

Council Agenda Information

COTW *Regular Council June 28, 2021*



City of Campbell River Report/ Recommendation to Council

Date: June 17, 2021
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q1, 2021

Purpose / Introduction

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

Recommended Resolutions

THAT the report dated June 17, 2021 from the Finance Department regarding the City's Quarterly Financial Report – Q1, 2021 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 actual results are aligning with approved budgets and that any variances are investigated and explained. The report includes the three core components of the budget, which are operating departmental budgets, one-time operating projects, and capital projects.

The Financial Plan Bylaw for 2021 was originally adopted on December 14, 2020 with projected carry forward balances on operating and capital projects based on the best information at the time. The results reported in this quarterly financial report are based on the actual carry forward balances for operating and capital projects.

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Discussion

The City's first quarter report was prepared using a piece of software called Envisio. This software allows project owners to provide live updates on the progress of the various operating and capital projects, with Finance providing updated financial data.

As a result of this new method of compiling information for the quarterly report, the project status reports have changed in format from past reports.

Standardized project lifecycle phases have also been incorporated with this software. A detailed listing of the phases and their associated criteria is provided as appendix 3.

Operating Financial Report

The City's departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2020, as well as the variance to the approved 2021 budget. Overall, City revenues are 6% of budget and expenses are 16% of budget (7% and 20% respectively for 2020).

Expenses are roughly \$3M less than the prior year due to timing differences of the annual transfers to reserves which will be completed in the second quarter.

Throughout the first quarter the COVID-19 pandemic has continued to have an impact on the City's financial operations.

	2020 Q1	2020 Budget	2021 Q1	2021 Budget	2021 Variance \$	2021 Variance %	2020 Variance %
REVENUE							
FISCAL SERVICES	(2,725,509)	(47,208,401)	(2,340,485)	(49,344,217)	(47,003,732)	4.7%	5.8%
GOVERNANCE	-	-	-	-	-	0.0%	0.0%
CORPORATE SERVICES	(773,571)	(3,764,995)	(226,527)	(2,962,078)	(2,735,551)	7.6%	20.5%
RCMP	(366,404)	(735,155)	(61,082)	(695,091)	(634,009)	8.8%	49.8%
FIRE	(362,114)	(1,900,883)	(366,724)	(1,956,996)	(1,590,272)	18.7%	19.0%
ASSETS & OPERATIONS	(222,756)	(1,126,832)	(250,445)	(1,161,134)	(910,689)	21.6%	19.8%
UTILITIES	(360,896)	(18,045,370)	(483,303)	(19,165,480)	(18,682,177)	2.5%	2.0%
COMMUNITY DEVELOPMENT	(607,269)	(2,145,910)	(647,657)	(1,691,501)	(1,043,844)	38.3%	28.3%
ECONOMIC DEV. & TOURISM	(16,947)	(475,000)	(128,139)	(475,000)	(346,861)	27.0%	3.6%
AIRPORT	(329,577)	(2,040,198)	(353,352)	(2,727,934)	(2,374,583)	13.0%	16.2%
REVENUE TOTAL	(5,765,042)	(77,442,744)	(4,857,715)	(80,179,431)	(75,321,716)	6.1%	7.4%
EXPENSE							
FISCAL SERVICES	5,922,452	23,941,987	3,010,618	24,279,731	21,269,113	12.4%	24.7%
GOVERNANCE	258,302	956,599	209,323	1,297,186	1,087,863	16.1%	27.0%
CORPORATE SERVICES	999,840	4,451,325	869,840	3,346,893	2,477,053	26.0%	22.5%
RCMP	424,142	10,417,651	478,857	10,783,420	10,304,563	4.4%	4.1%
FIRE	1,707,140	6,582,108	1,689,377	6,781,819	5,092,442	24.9%	25.9%
ASSETS & OPERATIONS	2,089,649	11,450,722	2,300,640	11,681,843	9,381,203	19.7%	18.2%
UTILITIES	2,010,609	10,117,359	1,894,958	10,512,076	8,617,118	18.0%	19.9%
COMMUNITY DEVELOPMENT	1,546,555	6,304,666	1,436,575	7,237,333	5,800,758	19.8%	24.5%
ECONOMIC DEV. & TOURISM	326,716	1,095,993	384,788	1,217,527	832,739	31.6%	29.8%
AIRPORT	429,109	2,124,334	466,927	3,041,603	2,574,676	15.4%	20.2%
EXPENSE TOTAL	15,714,515	77,442,744	12,741,902	80,179,431	67,437,529	15.9%	20.3%
GRAND TOTAL	9,949,473	-	7,884,188	-	(7,884,188)	0.0%	0.0%

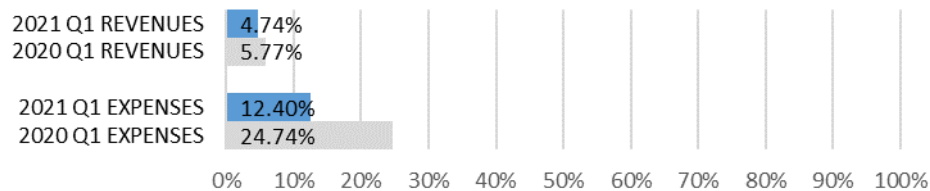
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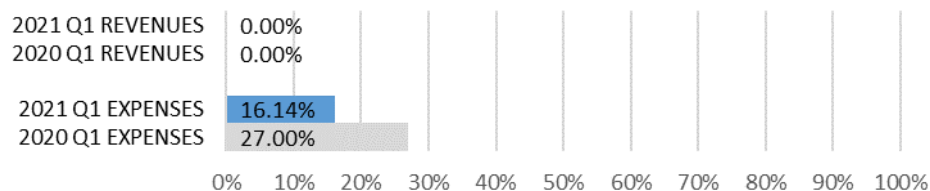
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Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the first quarter of 2021 and 2020 for comparison.

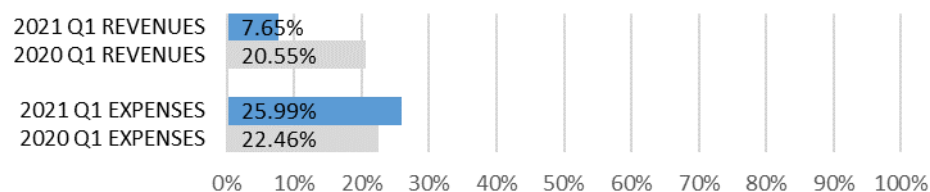
0 - FISCAL SERVICES – Revenues are trending in line with prior year. Transfers to various reserves as per Financial Plan were partially completed in Q1 in 2021 resulting in decreased expenses in comparison to 2020. It is anticipated that these transfers will be completed in the second quarter.



1 – GOVERNANCE – Expenses are trending lower than the prior year due to a budget reduction in Council Contingency and the timing of the recording of and expense associated with a software licence (Envisio Solutions).



2 – CORPORATE SERVICES – Significant reduction in revenues due to no gaming revenues in the first quarter (COVID-19) and an overall reduction in the rate of return on investments. Actual expenses are lower than 2020 (\$130K) primarily due to \$125K of EOC expenses in 2020. The 2021 municipal by-election resulted in an additional \$40K of expenses (budget of \$69K).

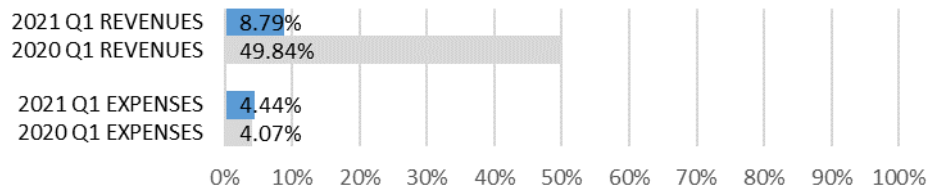


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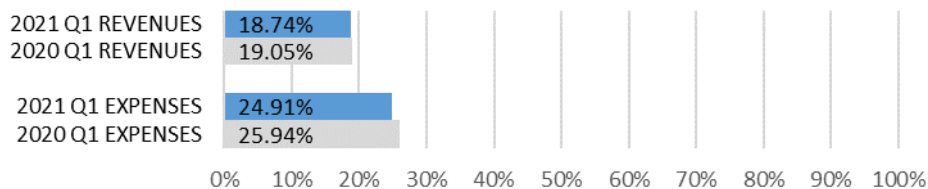
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3 – RCMP – Revenue is currently trending lower due to traffic fine revenue sharing funds being received in Q1 in 2020 which have not yet been received in 2021. Expenses are on trend with the prior year. RCMP contract billings are generally received after quarterly cut-off.

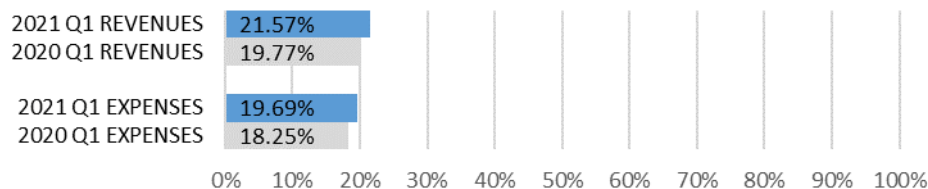


4 – FIRE – Revenues and expenses are on trend with 2020.

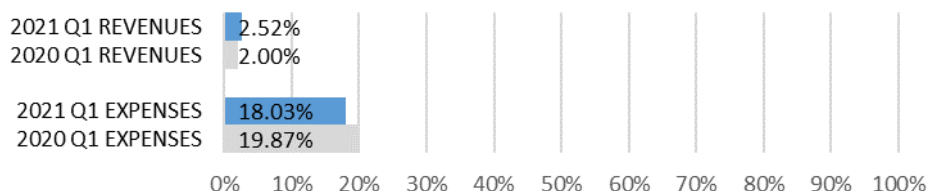


5 - ASSETS & OPERATIONS – Increase in revenues due to receipt of Transit Safe Restart funding received in Q1 (\$42K) which offsets a \$29K decrease in transit fare sales in comparison to the prior year.

\$6K reduction in park user fees (\$29K total budget) because of restrictions due to COVID-19. 2020 expenses reflect only 1 month of the City’s transit service contract as opposed to 2 months for 2021. Additional parks expenditures incurred in 2021 relate to the Urban Forestry and Green Space projects in 2021.



6 – UTILITIES – Revenue is on trend with 2020 with a slight increase in bulk water and meter user fees. Expenses are trending higher due to contract rate increases for solid waste, recycling, and yard waste (2021 only accounts for 2 months of billing versus 3 for 2020).

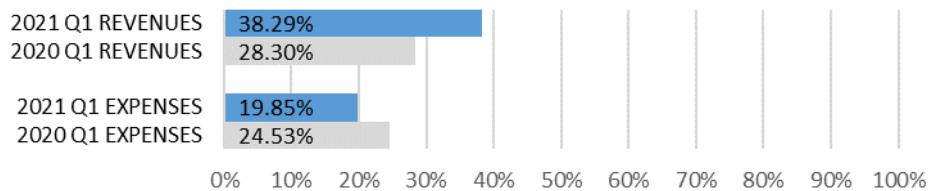


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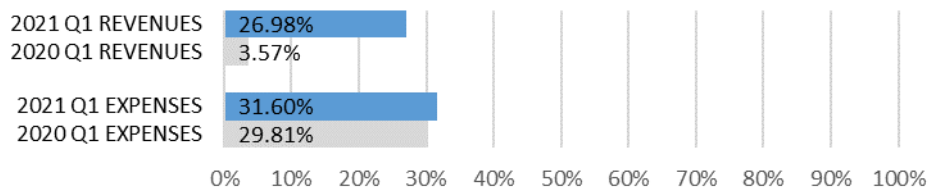
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7 - COMMUNITY DEVELOPMENT – Revenue is trending slightly higher than last year as there has been a \$114K increase in building permit revenue. Recreation and Culture revenues have decreased by \$105K, however this reduction was expected and accounted during the Financial Planning process (budget was reduced by 54%). Expenses are on budget, however, trending lower due to a decrease in wages and benefits, contracted services and supplies related to Recreation and Culture reduced programming and rentals.

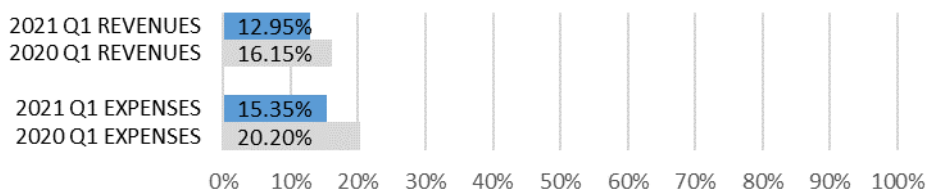


8 – ECONOMIC DEV. & TOURISM – Revenues are significantly higher than the prior year due to grant funding being received for the Digital Experience Program. Expenses associated with this project account for the increase in expenses. The balance in 2021 does not yet include costs associated with the Destination Think! service contract as these costs were expensed in Q2.



9 – AIRPORT – Revenue is trending higher than 2020 due to an increase in fuel sales (PAL Aerospace \$114K) which is offset by a reduction in service and concession fees due to COVID-19 restrictions (concession -\$15K, service fees -\$74K). The reduction in concession and service fees was expected and budgeted accordingly (50% budget reduction for concession and service fees).

There is a 34% overall budget increase for revenues, primarily jet fuel sales and land lease agreements. Expenses are trending higher than the prior year due to the increase in fuel purchases. The net profit margin for fuel sales is 30% (42% in 2020). The decrease in profit margins associated with fuel sales is the result of substantial sales to a single large volume fuel user who receives discounted fuel pricing. It is anticipated as traffic levels increase at the airport that the margin on fuel sales will increase again.



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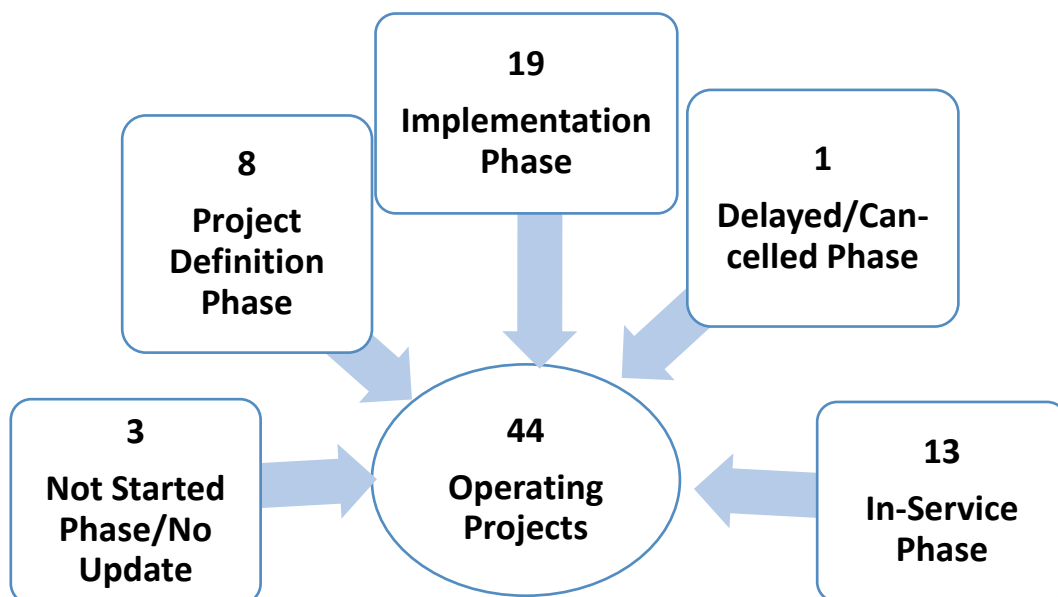
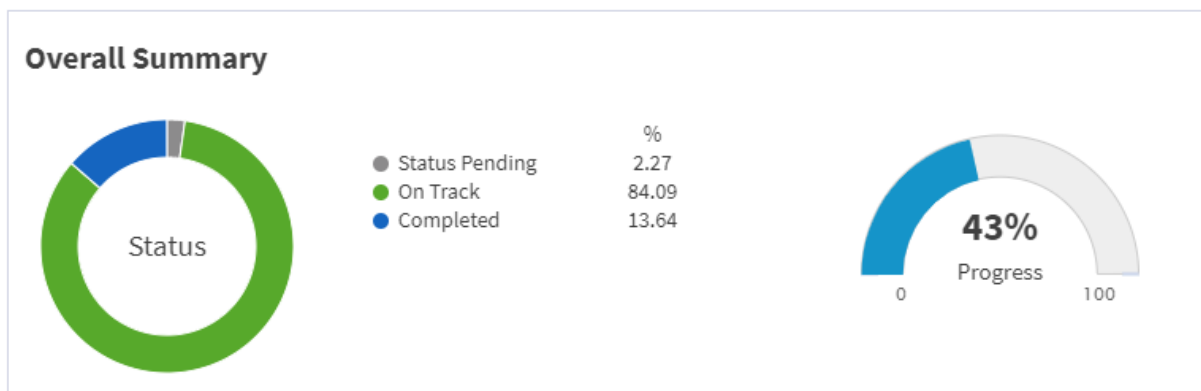
Operating Projects

There are 40 operating projects with a total budget of \$2.01M for 2021 as approved during Financial Planning. An additional 4 projects have been approved since the beginning of 2021 with an additional budget of \$73.4K. The total spend in the first quarter on operating projects to date is \$138K or 6.61% of budget. 27 projects are currently in progress (definition and implementation phases) and 13 have been completed or are substantially complete (in-service phase).

Appendix 1 provides the detail on the status for each operating project; green highlighted projects are on track, yellow projects could be delayed, and red projects are experiencing major disruptions and/or cancellations.

Overall, progress of all operating projects is estimated at 43% complete.

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Project



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Capital Projects

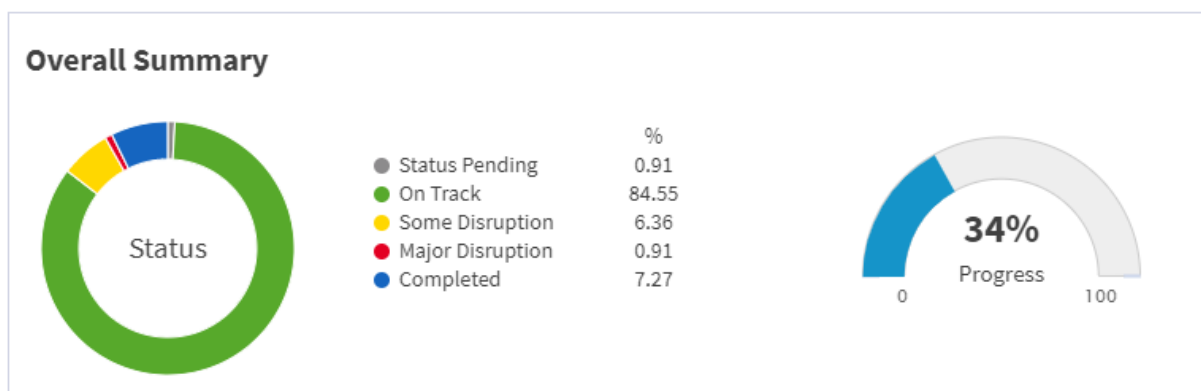
There are 108 capital projects with a total budget of \$32.4M for 2021 as approved during Financial Planning with two additional projects added since (\$725K budget). Of these 110 projects, 63 are in progress (definition or implementation phase), 24 complete or substantially complete (in-service phase) and 17 have not been started or an update has not yet been provided.

The most significant capital works budgeted for 2021 are the NWECC Upgrades (\$5.9M), Highway 19A upgrades (\$3.1M) and Airside concrete parking, taxi widening and approach lighting and sign replacement (\$3.0M – ACAP funding eligible at 95%).

Capital expenditures at the end of the first quarter is \$1.8M or 5.69% of budget. Appendix 2 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, and red projects are experiencing major disruptions and/or cancellations.

Overall, progress of all capital projects is estimated at 34% complete.

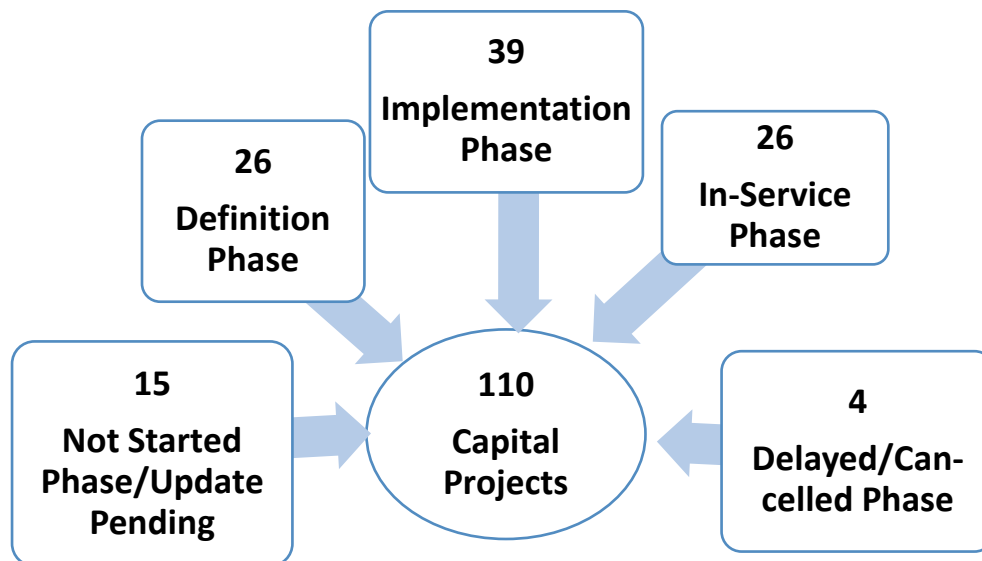
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Communications

The Q1 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.

For future quarterly reports, those projects considered as "shovel ready" and possibly eligible for grant funding, will be clearly identified on the report as per Council's request.

Conclusion

Financial results for the City's departmental operating budgets are within expectation for the first quarter of 2021. Operating and capital projects are well underway for the first quarter of the year with most projects well into the planning or construction phase. The second and third quarters are typically the busiest for the City, with capital project works and operations crews completing most of their projects during these months.

BC's Restart four-step plan will result in additional revenues as more opportunities for indoor and outdoor recreation programs will occur starting in late May. Provincial travel restrictions may be lifted by mid-June increasing MRDT revenues, and by July 1st the casino may re-open (at a limited capacity).



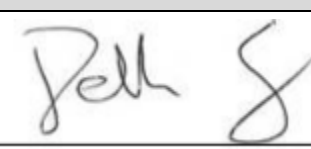
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Attachments:

1. Appendix 1 – Operating Projects (Q1, 2021)
2. Appendix 2 – Capital Projects (Q1, 2021)
3. Appendix 3 – Envisio Project Phases

Prepared by:		Reviewed by:	
			
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Reviewed for Form and Content / Approved for Submission to Council:			
			
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Finance			AD

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.01.01	Flight Way Clearing	30,000	-	10%	Aircraft has flown flight way to gather data. Contractor is preparing obstacle mapping. BC Wildlife beginning tree removal project the week of March 29th.	√Implementation	Dec 31, 2021	On Track
Project 1.01.02	Crack Sealing	20,000	-	0%	This project has not yet been started but will be completed by year-end.	√Project Definition	Dec 31, 2021	On Track
Project 1.01.05	Airport Specialists Reinstate FT Hrs	28,400	-	100%	Council decision on May 10, 2021. Airport Specialists were reinstated to full-time hours.	√In Service	Dec 31, 2021	Completed
Project 1.02.01	Expanded Facility Cleaning & Sanitizing Protocols	186,400	-	25%	Facility cleaning and sanitizing protocols have been put in place to meet BCCDC and Worksafe BC guidelines at all staffed and public facilities utilizing in house Facility Service Worker resources. In general, cleaning and disinfecting of surfaces is occurring at least once per day with highly touched surfaces being cleaned twice per day.	√In Service	Dec 31, 2021	On Track
Project 1.03.01	Network Security Audit	25,000	-	75%	OPUS Consulting has completed initial security audit. Network admin is making changes based on report. Once changes are complete we will re-run the appliance.	√Implementation	Dec 31, 2021	On Track
Project 1.05.01	CR Restart - Economic Development Resources	38,000	-	40%	Economic Development Restart funds allowed for hiring of an auxiliary administrative assistant, part-time (2-3 days a week), until August 2021.	√Implementation	Dec 31, 2021	On Track
Project 1.05.02	Economic Development Strategic Planning	75,000	14,535	33%	Community was notified of strategic planning through Canada Post (cards), newspaper, radio, social media and direct email. Community consultation began February 18, 2021 and will conclude April 7, 2021. In total, 8 virtual sessions were made available to community. Council will receive an update report April 26, 2021.	√Project Definition	Dec 31, 2021	On Track
Project 1.06.01	Next Level Communications	88,300	20,692	75%	The 2021 Digital Communications position has been filled for 2021. In 2022 part time Graphics Design position is pending financial planning deliberations.	√In Service	Dec 31, 2021	On Track
Project 1.06.02	Statistically Valid Community Survey	12,000	-	100%	The survey has been completed and the report is being presented to Council on May 31st.	√Implementation	Dec 31, 2021	Completed
Project 1.08.01	Municipal By-Election	69,000	41,173	100%	2021 Municipal By-Election Completed.	√In Service	Dec 31, 2021	Completed
Project 1.09.03	Fire Dispatch Centre Review	25,000	-	0%	During the April 12, 2021 In-Camera Council meeting, Council approved the following resolution (ic21-00544): THAT the letter dated March 19, 2021 from the North Island 9-1-1 (NI911) Corporation regarding a Fire Dispatch Analysis be received; AND THAT Council send a letter of support in participation and cost sharing in an amount up to \$25,000 to NI911 for this study, with funding from the current North Island 911 budgeted surplus; AND THAT the 2021-2030 Financial Plan be amended accordingly. Staff will be working with NI911 on the RFP process to conduct the Fire Dispatch Analysis.	√Project Definition	Dec 31, 2021	On Track
Project 1.11.01	Enviro Monitoring - Big Rock Boat Ramp	5,625	-	75%	This project is the monitoring for the eel grass planting in the estuary (habitat compensation for Big Rock Boat Ramp).	√In Service	Dec 31, 2021	On Track
Project 1.11.02	Energy Rebate & EV Programs	15,000	-	60%	The City is participating in the Provincial Oil-to-Heat-Pump Incentive Program and providing rebates of up to \$150 as a top up to the Provincial Program. A large number of the rebates have already been claimed for 2021.	√In Service	Dec 31, 2021	On Track
Project 1.11.03	Zoning/OCP Update	48,699	-	10%	Updates to the Zoning Bylaw and OCP are underway to address a wide range of changes including tackling a range of issues such as building height and view corridors, industrial/commercial zoning, shipping containers, secondary suites, commercial zoning, and electric vehicle charging infrastructure.	√Implementation	Dec 31, 2021	On Track
Project 1.11.04	Hourly Rainfall Gauge, and Streamflow Gauges in Willow Creek	3,395	4,412	75%	A rain gauge has been purchased to improve accuracy of local weather data. The rain gauge has been installed on City Hall roof and is now collecting information. The project is 95% complete- we still need to set up a system and schedule for data retrieval and establish the filing system. Part of implementation of Sea Level Rise/Climate Adaptation Plans. A stream flow monitor for Willow Creek has been purchased to improve the City's capacity to gather accurate flooding data and relate that to local weather events. The stream flow monitor has not yet been installed in the creek.	√Implementation	Dec 31, 2021	On Track
Project 1.11.05	Environmental Benchmarking	3,200	-	90%	This project is creation of information for environmental timing window considerations for outdoor projects (e.g. construction/operational projects such as maintenance). A poster and booklet were completed and distributed for internal implementation across departments and to external stakeholders (such as DFO, Stream keepers, Greenways Land Trust). The next step is to distribute it to the Development Community and Qualified Environmental Professional community.	√In Service	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.11.06	Housing Growth Review	59,334	12,366	80%	Infrastructure analyses, housing market needs, and livability studies have been completed for the Housing Growth Review. Draft recommendations on the position of the Urban Containment Boundary and infill policies have been referred by Council to the City Advisory Committees for consultation and the Development Community, and these processes are underway.	✓Implementation	Dec 31, 2021	On Track
Project 1.11.07	Social Grants	79,914	2,250	0%	A new grant-in-aid program for community social initiatives. This fund has been put on hold pending further discussion at a Council strategic planning session.	✓Not Started	Dec 31, 2021	On Track
Project 1.11.08	580 Dogwood - BC Housing	9,166	-	95%	Supportive Housing Development in partnership with BC Housing. Development is complete and fifty residents have moved in to this new housing. The final landscaping and project amenities are being installed and the project is wrapping up.	✓In Service	Dec 31, 2021	On Track
Project 1.11.09	Fir Street - BC Housing Project	163,700	-	15%	Second stage transition housing for women and children. This project is a BC Housing funded initiative being run by Campbell River and North Island Transition Society. The City is covering development fees and charges for the project.	✓Implementation	Dec 31, 2021	On Track
Project 1.11.10	Beautification Grants	30,000	-	15%	Proposals have been submitted from Willow Point BIA, the Downtown BIA and Campbellton Neighbourhood Association for 2021 and will be reviewed by Council at the May 10th meeting.	✓Implementation	Dec 31, 2021	On Track
Project 1.11.12	Tree Protection Bylaw	12,500	-	10%	The Tree Protection Bylaw was put on hold as part of COVID-19 cost saving measures in 2020. Initial project scoping work had been completed. It is expected that the project will recommence in the fourth quarter of 2021.	✓Project Definition	Dec 31, 2021	On Track
Project 1.12.01	Development Process Update	20,000	-	5%	Review and update to City's development permit guidelines to ensure consistency, clarity and improve standards for form and character development permit guidelines (specifically for village centres/downtown and commercial/multi-family/industrial developments). This will ensure that our development permit guideline process is clear for developer/staff interpretation and the standards reflect the community's desire to celebrate our unique character and coastal geography. Staff have begun to define project scope.	✓Project Definition	Dec 31, 2021	On Track
Project 1.12.02	Façade Revitalization & CPTED Improvements	50,000	-	10%	This program is one of the core programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement and Crime Prevention Through Environmental Design (CPTED) Program is for commercial storefronts located within the downtown BIA area. The program encourages commercial building owners to invest in façade renovations and storefront upgrades or CPTED improvements by providing matching grants to cover a portion of renovation costs. These grants provide an incentive to conduct building improvements that make streets a more interesting and appealing environment and attract people and businesses to the area. This program is intended to make city streets a more inviting and interesting place to walk and shop, help building owners attract and retain tenants, build civic pride among the local business community, contribute to the quality of life of residents, workers, and visitors, and promote the marketability of the local business area.	✓Implementation	Dec 31, 2021	On Track
Project 1.13.01	Safer Downtown	29,000	23,154	25%	This project is a three-year trial program that is in place to operate and staff a downtown safety office. The costs associated with this project relate to the lease costs associated with the downtown safety office space.	✓Implementation	Dec 31, 2021	On Track
Project 1.14.01	Enhanced Skate park Environment	22,500	-	5%	The skatepark hiring process is under way for the skate park leaders. This program runs from June until August.	✓Implementation	Dec 31, 2021	On Track
Project 1.14.02	Senior's HUB	5,000	-	80%	Seniors Hub. The Hub is now up and running in a COVID safe format. It is located in the CR Volunteer Centre with a coordinator in place. Volunteers are being trained to interact with the public. Hub promotional cards have been distributed to all recreation facilities (including Strathcona Gardens), Doctor's offices and other locations where seniors and their caregivers might visit. Ongoing process. The Hub also has developed materials on:TransportationFinancial/Legal Health & Wellbeing Home CareHousingThey can be reached at seniorsinfohub@volunteercr.ca or 250-914-9017 and on FB https://www.facebook.com/CRSeniorsInfoHubThe project is about 80% complete. The final stages are volunteer training and further public engagement and evaluation of effectiveness. They are looking forward to being able to open their doors an engage the public on a personal basis.	✓In Service	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.14.04	PLAY Campbell River	5,000	-	50%	Play Campbell River is an initiative that has been running since 2018. The team is currently focusing on an education campaign by introducing new floor decals and outdoor decals around the community promoting Physical Literacy. Play CR is going to be hosting its first online course on May 19th.	√In Service	Dec 31, 2021	On Track
Project 1.15.15	Minor League Baseball Transfer	18,000	-	0%	Project approved after Q1.	√Project Definition	Dec 31, 2021	On Track
Project 1.17.01	Sewer Right of Way Clearing	86,168	-	30%	The intent of this project is to provide vac truck access to critical sewer infrastructure that had grown over and was never provide with adequate vehicle access. This is phase III of the Pinecrest Sewer ROW clearing project that started in 2019. Phase I included clearing a constructing a road between Peterson Rd and ERT, Phase II included tree clearing and grubbing the ROW from ERT to halfway to South McPhedran Rd, this phase (phase III) includes road construction through the area that was cleared and grubbed in 2020, plus some habitat restoration work at Fisher Creek. Road engineering has been completed, and Mainstream Biological is in the process of preparing the necessary environmental applications for the project. Construction options are currently under review.	√Project Definition	Dec 31, 2021	On Track
Project 1.17.02	Confined Space Entry Alternate Procedures	14,590	-	75%	The wastewater department is actively working on one CSE alternate procedure at the moment for entry into Lift Station #11 Wet Well, and there are currently no others planned. However, others will be completed if warranted due to a projects needs.	√In Service	Dec 31, 2021	On Track
Project 1.17.03	Sewer Infrastructure Maintenance & Monitoring	10,000	-	100%	2021's program includes the Industrial Park Lagoon outfall inspection. This project was completed on March 15th by Seaway Diving.	√In Service	Dec 31, 2021	Completed
Project 1.17.04	Lift Station 11 Transformer Inspection	5,000	-	0%	This project includes the inspection of the transformer at Lift Station #11, which is completed every 2 years, and is combined with the inspection of the transformer at NWEC. This work is best done during dry weather. So, we will seek out a contractor in the Spring with intentions of completing the project in the Summer.	√Not Started	Dec 31, 2021	On Track
Project 1.18.01	Confined Space Entry Alternate Procedures	20,150	-	10%	A qualified safety professional has been hired for this project. On site inspections are scheduled to be complete in late Q2.	√Implementation	Dec 31, 2021	On Track
Project 1.18.03	Drinking Water Source Protection Plan	75,000	-	19%	Environmental consultants have been hired. We are currently in the data collection phase.	√Implementation	Dec 31, 2021	On Track
Project 1.19.01	DCC Review	20,111	4,535	75%	Draft DCC bylaw has been presented to Council who have referred the draft DCC bylaw to the Community Planning Advisory Committee for review and comment as well as directed staff to seek feedback from the local development community and the community as a whole. Workshops are currently being planned and are expected to be completed before summer. Following the community engagement, the finalised DCC bylaw will be presented to Council before it is sent to the Province for review and approval. The intention is to have the DCC bylaw adopted before the end of 2021.	√Implementation	Dec 31, 2021	On Track
Project 1.20.01	Council Contingency	179,084	14,273	0%	Annual allocation to fund Council projects and Misc. community projects that arise during the fiscal year.	√Implementation	Dec 31, 2021	On Track
Project 1.20.02	Qwalayu House	50,720	-	90%	Construction of works and services has been completed. The final inspection of the works is scheduled and City acceptance of the works will follow. Reimbursement of the servicing costs will be processed upon receipt of documentation of costs from the project's consultants.	√Implementation	Dec 31, 2021	On Track
Project 1.20.03	Downtown Initiatives	205,000	-	0%	At the 2021-2030 Financial Plan deliberation meetings, Council committed \$225,000 in operating project funds from the gaming reserve for initiatives to improve downtown safety in response to feedback and concerns received from the community. Council then struck a Downtown Safety Select Committee to report back with recommendations on allocating these funds. The Committee recommended the following safety initiatives, which were then endorsed by Council. <ul style="list-style-type: none"> • Immediate permanent removal of the Spirit Square Stage Covering, up to \$5,000 (estimated cost) • Expansion of the CPTED Grant Program, up to \$40,000 • Improvements to the BC Hydro Box at 13th / Shoppers Row, up to \$10,000 (estimated cost) • Installation of Garbage Cans, up to a maximum of \$25,000 • Security Camera Program Expansion, up to a maximum of \$25,000 • Continued funding of the Get the Point Program, up to \$30,000 • Expansion of the infill street-light program in the downtown core, up to a maximum of \$15,000 • Social Service Relocation incentives, up to \$75,000 Staff will be working to implement the above programs.	√Implementation	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.20.04	Downtown Safety Task Force	20,000	-	0%	At the 2021-2030 Financial Plan deliberation meetings, Council committed \$225,000 in operating project funds from the gaming reserve for initiatives to improve downtown safety in response to feedback and concerns received from the community. Council then struck a Downtown Safety Select Committee to report back with recommendations on allocating these funds. These funds should be rolled into the Downtown initiatives budget of \$205,000 as the Downtown Select Committee did not generate any expenses during their term.	√Implementation	Dec 31, 2021	On Track
Project 1.20.05	Advisory Committees for Aquaculture & Forestry	40,000	-	100%	This item was cancelled. Quarterly sector updates were scheduled instead.	√Cancelled	Dec 31, 2021	Completed
Project 1.20.06	Coastal Communities Social Procurement Initiative	4,000	-	50%	The CCSPi program is a low cost, high value resource that provides local governments and institutional purchasers with the training, support and expertise to integrate social procurement practices and add social value to their existing purchasing. For an annual membership fee, participating members get access to a full suite of professional development and training, expert consultation support, resources & templates, case studies, impact measurement tools and more. Working with the CCSPi will assist the City in its efforts in its social procurement initiatives by attending their meetings and webinars.	√Project Definition	Dec 31, 2021	On Track
Project 1.20.07	Defibrillator at the Overdose Prevention Site	2,000	-	0%	On May 10, 2021 Council approved the following resolution:21-0268 THAT Council fund up to \$2,000 from the gaming reserve for a defibrillator for the overdose prevention site, as requested in the April 27, 2021 correspondence from Dave Howson, BCEHS Community Paramedicine.	√Project Definition	Dec 31, 2021	On Track
Project 1.21.01	Centennial Pool and Operating Budget Funding	170,000	-	100%	This funding represents a transfer from reserve to the general operating fund, to help offset the cost of operating the Centennial Pool. Council endorsed a plan to eliminate this funding over a three-year period from 2021-2023.	√In Service	Dec 31, 2021	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.01.03	Airport Condition Assessment	10,000	-	0%	This project has not yet started but will be completed by year-end.	√Not Started	Dec 31, 2021	On Track
Project 1.01.04	Runway De-icing Trailer	104,160	-	0%	Delivery date expected in July as per communication with the manufacturer in April.	√Implementation	Dec 31, 2021	On Track
Project 1.02.02	Big House Pavilion Preservation	50,000	-	0%	Project was put on hold during the outbreak of Covid-19 and has not resumed. Will require a project oversight team to undertake major stakeholder discussions. In the meantime staff continue to monitor for alternative funding strategies for the rehabilitation works. Locating a suitable consultant with the required experience has proven challenging.	√Not Started	Dec 31, 2021	Some Disruption
Project 1.02.03	Fleet Replacement Plan	822,157	8,594	50%	Of the eight (8) Fleet replacements planned for 2021, six (6) have been awarded and are awaiting delivery, and two (2) will go to market in Q2. Three vehicles were ordered in mid 2020 but carried forward due to long manufacturers delays. Two of the three have been received in Q1 with one anticipated for delivery in Q2.	√In Service	Dec 31, 2030	On Track
Project 1.02.04	Airport Case Loader	307,843	-	50%	Unit was tendered in late 2020 and awarded in early Q1 2021. Delivery is expected in late Q2 2021. Transport Canada has approved an extension of the ACAP (Airport Capital Assistance Program) funding agreement which will see Transport Canada pay approximately 95% of the Loader's full cost.	√Implementation	Dec 31, 2021	On Track
Project 1.02.05	City Hall Storefront Door Replacement	67,555	49,186	95%	City Hall main entry doors have been replaced with hands free automatic doors which meet all accessibility standards. A set of basement entry doors was also replaced. The project is now substantially complete.	√In Service	Dec 31, 2021	On Track
Project 1.02.06	Dogwood Operations Centre Master Plan	50,000	-	5%	Project timing has been pushed back due to other departmental priorities resulting from the Covid-19 pandemic. Anticipated to go to market for consulting services in Q2 2021.	√Project Definition	Dec 31, 2021	Some Disruption
Project 1.02.07	Museum Roof Replacement & Skylight Repair	30,000	-	40%	Roof replacement is now in the detailed design phase with preliminary design works already complete. The Museum roof hosts non-standard architectural features which will make the work more complex than a typical flat roofed commercial building. Construction works are currently scheduled for 2022.	√Implementation	Dec 31, 2021	On Track
Project 1.02.08	MHC Envelope Repairs	300,000	-	15%	Detailed design is complete and project is now in tendering phase. Construction works are anticipated to occur throughout the summer period due to the necessity to open up the building envelope. Staff have been working closely with Maritime Heritage Society regarding timing of construction works so as to limit disruption of their rental season, PHO orders withstanding.	√Implementation	Dec 31, 2021	On Track
Project 1.02.09	ERT Materials Transfer Site Improvements	250,000	-	10%	Site investigations have revealed only minor ground contamination in select areas on the property. Minor remediation and follow up environmental assessment works are scheduled for Q2. Major site re-grading along with an improved drainage plan for the site to be utilized as a materials transfer site will be completed in summer 2021.	√Implementation	Dec 31, 2021	On Track
Project 1.02.10	Video Surveillance System Ongoing Camera Renewal Program	25,000	13,662	60%	Replacements to date have included a number of cameras that have failed throughout the overall system and augmenting network storage capacity. A new camera has also been added to monitor the Rotary Community Fieldhouse and night-vision illuminators have been added to the Robron turf field cameras in anticipation of increased activity at the site.	√In Service	Dec 31, 2030	On Track
Project 1.02.11	CRCC Roof Replacement	20,000	-	10%	An RFP for consulting services will be out to market shortly with design works anticipated to occur in late Q2, early Q3 including cost estimates. Roof construction is currently scheduled for 2022.	√Project Definition	Dec 31, 2022	On Track
Project 1.02.12	RCMP Building Roof Replacement	15,000	-	10%	An RFP for consulting services will go to market in early Q2 with design works anticipated to occur in late Q2, early Q3 including cost estimates. Roof construction is currently scheduled for 2022.	√Project Definition	Dec 31, 2022	On Track
Project 1.02.13	City Facilities Fall Protection	230,000	-	15%	Design works are complete and project is in RFP stage with the installation of fall protection systems at 8 buildings anticipated in Q3 2021. Fall protection systems at 4 other buildings (RCMP, Community Centre, Sportsplex, Museum) will be completed with the replacement of those building's roofing systems in 2022.	√Implementation	Dec 31, 2021	On Track
Project 1.02.14	Energy and Water Consumption Reduction Projects	50,000	23,444	50%	Projects to date in 2021 have included LED conversions in a number of facilities including Dogwood Operations Centre, the Museum, Fire Hall 1, the Art Gallery, and City Hall in addition to high efficiency plumbing fixtures at the Dogwood Operations Centre. Several other lighting replacement initiatives are being explored for the remainder of funding including replacing the gymnasium lights at the Sportsplex.	√In Service	Dec 31, 2030	On Track
Project 1.02.15	Small Equipment	30,000	8,566	50%	2021 priorities will include a hot water pressure washer for equipment maintenance and sanitizing, a valve exerciser, a walk behind snowblower, and various replacement gas powered small tooling plus road safety equipment. Approximately half has been procured as of the end of Q1 2021.	√In Service	Dec 31, 2030	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.02.16	EV Charging Stn - Sportsplex	5,350	-	10%	Procurement of the Level II EV charger for the Sportsplex is being coordinated by the Community Energy Association. Staff are awaiting firm timeline of delivery of the unit but it is expected sometime in late Q2 or Q3 at which point it will be installed. The preferred location on site is still to be determined but for simplicity of servicing will need to be in near proximity to the building itself. The charger will provide a station for up to 2 vehicles to charge at once.	√Implementation	Dec 31, 2021	On Track
Project 1.03.03	Operations Management Software Planning and Replacement	847,250	27,000	0%	Scheduling is being looked at.	√Project Definition	Dec 31, 2023	On Track
Project 1.03.04	Workstation/Laptop Replacement	46,000	20,999	45%	Workstation /Laptop Replacement budget remaining is \$20,696.12 of \$46,000	√Implementation	Dec 31, 2030	On Track
Project 1.03.05	Printer/Peripheral Replacement	20,000	2,638	47%	Some printers and peripherals have been purchased. Annual program in progress.	√Implementation	Dec 31, 2030	On Track
Project 1.03.06	GIS Orthophotos	17,000	-	10%	Waiting to hire GIS Coordinator to move this project forward.	√Project Definition	Dec 31, 2022	Some Disruption
Project 1.03.07	Scheduled Photocopier Replacement	17,000	-	0%	Ongoing annual program. No purchases as at Q1.	√Project Definition	Dec 31, 2030	On Track
Project 1.03.08	Council Chambers Sound System	150,000	-	0%	Working on Terms of Reference.	√Not Started	Dec 31, 2021	On Track
Project 1.03.09	Internet Security Hardware	35,000	-	59%	Internet Security Hardware budget remaining is \$20,482 of \$35,000	√Implementation	Dec 31, 2021	On Track
Project 1.04.01	Transit Stop at Carihi	376,705	4,919	95%	Project is completed - minor landscaping and SRW agreement to complete.	√In Service	Dec 31, 2021	On Track
Project 1.04.02	3.5 Acre Walkway Lights & Surface Improvements	66,916	1,307	80%	Paving to happen in the spring. Once this is completed, some small landscaping to be done to finish this project.	√Implementation	Dec 31, 2021	On Track
Project 1.04.03	Master Transportation Plan Update	62,500	-	5%	RFP to be developed in Q2. Consultant to be engaged in Q3. This review will be started in 2021 following the outcome and direction of the Urban Growth Study and will carry on into 2022. It will focus on updating the Master Transportation Plan and looking at a long term plan for the Dogwood Corridor. A focus will be on updating the Active Transportation portion to meet our growing community needs.	√Project Definition	Dec 31, 2022	On Track
Project 1.04.04	Willis Road Corridor	30,000	-	0%	Waiting for council direction to move forward with this project.	√Not Started	Dec 31, 2021	Some Disruption
Project 1.04.05	Traffic Control Upgrades - 13th/Dogwood (map incl.)	198,779	81,987	95%	The new lights and controller have been installed. Final testing and sensors to be set the first week of April before activating the advance turn signals and the rest of the system.	√In Service	Dec 31, 2021	On Track
Project 1.04.06	Asphalt Overlays	500,000	121	10%	Reviewing the Pavement Management analysis data sheet to finalize the selection of streets plan for overlay this year.	√Project Definition	Dec 31, 2030	On Track
Project 1.04.07	Sidewalk Infill - Cheviot from Peterson West	403,836	15,534	5%	This project will go back out to tender in Q2. Tender issued in Q4 2020 was over budget. Work is anticipated to start late Q2 or early Q3.	√Project Definition	Dec 31, 2021	On Track
Project 1.04.08	Transit Bus Shelters(map incl.)	116,359	91	75%	Shelters CFWD from 2020 have been installed. No new shelters at this time in partnership with BC Transit. Four additional shelters will be added to the Hwy 19A project using funding from the 2021 shelter program. These shelters have been ordered and will be installed in Q2.	√In Service	Dec 31, 2030	On Track
Project 1.04.09	Cycling Infrastructure	17,557	255	5%	This funding will be applied to the Hilchey Road Cycling Lanes. Project to be confirmed by Council in Q2 and will be installed in conjunction with the Hilchey Watermain renewal project.	√Project Definition	Dec 31, 2030	On Track
Project 1.04.10	Street Light Infill	90,000	-	0%	Project to start in second quarter.	√Not Started	Dec 31, 2021	On Track
Project 1.04.11	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	42,350	-	5%	Quotes are being obtained for the installation of pedestrian lights at this intersection. ICBC will be approached for additional funding for 2021.	√Project Definition	Dec 31, 2021	On Track
Project 1.04.12	LED Light Conversion	38,825	5,330	10%	Materials on order and locations to be verified and conversion to happen in second and third quarters.	√Project Definition	Dec 31, 2021	On Track
Project 1.04.13	Parking Lot Improvements - Rotary Beach Park	25,000	-	0%	Project will be started in the Fall.	√Not Started	Dec 31, 2021	On Track
Project 1.04.14	Greenways Loop Wayfinding & Signage	13,470	-	0%	No update to provide as at the end of Q1.	√Not Started	Dec 31, 2021	On Track
Project 1.04.15	Bike Lanes on Hilchey Road	150,000	-	0%	Approved by Council on May 31, 2021.	√Not Started	Dec 31, 2021	On Track
Project 1.07.01	Corporate Asset Management	30,000	-	5%	Following the approval of the Asset Management Strategy, work with the City's consultants will be undertaken to close gaps identified in current asset data with a particular focus on linear assets. Attribute data from as-builts will be integrated into the City's GIS inventory to ensure full information is available on the City's assets.	√Implementation	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.07.02	Corporate Asset Management Asset Management Strategy Development	20,000	-	50%	The Council Asset Management Policy and proposed Asset Management Strategy was presented to Council at the February 9 COW. Minor revisions were requested by Council and those will be incorporated into final drafts of the policy and strategy documents, and then returned to Council for formal endorsement. Once the strategy is formally endorsed, the City's consultants will continue work with staff on moving several initiatives forward as outlined in the endorsed strategy. Work with consultants has commenced on developing a capital project prioritization framework to be run as a pilot during 2022-2031 Financial Planning.	√Implementation	Dec 31, 2021	On Track
Project 1.09.01	#1 Fire Station Replacement	100,000	-	10%	Recap on where this project is at: Council Resolution from the In-Camera meeting November 4, 2019 IC19-0226THAT Council accept the findings of the Final Fire Hall Feasibility study as included in the report dated October 7, 2019 from the Fire Department. AND THAT Council direct staff to proceed with site selection and preliminary design for a new Fire Headquarters; AND THAT staff develop a communications plan for the fire station project; AND THAT Council rise and report on the Fire Hall Feasibility Study after the communications plan is approved by Council. City staff received resolution in Q1 2021 from SD72 approving 1.5 Acres for the fire hall location on Lot 9 in Jubilee Heights. Long Range Planning is now working with Couverdon to update the Covenant on the site and a draft communications plan is currently being drafted. Once covenant is updated, staff will bring a report back to council for site approval and direction.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.09.02	Small Equipment Replacement	25,000	667	20%	Equipment identified for replacement. Not yet ordered.	√Implementation	Dec 31, 2030	On Track
Project 1.11.11	Supportive Housing - 580 Dogwood	316,017	12,011	95%	Supportive Housing Development in partnership with BC Housing. Development is complete and fifty residents have moved in to this new housing. The final landscaping and project amenities are being installed and the project is wrapping up. 2021 budget represents full budget CFwd from 2020.	√In Service	Dec 31, 2021	On Track
Project 1.11.13	Nunns Creek Master Plan	14,464	5,160	50%	The Nunns Creek Park Master Plan process is on hold pending the completion of the Parks and Recreation Strategic Plan, which will determine the extent and location of future baseball fields in the community. Next steps include identifying: extent of baseball fields and required upgrades, other park uses, and the capital and operating funds required.	√Delayed	Dec 31, 2021	Major Disruption
Project 1.11.14	Campbellton Neighbourhood Assn Parkette Projects	75,600	2,454	10%	The neighbouring property owner has been issued a letter requesting they remove the trespassing fence and shed from the City property. The final design of the parkette depends on whether the City is successful in receiving the Canada Healthy Communities grant funding that was applied for which will enhance the features of the parkette (to be announced in May). When these two unknowns are sorted, the project can move forward. The next step is to bring the completed Capital Project Plan to Council for approval.	√Project Definition	Dec 31, 2021	On Track
Project 1.11.15	Campbellton Neighbourhood Assn Wayfinding Signage	31,400	6,896	75%	The signage details and route have been finalized; conversations with Wei Wai Kum are complete; the CNA is happy with all results to date. The fabrication of signs will begin once MoTI issues the permit for those signs which will be located in their highway right of ways. The Sign manufacturer has indicated that they are booking production/installation for at least 8 weeks out from purchase order date. There still needs to be an engineering review of larger signs and the BC One Calls – organized by Sign contractor.	√Implementation	Dec 31, 2021	On Track
Project 1.14.03	Recreation Equipment	42,350	-	10%	Staff are receiving and reviewing quotes for the equipment that is due for replacement this year.	√Implementation	Dec 31, 2030	On Track
Project 1.15.01	Willow Point Park Turf Installation	26,204	14,619	75%	Permanent and temporary outdoor fencing has been completed. Turf management of newly seeded area will continue and will be completed by end of summer.	√Implementation	Dec 31, 2021	On Track
Project 1.15.02	Baikie Island Bridge Replacement	150,000	-	0%	Project delayed due to staff member being of on medical issue.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.15.03	Nunns Creek Park Backstop, Dugout and Fencing replacement	110,000	-	10%	Dugout materials RFO has been issued. Improvements to park are to start in the summer.	√Project Definition	Dec 31, 2021	On Track
Project 1.15.04	Lilelana and Rotary Park Irrigation	45,000	-	5%	Irrigation project at Lilelana & Rotary Park have been delayed for the year and the funding is now going to be used to landscape around the Rotary Fieldhouse at Robron Park.	√Project Definition	Dec 31, 2021	On Track
Project 1.15.05	Playground Surface Replacement - Ruby, Lilelana and Harrogate Park	35,000	5,004	10%	Playground material has arrived and over the next few months material will be placed at Harrogate, Lilelana and Ruby parks.	√Implementation	Dec 31, 2021	On Track
Project 1.15.06	Water Fountain Replacement - Simms Cr., Penfield Dog Park and Robron Park	25,000	-	20%	Water Fountain RFO has closed and has been awarded. Waiting for delivery.	√Implementation	Dec 31, 2021	On Track
Project 1.15.07	Sign Replacement - Adams, Centennial, Rotary and Larwood Park	15,000	-	0%	Project to be started in Q2.	√Not Started	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.15.08	Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park	15,000	-	0%	Project to be started in Q2.	√Not Started	Dec 31, 2021	On Track
Project 1.15.09	Cedric Jones and Barclay Park Fencing Renewal	10,000	4,572	5%	Material for the fencing renewal has been purchased.	√Implementation	Dec 31, 2021	On Track
Project 1.15.10	Tree Renewal in Parks	10,000	-	0%	Trees types have been identified and now finalizing quotes. Tree planting will happen in the fall.	√Project Definition	Dec 31, 2021	On Track
Project 1.15.11	Elk Falls Cemetery Phase Two Detailed Design & Construction	550,000	20,319	10%	Trees at the expansion site within the Elk Falls cemetery have been cleared and the consultant is now finalizing the cemetery design.	√Project Definition	Dec 31, 2021	On Track
Project 1.15.12	Willow Point Lights	300,000	-	0%	Project delayed due to staff member being off on medical issue.	√Project Definition	Dec 31, 2021	On Track
Project 1.15.13	Pickleball Courts Construction at Robron	150,000	762	5%	Project location with test pits have been confirmed, with the construction start date of mid April.	√Not Started	Dec 31, 2021	On Track
Project 1.15.14	Marine Foreshore Restoration	90,000	3,150	5%	The first removal of gravel will happen in late April, and will be monitored for additional remove over the summer months.	√Project Definition	Dec 31, 2030	On Track
Project 1.16.01	Capital Works Project Management	462,451	115,613	33%	Department Resourcing currently aligned with 2021 Capital Project Workplan.	√Implementation	Dec 31, 2030	On Track
Project 1.16.02	Sportsplex Rehabilitation & Addition	250,000	-	30%	Detailed Design underway with anticipated review completed in Q3/Q4. Updated Project Budget to be provided to Council during 2021 Deliberations Objective is to post tender for construction late 2021. Project will require full facility closure in 2022 to facilitate construction.	√Implementation	Dec 31, 2022	On Track
Project 1.16.03	Library Redevelopment	762,450	-	11%	Approach for Site Servicing reviewed and agreed with Procurement Dept - which will see four distinct agreements based on nature of work: Electrical service, city utility service, municipal broadband and demolition. Design for MBN underway with balance requiring confirmation from VIRL project on specific service requirements. If not received by end of Q2, City will need to make assumptions in order to maintain compliance with VIRL Agreement Terms and Conditions. Construction targeted for Q3/Q4.	√Implementation	Dec 31, 2021	On Track
Project 1.16.04	Seagull Walkway Design	1,533,053	-	30%	Detailed design of remedial works 75% Complete. Note - this does not include surface amenities (lighting, furnishings, railings, etc.). Anticipate Tender for construction of North Side works only in late Q2/21. Current market conditions being investigated for potential impact to project given nature of required work. Communications prepared for adjacent businesses as required construction methodology will create noise issues. Outreach to commence in Q2/21 South Side works affected by Development of 811 Island Highway (Crowne Pacific) as South site no longer accessible. Reviewing option of Crowne Pacific to deliver south works as part of their project. If not possible these works will require deferral until such time resolution of Foreshore Lease transfer at 871 Island Highway is resolved and existing bridge is infilled. This would result in modification (reduction) to current project scope, deferral of south works to future date and creation of new future project to include bridge replacement. Provincial COVID-19 - CVRIS Grant Application announcement pending. Next Council update anticipated in Q3/21.	√Implementation	Dec 31, 2021	On Track
Project 1.16.05	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	3,112,061	290,275	90%	Final Landscaping Works underway with anticipated completion Q3 Electrical Utility transfer to existing properties ongoing and anticipated to be complete end of Q2 Remaining overhead anticipated to be complete mid Q3 Substantial Performance of main contract currently forecast mid Q3 Roundabout Centre Feature resolution outstanding.	√In Service	Dec 31, 2021	On Track
Project 1.16.06	Waterfront Sewer Forcemain	2,096,244	873,380	95%	Phase 1 Gravity Main - Complete Phase 2 - Force Main - Complete Phase 3 - Lift Stations construction nearing completion with pre-commissioning underway. Completion anticipated end of Q2 New Eagle Tree identified near LS #4 (Anchor Inn) site. Added to City inventory.	√In Service	Dec 31, 2021	On Track
Project 1.16.07	Robron Field House - Servicing	20,338	-	100%	Civil Works Complete and project in Maintenance Period.	√In Service	Dec 31, 2021	Completed
Project 1.16.08	6th Ave Drainage Improvements - Design Only	100,000	-	15%	Notice of Award provided to pre-qualified consultant for the detailed design of storm sewer rehabilitation options along 6th Avenue from Thulin Street to Island Hwy. Preliminary works underway.	√Implementation	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.16.09	Storm System Renewals	35,000	-	20%	No Update: Internal review of storm drain assets is being reviewed by staff as well as reports and record information. A storm drain asset renewal or rehabilitation program is being generated from this data. A qualified consulting resource list has been established to assist staff with design services and implementation strategies. This is an ongoing annual program to deal with the replacement and repair to critical stormwater infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans, and experience related to past storm events. Annual Drainage Improvements for 2021 will be used to review the projects and undertake preliminary engineering for projects being considered for the next few years.	√Project Definition	Dec 31, 2030	On Track
Project 1.16.10	Norm Wood Environmental Centre Upgrades	5,913,341	18,418	35%	Detailed Design review submission due this month from the Consultant team. Consultant expects to deliver 60% complete design package for Staff review.	√Project Definition	Dec 31, 2021	On Track
Project 1.16.11	2020 Sewer main Rehabilitation	406,856	-	95%	The 2020 CIPP Sewer Rehab program has been completed and is currently in the Maintenance period. Expected completion by July.	√In Service	Dec 31, 2021	On Track
Project 1.16.12	Sewer Main Replacement - 2018	11,853	-	100%	Complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.13	Watermain Renewal - Hilchey Rd - Phase 1 (map incl.)	276,584	1,598	100%	This project is complete and in the Maintenance period.	√In Service	Dec 31, 2021	Completed
Project 1.16.14	Rockland Rd Emergency Renewal	207,898	550	100%	Project complete and in Maintenance Period.	√In Service	Dec 31, 2021	Completed
Project 1.16.15	Bathurst/McLean Pressure Reducing Valve Replacement	18,767	-	100%	Project is Complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.16	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	1,275,000	86	51%	Notice of Aware issued to the contractor. Notice to Proceed pending review of submittals. Construction to Commence late June until the fall. IHA Permit received. Communication plan underway	√Implementation	Dec 31, 2021	On Track
Project 1.16.17	2021 Sewer Main Rehabilitation	1,250,000	5,703	50%	Preparation work is expected to commence this month and will be required at various locations for sewer main spot repairs to allow for the new liner to install effectively. This preparation work will be followed by lining work in July and September.	√Implementation	Mar 31, 2030	On Track
Project 1.16.18	CRadvantage 10th Ave Extension	132,600	-	70%	Design Complete Procurement of speciality microduct installation contractor completed Final costing being confirmed Construction scheduled for Q2/Q3/Not Started/Project Definition	√Implementation	Dec 31, 2021	On Track
Project 1.16.19	Airport Lighting, Visual Aids and Taxiway Rehabilitation CC1 3018	3,008,910	-	35%	The ACAP Application for 3 priority projects has been successfully received and is awaiting Contribution Agreement signatures with the Federal Government. Detailed design for Apron 1 upgrades, taxiway B upgrades, and Visual aids replacement is expected to be completed by the Fall. Implementation to follow.	√Project Definition	Dec 31, 2021	On Track
Project 1.16.20	Biosolids Site Management	345,894	-	95%	This project is completed and in the Maintenance period with some minor deficiencies to be completed due to ground conditions. To be completed this summer.	√In Service	Dec 31, 2021	On Track
Project 1.16.21	Shetland PRV	13,303	-	100%	This project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.22	325 Beech Street Improvements	230,000	-	5%	RFP for consulting services created and posted with close scheduled for end of May Report to Council on above anticipated June 30/21 Regular Council Meeting.	√Implementation	Dec 31, 2021	On Track
Project 1.16.23	Highway 19A Sewer Upgrade between Maryland and Twillingate CC1 5027	575,000	-	10%	The design-builder is engaged and design is underway. Construction is on track to be completed in advance of the fall wet weather target.	√Implementation	Dec 31, 2021	On Track
Project 1.17.05	Downtown Storm Mitigation	200,000	-	0%	The scope of this project has not yet been defined.	√Not Started	Dec 31, 2023	On Track
Project 1.17.06	Sewer Condition Assessments	55,000	-	10%	This project will involve having a Consulting company inspect the conditions of the subsurface infrastructure at lift stations 8, 9, and 15 to determine asset replacement/repair needs. The tender preparation of this project has been put on hold due to lack of key staffing members.	√Project Definition	Dec 31, 2021	Some Disruption
Project 1.17.07	Sewer Asset Registry	25,000	-	60%	Our Eng Tech III has taken the lead on this and doing the work in-house. She has created a naming convention for all of our sewer video inspections and has updated approx. 90% of them in a new filing system. All of these files are being synced to Cartegraph and analyzed to assure that they are accurate and removing duplication's along the way. Once this is complete we will determine if there is a need to spend the funds to pull in external support for this project, or determine if it makes better sense to use these funds to have a consultant analyze our existing sewer assessments and past infrastructure renewal projects to determine if we have missed any key infrastructure repairs, and provide a summary report.	√Implementation	Dec 31, 2022	On Track
Project 1.17.08	Sewer Facility Renewal	28,751	14,632	0%	Project on track.	√In Service	Dec 31, 2030	On Track
Project 1.17.09	Lift Station #7 Pump and Controls Upgrade	150,000	-	40%	McElhanney is overseeing the Engineering project in partnership with Binnie Engineering for the electricals design. McElhanney is almost ready to provide their design memo.	√Project Definition	Dec 31, 2021	On Track

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.10	NWEC Shower and Locker Room Renovation	125,000	-	45%	This project includes the construction of three bathrooms and renovations to the office building. The first of the three bathroom renovations is approx. 80% complete, and the office renovations are done.	✓In Service	Dec 31, 2021	On Track
Project 1.17.11	Lift Station #11 Biofilter Reconstruction	100,000	3,900	25%	This is for the replacement of the failing biofilter structure at Lift Station #11. We are currently at 90% design review. Tender prep will begin soon.	✓Project Definition	Dec 31, 2021	On Track
Project 1.17.12	SCADA Communication Equipment Rehabilitation	5,907	2,080	90%	Equipment purchased, installed and commissioned. Project is currently in maintenance mode.	✓In Service	Dec 31, 2021	On Track
Project 1.17.13	Meter Renewal	100,000	64,865	90%	One scheduled meter renewal for 2021 remaining. To be contracted out due to inaccessibility.	✓Implementation	Dec 31, 2030	On Track
Project 1.17.14	Norm Wood Environmental Centre SCADA Upgrade	90,000	-	15%	Scope is being defined for tender preparation.	✓Project Definition	Dec 31, 2021	On Track
Project 1.17.15	2nd and 4th Ave Outfall Upgrades	75,000	-	5%	Engineer prequalification has been complete for this project and others like it. Scope of this project has not yet been defined.	✓Not Started	Dec 31, 2021	On Track
Project 1.18.04	Water Asset Registry	25,000	376	10%	Asset registry updating remains ongoing.	✓Implementation	Dec 31, 2022	On Track
Project 1.18.05	Evergreen Reservoir and Instrumentation Upgrades	915,941	48,176	90%	In the process of commissioning the liner. Instrumentation upgrades complete. Some small commissioning work to be done after the reservoir is put in service.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.06	Water Facility Decommissioning	83,135	3,247	100%	Project completed.	✓In Service	Dec 31, 2021	Completed
Project 1.18.07	WM Cathodic Protection	-	-	100%	Final holdback invoice received and paid. Project completed.	✓In Service	Dec 31, 2021	Completed
Project 1.18.08	Water Facility Renewal	500,000	48,441	18%	Annual allowance for water facility infrastructure (pumps, PRVs etc.) due to age or condition. This project remains ongoing.	✓Implementation	Dec 31, 2030	On Track
Project 1.18.09	Fire Hydrant Renewal	50,000	4,811	15%	Project is for replacement of existing fire hydrants that have reached the end of their life expectancy. Project remains ongoing.	✓In Service	Dec 31, 2030	On Track
Project 1.18.10	Water Service Renewal	50,000	7,524	25%	Replacement of existing water services that are failing. The project remains ongoing.	✓In Service	Dec 31, 2030	On Track
Project 1.18.11	Water Dept Temporary Location	300,000	3,429	8%	Minor, essential renovations at the current Water Department site have begun.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.12	Dogwood Operations Centre Backflow/Meter	125,000	-	0%	Project not started yet.	✓Not Started	Dec 31, 2021	On Track
Project 1.18.13	Pressure Reducing Valve Abandonment	75,000	8,530	45%	This project remains ongoing.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.14	Area D Connection Improvements	20,000	-	45%	Installation and commissioning of new services is in progress.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.15	Beaver Lodge Pump Station Upgrades	10,000	-	0%	This project is development led.	✓Not Started	Dec 31, 2023	On Track
Project 1.18.16	John Hart Reservoir	100,000	-	0%	2021 is dedicated to property allocation. Design and Construction pushed to 2022/2023	✓Not Started	Dec 31, 2023	On Track
Project 1.18.17	John Hart Pump Station Modifications	22,007	19,601	95%	Maintenance period ongoing.	✓Implementation	Dec 31, 2021	On Track

ENVISIO PROJECT PHASES

The purpose of this document is to help promote consistency in the use of checklist updates in Envisio. This document is intended to help users identify the appropriate checklist phase of the project life cycle that their project is currently in. Should there be additional questions about what phase of the project life cycle your project is currently in, please contact Mark Coulter in the Finance Department.

NOT STARTED PHASE

The Not Started Phase of the project life cycle have received approval from Council to proceed but have not moved forward. Projects in this phase have not developed a capital project plan or outlined how the project is to proceed.

PROJECT DEFINITION/PLANNING PHASE

The Project Definition Phase of the project is the planning of a project. Activities within the Project Definition Phase include but are not limited to the following activities:

- The development or refining of the capital project plan or project plan for operating projects (e.g. plan development, community engagement activity, etc).
- Holding internal meetings to discuss project design, specifications, cost estimates and future reporting requirements.
- Engaging consultants as necessary to confirm the cost, timing and viability of project requirements.
- Determining whether a public competition is necessary to procure the goods and services needed to complete the scope of work
- Engaging the purchasing department as necessary to develop the appropriate public competition.
- Ensuring proper regulatory agencies or bodies have been consulted and necessary permits can be obtained.
- Seeking Council endorsement or direction as necessary.

IMPLEMENTATION PHASE

The Implementation Phase of the project involves the actioning of project plans and the carrying out of the body of work to be completed. Activities within this phase of the project include but are not limited to the following activities:

- Reviewing public competition documents received and obtain the appropriate approvals as necessary to issue a notice of award.
- Procurement of goods/ services as necessary to complete the project.
- The carrying out of work described in the capital or operating project plan. This includes the construction of assets, the writing of reports, working with technical experts, obtaining regulatory approvals, engaging the community etc.
- Identifying and reporting as appropriate changes to cost estimates, timing, scope of work, impacts to the City of Campbell River and residents.
- The review of work completed by staff or consultants to ensure that the work performed is consistent with objectives of the initial project.
- Project reports have been completed and if applicable have been presented to Council for approval.

IN-SERVICE PHASE

The In-Service Phase of a project is achieved when substantial completion of the work within the scope of the project has been completed. Projects that are in-service have the following characteristics.

- Asset or project is completed and in use or has been accepted as completed by the end users of the project (Council, management, external stakeholders, etc.).
- Invoicing or future site/project maintenance are only items that remain outstanding.
- Within the maintenance and warranty period.

DELAYED PHASE

Throughout the year projects may enter a Delayed Phase for a variety of reasons. Projects are considered to be delayed if the work as stated within the project plan is not completed within the timeframes identified in the financial plan.

- Delayed projects are those projects in which a carryforward has been established and the remaining funds are expected to be spent in a subsequent period or:
- Have been budgeted again in a subsequent period to when they were originally intended to be completed.

CANCELLED PHASE

Throughout the year projects can enter a Cancelled Phase for a variety of reasons including the lack of the necessary goods or services to complete the project, change in Council priorities, availability of funding or the project no longer being deemed operationally necessary.

- Cancelled projects are incomplete projects that do not have a carryforward and have not been budgeted for again in a subsequent period.
- The work was not completed as stated within the project plan.