



City of Campbell River Report/ Recommendation to Council

Date: December 1, 2021
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q3, 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 December 1, 2021 from the Finance Department regarding the City's Quarterly Financial Report – Q3, 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

Upon completion of the third quarter the City is in a much better position to forecast required carry forwards for operating and capital projects. Staffing vacancies played a role in not only reduced expenditures but also the City's ability to complete, or even start, some of the 2021 operating and capital projects.

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Quarterly Financial Report – Q3, 2021

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The presentation of this report has been modified from Quarter 2 to conform to the new reporting structure adopted by the organization and to ensure consistency with the Financial Plan for 2022. Prior period balances have been realigned as appropriate for comparative purposes.

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 90% of budget and expenses are 60% of budget (88% and 60% respectively for 2020).

Effective July 1st the casino re-opened (under limited capacity). For 2021 a budget of \$125K was forecast for gaming revenue and as the casino incurred operating expenses prior to re-opening in July, those incurred costs will be offset against revenues through to Q1 - 2022. 3rd quarter revenues of \$230K will be recognized in Q4.

Development Services has seen a significant increase in revenues over the prior year and the current year's budget. Overall revenues have increased approximately \$600K over last year and have already exceeded the 2021 budget by approximately \$400K.

Expenses are approximately \$2.4M higher than the prior year however are consistent with the 2021-2030 Financial Plan. During 2020 there were several budget reductions put in place due to COVID-19, which 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), a \$686K increase in jet fuel purchases (offset by increased jet fuel sales), and a \$445K increase in wages and benefits (\$1.2M budget increase from 2020). Increases in wages and benefits would have been more significant if not for several staffing vacancies during 2021. Currently RCMP contracted services are \$430K less than the prior year.

Throughout the first three quarters of 2021 staffing vacancies, supply chain issues and availability of contractors have played a significant role in the number of operating and capital projects that have been delayed or deferred to 2022.

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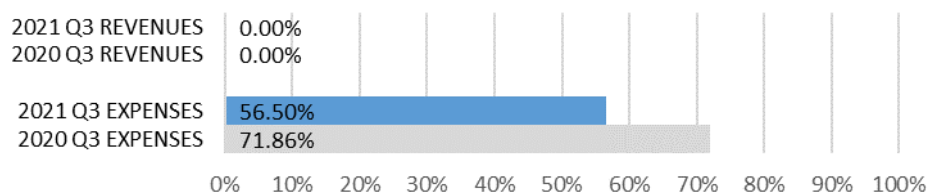
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| | 2020 Q3 | 2020 Budget | 2021 Q3 | 2021 Budget | 2021 Variance \$ | 2021 Variance % | 2020 Variance % |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|
| REVENUE | | | | | | | |
| 1 GOVERNANCE | - | - | - | - | - | 0.0% | 0.0% |
| 2 FINANCE | (45,955,522) | (50,549,460) | (47,258,420) | (52,407,358) | (5,148,938) | 90.2% | 90.9% |
| 3 CORPORATE SERVICES | (317,408) | (423,936) | (322,278) | (373,335) | (51,057) | 86.3% | 74.9% |
| 4 DEVELOPMENT SERVICES | (909,248) | (1,021,600) | (1,538,083) | (1,134,600) | 403,483 | 135.6% | 89.0% |
| 5 COMMUNITY SAFETY | (2,316,256) | (2,783,400) | (2,333,676) | (2,799,723) | (466,047) | 83.4% | 83.2% |
| 6 OPERATIONS | (14,771,074) | (17,617,455) | (16,695,973) | (19,273,234) | (2,577,261) | 86.6% | 83.8% |
| 7 PLANNING & RECREATION | (3,427,043) | (4,571,893) | (3,915,755) | (4,190,579) | (274,824) | 93.4% | 75.0% |
| 8 ECONOMIC DEV. & TOURISM | (171,748) | (475,000) | (333,677) | (475,000) | (141,323) | 70.2% | 36.2% |
| REVENUE TOTAL | (67,868,299) | (77,442,744) | (72,397,862) | (80,653,829) | (8,255,967) | 89.8% | 87.6% |
| EXPENSE | | | | | | | |
| 1 GOVERNANCE | 872,665 | 1,214,344 | 798,696 | 1,413,706 | 615,010 | 56.5% | 71.9% |
| 2 FINANCE | 13,341,044 | 25,639,770 | 13,842,243 | 24,673,996 | 10,831,753 | 56.1% | 52.0% |
| 3 CORPORATE SERVICES | 2,051,568 | 2,906,999 | 2,345,284 | 3,253,168 | 907,884 | 72.1% | 70.6% |
| 4 DEVELOPMENT SERVICES | 1,286,937 | 1,805,574 | 1,429,958 | 2,083,421 | 653,463 | 68.6% | 71.3% |
| 5 COMMUNITY SAFETY | 10,467,399 | 17,597,881 | 10,353,493 | 18,456,770 | 8,103,277 | 56.1% | 59.5% |
| 6 OPERATIONS | 11,807,266 | 18,225,028 | 12,728,836 | 19,975,548 | 7,246,712 | 63.7% | 64.8% |
| 7 PLANNING & RECREATION | 5,641,793 | 8,957,155 | 6,090,481 | 9,579,693 | 3,489,212 | 63.6% | 63.0% |
| 8 ECONOMIC DEV. & TOURISM | 703,952 | 1,095,993 | 981,919 | 1,217,527 | 235,608 | 80.6% | 64.2% |
| EXPENSE TOTAL | 46,172,625 | 77,442,744 | 48,570,910 | 80,653,829 | 32,082,919 | 60.2% | 59.6% |
| GRAND TOTAL | (21,695,674) | - | (23,826,952) | - | 23,826,952 | 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 third quarter of 2021 and 2020 for comparison.

1 - GOVERNANCE – Expenses are trending lower than the prior year due to a budget reduction in Council Contingency (\$65K reduction in the actual spend as at Q3 compared to the same quarter in Q2).



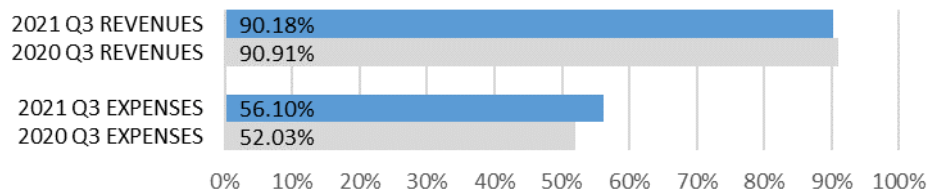
2 – FINANCIAL SERVICES – Increase in actual revenue (~\$1.3M) related to budgeted increase in property taxes included in the 2021-2030 Financial Plan. Third quarter gaming revenues will be received and recognized in Q4 (\$230K) as the casino had re-opened with a limited capacity effective July 1st.

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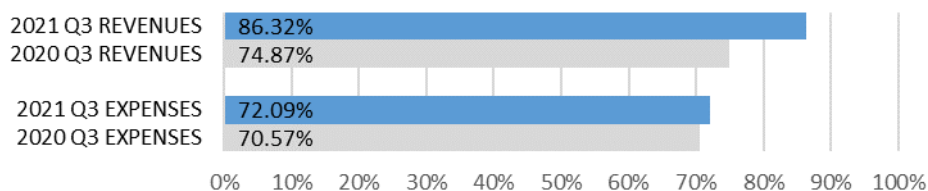
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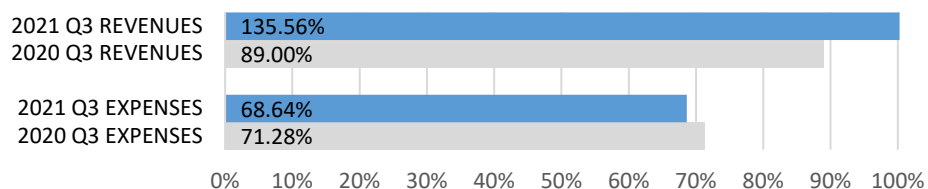
Increase in expenses primarily related to transfers to the various reserves as per the 2021 – 2030 Financial Plan.



3 – CORPORATE SERVICES – The increase in revenues is primarily related to timing of recognizing third quarter IT services for the RCMP (only two quarters recognized in 2020). Expenses have increased slightly over the prior year due to a \$258K increase in licensing and software expenses in 2021 due to Tempest annual maintenance fees not being invoiced for three years (2019-2021) and the 2021 municipal by-election \$40K (budget of \$69K).



4 – DEVELOPMENT SERVICES – Revenue has increased in 2021 as compared to 2020. \$530K increase in building and development permits and fees. Expenses are on trend with the prior year and remain lower than budget due to staff vacancies in this department during 2021.



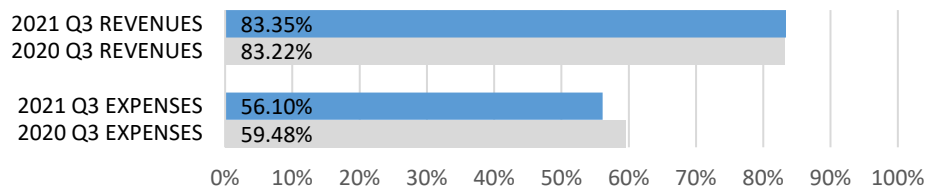
5 – COMMUNITY SAFETY – Revenues are on trend with the prior year. Overall there is a \$80K decrease in Regional District cost sharing revenue which has been offset by an increase in lease revenue related to the RCMP detachment and traffic fine revenue.

Expenses are on trend with 2020. Reductions in RCMP contracted services (~\$430K) offset by increases in prisoner detention services (\$64K), and Fire department wages and benefits (\$224K). RCMP contract billings are generally received after our quarterly cut-off.

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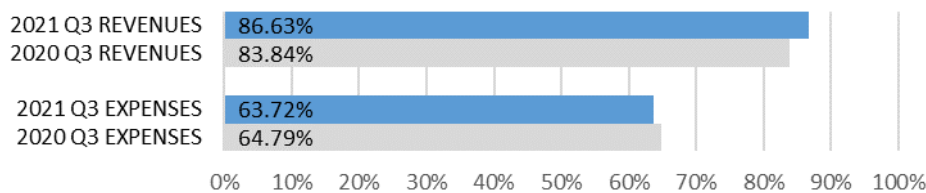
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6 – OPERATIONS – Increase in revenues due to increased airport fuel sales (~\$910K), and utility user fees (~\$790K as budgeted).

Expenses are on trend with the prior year although there has been an increase in fuel purchases (airport -\$700K, fleet - \$141K). The net profit margin for fuel sales is 28% (40% 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.

Expenses are on trend with the current year budget. Expenses for fleet insurance have decreased from the prior period (\$93K – annual renewal occurred in Q3) as well as a \$116K reduction in wages and benefits (\$400K budget increase) due to staffing vacancies/transfers to other departments.



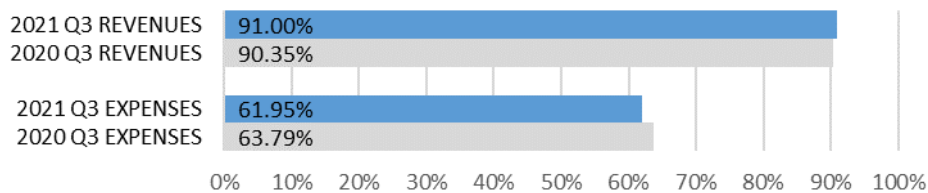
7 – PLANNING & RECREATION – Increased revenues due to Recreation programs restarting (such as the Centennial Pool), lease of the Community Centre for the COVID-19 vaccine clinic (\$75K), garbage user fees (\$143K – budgeted increase), Transit Safe Restart grant (\$148K) and transit fares and passes (\$64K).

\$350K increase in wages and benefits (budget increase of ~\$500K) as Recreation programs restarted and staffing levels for Parks were returned to full staffing in 2021 after reductions were made in the prior year due to COVID-19. Expenses of \$135K related to Enhanced Facility Cleaning in 2021. Contract rate increases were realized for solid waste and recycling. These increased expenses were expected and budgeted in the 2021 – 2030 Financial Plan.

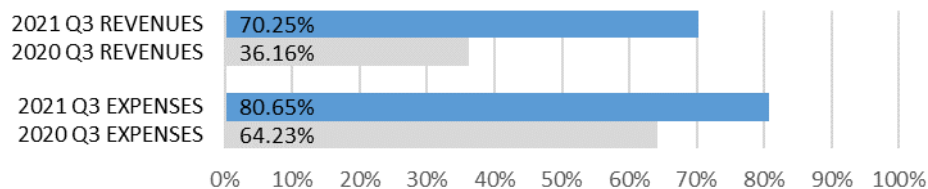
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8 – ECONOMIC DEVELOPMENT & TOURISM – Revenues are significantly higher than the prior year due to grant funding being received for the Digital Experience Program (~\$101K) and increased MRDT revenues (\$52K). Expenses associated with the Digital Experience Program account for the increase in expenses over the prior year.



Operating Projects

There are 40 operating projects as approved during Financial Planning. An additional 10 projects have been approved since the beginning of 2021 with an additional budget of \$499K. The total spend in the first three quarters on operating projects to date is \$1.05M or 45% of budget (2020 – 59%). 18 projects are currently in progress (definition and implementation phases) and 23 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 59% complete (50% at Q2).

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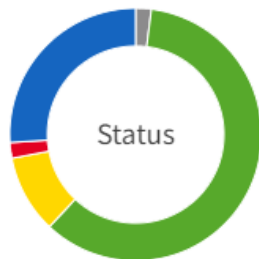
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50

Project

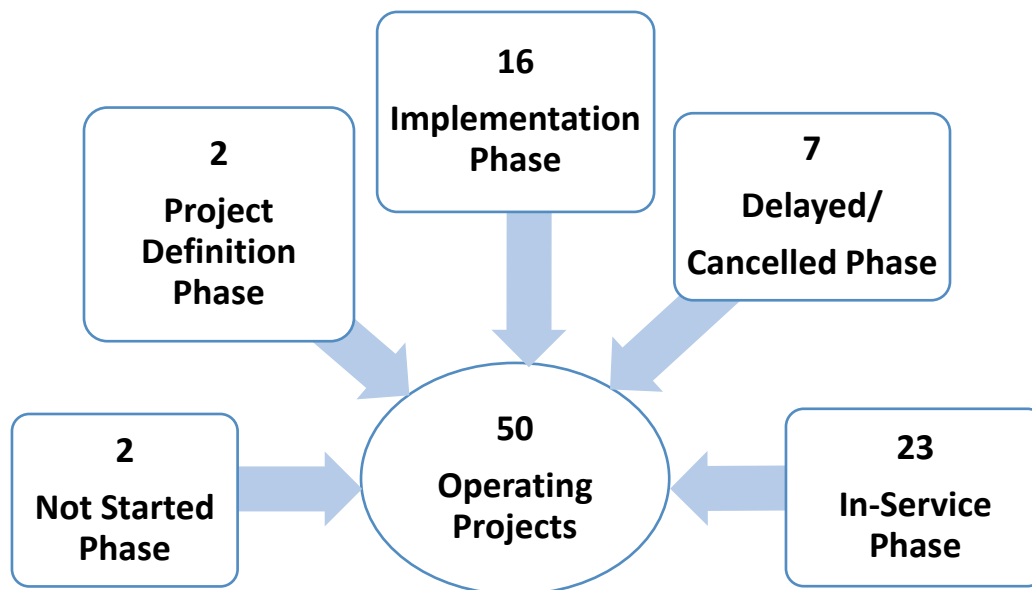
Overall Summary



| | % |
|--------------------|------|
| ● Status Pending | 2.0 |
| ● On Track | 60.0 |
| ● Some Disruption | 10.0 |
| ● Major Disruption | 2.0 |
| ● Completed | 26.0 |

59%

Progress



Capital Projects

There are 107 capital projects with a total budget of \$41.4M for 2021 as approved during Financial Planning (less \$9.4M for adjustments to prior year carry forwards) with six additional projects added since (\$1.6M budget). Of these 113 projects, 41 are in progress (definition or implementation phase), 47 complete or substantially complete (in-service phase), 4 have not been started and 21 have been delayed or cancelled.

The most significant capital projects budgeted for 2021 are the NWECC Upgrades (\$5.9M), the Highway 19A upgrades (\$3.1M) and the Airside concrete parking, taxi widening and approach

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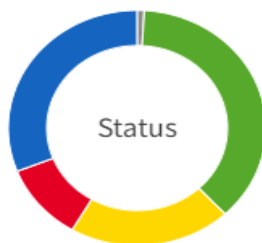
lighting and sign replacement at the Campbell River Airport (\$3.0M – ACAP funding eligible at 95%). Capital expenditures at the end of the third quarter are \$10.32M or 30.44% of budget (2020 – 37.38%).

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 62% complete (41% at Q2).

113

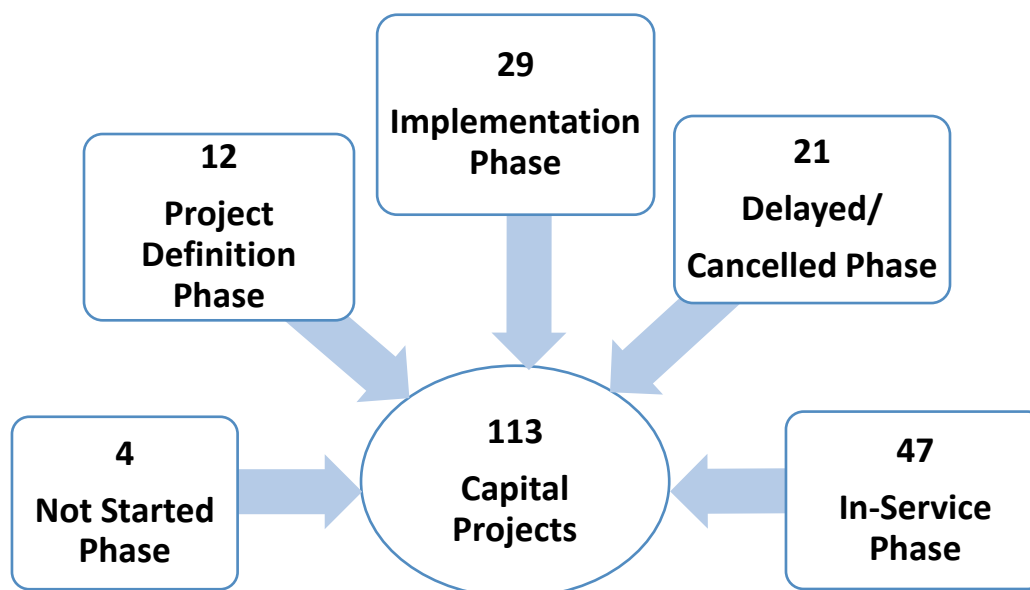
Project

Overall Summary



| Status | % |
|------------------|-------|
| Status Pending | 0.88 |
| On Track | 37.17 |
| Some Disruption | 20.35 |
| Major Disruption | 10.62 |
| Completed | 30.97 |

62%
Progress



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Communications



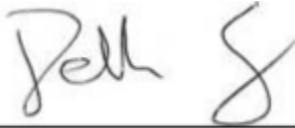
The Q3 quarterly financial report will be posted on the City's website with other financial reports to ensure the public has an opportunity to review the City's financial progress periodically throughout the year.


















Conclusion

Financial results for the City's departmental operating budgets are within expectation for the first three quarters of 2021. Operating and capital projects are well underway with most projects well into the planning or construction phase. The third quarter saw significant increases in capital expenditures as the second and third quarters are typically the busiest for the City.

Attachments:

1. Appendix 1 – Operating Projects (Q3, 2021)
2. Appendix 2 – Capital Projects (Q3, 2021)
3. Appendix 3 – Envisio Project Phases
4. Appendix 4 – Potential Projects in the Event of Additional Funding

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

| 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. Clearing was not conducted during the summer months due to extremely dry conditions. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.01.02 | Crack Sealing | S049 | 20,000 | - |  0% | An RFQ will need to be issued for this project. Project is delayed. | √Delayed | May 31, 2022 | Some Disruption |
| Project 1.01.05 | Airport Specialists Reinstate FT Hrs | S143 | 28,400 | 17,243 |  100% | Council decision on May 10, 2021. Airport Specialists were reinstated to full-time hours. | √In Service | Dec 31, 2021 | Completed |
| Project 1.01.06 | Airport Area 22 Development Strategy | S149 | 90,000 | - |  0% | This project has been delayed and will start in 2022. | √Delayed | Dec 31, 2022 | Some Disruption |
| Project 1.02.01 | Expanded Facility Cleaning & Sanitizing Protocols | S138 | 186,400 | 135,573 |  85% | 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 end of 2021 and has been approved during the 2022 - 2031 Financial Planning deliberations. | √In Service | Dec 31, 2021 | On Track |
| Project 1.02.17 | COVID-19 Vaccine Passport | S148 | 125,000 | 7,738 |  50% | A contractor has been engaged to man entrance check in Proof of Vaccination (POV) booths at both the Community Centre and the Sportsplex during all operating hours in compliance with PHO orders. Currently the order extends through January 31, 2022 and funding has been approved through the 2022 - 2031 Financial Planning deliberations. | √In Service | Dec 31, 2021 | On Track |
| Project 1.03.01 | Network Security Audit | S072 | 25,000 | 8,690 |  75% | Testing complete and report has been delivered for review. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.05.01 | CR Restart - Economic Development Resources | S141 | 38,000 | 26,415 |  85% | Economic Development continues to use the services of an auxiliary administrative assistant until end of 2021. | √In Service | Dec 31, 2021 | On Track |
| Project 1.05.02 | Economic Development Strategic Planning | S126 | 75,000 | 42,795 |  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 | 58,747 |  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 | - |  20% | RFP was awarded to Smith Brownlee & Associates. An initial draft report containing two of the three requested phases was expected to be completed by end of October, however the deadline was extended to 1st week of November. Staff have been updated further that a draft report is not expected until the 1st week of December and the full report inclusive of all three phases is not expected until Q1 of 2022. | √Project Definition | Mar 31, 2022 | Some Disruption |
| Project 1.11.01 | Enviro Monitoring - Big Rock Boat Ramp | S113 | 5,625 | - |  85% | This is year 3 of a 5 year monitoring program (no monitoring in 2023). Field work occurred in October (Pacifcus Biological), report due in December 2021. This project involves monitoring the effectiveness of an eelgrass compensation project required by DFO (authorization) for the construction of the Big Rock Boat Ramp. | √In Service | Dec 31, 2021 | On Track |
| Project 1.11.02 | Energy Rebate & EV Programs | S129 | 15,000 | 8,500 |  90% | 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. | √Delayed | Dec 31, 2021 | Some Disruption |
| Project 1.11.04 | Hourly Rainfall Gauge, and Streamflow Gauges in Willow Creek | S127 | 3,395 | 4,412 |  95% | 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. | √In Service | Dec 31, 2021 | On Track |

| Plan Number | Description | CC3 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|--|------|---------|-----------------------|----------|--|-------------------------|--------------|------------------|
| Project 1.11.05 | Environmental Benchmarking | C048 | 3,200 | - | 90% | Environmental timing window booklet and checklist complete and to be distributed to the professional community (builders, developers, engineers, geotechs, QEPs etc.) during the OCP Environmentally Sensitive Areas mapping update. This is a different OCP process than the detailed review update specifically for eagles/herons and slopes. Anticipated to be completed by the end of 2022. VIU also started some stream report cards. With staff vacancies in 2021 this project ran into challenges, but hoping with new staff to complete this project in 2022 with internal assistance. | √Delayed | Dec 31, 2022 | Some Disruption |
| Project 1.11.06 | Housing Growth Review | S124 | 41,637 | 17,974 | 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. Anticipated to be completed by Q1 - 2022. | √In Service | Mar 31, 2022 | On Track |
| 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. 2021 expenses represents the late payment of a 2020 Social Grant which was paid in April. It is too late for the 2022 intake so the application process will be reinstated in Q3 - 2022 for the 2023 intake. | √Not Started | Dec 31, 2021 | Major Disruption |
| Project 1.11.08 | 580 Dogwood - BC Housing | H003 | 13,913 | - | 100% | Supportive Housing Development in partnership with BC Housing. Development is complete and fifty residents have moved in to this new housing. | √In Service | Dec 31, 2021 | Completed |
| Project 1.11.09 | Fir Street - BC Housing Project | H004 | 163,700 | 156,831 | 95% | 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. The development permit has been obtained and the building permit is pending. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.11.10 | Beautification Grants | S053 | 30,000 | - | 90% | Three neighbourhood associations have completed partnership agreements with the city and are approved to work on the projects for use of beautification funds. 1. Campbellton - purchasing, planting, weeding and watering flowers, maintaining flower boxes around the neighbourhood. 2. Downtown - banners and festival lighting around Spirit Square, painting planters, installing local artists murals, add another downtown wayfinding map. 3. Pier Street is the only BIA that did not apply. They wanted to use the beautification funds for providing power to the parking lot where the Pier Street Market had been relocated, but Council decided to pay for the utility hook-up with City funds. BIA's are submitting invoices and should be reimbursed in December. | √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 but due to staffing vacancies this project is delayed. | √Delayed | Dec 31, 2022 | Major Disruption |
| Project 1.12.02 | Façade Revitalization & CPTED Improvements | S038 | 50,000 | - | 10% | This program is one of the core ongoing 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 | 42,434 | 75% | 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 and operating costs associated with the downtown safety office space. The budget was set at the value of the lease costs only. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.13.02 | Night-Time Security Downtown | S150 | 100,000 | - | 0% | Discussions with Downtown BIA ongoing and review of contract with Footprints Security. | √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 1.14.01 | Enhanced Skate Park Environment | S104 | 22,500 | 7,028 | 100% | We hired 2 Skate Park Leaders this year. They worked an average of 5 days a week during July and August. They were welcomed with great fan fair. We ran 2 skate camps and a Scooter camp that ran at 100% capacity. The Skatepark leaders did deal with incidences at the Skatepark including asking users to respect park rules, to not use alcohol or drugs at the park. All of these incidents were handles respectfully and successfully by the leaders. It was a very successful summer. We received the following comments on social media: 'We were at park today and were thrilled to have them around and witnessed at first hand their enthusiasm with everyone around. Great job guys. See you soon and thanks so much!! Nice to see this is happening in our city, gives kids a place to go and feel safe. Congrats to Campbell River. Feel more comfortable now for my grandchildren. Thank you Campbell River. My 11 year old son skates on his own almost everyday. We are so grateful you are both there!!! You are making our community stronger and safer thank you. Awesome, my son used to be there 10 hours a day but all the crap that was going on he stopped going. Money very well spent!!!' | ✓In Service | Dec 31, 2021 | Completed |
| Project 1.14.02 | Senior's HUB | S132 | 5,000 | 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 hired a Youth Engagement Assistant thanks to funding from the Canada Summer Jobs program. 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 | - | 85% | Play Campbell River is an initiative that has been running since 2018. The team is currently focusing on an education campaign. After completing stencils at 5 schools Play CR is working towards having the stencils placed at the remaining schools along with community areas. Play CR is working with School District 72 to provide extra Physical Literacy Training to teachers in the district. Play CR is going to be hosting a Physical Literacy for Older adults that will be available to care aids and senior home recreation providers in the community. | ✓In Service | Dec 31, 2021 | On Track |
| Project 1.15.15 | Minor League Baseball Transfer | S145 | 18,000 | 13,650 | 50% | Project underway and is on schedule for completion. Spring 2022 | ✓Implementation | May 31, 2022 | On Track |
| Project 1.15.16 | Spirit Square Maintenance | S146 | 30,000 | 4,100 | 0% | On May 31st, Council approved resolution 21-0308 for the painting of the banner poles and crossbars at Spirit Square. Due to the lack of available contractors and pricing the project will not be completed. | ✓Delayed | Jun 30, 2022 | Major Disruption |
| Project 1.15.17 | Willow Point Park Field Grooming | S147 | 3,000 | - | 100% | This project is complete. No direct expenses related to this project. | ✓In Service | Dec 31, 2021 | Completed |
| Project 1.15.19 | Downtown Cleanliness | S151 | 78,000 | - | 5% | Project to commence in December | ✓Not Started | Dec 31, 2021 | On Track |
| Project 1.17.01 | Sewer Right of Way Clearing | S116 | 69,691 | 27,020 | 100% | 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 year we intended to complete 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. 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 wet land, 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 restored. 2) VI Tree Services cleared various sections of the sanitary sewer ROW along the ERT between Evergreen and Homewood Rd. | ✓In Service | Dec 31, 2021 | Completed |
| Project 1.17.02 | Confined Space Entry Alternate Procedures | S089 | 13,872 | 1,825 | 100% | The LWS 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. The current application for Lift Station #11 was submitted to WorkSafe BC and approved in October. | ✓In Service | Dec 31, 2021 | Completed |
| 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 |

| Plan Number | Description | CC3 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|---|---------|---------|-----------------------|----------|---|-------------------------|--------------|-----------------|
| Project 1.17.04 | Lift Station 11 Transformer Inspection | S119 | 5,000 | - | 50% | 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. Prime Engineering has been hired to complete the task and is in the process of coordinating power disconnection with BC Hydro. It is anticipated that this work will occur in December, but may be done in January 2022 due to BC Hydro availability. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.18.01 | Confined Space Entry Alternate Procedures | S089 | 20,150 | 5,379 | 45% | PRV CSHA & CSEP completed. CI2 Injection drafted and being reviewed. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.18.03 | Drinking Water Source Protection Plan | S117 | 75,000 | 26,578 | 70% | Report creation remains ongoing. Ecofish Phase 1 completed. Hatfield Phase 1 & 2 completed. | √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 | 22,272 | 75% | 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. • 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 |
| 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 project was cancelled as quarterly sector updates were scheduled instead. | √Cancelled | Dec 31, 2021 | Cancelled |
| Project 1.20.06 | Coastal Communities Social Procurement Initiative | S137 | 4,000 | 3,812 | 100% | Project is complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.20.07 | Defibrillator at the Overdose Prevention Site | S144 | 2,000 | 1,903 | 100% | 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 Paramedic. Project complete in September 2021. | √In Service | Dec 31, 2021 | Completed |
| Project 1.21.01 | Centennial Pool and Operating Budget Funding | | 170,000 | 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. Funding entry completed in Q3. | √In Service | Dec 31, 2021 | Completed |

| 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 | 95,572 | 83% | Received the unit on site. The next step is for a pre-delivery inspection to be conducted by Fleet and Facilities. | √Implementation | Dec 31, 2021 | On Track |
| 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 | 166,987 | 85% | Of the eight (8) Fleet replacements planned for 2021, one (1) has been awarded and is awaiting delivery imminently, five (5) have been received, and two (2) have been deferred to 2022 due to worldwide uncertainty in the new vehicle market. Three vehicles were ordered in mid 2020 but carried forward due to long manufacturers delays. Two of the three were received in Q1 with one still awaiting delivery with an anticipated delivery date in late 2021 (18 month delivery). | √In Service | Dec 31, 2030 | Some Disruption |
| Project 1.02.04 | Airport Case Loader | 4009 | 307,843 | 159,368 | 100% | Unit has been received and is in service. | √In Service | Dec 31, 2021 | Completed |
| 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. Project has been deferred to 2022. | √Delayed | Dec 31, 2022 | Major Disruption |
| Project 1.02.07 | Museum Roof Replacement & Skylight Repair | 4084 | 30,000 | - | 25% | Roof design is substantially complete and will be tendered in early 2022 for construction in summer 2022. Construction works are currently scheduled for 2022 as per the approved 2021 - 2030 Financial Plan. | √Implementation | Mar 31, 2022 | On Track |
| Project 1.02.08 | MHC Envelope Repairs | 4058 | 300,000 | 104,665 | 70% | Construction started early August 2021 but has been delayed due to long manufacturer delays for the windows being replaced. Envelope work to the lighthouse and east frontage is substantially complete. Work is continuing with periodic delays to accommodate MHC rental bookings but is anticipated to be completed by late December, 2021. Some painting will occur in spring 2022 when weather allows. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.02.09 | ERT Materials Transfer Site Improvements | 4061 | 250,000 | 26,031 | 70% | Remediation works on site are complete with testing wells remaining on site to monitor groundwater conditions as the site is still in active use. The site has now been completely re-graded with the large earth pile completely redistributed. A berm now surrounds the working area to provide screening and definition. Drainage works are underway with work likely proceeding through Q1, 2022. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.02.10 | Video Surveillance System Ongoing Camera Renewal Program | 4065 | 25,000 | 25,297 | 100% | 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, 2021 | Completed |
| Project 1.02.11 | CRCC Roof Replacement | 4091 | 20,000 | - | 95% | 2021 budget is for roof design only which is now substantially complete. Roof construction is currently scheduled for 2022 as per the approved 2021 - 2030 Financial Plan. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.02.12 | RCMP Building Roof Replacement | 4092 | 15,000 | - | 95% | 2021 budget is for roof design only which is now substantially complete. Roof construction is currently scheduled for 2022 as per the approved 2021 - 2030 Financial Plan. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.02.13 | City Facilities Fall Protection | 4048 | 230,000 | 3,800 | 100% | Fall protection systems have been installed at 8 buildings and are now in service (invoices to be received in December). Some training and orientation will take place prior to year-end. 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. | √In Service | Dec 31, 2021 | Completed |
| Project 1.02.14 | Energy and Water Consumption Reduction Projects | 4052 | 50,000 | 32,417 | 100% | 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. The gymnasium lights at the Sportsplex will be replaced with dimmable LED in late Q4. | √In Service | Dec 31, 2021 | Completed |
| Project 1.02.15 | Small Equipment | 4050 | 30,000 | 19,842 | 100% | 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, 2021 | Completed |
| 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 currently there is no clear time frame. The charger will provide a station for up to 2 vehicles to charge at once. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.03.02 | Operations Management Software Planning and Replacement | 2030 | 847,250 | 45,000 | 0% | Project Team has been selected. Waiting approval of agreement with Applied Geographics. Anticipating this will start 2022. | √Project Definition | Dec 31, 2023 | On Track |
| Project 1.03.03 | Workstation/Laptop Replacement | 2002 | 46,000 | 37,981 | 82% | Completing the last of the replacements for this annual program. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.03.04 | Printer/Peripheral Replacement | 2001 | 20,000 | 19,281 | 96% | Completing the last of the purchases for this annual program. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.03.05 | GIS Orthophotos | 2016 | 17,000 | - | 15% | Not complete due to workload and staff shortages (GIS Coordinator). Will need to carry-forward to 2022. | √Delayed | Dec 31, 2022 | Major Disruption |

| Plan Number | Description | CC1 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|--|------|---------|-----------------------|----------|---|-------------------------|--------------|------------------|
| Project 1.03.06 | Scheduled Photocopier Replacement | 2015 | 17,000 | 9,450 | 56% | Ongoing annual program on schedule, no delays anticipated. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.03.07 | Council Chambers Sound System | 2033 | 150,000 | - | 5% | RFP has been released for Tender. Expect to award in November. | √Project Definition | Dec 31, 2022 | Some Disruption |
| Project 1.03.08 | Internet Security Hardware | 2019 | 35,000 | 14,519 | 59% | Waiting final invoicing from Fortinet. | √In Service | Dec 31, 2021 | On Track |
| Project 1.04.01 | Transit Stop at Carihi | 6040 | 376,705 | 5,346 | 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 | 100% | Project is complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.04.03 | Master Transportation Plan Update | 6039 | 62,500 | - | 10% | RFP to be issued in Q4 and work to commence and be completed in 2022. | √Project Definition | Dec 31, 2022 | On Track |
| Project 1.04.04 | Willis Road Corridor | 6043 | 30,000 | - | 0% | Re-budgeted for 2022 for the Council's use to develop and promote the Willis Road project. | √Delayed | Dec 31, 2022 | Some Disruption |
| Project 1.04.05 | Traffic Control Upgrades - 13th/Dogwood (map incl.) | 6020 | 198,779 | 202,422 | 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 | 426,077 | 100% | Project complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.04.07 | Sidewalk Infill - Cheviot from Peterson West | 6006 | 403,836 | 39,529 | 5% | This project will go back out to tender in 2022. | √Delayed | Dec 31, 2022 | Major Disruption |
| Project 1.04.08 | Transit Bus Shelters | 6007 | 116,359 | 49,983 | 100% | Project complete waiting for final invoicing from BC Transit. | √In Service | Dec 31, 2021 | Completed |
| Project 1.04.09 | Cycling Infrastructure | 6001 | 17,557 | 5,755 | 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. Design work is complete but the line work will now be delayed to Q2 - 2022 as contractors are not available. | √Delayed | Jun 30, 2022 | Some Disruption |
| Project 1.04.10 | Street Light Infill | 6024 | 90,000 | - | 0% | Work to be deferred until 2022 due to staff capacity and availability of materials/contractors. | √Delayed | Dec 31, 2022 | Some Disruption |
| Project 1.04.11 | Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights | 6012 | 42,350 | 2,767 | 10% | To be installed in Q1 - 2022. The tender has been awarded and awaiting supplies to install new traffic lights. Design is 95% complete. | √Implementation | Mar 31, 2022 | Some Disruption |
| Project 1.04.12 | LED Light Conversion | 6008 | 38,825 | 38,895 | 100% | Project complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.04.13 | Parking Lot Improvements - Rotary Beach Park | 6018 | 25,000 | 56 | 0% | Project will be delayed until next year due to construction in the area. | √Delayed | Sep 30, 2022 | Some Disruption |
| Project 1.04.14 | Greenways Loop Wayfinding & Signage | 9001 | 13,470 | 6,140 | 60% | 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% | This project has been delayed as the contractor was unable to mark the bike lanes due to inclement weather in September and October. The work is planned for April/May in 2022. | √Delayed | May 31, 2022 | Some Disruption |
| 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 cancelled due to staff vacancies and challenges with the Cartegraph database. | √Cancelled | 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. Revisions were requested by Council and those were to be incorporated into final drafts of the policy and strategy documents, and then returned to Council for formal endorsement. Due to ongoing staffing shortages, continued work on this has been paused until the New Year. | √Delayed | Dec 31, 2022 | Major Disruption |
| Project 1.09.01 | #1 Fire Station Replacement | 1006 | 100,000 | - | 10% | At the October 18th In Camera Council meeting (ic21-0146) council passed the following resolution: THAT Council authorize amendments to existing restrictive covenants and direct staff to register new covenants, as outlined in this report, to achieve the following: Permit the construction of 1.5-acre Fire Hall on Lot 9; Permit civic uses within a 1.0-acre area on Lot 2, including a community centre, library or park; Modernize the existing master development covenant by removing requirements that have been completed; Register a new covenant over Lot 8 to limit the use of the property to park and community playfields; Discharge the master development covenant from the property titles of Lots 8, 9 and 10 and register a new covenant on the lands to ensure the properties are developed in accordance with City requirements and allow the lands to be used as staging areas for the developer during construction. | √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, 2021 | On Track |
| Project 1.11.11 | Supportive Housing - 580 Dogwood | 8010 | 316,017 | 55,957 | 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 |
| 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, 2022 | Major Disruption |

| Plan Number | Description | CC1 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|--|-----------|-----------|-----------------------|----------|---|-------------------------|--------------|------------------|
| Project 1.11.14 | Campbellton Neighbourhood Assn Parkette Projects | 9057 | 75,600 | 6,681 | 20% | City Parks department will install the parkette in the Spring of 2022 in order to save costs. Work is delayed until Spring 2022 due to the rainy season and to avoid soil runoff into the Campbell River as a result of site works. A contractor has been retained for the construction of the sidewalk portion of the pathway to the bridge. This work will commence in December with completion in early Q1 - 2022. The works to date are approximately 10% complete. Another 10% will be complete once the sidewalk connector has commenced. The Welcome to Campbellton sign is being fabricated and will be installed once MoTI approves (additional 5%). The remainder of the work is ground work in the parkette and will be done by the Parks department in Spring 2022. | √Delayed | Jun 30, 2022 | Some Disruption |
| Project 1.11.15 | Campbellton Neighbourhood Assn Wayfinding Signage | 6042 | 31,400 | 6,970 | 100% | This project is now complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.14.03 | Recreation Equipment | 9900 | 42,350 | 10,138 | 85% | New fitness equipment and rental furnishings have been purchased to replace older fitness equipment and to augment the supply of rental furnishings. The furnishings have arrived and staff are expecting delivery of the fitness equipment shortly. | √In Service | Dec 31, 2021 | On Track |
| Project 1.15.01 | Willow Point Park Turf Installation | 9056 | 26,204 | 15,325 | 100% | Project is complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.02 | Baikie Island Bridge Replacement | 9068 | 150,000 | 4,060 | 0% | Project delayed due to staffing vacancy (medical leave). | √Delayed | Dec 31, 2022 | Some Disruption |
| Project 1.15.03 | Nunns Creek Park Backstop, Dugout and Fencing replacement | 9067 | 40,000 | 31,530 | 70% | Dugout materials has arrived and is now part of the relocation of CRMBA from Nunns Creek to Willow Point Park. Completion date spring 2022. | √Delayed | Jun 30, 2022 | Some Disruption |
| 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. | √Delayed | Dec 31, 2021 | On Track |
| Project 1.15.05 | Playground Surface Replacement - Ruby, Lilelana and Harrogate Park | 9065 | 35,000 | 22,770 | 100% | Project complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.06 | Water Fountain Replacement - Simms Cr., Penfield Dog Park and Robron Park | 9064 | 25,000 | 24,354 | 100% | Water fountain renewal project is complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.07 | Sign Replacement - Adams, Centennial, Rotary and Larwood Park | 9063 | 15,000 | 8,449 | 100% | Project complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.08 | Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park | 9062 | 15,000 | - | 100% | Benches are in place. Project is complete. Invoicing received in Q4. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.09 | Cedric Jones and Barclay Park Fencing Renewal | 9061 | 10,000 | 4,572 | 100% | Project complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.10 | Tree Renewal in Parks | 9060 | 10,000 | 10,000 | 100% | Project complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.11 | Elk Falls Cemetery Phase Two Detailed Design & Construction | 9053 | 550,000 | 336,290 | 60% | The new cemetery pods and road are now complete. Hydro seeding to happen in fall and furnishing, plot layout and trail construction to be completed in the spring of 2022 | √Implementation | Q2 - 2022 | On Track |
| Project 1.15.12 | Willow Point Lights | 9055 | 300,000 | 149 | 20% | 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 | 75% | Fencing to be done in the winter and courts to be surfaced in the spring. | √Implementation | Q2 - 2022 | On Track |
| Project 1.15.14 | Marine Foreshore Restoration | 9008 | 90,000 | 16,522 | 100% | Project is complete. Waiting for final invoicing (~\$4,000). | √In Service | Dec 31, 2021 | Completed |
| Project 1.15.18 | Park Modifications for Baseball Relocation | 9070 | 272,100 | 103,120 | 15% | Project is underway and on schedule for completion in spring 2022 | √Implementation | Q2 - 2022 | On Track |
| Project 1.16.01 | Capital Works Project Management | 8006 | 462,451 | 346,838 | 75% | Annual Work Plan underway. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.16.02 | Sportsplex Rehabilitation & Addition | 4080 | 250,000 | 81,295 | 90% | Design completed. Construction tender posted with close mid December | √Implementation | Dec 31, 2022 | On Track |
| Project 1.16.03 | Library Redevelopment | 4087 | 762,450 | 39,333 | 50% | All work suspended pending further notification from VIRLB on project status. | √Delayed | Dec 31, 2021 | Major Disruption |
| Project 1.16.04 | Seagull Walkway North - Design | 6009 | 1,533,053 | 90,854 | 60% | Peer review presented to SLT and Project team and agreement reached on revised approach to consulting resources. Contract execution to be completed in Q4 Design Concept review to be completed in Q4 | √Implementation | Dec 31, 2022 | Some Disruption |
| Project 1.16.05 | Highway 19A - Lift Station 7 to Big Rock Boat Ramp | 8008/8009 | 3,112,061 | 2,291,904 | 100% | All work complete. Project in maintenance period. Council directed project team to defer roundabout center feature to Budget deliberations as a stand alone project. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.06 | Waterfront Sewer Forcemain | 5002 | 2,096,244 | 2,503,524 | 100% | The existing forcemain is undersized and in poor condition resulting in higher expenses in 2021. 2021 project work is complete and in the maintenance period with additional funding requested in the 2022 - 2031 Financial Plan. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.07 | Robron Field House - Servicing | 9058 | 20,338 | - | 100% | Civil work complete and project in maintenance period. Budget was carryforward from 2020 in case of additional works needed. | √In Service | Dec 31, 2021 | Completed |

| Plan Number | Description | CC1 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|---|------|-----------|-----------------------|----------|---|-------------------------|--------------|-----------------|
| Project 1.16.08 | 6th Ave Drainage Improvements - Design Only | 6501 | 100,000 | 22,268 | 30% | Following completion of an options analysis earlier this year, staff completed assessments to adjacent infrastructure and determined the scope of work for this project requires expansion. The scope will now include upsizing the Sanitary Sewer to address capacity issues identified in a recent 2020 sewer study, as well as the watermain along 6th Avenue from Alder Street to the Island Highway intersection. The watermain renewal will also extend along Thulin Street from 5th Ave to 6th Ave. The Design Consultant is working towards a preliminary design for the early new year. | √Project Definition | Mar 31, 2022 | Some Disruption |
| Project 1.16.09 | Storm System Renewals | 6600 | 35,000 | 6,984 | 21% | 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 2022 - 2031 Capital Budget will be used to review scopes of work and priorities once defined. | √Project Definition | Dec 31, 2021 | On Track |
| Project 1.16.10 | Norm Wood Environmental Centre Upgrades | 5006 | 5,913,341 | 114,664 | 48% | The project team has reviewed the 90% detailed design package from the Design Consultant. The project team advancing the design and anticipating a final review package prior to tender in mid-December. | √Project Definition | Dec 31, 2022 | Some Disruption |
| Project 1.16.11 | 2020 Sewer main Rehabilitation | 5801 | 406,856 | 40,642 | 100% | Project is complete. Budget was a carryforward from prior year in case of additional works required. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.12 | Sewer Main Replacement - 2018 | 5020 | 11,853 | - | 100% | Project is complete. Budget was a carryforward from prior year in case of additional works required. Tracking 3-year warranty. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.13 | Watermain Renewal - Hilcey Rd - Phase 1 (map incl.) | 7802 | 276,584 | 4,436 | 100% | This project is complete and in the maintenance period until the end of Q4. The 2021 budget was a carryforward from the prior year in case of additional works required. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.14 | Rockland Rd Emergency Renewal | 7046 | 207,898 | 550 | 100% | Civil work complete and project in the maintenance period. 2021 budget was a carryforward from the prior year in case of additional works required. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.15 | Bathurst/McLean Pressure Reducing Valve Replacement | 7043 | 18,767 | - | 100% | Project is complete. 2021 budget was a carryforward from the prior year in case of additional works required. | √In Service | Dec 31, 2021 | Completed |
| Project 1.16.16 | Watermain Renewal - Hilcey Road Part 2 (Galerno Rd to Hwy 19A) | 7803 | 1,275,000 | 73,161 | 78% | Construction activities of the Hilcey Road watermain renewal project are nearing completion from Dalton Road westward and along Galerno to Simms Road. Pavement patching and restoration weather permits. The project will return to Hilcey next year (2022) once the necessary archaeological permits are acquired to allow work to continue from Dalton Road to the Island Highway and finish items that are weather dependant (landscaping, paint markings, final paving). | √In Service | Dec 31, 2021 | Some Disruption |
| Project 1.16.17 | 2021 Sewer Main Rehabilitation | 5802 | 1,250,000 | 739,673 | 95% | Project completing final reviews of deliverables and will target substantially complete this month. Maintenance period to follow. | √In Service | Dec 31, 2021 | On Track |
| Project 1.16.18 | CRadvantage 10th Ave Extension | 2037 | 132,600 | 53,325 | 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 | 4,441 | 45% | Detailed design submission is under review by the project team. Once complete, a Regulatory review process will follow along with the Airport Capital Assistance Program (ACAP) providing feedback before proceeding to Tender in Q1 2022. | √Delayed | Dec 31, 2022 | Some Disruption |
| Project 1.16.20 | Biosolids Site Management | 5022 | 345,894 | 24,673 | 100% | Project is complete. | √In Service | Dec 31, 2021 | Completed |
| 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 | 33,604 | 45% | Preliminary Design Report received and reviewed with City project team. Alternative alignment being investigated in effort to mitigate geotechnical issues. Anticipate resolution in Q4 with detailed design to commence in December. | √Implementation | Dec 31, 2021 | On Track |
| Project 1.16.23 | Highway 19A Sewer Upgrade between Maryland and Twillingate | 5027 | 575,000 | 540,620 | 100% | Project is complete. Significant cost overruns recognized in Q4. | √In Service | Dec 31, 2021 | Completed |
| Project 1.17.05 | Downtown Storm Mitigation | 6502 | 200,000 | - | 5% | The scope of this project has not yet been defined. This project is on hold until the Utilities Manager position is filled in 2022. | √Delayed | 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, and the kiosk at lift station #1 to determine asset replacement/repair needs. The tender preparation of this project has been put on hold due to lack of key staffing members. This project will be carried forward to 2022. | √Project Definition | Dec 31, 2022 | Some Disruption |
| Project 1.17.07 | Sewer Asset Registry | 5023 | 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. Due to staffing voids in the IT Department, internal LWS staff have completed as much of this work in house as they can. An external consultant will be required to complete this work, but can not be done until appropriate staff are hired to assist with the GIS portion of this project. Therefore, this project needs to be carried forward to 2022. | √Implementation | Dec 31, 2022 | Some Disruption |

| Plan Number | Description | CC1 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|--|------|---------|-----------------------|----------|--|-------------------------|--------------|------------------|
| Project 1.17.08 | Sewer Facility Renewal | 5024 | 28,751 | 39,145 | 100% | This is for the installation/replacement of the electric gate at the entrance to NVEC. The gate is installed operational. | √In Service | Dec 31, 2021 | Completed |
| Project 1.17.09 | Lift Station #7 Pump and Controls Upgrade | 5033 | 150,000 | 18,063 | 40% | McElhanney was contracted to complete this engineering project in partnership with Binnie Engineering for the electrical design. The design was completed in September. The project scope was defined to include the purchase and installation of a new larger jockey pump, upgrades to the electrical components for the larger pump, programming and upgrades to the check valves. The pump has been ordered and is due to arrive in the spring of 2022. An RFQ has been issued for the necessary electrical components. We are working with the sole bidder to source the necessary components. The programming will be contracted out when the installation is complete The check valve parts have been purchased and will be installed in December. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.17.10 | NVEC Shower and Locker Room Renovation | 5034 | 125,000 | 13,338 | 65% | This project includes the construction of three bathrooms, and renovations to the operating and office buildings. The first of the three bathroom renovations and the office renovations are complete. The installation of the exterior door into the treatment plant lab is complete. The two remaining bathrooms will be installed in the winter/spring. | √Implementation | Q2 - 2022 | Major Disruption |
| 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. Design drawings are complete. McElhanney is in the process of creating the terms of reference for the tender documents, with a goal of issuing the tender in December. The design process took several months longer than anticipated which has put this significantly behind schedule. We plan on having the task complete in early 2022. Remaining project funding will require a CFwd to 2022. | √Project Definition | Dec 31, 2022 | Major Disruption |
| Project 1.17.12 | SCADA Communication Equipment Rehabilitation | 5029 | 5,907 | 4,640 | 93% | Project is currently in the maintenance period. | √In Service | Dec 31, 2021 | On Track |
| Project 1.17.13 | Meter Renewal | 8002 | 100,000 | 81,489 | 98% | 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 | 5,886 | 60% | Program clean up to allow for a clean transition has been completed. It has been determined that it makes more sense to complete the transition to the new SCADA system at the same time that the NVEC electrical upgrades are completed in 2022 to eliminate duplications in work. Therefore, it is recommended that the balance of funds remaining in this budget get reallocated to the NVEC Phase III budget. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.17.15 | 2nd and 4th Ave Outfall Upgrades | 6506 | 75,000 | - | 20% | Engineer pre-qualification has been complete for this project. Staff are creating Terms of Reference for the project to get quotes from the three pre-qualified engineering firms. The current goal is to initiate the design phase in 2021 with construction to be completed in 2022. | √Project Definition | Sep 30, 2022 | Some Disruption |
| Project 1.17.16 | Flow Monitoring Equipment | 5036 | 100,000 | 84,220 | 100% | Project is complete. | √In Service | Dec 31, 2021 | Completed |
| Project 1.17.17 | Midport Road Storm Drain Upgrade | 6507 | 20,000 | - | 0% | This is a developer led project that the City is providing funding assistance. | √Not Started | Dec 31, 2022 | Some Disruption |
| 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. Some disruption due to the need to integrate with approved Asset Management Strategy and OMS implementation. | √Implementation | Dec 31, 2022 | Some Disruption |
| Project 1.18.05 | Evergreen Reservoir and Instrumentation Upgrades | 7040 | 915,941 | 85,162 | 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 | 182,126 | 100% | Project completed. Multiple change orders (coated steel pipe containing asbestos) and infrastructure type(s) and location(s) different than recorded drawings resulted in cost overruns. | √In Service | Dec 31, 2021 | Completed |
| Project 1.18.07 | Water Facility Renewal | 7500 | 500,000 | 205,230 | 90% | 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 | 28,202 | 90% | Project is for replacement of existing fire hydrants that have reached the end of their life expectancy. Expected to complete 1 more hydrant this year. | √Implementation | Dec 31, 2030 | On Track |
| Project 1.18.09 | Water Service Renewal | 7027 | 50,000 | 18,501 | 90% | Replacement of existing water services that are failing. The project remains ongoing. Expected to complete 1 more service renewal this year. | √In Service | Dec 31, 2030 | On Track |
| Project 1.18.10 | Water Dept Temporary Location | 7033 | 300,000 | 54,089 | 90% | Renovations for move to new section of Evergreen is completed. Some invoices expected for work already done. Funds to be carried forward in case long term rental agreement not reached. | √In Service | Dec 31, 2021 | On Track |
| Project 1.18.11 | Dogwood Operations Centre Backflow/Meter | 7021 | 125,000 | - | 0% | The project will be delayed in 2021 due to COVID-19 caused staffing and contractor shortages. Work now anticipated to start in 2022. | √Delayed | Q2 - 2022 | Major Disruption |
| Project 1.18.12 | Pressure Reducing Valve Abandonment | 7038 | 75,000 | 22,996 | 75% | One PRV abandonment remaining. Funds to be carried forward due to supply chain and manpower disruptions. Remaining PRV abandonment to be done in 2022. | √Implementation | Dec 31, 2021 | Some Disruption |
| Project 1.18.13 | Area D Connection Improvements | 7023 | 20,000 | 876 | 70% | Clear SCADA contractor completed interface screens for SRD access. Some disruption due to SRD's inability to get internet connections to kiosks for SCADA integration. Funds to be carried forward to 2022. | √Delayed | Sep 30, 2022 | Some Disruption |
| 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 required 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 | - | 15% | Proposed footprint memo completed by consultant. Awaiting land acquisition negotiations. Project to be led by new Utility Manager and Legislative Services. Funds to be carried forward to 2022. | √Project Definition | Dec 31, 2023 | Some Disruption |

| Plan Number | Description | CC1 | Budget | Year to Date Spending | Progress | Last Update | Project Lifecycle Phase | End Date | Status |
|-----------------|--------------------------------------|------|---------|-----------------------|----------|---|-------------------------|--------------|-----------|
| Project 1.18.16 | John Hart Pump Station Modifications | 7044 | 22,007 | 20,250 | 100% | Project completed. Maintenance period ongoing. | √In Service | Dec 31, 2021 | Completed |
| Project 1.22.01 | Seagull Walkway Surface Improvement | 8011 | 500,000 | - | 0% | Resolution approved during August 9, 2021 Council meeting. Rehabilitation of the surface walkway, lighting, safety railing, landscaping and street furnishings along the southern section of the Seagull walkway. | √Not Started | Dec 31, 2022 | 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 |