Bus Rentals	7,454	15,000	7,546	49.7%	Complete	Completed in the Summer of 2023. Anticipate same arrangement with SD 72 for Summer of 2024.
79	830 - Solid Waste	S162	Organics Program Communications/Coordination	2,550	50,000	47,450	5.1%	On Time	Awaiting review of the Solid Waste Collection services as requested by Council – by the end of Q1 2024. SW Comms – to be used support public education/change management based on the outcome of the collection review.
80	610 - Bylaw Enforcement	S215	DT Safety Office - expanded shifts	-	216,000	216,000	0.0%	On Time	Hiring process for two new Bylaw Enforcement Officers to be initiated in Q1 2024-25.
*2023 budget as approved.			TOTAL	1,813,457	4,871,914	3,058,457	37.2%		

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
1	310 - Finance	8012	Financial Systems Software	550,632	2,042,557	1,491,925	27.0%	On Time	Staff have been working with the vendor to finalize requirements and solution design documents. Once the solution documents have been completed the contractor will begin to build the actual system. System will be delivered for testing in July of 2024 at which time staff will enter a 6 month product testing phase.
2	320 - Capital Works	4080	Sportsplex Rehabilitation & Expansion Project	200,714	307,598	106,884	65.3%	Completed	Project is complete and in maintenance period with minor roof and mechanical deficiencies being actioned. Landscaping restoration by Parks Dept is in progress.
3	320 - Capital Works	4094	Design/Construction for 325 Beech Street	7,571	3,373	(4,198)	224.5%	Cancelled	Project was canceled as recommended in the Q1 quarterly report.
4	320 - Capital Works	6501	6th Ave - Thulin Utility Renewal	2,270,365	2,776,026	505,661	81.8%	On Time	Project is Substantially Complete with minor seasonal deficiencies. Project is in Maintenance Period till November 2024.
5	400 - Director of Corporate Svcs	2042	City Web Site Update	-	82,500	82,500	0.0%	Delayed	The RFP was posted in October and awarded in December to Upanup Studios Inc. A kick off meeting with the project team and Upanup was scheduled for early January, 2024. Phase 1 of the Web Site Update is scheduled to complete in September, 2024.
6	430 - IT	2001	Printer/Photocopier Replacement	28,406	55,629	27,223	51.1%	On Time	3 printers were ordered and delivered in Q4.
7	430 - IT	2002	Workstation/Laptop Replacement	51,742	78,000	26,258	66.3%	On Time	Replacement devices will continue to be deployed when delivered. Project will continue in 2024 with oldest devices replaced first.
8	430 - IT	2016	GIS Orthophotos	-	25,000	25,000	0.0%	Delayed	RFP for vendor quotes was issued in Q4. Vendor selection will take place in Q1 2024.
9	430 - IT	2019	Internet Security	-	16,058	16,058	0.0%	Delayed	Delayed from 2022. Network Security Audit has been delayed due to vendor availability.
10	430 - IT	2023	Data Storage Upgrade & Primary File Server Replacement	74,899	70,000	(4,899)	107.0%	Completed	Project was completed in Q4 2023.
11	430 - IT	2041	City Hall WiFi Replacement	-	25,000	25,000	0.0%	Delayed	Multiple WiFi Access Points have been deployed in Q4. Project will continue in Q1 2024.
12	430 - IT	5039	Norm Wood Phone System	-	5,000	5,000	0.0%	Delayed	Fibre installation was completed in Q4. Some network hardware equipment has been replaced. Expected completion in Q1 2024.
13	440 - Legislative Services	2033	Council Chambers Sound System	28,634	54,461	25,827	52.6%	Delayed	The installation date of the new sound system was scheduled for Q1 2024. This date has been amended to June 2024 due to timing of new Council Chambers furniture delivery and availability of an appropriate installation time window.
14	442 - Properties	4030	Property Purchase	894,407	950,000	55,593	94.1%	Completed	Project complete. Additional \$75K of budget were attributed to this project Resolution number ic 23-0046.
15	510 - Development Services	2039	Building Inspector Electric Vehicle	-	50,000	50,000	0.0%	Delayed	Project Incomplete for 2023. Rebudgeted in 2024 but moved to Fleet's Capital Projects



APPENDIX 3 CAPITAL PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
16	510 - Development Services	2043	Building Permit Process Modernization	14,455	16,000	1,545	90.3%	On Time	Project is anticipated to be completed by end of Q2 2024.
17	610 - Bylaw Enforcement	4096	Bylaw Officer Electric Vehicle	58,590	65,000	6,411	90.1%	Completed	Vehicle in use by Bylaw Department.
18	620 - Fire Protection	1004	Small Equipment Replacement	-	27,000	27,000	0.0%	Completed	All equipment received and in service. All the invoices received and paid in Q1 2024.
19	620 - Fire Protection	1006	New Fire Station Headquarters - Public Engagement/Detail Design	19,421	300,000	280,579	6.5%	Delayed	Engaged internal conversations with SLT and Operations to provide next steps.
20	620 - Fire Protection	1012	Decontamination Unit	-	270,000	270,000	0.0%	Delayed	Awaiting a new chassis to commence build.
21	620 - Fire Protection	1015	Small Fire Fleet Replacement	162,761	268,500	105,739	60.6%	Delayed	Final vehicle received. Expected in-service by April 2024.
22	620 - Fire Protection	1016	FIT Testing Machine	136	25,000	24,864	0.5%	Completed	Device in-service. Project complete.
23	620 - Fire Protection	1017	Downtown Fire Station #1 Server Room Fire Suppression System	2,501	69,630	67,129	3.6%	Delayed	Vendor award to be complete, project commencement soon.
24	620 - Fire Protection	1018	Gas Detector Renewal	48,461	36,300	(12,161)	133.5%	Completed	Device received, in-service.
25	700 - Director of Operations	2020	Corporate Asset Management	61,231	50,000	(11,231)	122.5%	On Time	Activities including infrastructure data surveying and collection, records management, process mapping and asset condition assessment underway.
26	700 - Director of Operations	5037	Highway 19A Sewer Upgrade - Twillingate to Barlow (DCC Eligible)	7,469	385,670	378,201	1.9%	Completed	This project was carried forward from 2022. Project complete. Maintenance period.
27	700 - Director of Operations	6009	Seagull Walkway Design - North	102,789	1,356,153	1,253,364	7.6%	Delayed	DFO application was denied. Working closely with consultant and DFO.
28	700 - Director of Operations	7804	Erickson Road Renewal	79,144	2,555,912	2,476,768	3.1%	On Time	Investigations and Project Definition report in progress. Preliminary design and site investigation outcomes with recommendations by end of Q4.
29	700 - Director of Operations	8006	Capital Works Management	525,246	525,246	-	100.0%	On Time	Annual work plan completed for the year.
30	700 - Director of Operations	8008	Highway 19A - Phase 3	34,194	35,000	806	97.7%	Completed	Project complete.
31	700 - Director of Operations	8011	Seagull Walkway Surface Improvements - South	-	464,064	464,064	0.0%	Delayed	Awaiting SGWW North project schedule to be confirmed.
32	700 - Director of Operations	8014	Cheviot Road Rehabilitation	-	100,000	100,000	0.0%	Delayed	Design is currently underway.
33	700 - Director of Operations	8015	Asset Management Service Levels	-	50,000	50,000	0.0%	On Time	Work is underway as part of the Operation Management System (OMS) Project.
34	700 - Director of Operations	8016	Asset Management Risk Assessments	-	25,000	25,000	0.0%	On Time	Work is underway as part of the OMS Project.

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
35	710 - Airport	3018	Airport Lighting, Visual Aids and Taxiway Rehabilitation	2,630,539	3,591,944	961,405	73.2%	Completed	Project is substantially complete and in maintenance period until August 2024.
36	710 - Airport	3027	Runway Rehabilitation	82,735	80,000	(2,735)	103.4%	Completed	ACAP Application submitted to Transport Canada.
37	710 - Airport	3030	Expansion of Jet Fuel Storage	25,484	100,000	74,516	25.5%	On Time	Initial design complete; application submitted to Province of BC for BCAAP grant funding.
38	720 - Fleet	4009	Fleet Replacement Plan	669,247	1,835,000	1,165,753	36.5%	Delayed	Preparing tender documents; most vehicles will not arrive until 2024/2025 due to manufacturing delays.
39	724 - Facilities	2038	Colocation Room Air Conditioning	12,605	45,000	32,395	28.0%	Completed	Project complete.
40	724 - Facilities	4038	Discovery Pier Structural Repairs	72,288	135,000	62,712	53.5%	Delayed	Outstanding work to be scheduled for Q2 of 2024.
41	724 - Facilities	4039	Big House Pavilion Preservation	-	50,000	50,000	0.0%	Delayed	Project on hold; staff waiting on further direction.
42	724 - Facilities	4050	Small Equipment	29,584	30,000	416	98.6%	Completed	Project complete.
43	724 - Facilities	4052	Energy and Water Consumption Reduction Projects	46,183	50,000	3,817	92.4%	Completed	Project complete.
44	724 - Facilities	4064	Council Chambers Accessibility Improvements	-	33,120	33,120	0.0%	Delayed	On hold. Waiting on further direction from council.
45	724 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	26,766	25,000	(1,766)	107.1%	Completed	Project complete.
46	724 - Facilities	4085	Dogwood Operations Centre Master Plan	10,830	50,000	39,170	21.7%	On Time	Kick off meeting commenced and data collection underway. Expect to be completed in Q1 of 2024.
47	724 - Facilities	4091	CRCC Roof Replacement	1,429,641	1,500,000	70,359	95.3%	Delayed	Due to adverse weather conditions a portion of the roofing project has been scheduled for Q1 of 2024.
48	724 - Facilities	4092	RCMP Building Roof Replacement	740,040	1,000,196	260,157	74.0%	Delayed	Due to adverse weather conditions a portion of the roofing project has been scheduled for Q1 of 2024.
49	724 - Facilities	4093	EV Charging Stn - Sportsplex	3,549	285	(3,264)	1245.1%	Completed	Project complete.
50	724 - Facilities	4097	Police & Public Safety Building Lot Security Upgrade	-	50,000	50,000	0.0%	Delayed	RFP was awarded to Highland Engineering. Design to commence in Q1 of 2024.
51	724 - Facilities	4098	Haig Brown House Roof Replacement	66,060	65,000	(1,060)	101.6%	Completed	Project complete.
52	724 - Facilities	4099	Forensic video services workstation upgrade	7,601	7,000	(601)	108.6%	Completed	Project complete.
53	724 - Facilities	4100	Workstations for RCMP Members	12,395	12,000	(395)	103.3%	Completed	Project complete.

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
54	724 - Facilities	4101	Fire Panel - RCMP Building	15,896	30,000	14,104	53.0%	Completed	Project complete.
55	724 - Facilities	4102	Museum Humidifier	41,487	42,000	513	98.8%	Completed	Project complete.
56	724 - Facilities	4103	RCMP HVAC DDC, Chiller & Controls	16,250	25,000	8,750	65.0%	Delayed	Continue working with vendor on finalizing design details in Q1.
57	724 - Facilities	4104	Structure Demolition & Land Clearing	53,630	60,000	6,370	89.4%	Completed	Project complete.
58	724 - Facilities	4105	Food Truck Servicing Infrastructure	19,863	20,000	137	99.3%	Completed	Project complete.
59	730 - Roads	6001	Cycling Infrastructure	76,880	280,686	203,806	27.4%	Delayed	Birch Street neighbourhood bikeway. Public consultation done. Working on draft traffic calming layout, then to Council, then design and build. To complete in 2024.
60	730 - Roads	6002	Intersection Improvements	-	20,000	20,000	0.0%	On Time	Project in planning stage to tie into work on 6th Avenue.
61	730 - Roads	6006	Sidewalk Infill	49,613	327,009	277,396	15.2%	On Time	This is apart of the 6th Ave capital project. Scheduled completion Q2 2024.
62	730 - Roads	6007	Transit Bus Shelters	21,844	127,537	105,693	17.1%	On Time	2 locations in 2023: 16th Avenue, eastbound, west of Dogwood; and South Island Highway, southbound at Willow Point Mall waiting on contractor to install shelters, will be done by March 31, 2024. Then will apply to BCT for shelter locations for 2024.
63	730 - Roads	6020	Traffic Control Upgrades - Replacement	75,527	217,355	141,828	34.7%	On Time	Project is on track. Project awarded to Daeco. New signal heads at Highway 19A / Erickson; new poles at Dogwood / 9th, Dogwood / 4th and Dogwood / Mercroft. New controller and cabinet at Cedar / 11th Ave completed.
64	730 - Roads	6024	Street Light Infill	15,070	90,000	74,930	16.7%	Delayed	Waiting on delivery of items.
65	730 - Roads	6025	Asphalt Overlays	614,484	635,517	21,033	96.7%	Completed	Project complete.
66	730 - Roads	6034	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	252,148	318,605	66,457	79.1%	Completed	Project complete.
67	730 - Roads	6044	Bike Lanes on Hilchey Road	2,899	35,785	32,886	8.1%	Completed	Project complete.
68	730 - Roads	6045	Snow Clearing Equipment	113,955	150,735	36,780	75.6%	Completed	Project complete. Waiting for final invoices.
69	730 - Roads	6047	Argonaut Bridge Upgrades/Repairs	19,093	140,000	120,907	13.6%	Delayed	Waiting on DFO permitting
70	730 - Roads	6054	Willow Creek Road Permanent Connection	321,573	325,000	3,427	98.9%	Completed	Project complete.

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
71	732 - Parks	9008	Marine Foreshore Restoration	74,601	75,000	399	99.5%	Completed	Project complete.
72	732 - Parks	9068	Baikie Island Bridge Replacement	28,836	263,410	234,574	10.9%	Delayed	Bridge design is complete, working with Qualified Environmental Professional on schedule for construction window. Currently waiting for DFO approval, then tender to be issued.
73	732 - Parks	9071	New Park/Playground - Maryland Green Space	24,423	32,297	7,874	75.6%	Completed	Project complete.
74	732 - Parks	9072	Pathways renewal - Dogwood Extension Walkway and Simms Creek Path	41,423	56,997	15,574	72.7%	Completed	Project complete.
75	732 - Parks	9073	Robron Fieldhouse Irrigation & Landscaping	36,210	36,151	(59)	100.2%	Completed	Project complete.
76	732 - Parks	9075	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy	9,119	9,396	277	97.0%	Completed	Project complete.
77	732 - Parks	9079	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie Island	15,477	17,695	2,218	87.5%	On Time	Rotary has been given the go ahead from the Ministry for the washroom on Trask Roads but still waiting for approval to place washroom at Holm Road Reservoir.
78	732 - Parks	9080	Parks Infrastructure Renewal Fund - Pathways	50,151	50,000	(151)	100.3%	Completed	Project complete.
79	732 - Parks	9081	Baseball Infield Mix	19,797	25,000	5,203	79.2%	Completed	Project complete.
80	732 - Parks	9082	In Ground Garbage Receptacle	13,652	15,000	1,348	91.0%	Completed	Project complete.
81	732 - Parks	9083	Ken Forde Park Irrigation	50,006	50,000	(6)	100.0%	Completed	Project complete.
82	732 - Parks	9084	Garden Beds	24,054	20,000	(4,054)	120.3%	Completed	Project complete.
83	732 - Parks	9085	Trees	17,339	20,000	2,661	86.7%	Completed	Project complete.
84	732 - Parks	9086	Willow Point Park Ball Field Netting	123,802	200,000	76,198	61.9%	Delayed	Poles have arrived, installation Spring 2024.
85	732 - Parks	9087	Willow Point Field Drainage Upgrade	82,800	125,000	42,200	66.2%	Delayed	Drainage system installed, clean up and planting of seed in Spring 2024.
86	732 - Parks	9088	Mclvor Lake Electrical Gate Entrance	-	150,000	150,000	0.0%	Delayed	Project in planning stage. Expected completion is spring 2024.
87	732 - Parks	9089	Cambridge Park Drainage System	22,878	35,000	12,122	65.4%	On Time	Phase 1 complete. Phase 2 in 2024.
88	780 - Sewer	5002	Waterfront Sewer Forcemain	-	245,567	245,567	0.0%	Completed	This project was being monitored throughout 2023 to ensure no sewer service connection were missed. Next phase to be defined in 2024.

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
89	780 - Sewer	5006	Norm Wood Environmental Centre Upgrades	2,555,627	5,730,622	3,174,995	44.6%	Delayed	Majority of project priorities are in progress or complete. Generator delivery set for April 2024.
90	780 - Sewer	5023	Sewer Asset Registry	-	50,000	50,000	0.0%	Delayed	Delay due to staffing shortage.
91	780 - Sewer	5024	Sewer Facility Renewal	79,143	200,000	120,857	39.6%	Delayed	LS1 RFP for electrical/controls will be posted Q1 2024. Design work to be completed Q3 2024. Construction tender Q2 2025.
92	780 - Sewer	5030	Sewer Condition Assessments	-	6,580	6,580	0.0%	Completed	Project completed in 2022; carry-forward budget no longer required.
93	780 - Sewer	5033	Lift Station #7 Pump and Controls Upgrade	20,063	22,597	2,534	88.8%	Completed	Work on site complete, all systems operating well, under warranty period.
94	780 - Sewer	5034	NWEC Shower and Locker Room Renovation	34,317	11,376	(22,941)	301.7%	Completed	Work is complete, waiting on final inspection Q1 2024.
95	780 - Sewer	5038	City Wide Sewer Modelling Program	118,454	200,000	81,546	59.2%	On Time	Contract awarded, data collection and model creation underway. Complete Q3 2024.
96	780 - Sewer	5040	Campbellton Sewer Upgrade	13,758	250,000	236,242	5.5%	On Time	Compiling condition assessment and design report for City review. Archaeological Multi-Assessment – Permit Application underway.
97	780 - Sewer	5041	Lift Station #4 Slope Stabilization & Repairs	756,556	656,795	(99,761)	115.2%	Completed	Added work was completed Jan/24 to repair electrical service and water line that had failed.
98	780 - Sewer	5042	NWEC Blower Intake Air Filtration	-	20,000	20,000	0.0%	Delayed	RFP has been created and out for engineering as of Feb 2024. Construction complete Q4 2024.
99	780 - Sewer	5043	NWEC Solids Handling Study and Process Construction	-	150,000	150,000	0.0%	Delayed	Evaluation of previous study work is being investigated prior to developing a scope of work for 2024.
100	780 - Sewer	5044	Lift Stations Electrical Assessment	-	100,000	100,000	0.0%	Delayed	Project to be started 2024.
101	780 - Sewer	5045	NWEC Grizzly Contaminated Solids Dumping Site	-	20,000	20,000	0.0%	Delayed	2024 budget allows for the design work to begin in 2024. Construction for 2025.
102	780 - Sewer	5046	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	-	150,000	150,000	0.0%	Cancelled	Early inspection of both Oxidation ditches and digester aeration indicate more life remaining than expected (approx. 2-5 years). Project will not proceed in 2023, but will be rebudgeted during 2024 financial planning.
103	780 - Sewer	5802	2021 Sewermain Replacement	77,740	172,792	95,052	45.0%	Completed	Project is complete.
104	780 - Sewer	5803	2022 Sewermain Replacement	64,501	128,185	63,684	50.3%	Completed	Project is complete.
105	780 - Sewer	5804	2023 Sewermain Replacement	1,101,577	1,500,000	398,423	73.4%	On Time	Project is complete. Substantial Performance target Q1 2024.
106	780 - Sewer	8002	Meter Renewal	28,238	100,000	71,762	28.2%	Completed	Several meter replacements that have involved planning, investigation and purchase of meters and installation.

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
107	782 - Storm Drains	6048	Dogwood Detention Pond Rehabilitation	5,850	100,000	94,150	5.9%	Delayed	RFP for services to go out Q2 2024. Construction complete by end of Q3 2024.
108	782 - Storm Drains	6049	Homewood Road Pipe Arch	-	75,000	75,000	0.0%	Delayed	Project moved to 2024/25. Connected to 16 Ave/Nunns Cr. Crossing Project.
109	782 - Storm Drains	6050	City Wide Storm Water Modelling Program	-	60,000	60,000	0.0%	Delayed	Project carried forward to 2024, out for RFP Q1 2024.
110	782 - Storm Drains	6051	ERT Detention Study	1,943	50,000	48,058	3.9%	Delayed	Delayed, in financial plan for 2025.
111	782 - Storm Drains	6052	Flail Mower Purchase	-	70,000	70,000	0.0%	On Time	Fleet is in process of acquiring.
112	782 - Storm Drains	6053	Detweiler Culvert Replacement	75,080	75,000	(80)	100.1%	On Time	Project completed.
113	782 - Storm Drains	6502	Downtown Storm Mitigation	-	250,000	250,000	0.0%	Delayed	Major plan is with Capital Works.
114	782 - Storm Drains	6507	Midport Rd Storm Drain Upgrade	-	20,000	20,000	0.0%	Completed	Completed end of 2023.
115	782 - Storm Drains	6508	Quinsam Heights Integrated Storm Water Management Plan	73,475	190,306	116,831	38.6%	On Time	Data collection process nearing completion project to wrap up end of 2024.
116	782 - Storm Drains	6600	Storm System Renewals	-	264,192	264,192	0.0%	Delayed	Planning work in progress. Renewals to be complete end of 2024.
117	790 - Water	7021	Dogwood Operations Centre Backflow/Meter	-	-	-	0.0%	Cancelled	This project has been canceled pending the completion of the Facilities Master Plan. Redefinition and project scope change dependent upon the outcome of the master plan.
118	790 - Water	7026	Fire Hydrant Renewal	30,468	40,000	9,532	76.2%	Completed	3 new hydrants were installed.
119	790 - Water	7027	Water Service Renewal	17,851	60,000	42,149	29.8%	Completed	4 new services installed.
120	790 - Water	7033	Water Dept Temporary Location	2,985	176,255	173,270	1.7%	Completed	The Water Department remains ready to move within 90 days notice.
121	790 - Water	7034	Wei Wai Kum/CCR Water Improvements	24,891	292,550	267,659	8.5%	Delayed	Final report to be submitted in February 2024. Scope of works to be determined and discussed with WWK representatives. Moved \$1.35M to 2025 for works.
122	790 - Water	7035	Water Asset Registry	37,296	49,624	12,328	75.2%	On Time	Hardware and training equipment to be purchased for the collection and analysis of water infrastructure in conjunction with the OMS project. Funds anticipated to be spent by year end.
123	790 - Water	7038	Pressure Reducing Valve Abandonment	1,430	43,037	41,607	3.3%	Completed	Remaining pressure reducing valve abandonment plan has been developed. On site works were completed.



APPENDIX 3 CAPITAL PROJECTS at December 31, 2023 (Q4)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
124	790 - Water	7047	John Hart Reservoir	-	498,230	498,230	0.0%	Completed	Capital Projects has been given the design portion of this project. RFP for design has been issued. CFWD from 2023; \$6M moved from 2024 to 2025 for construction.
125	790 - Water	7049	Water System Strategic Action Plan Update	16,542	267,342	250,800	6.2%	Delayed	Update of Water Model near completion. Action Plan Update RFP to be posted after completion of Water Model Update. \$134K added in 2024. To be complete by December 31 2024.
126	790 - Water	7051	Small Water System Improvements	71,130	83,150	12,020	85.5%	Completed	Smith Road watermain complete. Willis Road watermain decommission works complete. McDonald Road watermain decommission works complete.
127	790 - Water	7052	Water Cathodic Protection Survey	-	75,000	75,000	0.0%	Delayed	Water Cathodic Protection Survey has been delayed due to departmental focus on training and OMS implementation. Carried forward - RFP to be issued in March 2024. To be complete by December 31 2024.
128	790 - Water	7053	Cross Connection Control Program Update	-	75,000	75,000	0.0%	Delayed	Cross Connection Control Program Update has been delayed due to departmental focus on training and OMS implementation. Carried forward - RFP to be issued in Q2, 2024. To be complete by December 31 2024.
129	790 - Water	7054	Backflow Management Software Replacement	-	100,000	100,000	0.0%	Delayed	Backflow Management Software Replacement has been delayed due to departmental focus on training and OMS implementation. Carried forward - to be completed by Q3, 2024.
130	790 - Water	7055	Water Condition Assessments	13,800	75,000	61,200	18.4%	On Time	Several pipe samples have been assessed for current condition by a qualified professional. Carried forward for continued assessments to be performed in 2024 and completed in Q4.
131	790 - Water	7056	Watermain Renewal - Designs	-	400,000	-	0.0%	On Time	Field data collection in progress.
132	790 - Water	7500	Water Facility Renewal	117,316	500,000	382,684	23.5%	Completed	Contract awarded for Pressure Reducing Station / reservoir control improvements in 2023. This is an annual maintenance and renewal project for all Water Facilities.
133	790 - Water	7800	Watermain Renewal	-	-	-	0.0%	Cancelled	Project was canceled as recommended in the Q1 quarterly report.
134	790 - Water	7803	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	332,641	524,551	191,910	63.4%	Completed	Project is complete. Maintenance Surety release in May 2024.
135	810 - Long Range Planning	6039	Master Transportation Plan Update	67,926	87,379	19,453	77.7%	Delayed	Draft MTP being presented at the March 12, 2024 CoTW. Next steps will consist of presentation to the project advisory group in early March, CoTW March 12, public engagement on the draft plan in April, and adoption for Council's consideration in April/May.
136	820 - Recreation & Culture	9900	Recreation Equipment	54,380	64,463	10,083	84.4%	Completed	Cardio equipment ordered in Q4 of 2023. Project complete.
137	820 - Recreation & Culture	9910	Acoustic Baffles in the Sportsplex	88,400	88,400	-	100.0%	Completed	Baffles installed in summer of 2023, project is complete.

**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2023 (Q4)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Dec 31, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q4
138	830 - Solid Waste	4053	Organics Facility	-	1,000,000	1,000,000	0.0%	On Time	Awaiting review of the Solid Waste Collection services as requested by Council – by the end of Q1 2024.
139	Utilities Manager	2030	Operations Management Software Planning and Replacement	307,423	676,092	368,669	45.5%	On Time	Work is ongoing and is a multi year project.
140	810 - Long Range Planning	8017	Social Housing Initiative	15,068	1,200,000	1,184,932	1.3%	On Time	Project has been formally announced by BC Housing. BC Housing will cover the costs related to construction and operating. City will cover the costs related to site servicing.
141	710 - Airport	3031	Airport De-icing Equipment	-	325,000	325,000	0.0%	On Time	Equipment to be delivered Feb 22, 2024.
142	442 - Properties	4030	Property Purchase	197,043	8,142,000	7,944,957	2.4%	On Time	Project ongoing. Obtained third-party appraisal and reviewed due diligence documents provided by property owner
*2023 budget as approved.		TOTAL		19,837,001	51,563,482	31,326,481	38.5%		