

Council Agenda Information

COTW Regular Council September 06, 2021



City of Campbell River Report/ Recommendation to Council

Date: August 18, 2021
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q2, 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 August 18, 2021 from the Finance Department regarding the City's Quarterly Financial Report – Q2, 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.

Discussion

An additional appendix (appendix 4) has been added to this report to identify those projects that could proceed, or be enhanced, should additional grant funding be provided. Some of these projects are included in the 2021-2030 Financial Plan while others are new projects that have not yet been approved by Council.

Report/Recommendation to Council

Quarterly Financial Report – Q2, 2021

August 18, 2021

Projects that could only proceed with additional grant funding are classified as “dependent” whereas those projects that can proceed without additional grant funding are listed as “independent”.

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 77% of budget and expenses are 42% of budget (79% and 40% respectively for 2020).

Timing differences account for the reduction in revenues for RCMP and Fire. Traffic Fine Revenue sharing for 2021 has not yet been received and Campbell River Indian Band shared services and E-911 contract fees were recognized in Q3 in 2021 as opposed to Q2 in 2020.

Effective July 1st the casino re-opened (under limited capacity). For 2021 a budget of \$125K was forecast for gaming revenue and we will have a better understanding of what the expected revenues will be when the first quarterly report is received from the Province in October. By this point last year one quarter of gaming revenue had been received (\$178K).

Expenses are roughly \$3M more than the prior year. In 2020 there were several budget reductions put in place because of COVID-19, so this accounts for a significant portion of the increase in expenditures in 2021 as the City resumes full service. Other factors that have impacted the increase in expenditures from the prior year are; 2021 being the first year for recognizing the transfer to the Downtown Revitalization Reserve (\$622K), an increase in contracted services over the prior year (\$630K – partially due to timing differences of transit contract services), a \$400K increase in jet fuel purchases (offset by jet fuel sales), and a \$1.2M increase in wages and benefits (\$1.2M budget increase from 2020). Wages and benefits for Q2, 2021 represent 14 pay periods as compared to 13 for Q2, 2020.

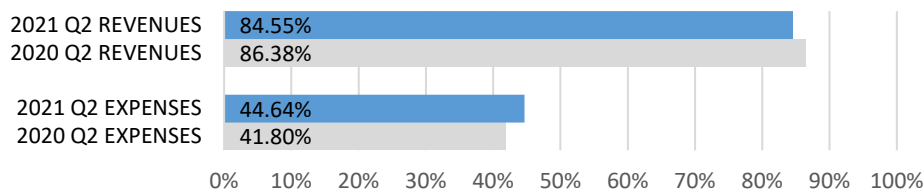
Throughout the first two quarters the COVID-19 pandemic has continued to have an impact on the City’s financial operations.

Report/Recommendation to Council
Quarterly Financial Report – Q2, 2021
August 18, 2021

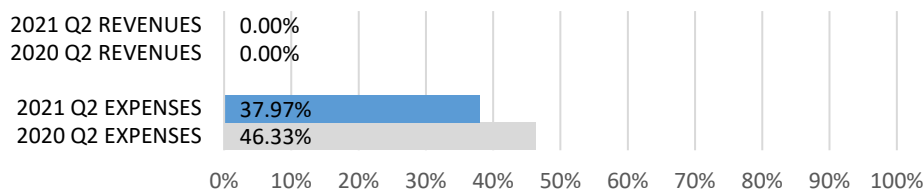
	2020 Q2	2020 Budget	2021 Q2	2021 Budget	2021 Variance \$	2021 Variance %	2020 Variance %
REVENUE							
FISCAL SERVICES	(40,777,923)	(47,208,401)	(41,791,118)	(49,425,615)	(7,634,497)	84.6%	86.4%
GOVERNANCE	-	-	-	-	-	0.0%	0.0%
CORPORATE SERVICES	(1,958,409)	(3,764,995)	(577,152)	(2,962,078)	(2,384,926)	19.5%	52.0%
RCMP	(559,856)	(735,155)	(119,061)	(695,091)	(576,030)	17.1%	76.2%
FIRE	(1,086,470)	(1,900,883)	(716,956)	(1,956,996)	(1,240,040)	36.6%	57.2%
ASSETS & OPERATIONS	(370,487)	(1,126,832)	(539,833)	(1,161,134)	(621,301)	46.5%	32.9%
UTILITIES	(15,025,161)	(18,045,370)	(15,875,869)	(19,165,480)	(3,289,611)	82.8%	83.3%
COMMUNITY DEVELOPMENT	(941,736)	(2,145,910)	(1,273,138)	(1,691,501)	(418,363)	75.3%	43.9%
ECONOMIC DEV. & TOURISM	(106,973)	(475,000)	(197,497)	(475,000)	(277,503)	41.6%	22.5%
AIRPORT	(461,020)	(2,040,198)	(888,251)	(2,727,934)	(1,839,683)	32.6%	22.6%
REVENUE TOTAL	(61,288,034)	(77,442,744)	(61,978,875)	(80,260,829)	(18,281,954)	77.2%	79.1%
EXPENSE							
FISCAL SERVICES	10,007,846	23,941,987	10,839,099	24,279,731	13,440,632	44.6%	41.8%
GOVERNANCE	443,199	956,599	453,182	1,193,669	740,487	38.0%	46.3%
CORPORATE SERVICES	1,979,844	4,498,060	1,668,111	3,548,013	1,879,902	47.0%	44.0%
RCMP	2,714,776	10,417,651	2,985,306	10,783,420	7,798,114	27.7%	26.1%
FIRE	3,149,307	6,582,108	3,464,099	6,781,819	3,317,720	51.1%	47.8%
ASSETS & OPERATIONS	4,498,420	11,192,977	5,221,152	11,484,531	6,263,379	45.5%	40.2%
UTILITIES	4,057,914	10,117,359	4,366,577	10,512,076	6,145,499	41.5%	40.1%
COMMUNITY DEVELOPMENT	2,766,902	6,515,676	3,235,562	7,390,040	4,154,478	43.8%	42.5%
ECONOMIC DEV. & TOURISM	539,541	1,095,993	765,442	1,217,527	452,085	62.9%	49.2%
AIRPORT	786,916	2,124,334	1,182,785	3,070,003	1,887,218	38.5%	37.0%
EXPENSE TOTAL	30,944,664	77,442,744	34,181,315	80,260,829	46,079,514	42.6%	40.0%
GRAND TOTAL	(30,343,370)	-	(27,797,560)	-	27,797,560	0.0%	0.0%

Each area of the City’s operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the second 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 was completed in Q2 in 2021.



1 – GOVERNANCE – Expenses are trending lower than the prior year due to a budget reduction in Council Contingency (\$84K reduction in actual spend as at Q2).



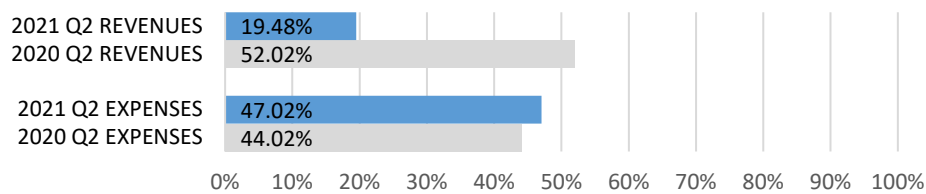
Report/Recommendation to Council

Quarterly Financial Report – Q2, 2021

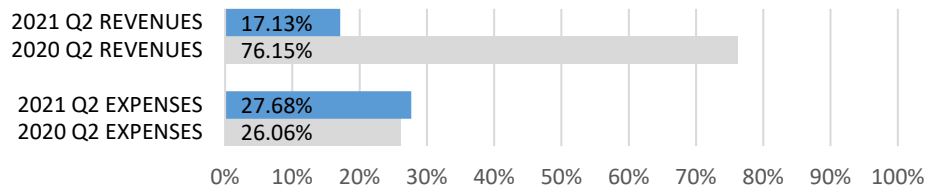
August 18, 2021

2 – CORPORATE SERVICES – Significant reduction in revenues due to no gaming revenues in the first two quarters (COVID-19) and service contract fees with Wei Wai Kum First Nation were recorded in Q3 in 2021 and in Q2 in 2020 (\$960K). Gaming revenues to be realized in Q3 and beyond as the casino has re-opened with a limited capacity effective July 1st.

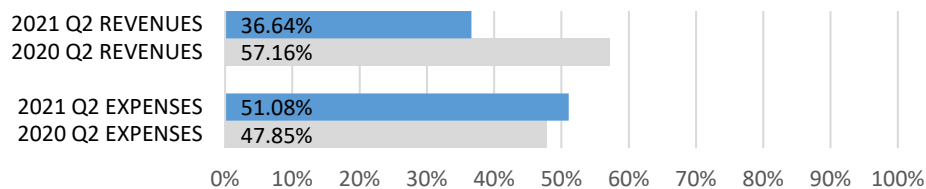
Actual expenses are lower than 2020 (~\$300K) primarily due to \$536K of Emergency Operations Centre expenses related to the Covid-19 pandemic in 2020. The 2021 municipal by-election resulted in an additional \$40K of expenses (budget of \$69K) and a timing difference of recording the property and content insurance allocation in 2021 (~\$166K).



3 – RCMP – Revenue is currently trending lower due to traffic fine revenue sharing funds being received in Q1 in 2020 and have not yet been received in 2021 (budget of \$391K in 2021). Expenses are on trend with the prior year. RCMP contract billings are generally received after quarterly cut-off.



4 – FIRE – Timing differences for the recording of Wei Wai Kum First Nation shared services and E-911 contract fee revenues (reported in Q3 in 2021 and in Q2 in 2020). Expenses are on trend with 2020.

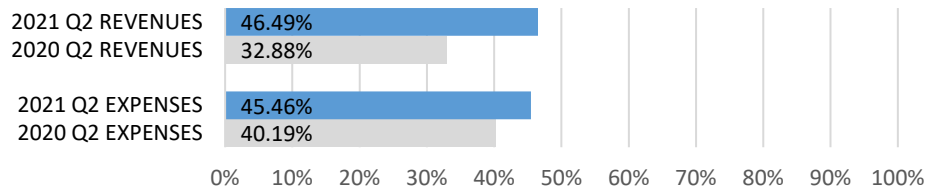


Report/Recommendation to Council

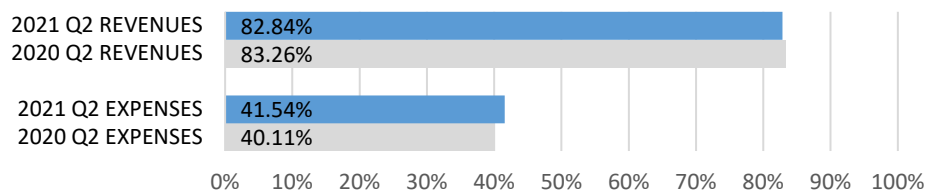
Quarterly Financial Report – Q2, 2021

August 18, 2021

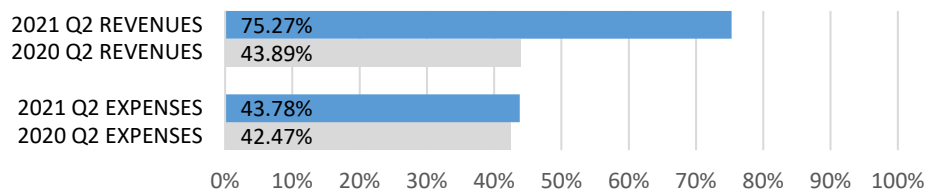
5 - ASSETS & OPERATIONS – Increase in revenues due to receipt of Transit Safe Restart funding received in the first two quarters (\$104K). 2020 expenses reflect only 4 months of the City's transit service contract as opposed to 5 months for 2021 (~\$166K/month). \$193K increase in Parks wages and benefits in 2021 primarily associated with green space, urban forestry, and horticultural projects in 2021. Staffing levels for Parks were returned to full staffing in 2021 after reductions were made in the prior year due to COVID-19.



6 – UTILITIES – Revenue is on trend with 2020 with a slight increase in bulk water and meter user fees (budgeted increases in 2021). Expenses are trending slightly higher due to contract rate increases for solid waste and recycling.



7 - COMMUNITY DEVELOPMENT – Revenue is trending higher than last year as there has been a \$229K increase in building permits and \$117K increase in development permit and application fees. Recreation and Culture revenues have decreased by \$70K from the prior year as expected and accounted during the Financial Planning process (budget was reduced by 54%). \$470K increase in wages and benefits over the prior year (\$213K - Community Planning & Development, \$271K – Recreation and Culture, programs re-starting and pool re-opening).

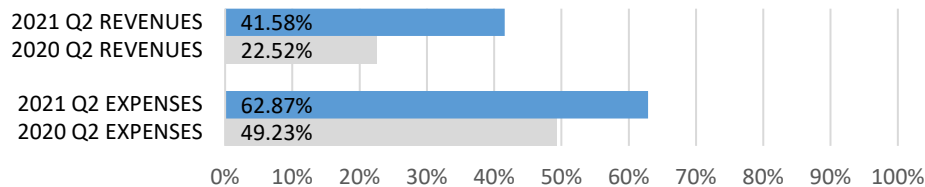


Report/Recommendation to Council

Quarterly Financial Report – Q2, 2021

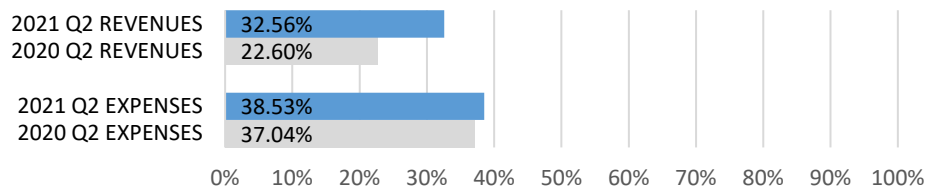
August 18, 2021

8 – ECONOMIC DEV. & TOURISM – Revenues are significantly higher than the prior year due to grant funding being received for the Digital Experience Program (~\$101K). Expenses associated with this program account for the increase in expenses over the prior year.



9 – AIRPORT – Revenue is trending higher than 2020 due to an increase in fuel sales (PAL Aerospace \$451K). 2021 revenues are lower for concession and passenger service fees (~\$45K) due to COVID-19 restrictions. The reduction in concession and service fees was expected and budgeted accordingly (50% budget reduction). There was a 34% overall budget increase for revenues, primarily related to 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 28% (41% 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.



Operating Projects

There are 40 operating projects as approved during Financial Planning. An additional 6 projects have been approved since the beginning of 2021 with an additional budget of \$245K. The total spend in the first two quarters on operating projects to date is \$398K or 21.5% of budget (2020 – 30.1%). 25 projects are currently in progress (definition and implementation phases) and 15 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 50% complete.

Report/Recommendation to Council

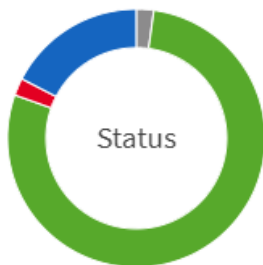
Quarterly Financial Report – Q2, 2021

August 18, 2021

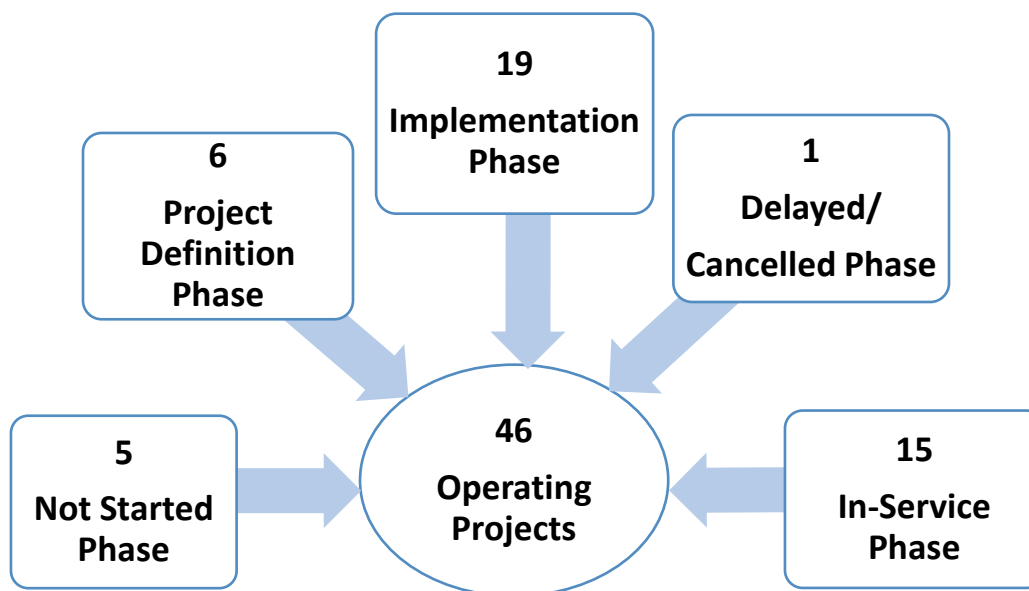
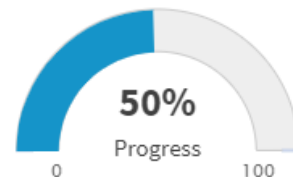
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Project

Overall Summary



	%
● Status Pending	2.17
● On Track	78.26
● Major Disruption	2.17
● Completed	17.39



Capital Projects

There are 107 capital projects with a total budget of \$32.4M for 2021 as approved during Financial Planning with five additional projects added since (\$1.59M budget). Of these 112 projects, 64 are in progress (definition or implementation phase), 29 complete or substantially complete (in-service phase) and 14 have not been started or an update has not yet been provided (5 are delayed/cancelled).

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

Report/Recommendation to Council

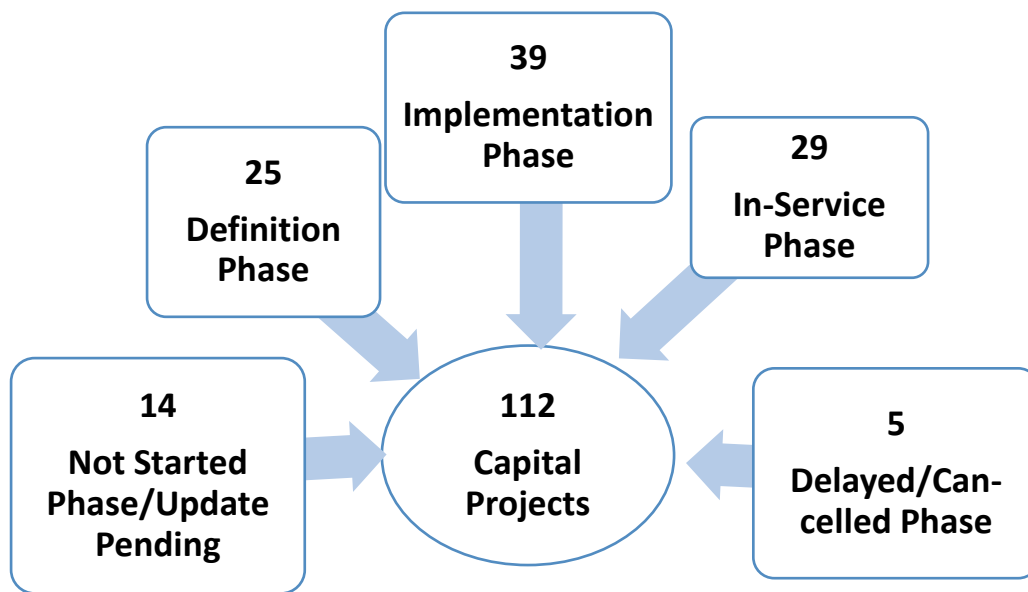
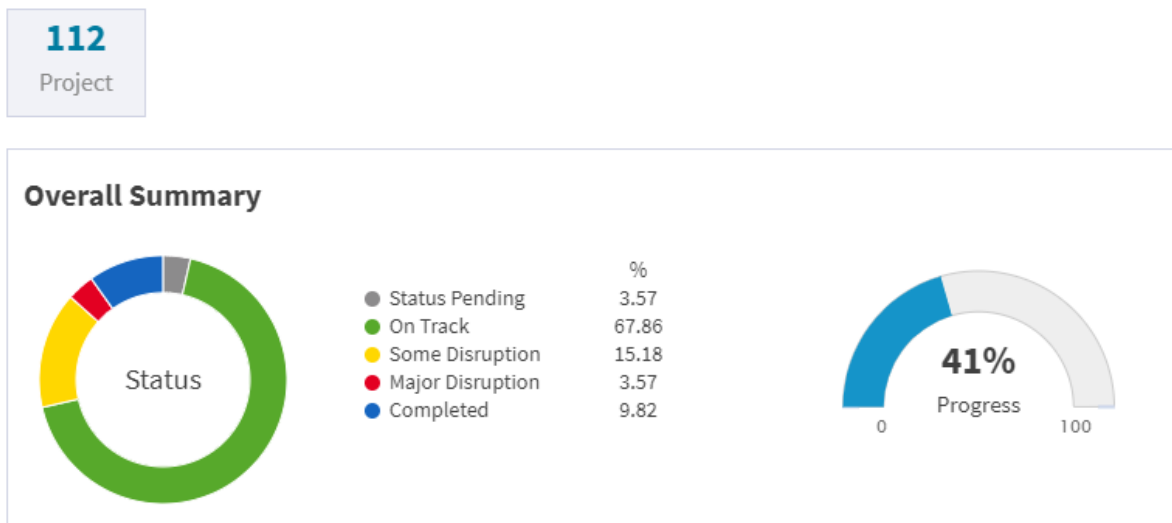
Quarterly Financial Report – Q2, 2021

August 18, 2021

Capital expenditures at the end of the second quarter are \$5.68M or 16.47% of budget (2020 – 19.3%).

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 41% complete.



Report/Recommendation to Council

Quarterly Financial Report – Q2, 2021

August 18, 2021

Communications

The Q2 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.

An additional appendix has been included with this report to identify those projects considered as "shovel ready" and possibly eligible for grant funding. The appendix indicates which projects are currently part of the approved financial plan and those projects which are new.



Conclusion

Financial results for the City's departmental operating budgets are within expectation for the first two quarters of 2021. Operating and capital projects are well underway with most projects well into the planning or construction phase. The second quarter saw significant increases in capital expenditures as this time-period, along with the third quarter, 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 has resulted in additional revenues as more opportunities for indoor and outdoor recreation programs has occurred. Gaming revenues will commence in Q3 and as provincial travel restrictions have been lifted (open to all provinces and territories as of July 1 and the United States as of August 9) we should see an increase in MRDT revenues due to an increase in tourists for Q3.

Attachments:

1. Appendix 1 – Operating Projects (Q2, 2021)
2. Appendix 2 – Capital Projects (Q2, 2021)
3. Appendix 3 – Envisio Project Phases
4. Appendix 4 – Potential Projects in the Event of Additional Funding

Prepared by:	Reviewed by:
 <hr/> <p>Mark Coulter, CPA, CGA Senior Accountant</p>	 <hr/> <p>Dennis Brodie Acting Director of Finance/CFO</p>

Report/Recommendation to Council

Quarterly Financial Report – Q2, 2021

August 18, 2021

Reviewed for Form and Content / Approved for Submission to Council:	
 _____ Deborah Sargent, MCIP, RPP City Manager	
Finance	AD

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.01.01	Flight Way Clearing	S068	30,000	9,487	50%	Flightway has been surveyed and data has been provided. Submitting completed survey to MOF and Timberwest.	√Implementation	Dec 31, 2021	On Track
Project 1.01.02	Crack Sealing	S049	20,000	-	0%	An RFO will be issued in July for this project.	√Project Definition	Dec 31, 2021	On Track
Project 1.01.05	Airport Specialists Reinstate FT Hrs	S143	28,400	6,086	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	S138	186,400	92,537	50%	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. Enhanced cleaning will continue until the start of Stage 4 which is currently scheduled for September 7th at which point it will cease. Should infection rates climb again enhanced cleaning may need to resume.	√In Service	Dec 31, 2021	On Track
Project 1.03.01	Network Security Audit	S072	25,000	-	75%	On schedule to have recommended changes complete by September.	√Implementation	Dec 31, 2021	On Track
Project 1.05.01	CR Restart - Economic Development Resources	S141	38,000	-	65%	Economic Development has had services of an auxiliary administrative assistant from February 2021 until present for 2-3 days a week. Funds may allow this support to continue until late Fall 2021.	√In Service	Dec 31, 2021	On Track
Project 1.05.02	Economic Development Strategic Planning	S126	75,000	41,549	100%	Council, at their June 28 Regular meeting endorsed Economic Development's 5-year strategic plan. This project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.06.01	Next Level Communications	S139	88,300	41,521	75%	The 2021 Digital Communications position has been filled for 2021. 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	S110	12,000	10,850	100%	The survey has been completed and the report was presented to Council on May 31st.	√In Service	Dec 31, 2021	Completed
Project 1.08.01	Municipal By-Election	S140	69,000	41,173	100%	2021 Municipal By-Election Completed.	√In Service	Dec 31, 2021	Completed
Project 1.09.03	Fire Dispatch Centre Review	S142	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	S113	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	S129	15,000	4,200	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	C036	37,154	-	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	S127	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	C048	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.	√Implementation	Dec 31, 2021	On Track
Project 1.11.06	Housing Growth Review	S124	41,637	17,127	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

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.11.07	Social Grants	S078	50,000	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. Actual spend relates to the late payment of a 2020 Social Grant (paid in April 2021).	√Not Started	Dec 31, 2021	Major Disruption
Project 1.11.08	580 Dogwood - BC Housing	H003	13,913	-	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	H004	163,700	3,047	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	S053	30,000	-	15%	Proposals have been submitted from Willow Point BIA, the Downtown BIA and Campbellton Neighbourhood Association for 2021. Council approved in principle the three partnering agreements at the May 10th meeting.	√Implementation	Dec 31, 2021	On Track
Project 1.11.12	Tree Protection Bylaw	S122	12,500	-	10%	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	S100	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	S038	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	S109	29,000	38,197	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	S104	22,500	-	75%	Staff have been hired and trained. The program is up and running and will continue until the end of August.	√In Service	Dec 31, 2021	On Track
Project 1.14.02	Senior's HUB	S132	5,000	-	100%	The Seniors Hub is now complete and fully operational. The office is located inside the CR Volunteer Centre. The Seniors Hub hosted a public information session at Dick Murphy Park on Tuesday, July 13th. They are planning another public event at the Farmers' Market. They are hiring a Youth Engagement Assistant thanks to funding from the Canada Summer Jobs program. Up to date information can be found on their Facebook page https://www.facebook.com/CRSeniorsInfoHub or their website https://www.volunteercr.ca/seniors-information-hub/	√In Service	Dec 31, 2021	Completed
Project 1.14.04	PLAY Campbell River	S108	5,000	-	70%	PLAY CR has gained the use of stencils that are going to build outdoor active pathways at most elementary schools in SD72 along with the other to be determined locations located around the City promoting Physical Literacy. After its first successful online PLAY 101 workshop PLCR is currently working on planning further training opportunities for early child care educators and other community members.	√In Service	Dec 31, 2021	On Track
Project 1.15.15	Minor League Baseball Transfer	S145	18,000	-	50%	Weekend maintenance ongoing and portable pitching mounds ordered.	√Implementation	Dec 31, 2021	On Track
Project 1.15.16	Spirit Square Maintenance	S146	30,000	-	0%	On May 31st, Council approved resolution 21-0308 for maintenance of Spirit Square.	√Not Started	Dec 31, 2021	On Track
Project 1.15.17	Willow Point Park Field Grooming	S147	3,000	-	0%	On June 14th, Council approved resolution 21-0325 for field grooming for Willow Point Park for the month of July 2021.	√Not Started	Dec 31, 2021	On Track

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.01	Sewer Right of Way Clearing	S116	69,691	9,300	50%	The intent of this project is to provide vac truck access to critical sewer infrastructure that had grown over and was never provided with adequate vehicle access. This year we intended to complete phase III of the Pinecrest Sewer ROW clearing project that started in 2019. Phase I included clearing and constructing a road between Petersen Road and the ERT. Phase II included tree clearing and grubbing the ROW from the ERT to halfway to South McPhedran Road. Phase III includes road construction through the area that was cleared and grubbed in 2020. Because this phase requires road building crews, which are difficult to get during this construction boom, which puts their pricing at a premium, plus some habitat compensation requirements as a result of working through a wetland, and the fact that following the work completed in Phase II, our crews could now reach our infrastructure in an emergency, this phase is being postponed to 2022. Road engineering has been completed and Mainstream Biological is in the process of preparing the necessary environmental applications for the project. Therefore Phase III is considered shovel ready. In place of the planned Phase III work for 2021, we have completed some "low hanging fruit" work that was scheduled for the 2022 and 2023 ROW clearing projects: 1) The sanitary and storm ROW between Thurlow and Sonora has been cleared and is currently in the process of being restored, 2) Quotes and clearing options are currently being reviewed for clearing various sections of the sanitary sewer ROW along the ERT between Evergreen and Homewood Road.	✓Implementation	Dec 31, 2021	Major Disruption
Project 1.17.02	Confined Space Entry Alternate Procedures	S089	13,872	1,005	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	S115	10,000	3,780	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	S119	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 NVEC. 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	S089	20,150	1,880	30%	Document creation is ongoing.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.03	Drinking Water Source Protection Plan	S117	75,000	9,291	35%	Report creation remains ongoing.	✓Implementation	Dec 31, 2021	On Track
Project 1.19.01	DCC Review	S094	9,318	8,531	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	Various	108,680	11,512	0%	Annual allocation to fund Council projects and miscellaneous community projects that arise during the fiscal year.	✓Implementation	Dec 31, 2021	On Track
Project 1.20.02	Qwalayu House	S133	15,607	-	90%	Construction of works and services has been completed. City acceptance of the works is underway. 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	S134	205,000	23,007	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	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.20.04	Downtown Safety Task Force	S135	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	Completed
Project 1.20.05	Advisory Committees for Aquaculture & Forestry	S136	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	S137	4,000	3,812	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	S144	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	-	0%	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. Funding entry completed in Q3.	√Not Started	Dec 31, 2021	On Track

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.01.03	Airport Condition Assessment	3024	10,000	-	0%	Part of Asset Management best practices to understand and track the physical condition of airport capital assets. To be undertaken in concert with approved Asset Management Strategy.	✓Not Started	Dec 31, 2021	Some Disruption
Project 1.01.04	Runway De-icing Trailer	3023	104,160	-	0%	Supply chain delay with expected delivery in August/September.	✓Delayed	Dec 31, 2021	Some Disruption
Project 1.02.02	Big House Pavilion Preservation	4039	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	Major Disruption
Project 1.02.03	Fleet Replacement Plan	4009	822,157	200,502	50%	Of the eight (8) Fleet replacements planned for 2021, three (3) have been awarded and are awaiting delivery, three (3) have been received, and two (2) will go to market in Q3. Three vehicles were ordered in mid 2020 but carried forward due to long manufacturer delays. Two of the three have been received in Q1 with one still awaiting delivery with an unknown delivery date.	✓In Service	Dec 31, 2030	Some Disruption
Project 1.02.04	Airport Case Loader	4009	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	Some Disruption
Project 1.02.05	City Hall Storefront Door Replacement	4086	67,555	73,046	100%	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 complete with the new doors in service.	✓In Service	Dec 31, 2021	Completed
Project 1.02.06	Dogwood Operations Centre Master Plan	4085	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 Q3 2021.	✓Project Definition	Dec 31, 2021	Some Disruption
Project 1.02.07	Museum Roof Replacement & Skylight Repair	4084	30,000	-	60%	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	4058	300,000	6,663	30%	Project has now been tendered and awarded with construction starting early July 2021. 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	4061	250,000	9,102	30%	Remediation work has now been completed. Testing wells will remain on site to monitor groundwater conditions as the site is still in active use. Environmental permitting and site planning is now underway for a major site re-grading along with an improved drainage plan for the site which will be completed in Q3/Q4 2021.	✓Implementation	Dec 31, 2021	On Track
Project 1.02.10	Video Surveillance System Ongoing Camera Renewal Program	4065	25,000	19,676	80%	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. Supplier delays have impacted camera replacements in 2021.	✓In Service	Dec 31, 2030	Some Disruption
Project 1.02.11	CRCC Roof Replacement	4091	20,000	-	20%	Consulting work has now been awarded and is in preliminary design phase. Roof construction is currently scheduled for 2022.	✓Project Definition	Dec 31, 2022	On Track
Project 1.02.12	RCMP Building Roof Replacement	4092	15,000	-	20%	Consulting work has now been awarded and is in preliminary design phase. Roof construction is currently scheduled for 2022.	✓Project Definition	Dec 31, 2022	On Track
Project 1.02.13	City Facilities Fall Protection	4048	230,000	3,800	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	4052	50,000	29,969	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.	✓Implementation	Dec 31, 2030	On Track
Project 1.02.15	Small Equipment	4050	30,000	16,426	60%	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. Most 2021 procurements have now been acquired.	✓In Service	Dec 31, 2030	On Track
Project 1.02.16	EV Charging Station - Sportsplex	4093	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 1.03.02	Operations Management Software Planning and Replacement	2030	847,250	45,000	0%	Waiting on Applied Geographics for quote to upgrade Cartegraph.	✓Project Definition	Dec 31, 2023	On Track

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.03.03	Workstation/Laptop Replacement	2002	46,000	37,981	60%	On schedule. Client Support is still rolling out Evergreen machines.	√Implementation	Dec 31, 2030	On Track
Project 1.03.04	Printer/Peripheral Replacement	2001	20,000	19,281	96%	Annual program is close to being complete.	√Implementation	Dec 31, 2030	On Track
Project 1.03.05	GIS Orthophotos	2016	17,000	-	15%	Waiting on project extent review.	√Project Definition	Dec 31, 2022	Some Disruption
Project 1.03.06	Scheduled Photocopier Replacement	2015	17,000	9,450	56%	Ongoing annual program on schedule.	√Implementation	Dec 31, 2030	On Track
Project 1.03.07	Council Chambers Sound System	2033	150,000	-	5%	Working on Terms of Reference.	√Not Started	Dec 31, 2021	On Track
Project 1.03.08	Internet Security Hardware	2019	35,000	14,519	59%	No change from Q1 report.	√Implementation	Dec 31, 2021	On Track
Project 1.04.01	Transit Stop at Carihi	6040	376,705	11,588	95%	Project is completed. SRW agreement to complete.	√In Service	Dec 31, 2021	On Track
Project 1.04.02	3.5 Acre Walkway Lights & Surface Improvements	6033	66,916	27,521	90%	Some small landscaping to be done to finish this project.	√Implementation	Dec 31, 2021	On Track
Project 1.04.03	Master Transportation Plan Update	6039	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	6043	30,000	-	0%	Funding for creation of promotional materials for the Willis Road Corridor.	√Not Started	Dec 31, 2021	Some Disruption
Project 1.04.05	Traffic Control Upgrades - 13th/Dogwood (map incl.)	6020	198,779	199,478	100%	The new lights and controller have been installed and all land issues have been finalized. Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.04.06	Asphalt Overlays	6025	500,000	674	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	6006	403,836	27,531	5%	This project will go back out to tender in 2022.	√Delayed	Dec 31, 2021	Major Disruption
Project 1.04.08	Transit Bus Shelters(map incl.)	6007	116,359	232	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	6001	17,557	4,255	20%	Council approved the installation of cycling lanes on Hilchey (additional funding) that will be applied to the current budget amount. RFP to engage a contractor to paint lines as we are unable to do this work in-house due to the lack of available road paint and the funding requirements.	√Implementation	Dec 31, 2030	Some Disruption
Project 1.04.10	Street Light Infill	6024	90,000	-	0%	Project to start in the third quarter.	√Not Started	Dec 31, 2021	On Track
Project 1.04.11	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	6012	42,350	-	10%	Quotes are being obtained for the installation of pedestrian lights at this intersection. ICBC will be approached for additional funding for 2021. Looking at and discussing options with the developer who is required to install traffic lights at this location when certain criteria is met. ICBC has confirmed funding to support the project either with pedestrian lights or with traffic lights.	√Project Definition	Dec 31, 2021	Some Disruption
Project 1.04.12	LED Light Conversion	6008	38,825	19,709	20%	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	6018	25,000	56	0%	The parking areas at Rotary Beach park are in need of rehabilitation with ponding and surface irregularities evident. Project will include upgraded drainage and asphalt in both parking areas. This project will start in the Fall.	√Not Started	Dec 31, 2021	On Track
Project 1.04.14	Greenways Loop Wayfinding & Signage	9001	13,470	-	20%	Installation of Greenways loop maps around Campbell River at: new pocket park on Highway 19A, the Spit, Highway 19A/Maryland and at Maritime Heritage Centre parking lot.	√Implementation	Dec 31, 2021	On Track
Project 1.04.15	Bike Lanes on Hilchey Road	6044	150,000	-	0%	Approved by Council on May 31, 2021.	√Not Started	Dec 31, 2021	On Track
Project 1.07.01	Corporate Asset Management	2035	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. Project has been delayed due to staff vacancies and challenges with the Cartograph database.	√Implementation	Dec 31, 2021	Major Disruption
Project 1.07.02	Corporate Asset Management Asset Management Strategy Development	2036	20,000	1,900	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. Planned work with consultants on a capital project prioritization framework is underway but may be challenged due to staff vacancies and capacities to undertake this work.	√Implementation	Dec 31, 2021	Some Disruption
Project 1.09.01	#1 Fire Station Replacement	1006	100,000	-	10%	Staff are awaiting an amended version of the Covenant from Couverdon for the property that identifies Lot 9 as the 1.5 acre site for the firehall from the original lot allocated for the site which was 1 acre.	√Project Definition	Dec 31, 2022	On Track
Project 1.09.02	Small Equipment Replacement	1004	25,000	19,008	50%	Equipment procurement in process with quotes and orders actively moving forward.	√Implementation	Dec 31, 2030	On Track
Project 1.11.11	Supportive Housing - 580 Dogwood	8010	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.	√Implementation	Dec 31, 2021	On Track

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.11.13	Nunns Creek Master Plan	9015	14,464	5,691	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	9057	75,600	4,218	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 from 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	6042	31,400	6,970	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	9900	42,350	10,138	20%	A new battery powered burnisher has been purchased to replace an older propane model burnisher. This burnisher is more energy efficient, is a safer option for staff to use and can be operated when the public are in the building. Finance staff are reviewing quotes for fitness equipment replacement.	√In Service	Dec 31, 2030	On Track
Project 1.15.01	Willow Point Park Turf Installation	9056	26,204	14,619	100%	Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.02	Baikie Island Bridge Replacement	9068	150,000	80	0%	Project delayed due to staffing vacancy (medical leave).	√Delayed	Dec 31, 2021	Some Disruption
Project 1.15.03	Nunns Creek Park Backstop, Dugout and Fencing replacement	9067	40,000	14,429	10%	Dugout materials have been ordered. 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	9066	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	9065	35,000	13,344	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	9064	25,000	24,354	50%	Water Fountains have arrived and installation has begun.	√Implementation	Dec 31, 2021	On Track
Project 1.15.07	Sign Replacement - Adams, Centennial, Rotary and Larwood Park	9063	15,000	-	50%	Quotes for signs have been received and suppliers are now making the signs.	√Implementation	Dec 31, 2021	On Track
Project 1.15.08	Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park	9062	15,000	-	50%	RFG has been awarded and are waiting for delivery.	√Implementation	Dec 31, 2021	On Track
Project 1.15.09	Cedric Jones and Barclay Park Fencing Renewal	9061	10,000	4,572	30%	Material for the fencing renewal has been purchased.	√Implementation	Dec 31, 2021	On Track
Project 1.15.10	Tree Renewal in Parks	9060	10,000	10,000	15%	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	9053	550,000	111,452	25%	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	9055	300,000	53	10%	Project has started and working on design.	√Project Definition	Dec 31, 2021	On Track
Project 1.15.13	Pickleball Courts Construction at Robron	9069	150,000	94,343	50%	Court surface has to be paved and fence posts are now in. Waiting for RFQ to close for the surfacing of the courts.	√Implementation	Dec 31, 2021	On Track
Project 1.15.14	Marine Foreshore Restoration	9008	90,000	10,028	25%	The first removal of gravel will happen in late April, and will be monitored for additional remove over the summer months.	√Implementation	Dec 31, 2030	On Track
Project 1.15.18	Park Modifications for Baseball Relocation	9070	272,100	-	0%	As per resolution 21-0377 (July 12), Council approved temporary modifications to Willow Point Park and Nunns Creek Park to support the relocation of minor baseball for the 2022 season.	√Not Started	Dec 31, 2021	On Track
Project 1.16.01	Capital Works Project Management	8006	462,451	231,225	50%	Annual Work Plan underway.	√Implementation	Dec 31, 2030	On Track
Project 1.16.02	Sportsplex Rehabilitation & Addition	4080	250,000	65,949	59%	50% Design Package reviewed and returned to Consultant team. 90% Design scheduled for Q3, 2021.	√Implementation	Dec 31, 2022	On Track
Project 1.16.03	Library Redevelopment	4087	762,450	-	50%	Site Servicing electrical design works revised to reflect change in VIRL project plan. Now creating two distinct services, one for each building. Anticipate work to take place in Q3. Balance of scope deferred indefinitely at this time.	√Implementation	Dec 31, 2021	Some Disruption
Project 1.16.04	Seagull Walkway Design	6009	1,533,053	5,021	50%	Final design for North system under review. Third party peer review being sought. Anticipate outcomes by end of July. North system DFO approval remains outstanding at this time. Schedule for construction on north system is presently to be determined.	√Implementation	Dec 31, 2021	Some Disruption

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.16.05	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	8008/8009	3,112,061	1,094,792	97%	All overhead removals complete. Landscaping and asphalt scheduled for completion by end of July. Roundabout Centre feature RFP to be posted in Q3. Council update due in Q3.	√In Service	Dec 31, 2021	On Track
Project 1.16.06	Waterfront Sewer Forcemain	5002	2,096,244	2,231,689	97%	Phase 1 Gravity Main - Complete. Phase 2 - Force Main - Complete. Phase 3 - Lift Stations 5 and 6 - Complete. Lift Station 4 delayed due to BC Hydro. Final 20 day run test to be scheduled in August. Project to be substantially complete in early August.	√In Service	Dec 31, 2021	On Track
Project 1.16.07	Robron Field House - Servicing	9058	20,338	-	100%	Civil work complete and project in maintenance Period.	√In Service	Dec 31, 2021	Completed
Project 1.16.08	6th Ave Drainage Improvements - Design Only	6501	100,000	-	20%	Design Options Analysis received from consultant. Internal review of options and impacts to be completed.	√Project Definition	Dec 31, 2021	On Track
Project 1.16.09	Storm System Renewals	6600	35,000	-	20%	No further update from Q1. 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	5006	5,913,341	44,434	38%	Detailed design review underway with consultant team. Internal review of electrical upgrades and plant impacts to be contemplated prior to completion of the design phase.	√Project Definition	Dec 31, 2021	On Track
Project 1.16.11	2020 Sewer main Rehabilitation	5801	406,856	-	97%	No update. Target final deliverables end of July.	√In Service	Dec 31, 2021	On Track
Project 1.16.12	Sewer Main Replacement - 2018	5020	11,853	-	100%	Complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.13	Watermain Renewal - Hilchey Rd - Phase 1 (map incl.)	7802	276,584	4,436	100%	This project is complete and in the Maintenance period.	√In Service	Dec 31, 2021	Completed
Project 1.16.14	Rockland Rd Emergency Renewal	7046	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	7043	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)	7803	1,275,000	1,138	55%	Construction activities are underway with investigation works followed by mainline installation. Work has been slow to start due to contractor resource issues.	√Implementation	Dec 31, 2021	Some Disruption
Project 1.16.17	2021 Sewer Main Rehabilitation	5802	1,250,000	23,143	60%	Preparation work complete. Sewer main lining has commenced. Work will temporarily stop at the end of July and return in late September to wrap up.	√Implementation	Mar 31, 2030	On Track
Project 1.16.18	CRadvantage 10th Ave Extension	2037	132,600	79	100%	Civil works completed and in the Maintenance period.	√In Service	Dec 31, 2021	Completed
Project 1.16.19	Airport Lighting, Visual Aids and Taxiway Rehabilitation CC1 3018	3018	3,008,910	-	35%	Detailed design for Apron 1 upgrades, taxiway B upgrades and Visual aids replacement is underway with consultant team.	√Project Definition	Dec 31, 2021	On Track
Project 1.16.20	Biosolids Site Management	5022	345,894	24,673	95%	Final deficiency item to be completed in August.	√In Service	Dec 31, 2021	On Track
Project 1.16.21	Shetland PRV	7024	13,303	-	100%	This project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.22	325 Beech Street Improvements	4094	230,000	-	30%	Preliminary design underway.	√Implementation	Dec 31, 2021	On Track
Project 1.16.23	Highway 19A Sewer Upgrade between Maryland and Twillingate CC1 5027	5027	575,000	67,886	10%	Preliminary design has been submitted for review. Pipe order has been received. Construction is on track to be completed by the end of August.	√Implementation	Dec 31, 2021	On Track
Project 1.17.05	Downtown Storm Mitigation	6502	200,000	-	0%	The scope of this project has not yet been defined.	√Not Started	Dec 31, 2023	Some Disruption
Project 1.17.06	Sewer Condition Assessments	5030	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	5023	25,000	-	60%	A naming convention has been created 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	5024	28,751	30,569	50%	Project on track.	√In Service	Dec 31, 2030	On Track
Project 1.17.09	Lift Station #7 Pump and Controls Upgrade	5033	150,000	14,331	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
Project 1.17.10	NWEC Shower and Locker Room Renovation	5034	125,000	4,580	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	5035	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 preparation will begin soon.	√Project Definition	Dec 31, 2021	On Track
Project 1.17.12	SCADA Communication Equipment Rehabilitation	5029	5,907	2,080	92%	Project is currently in the maintenance period.	√In Service	Dec 31, 2021	On Track

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.13	Meter Renewal	8002	100,000	77,671	95%	Final planned meter has been installed by the contractor.	✓In Service	Dec 31, 2030	On Track
Project 1.17.14	Norm Wood Environmental Centre SCADA Upgrade	5028	90,000	3,944	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	6506	75,000	-	5%	Engineer pre-qualification has been complete for this project. Scope of this project has not yet been defined.	✓Not Started	Dec 31, 2021	Some Disruption
Project 1.17.16	Flow Monitoring Equipment	5036	100,000	-	0%	As per resolution 21-0378 (July 12), Council approved the purchase of sewer and storm drainage flow monitoring equipment.	✓Not Started	Dec 31, 2021	On Track
Project 1.18.04	Water Asset Registry	7035	25,000	376	20%	This multi-year project remains ongoing and funding will need to be carried forward. This project is part of Asset Management best practices to understand and track the physical condition of water capital assets. To be undertaken in concert with approved Asset Management Strategy.	✓Implementation	Dec 31, 2022	On Track
Project 1.18.05	Evergreen Reservoir and Instrumentation Upgrades	7040	915,941	82,024	95%	Reservoir in service. Final contractor invoice outstanding. Now in the maintenance period.	✓In Service	Dec 31, 2021	On Track
Project 1.18.06	Water Facility Decommissioning	7045	83,135	181,544	100%	Project completed.	✓In Service	Dec 31, 2021	Completed
Project 1.18.07	Water Facility Renewal	7500	500,000	166,895	35%	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 1.18.08	Fire Hydrant Renewal	7026	50,000	10,481	25%	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 1.18.09	Water Service Renewal	7027	50,000	10,326	35%	Replacement of existing water services that are failing. The project remains ongoing.	✓In Service	Dec 31, 2030	On Track
Project 1.18.10	Water Dept Temporary Location	7033	300,000	19,205	30%	Majority of the work has been completed . Waiting for furniture to be delivered and the main bathroom requires upgrading.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.11	Dogwood Operations Centre Backflow/Meter	7021	125,000	-	0%	Project not started yet due to staff shortages. Work expected to begin late September or early October.	✓Not Started	Dec 31, 2021	On Track
Project 1.18.12	Pressure Reducing Valve Abandonment	7038	75,000	18,292	72%	This project remains ongoing. Two PRV removals left. One has been prepped and one not started. Remaining work is planned for early Q4.	✓Implementation	Dec 31, 2021	On Track
Project 1.18.13	Area D Connection Improvements	7023	20,000	2,690	10%	Contractor has been retained for bringing new meters into City SCADA system.	✓Project Definition	Dec 31, 2021	On Track
Project 1.18.14	Beaver Lodge Pump Station Upgrades	7048	10,000	-	0%	Due to the ongoing Jubilee Heights development the pump station at Beaver Lodge was expected to be upgraded. It has since been determined that this pump station does not require upgrading at this time, and may not for several years.	✓Delayed	Dec 31, 2023	Cancelled
Project 1.18.15	John Hart Reservoir	7047	100,000	-	0%	2021 is dedicated to property allocation. Design and Construction pushed to 2022/2023	✓Not Started	Dec 31, 2023	On Track
Project 1.18.16	John Hart Pump Station Modifications	7044	22,007	20,250	96%	Maintenance period ongoing.	✓In Service	Dec 31, 2021	On Track
Project 1.22.01	Seagull Walkway Surface Improvement	8011	500,000	-	0%	Resolution approved during August 9, 2021 Council meeting.	✓Not Started	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.

Project	Budget	Description	Shovel Ready (Y/N)	Approved Capital Project (Y/N)	Grant Funding Status
Health & Safety - Lucas CPR Device	40,000	The Lucas CPR device improves health and safety to emergency services personnel by minimizing exposure to COVID and other communicable diseases by reducing the direct contact with a patient in cardiac arrest. It also ensures consistent efficient CPR with no pauses in compressions when moving patients etc. The Fire Department has been involved in a trial with this device for the past few months and have logged multiple uses of this device and received exceptional feedback from our staff, paramedics, doctors and nurses. The estimated cost for the device is \$20,000 and we would propose purchasing two devices (one for each fire station).	Y	N	Dependent
Health & Safety - Decontamination Unit	200,000	Mobile Decon unit capable of decontaminating staff and mass casualties in the field. This could be used for post fire incidents, pandemics, hazardous materials/biohazards and could benefit the City and Regional area. Specification Design is complete and would require an RFP process and award.	Y	N	Dependent
Health & Safety - Washer/Dryer Units	15,000	Washer and dryer units for both fire stations to enable cleaning of contaminated clothing at the fire stations. This eliminates staff from taking potentially contaminated clothing home and using domestic machines with their family's clothing after coming into contact with biohazards and medical calls and/or bioproducts from fire.	Y	N	Dependent
Health & Safety - UTV	37,280	Procurement of a utility all-terrain vehicle (UTV) for the fire department to improve response capabilities to trail networks and remote areas within the City Limits and fire response boundary that are challenging for fire vehicle access.	Y	N	Dependent
Transportation - Cycling Infrastructure	150,000	Design and build for bike lanes for Hilchey Road.	Y	Y	Independent
Transit - Bus Shelters	116,359	Bus shelters are partially funded through CWF and dependent upon BC Transit grant funding.	Y	Y	Dependent
Transportation - Pedestrian Signals	42,350	Installation of a traffic signal at the S. Dogwood/S. Alder intersection. Covenant in place for Couverdon to install a traffic signal once traffic volumes have reached a certain level.	N	N	Dependent
Transportation - Traffic Control Upgrades/Replacement	198,779	The Dogwood & 13th traffic signal project utilized the annual funding. Additional upgrades could be done with additional funding.	N	N	Dependent
Transportation - Master Transportation Plan	62,500	Additional funding would assist with the development of the MTP. The Federal Active Transportation Strategy may be a possible fit for funding.	Y	Y	Independent
Transportation - Greenways Loop Wayfinding & Signage	13,470	Project will move regardless of any additional grant funding.	Y	Y	Independent