

## Council Agenda Information

COTW [Click and type date of meeting]  Regular Council November 18, 2019



# City of Campbell River Report/ Recommendation to Council

Date: November 6, 2019  
Submitted by: Finance Department  
Subject: Quarterly Financial Report – Q3, 2019

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## 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.

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## Recommended Resolutions

**THAT the report dated November 6, 2019 from the Finance Department regarding the City's Quarterly Financial Report – Q3, 2019 be received for information.**

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## Background

The Quarterly Financial Report provides regular and timely information to Council on the progress of the work plan approved during Financial Planning. This report also ensures that the actual results are aligning with approved budgets and any variances are investigated and explained. The report includes the three core components of the budget, which are operating departmental budgets, one-time operating projects, and capital projects.

The Financial Plan Bylaw for 2019 was originally adopted in early December 2018 with projected carry forward balances on operating and capital projects based on the best information at the time. After the City's annual fiscal year cut-off, those carry forwards were adjusted to actual amounts remaining for completion of these projects. The results reported in this quarterly financial report are based on the revised carry forward amounts, and not the estimates approved during Financial Planning.

## Report/Recommendation to Council

Quarterly Financial Report – Q3, 2019

November 6, 2019

## Discussion

### Overview from the City Manager

The third quarter financial report for 2019 identifies that the City's work plan is well underway for the year. Of the City's total 163 approved projects for 2019, 80 projects are currently in-progress and 46 are completed. The operational budget analysis indicates the City is generally on trend as compared to budget and prior trends given the cyclical and seasonal activity of the City's operations.

The City's 2019 capital plan focuses heavily on renewal of core assets and continued planning for the upgrades to Highway 19A between Simms Creek and the Big Rock Boat Ramp through an integrated waterfront project. This extensive three-year project includes the next phase of Highway 19A improvements between Rockland road and the southern limit of the Big Rock Boat Ramp site, as well as renewal of the waterfront sewer forcemain and several key lift stations between Rockland Road and the Maritime Heritage Centre. The first phase of the waterfront sewer forcemain work, up to 1<sup>st</sup> Avenue, was completed in the fall of 2018. This year, construction of the waterfront forcemain will continue south from 1<sup>st</sup> Avenue toward Rockland Road. The design for Highway 19A continues and construction on this project will commence in 2019 and continue through 2020.

The operational budget analysis indicates the City is generally on trend as compared to budget and prior year activity, indicating that the City continues to operate in a fiscally responsible manner.

2019 is another busy year for infrastructure replacement, and the overall 10-year Financial Plan ensures funding, employees, tools and equipment, programs and services to support community development and advancement, and plans ahead to spread out the costs of modest service enhancements.

Deborah Sargent, City Manager

### 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 2018, as well as the variance to the approved 2019 budget. There are no material financial concerns identified in the operating sections. Overall, City revenues are 90% of budget and expenses are 68% of budget.

## Report/Recommendation to Council

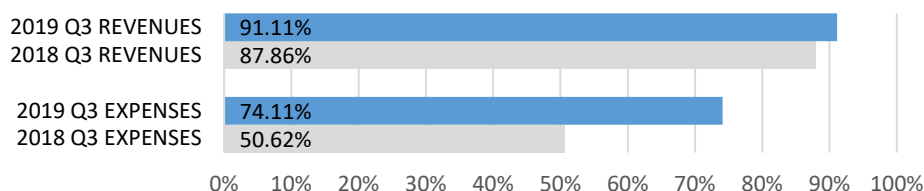
Quarterly Financial Report – Q3, 2019

November 6, 2019

	2018 Q3	2018 Budget	2019 Q3	2019 Budget	2019 Variance \$	2019 Variance %
<b>REVENUE</b>						
FISCAL SERVICES	(42,599,173)	(48,487,792)	(46,885,792)	(51,463,214)	(4,577,422)	91.1%
GOVERNANCE	-	-	-	-	-	0.0%
CORPORATE SERVICES	(279,348)	(402,487)	(334,452)	(414,663)	(80,211)	80.7%
RCMP	(647,134)	(764,743)	(619,315)	(761,263)	(141,948)	81.4%
FIRE	(1,495,928)	(1,780,668)	(1,548,072)	(1,845,973)	(297,901)	83.9%
ASSETS & OPERATIONS	(888,606)	(1,041,849)	(910,058)	(1,077,551)	(167,493)	84.5%
UTILITIES	(15,699,290)	(16,508,413)	(16,018,708)	(17,088,105)	(1,069,397)	93.7%
COMMUNITY DEVELOPMENT	(1,906,366)	(2,269,506)	(1,727,257)	(2,215,789)	(488,532)	78.0%
ECONOMIC DEV. & TOURISM	(256,237)	(355,000)	(251,872)	(504,000)	(252,128)	50.0%
AIRPORT	(1,661,321)	(2,102,871)	(1,421,647)	(2,113,387)	(691,740)	67.3%
<b>REVENUE TOTAL</b>	<b>(65,433,403)</b>	<b>(73,713,329)</b>	<b>(69,717,173)</b>	<b>(77,483,945)</b>	<b>(7,766,772)</b>	<b>90.0%</b>
<b>EXPENSE</b>						
FISCAL SERVICES	10,646,736	21,031,669	17,447,827	23,544,323	6,096,496	74.1%
GOVERNANCE	583,655	1,310,555	614,398	1,266,143	651,745	48.5%
CORPORATE SERVICES	3,492,798	4,844,264	3,372,888	4,869,166	1,496,278	69.3%
RCMP	4,502,019	9,758,167	4,543,429	9,875,966	5,332,537	46.0%
FIRE	4,532,458	6,099,914	4,874,625	6,234,082	1,359,457	78.2%
ASSETS & OPERATIONS	7,445,121	10,590,163	8,172,934	11,115,932	2,942,998	73.5%
UTILITIES	6,249,775	9,617,983	6,156,326	9,967,435	3,811,109	61.8%
COMMUNITY DEVELOPMENT	4,481,542	7,234,633	5,074,543	7,293,046	2,218,503	69.6%
ECONOMIC DEV. & TOURISM	775,415	999,758	1,111,880	1,164,938	53,058	95.4%
AIRPORT	1,544,934	2,226,223	1,589,647	2,152,914	563,267	73.8%
<b>EXPENSE TOTAL</b>	<b>44,254,452</b>	<b>73,713,329</b>	<b>52,958,496</b>	<b>77,483,945</b>	<b>24,525,449</b>	<b>68.3%</b>
<b>GRAND TOTAL</b>	<b>(21,178,951)</b>	<b>-</b>	<b>(16,758,677)</b>	<b>-</b>	<b>16,758,677</b>	<b>0.0%</b>

Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the first three quarters of 2019 and 2018 for comparison.

**0 - FISCAL SERVICES** – Revenues are trending higher due to timing of capital reserves booked in the prior year. Expenses are also trending higher due to additional Sewer capital debt and higher principal payments on other all debt.

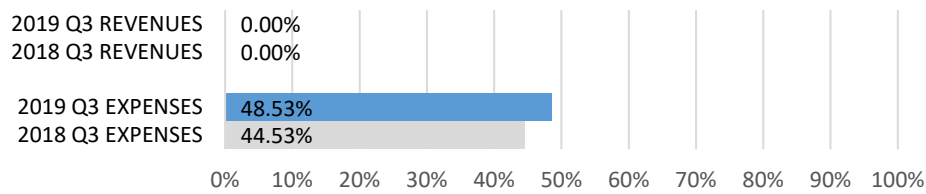


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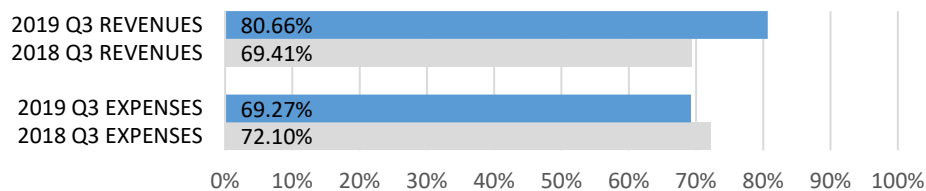
Quarterly Financial Report – Q3, 2019

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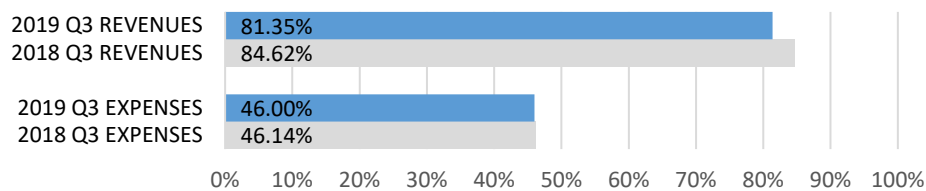
### 1 – GOVERNANCE – Expenses are on trend and on budget.



**2 – CORPORATE SERVICES** – Revenues are trending higher in 2019 as a result of increased rent from City owned properties. Expenses are lower than 2018 primarily due to staffing vacancies and a reduction in software licence expenditures to date. It is anticipated that the full software licence budget will be used before year end.



**3 – RCMP** – Revenue is trending lower due to a slight decrease in traffic fine revenue sharing and prisoner detention fees. Expenses are on budget, increased labour costs have been offset by a reduction in guard service costs due to timing differences of when invoices have been received. Year end actual expenses could exceed budget as a result of an increase in activity, which is anticipated to continue into 2020.

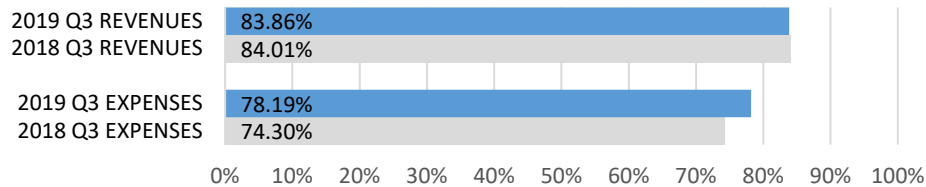


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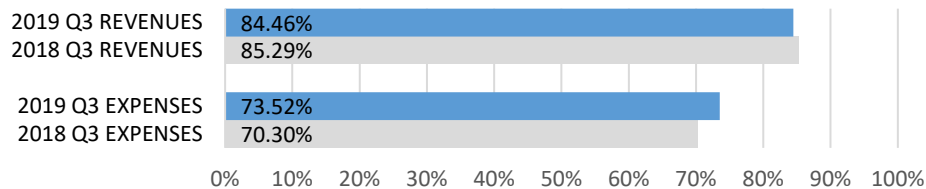
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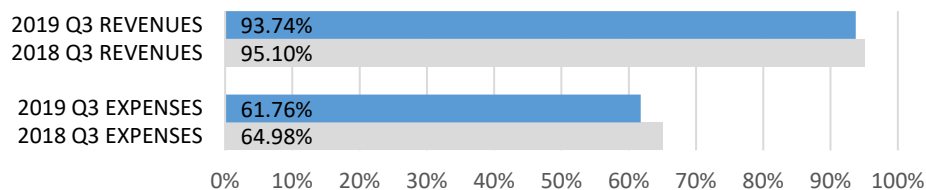
**4 – FIRE** – Revenue is on trend with 2018 as annual service contracts have now been processed. Expenses are trending higher than in the prior year due to the hiring of two term employees to cover sick leaves and the additional overtime being paid to handle an increase in call volume.



**5 - ASSETS & OPERATIONS** – Revenues are consistent with the prior year and consistent with the financial plan for 2019. Expenses are trending higher due to the costs associated with the Downton Safety Office and an increase in public transit contracted services. The increase in the public transit contracted services costs relates to a timing difference of when invoices were paid in 2019 as compared to 2018.



**6 – UTILITIES** – Revenue is on trend with 2018; however, is lower than 2018 as 2019 includes a billing correction to a major customer. Year to date expenses are lower than 2018 due to the timing of when work will be completed. Expectation is that year end expenses will be consistent with the financial plan for 2019.

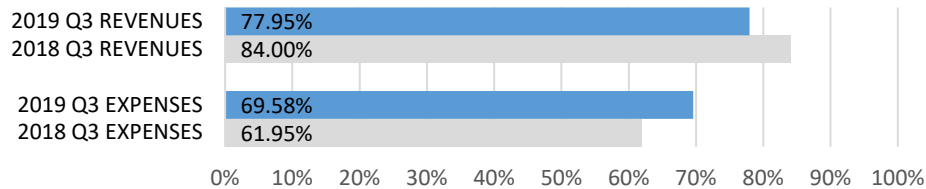


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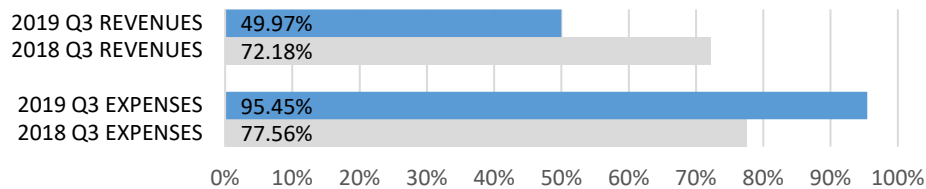
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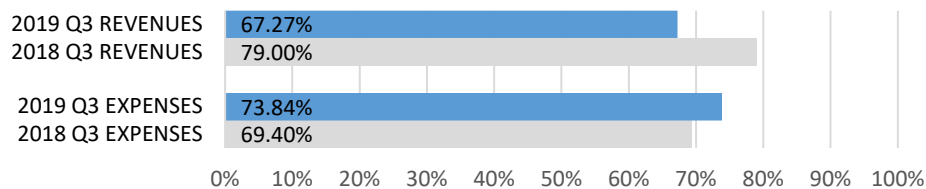
**7 - COMMUNITY DEVELOPMENT** – Revenue is trending lower than the prior year primarily due to a decrease in project specific grant funding, as well as, a reduction in building and development application and permit fees. Expenses are on budget, however, trending higher due to full staffing levels in this quarter, which includes a 3<sup>rd</sup> Bylaw officer, as well as a 3<sup>rd</sup> building inspector in 2019.



**8 – ECONOMIC DEV. & TOURISM** – Year to date revenues are consistent with the prior year. Revenues are expected to consistent with the financial plan for 2019. Expenses are significantly higher than last year due to a planned increase in the Destination Think! contract which includes a kick off to the Spring campaign.



**9 – AIRPORT** – Weak fuel sales in the third quarter in conjunction with a reduction in passenger service fees have led to year to date revenues falling behind the third quarter results for 2018. The expected reduction in costs due to reduced fuel sales has been offset by increases in contracted services and wages. The net profit margin for fuel sales is 35%, which is consistent with past results.



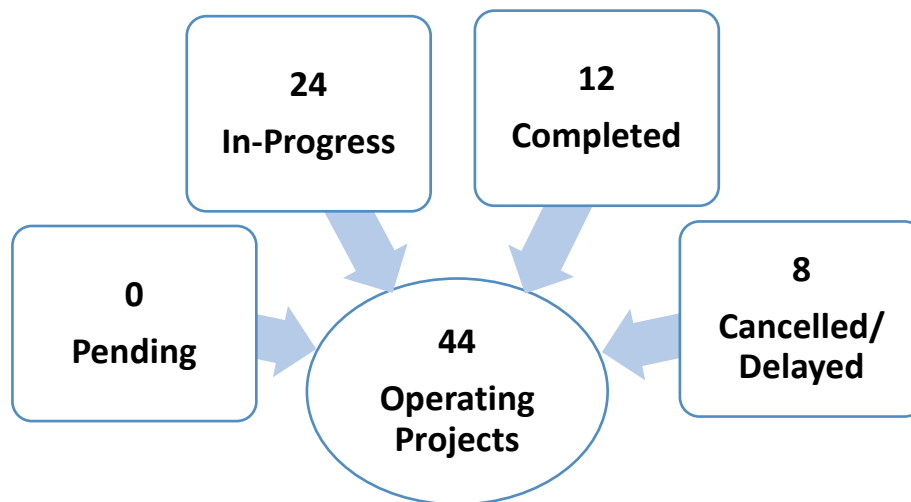
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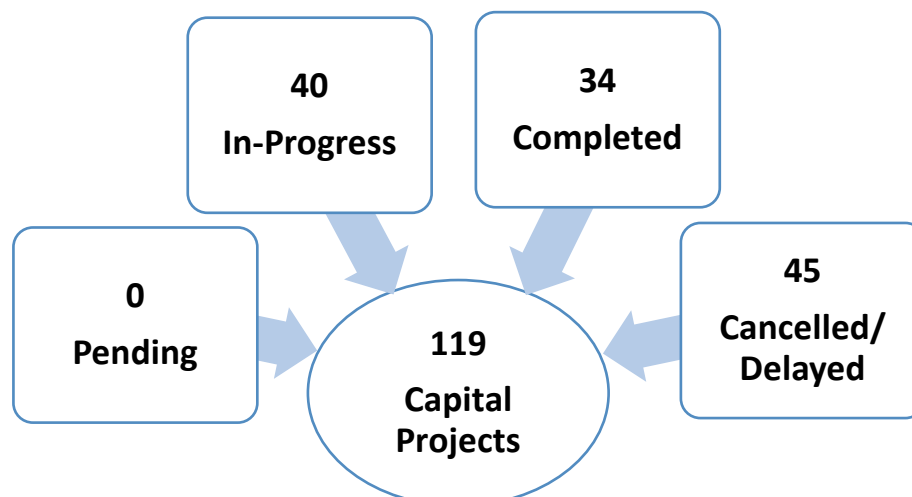
### Operating Projects

There are 44 operating projects with a total budget of \$2.33M for 2019 as approved during Financial Planning. The total spend to the end of the third quarter on operating projects is \$743K or 31.9% of budget. Of the 44 planned projects, 24 are currently in progress and 12 have been completed. Appendix 2 provides the detail on the status for each operating project; green highlighted projects are on track with expected project delivery timelines, yellow projects could be delayed, and red projects have been delayed or cancelled.



### Capital Projects

There are 119 capital projects with a total budget of \$31.6M for 2019. The most significant capital works being undertaken in 2019 are the waterfront projects for the Highway 19A upgrades and renewal of the waterfront sewer forcemain. The total spend to the third quarter on capital projects is \$10.96M or 34.7% of budget. Overall, 40 of 119 capital projects are currently underway and 34 have been completed. Appendix 3 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, and red projects have been delayed or cancelled.



## Report/Recommendation to Council

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## Communications



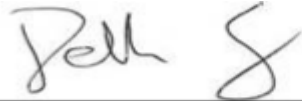
The Q3 quarterly financial report will be posted on the City's website with other financial reports to ensure the public has an opportunity to review the City's financial progress periodically throughout the year.

## Conclusion

Financial results for the City's departmental operating budgets are within expectation for the third quarter of 2019. Operating and capital projects are well underway for the third quarter of the year with the majority of projects well into the planning or construction phase. The second and third quarters are typically the busiest for the City, with capital project works and operations crews completing a majority of their work during these months.

## Attachments:

1. Appendix 1 – Operating Departmental Budget Segments
2. Appendix 2 – Operating Projects (Q3, 2019)
3. Appendix 3 – Capital Projects (Q3, 2019)

<b>Prepared by:</b>		<b>Reviewed by:</b>	
 Aaron Daur, CPA Controller		 Alaina Maher, BCom, CPA, CMA Finance Manager	
<b>Reviewed for Form and Content / Approved for Submission to Council:</b>			
 Deborah Sargent, MCIP, RPP City Manager			
<b>Corporate Review</b>			<b>Initials</b>
Finance			RB



## Appendix 1 - Operating Departmental Budget Segments

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

**APPENDIX 2  
OPERATING PROJECTS  
at September 30, 2019 (Q3)**

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

Index	Department	CC3#	Project Name	September 2019(Q3)	2019 Budget	\$Variance	%Variance	Q3 Status	2020 CFWD	Q3 Comments
<b>Strategic Projects</b>										
1	Reserves	NA	Centennial Pool and Operating Budget Fund	300,000	300,000	0	100.0%	D ✓		Completed.
2	Economic Development	S120	Natural Resource Economic Development	10,600	24,202	13,602	43.8%	B		Funds are committed towards the following initiatives: Salmon Capital Eiko Jones/Telus Storyhive video \$10,000; National Forestry Week Event \$5,000.
3	Mayor & Council	Various	Council Contingency - Annual Allocation	10,944	150,000	139,056	7.3%	C	Yes	Ongoing - various projects. Cfwd for various Committee initiatives and projects.
4	Mayor & Council	X059	Council Contingency - Radiant Life Church Security	0	3,594	3,594	0.0%	C		To be completed in Q4.
5	Mayor & Council	X051	Council Contingency - Incubate a Community Benefit Hub	3,305	3,305	0	100.0%	D ✓		Completed.
6	Mayor & Council	X061	Council Contingency - Upland Excavating QP	15,103	20,000	4,897	75.5%	D ✓		Completed.
7	Mayor & Council	S053	Beautification Grants	11,950	78,560	66,610	15.2%	C	Yes	In progress. Grants awarded to Campbellton (\$10,000), Downtown (\$6,653), Willow Point (\$10,000), Pier St (\$10,000).
8	Mayor & Council	S078	Social Grants	19,689	111,800	92,111	17.6%	C	Yes	Grant awards set to go to Council before year end. Anticipated that all funds will be committed although not clear whether the disbursements themselves would run into 2020. Any residual will be a carry forward.
9	Mayor & Council	S109	Safer Downtown	33,746	129,000	95,254	26.2%	C		Downtown Safety Office operations ongoing.
10	Mayor & Council	S083	Homelessness Count	0	2,500	2,500	0.0%	X		Project removed from the Financial Plan as per council resolution 19-0115.
11	Planning & Development	S054	Campbellton Planning Projects - VIU	5,000	10,000	5,000	50.0%	C		Nearly Completed, invoice for remaining \$5k expected in late Nov/early Dec.
12	Planning & Development	S084	Downtown Signage Incentive Program	5,000	35,616	30,616	14.0%	C		Program is ongoing, low uptake in 2019. Downtown Signage Program to be renewed in 2020.
13	Planning & Development	S038	Façade Storefront Downtown Revitalization	0	54,386	54,386	0.0%	C		Program is ongoing, low uptake in 2019. Façade Programs to be renewed in 2020.
14	Planning & Development	S086	Public Art	0	25,000	25,000	0.0%	Z		Project will be based on master plan.
15	Planning & Development/Recreation	S067	Downtown Small Initiatives Fund	57,754	65,000	7,246	88.9%	C		On track for being spent in full by year end.
16	Planning & Development	S101	Public Art Master Plan	0	12,008	12,008	0.0%	Z	Yes	Re-initiation has not commenced yet, but is planned to begin no later than Jan 2020.
17	Parks	S122	Tree Protection Bylaw	2,500	15,000	12,500	16.7%	C	Yes	Research of the tree protection bylaw by VIU is completed. Tree protection bylaw to be continued in 2020.
18	Recreation & Culture	S093	Increase Spirit Square Program Budget	0	12,000	12,000	0.0%	D ✓		Contract finished for the year. Awaiting invoicing from contractor.
<b>Corporate Projects</b>										
19	Human Resources	S095	Strategic HR Management	79,132	107,000	27,868	74.0%	C		HR Advisor position is filled and actively working toward goals.
20	Human Resources	S111	Exempt Salary Survey	0	12,000	12,000	0.0%	C		Planning stage complete; survey was sent out in July and results are expected in October.
21	Human Resources	S112	CUPE Agreement Renewal	0	15,000	15,000	0.0%	C		Prep work has commenced. Bargaining currently ongoing.
22	Finance	S094	DCC Review	0	75,000	75,000	0.0%	Z		Delayed until Urban Containment Boundary review is completed. Will be re-budgeted in 2020
23	Economic Development	C046	Employment Lands Strategy	24,067	50,000	25,933	48.1%	C		The Employment Lands Strategy is expected to be complete by October 2019. Final draft is being reviewed and revised.
24	Economic Development	C047	Sector Profiles	0	27,000	27,000	0.0%	C		Sector profiles are underway. Sectors created include: 1-Forestry, 2-Aquaculture, 3-Technology (this will include creative and aerospace), 4-Tourism 5-Health/services, 6-Lands & Logistics. Profiles are expected to be complete by end of October 2019.
25	Roads	S106	Snow Clearing Lease Equipment	0	30,000	30,000	0.0%	X		With addition of new skid steer unit in 2018 it is not expected that this equipment lease will be necessary unless there are significant 2019 snow events.
26	Planning & Development	S087	Sea Level Rise Assessment	68,906	401,664	332,758	17.2%	C	Yes	In process final stages, but full CFwd needed as final accounting will run into 2020.
27	Planning & Development	S069	Co-op Position - CEEP Project	10,000	17,984	7,984	55.6%	D ✓		Reallocated to home energy rebate programs.
28	Recreation & Culture	S104	Enhanced Skate park Environment	13,652	15,000	1,348	91.0%	D ✓		Project is completed for the year.
<b>Operational Projects</b>										



**APPENDIX 2  
OPERATING PROJECTS  
at September 30, 2019 (Q3)**

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

Index	Department	CC3#	Project Name	September 2019(Q3)	2019 Budget	\$Variance	%Variance	Q3 Status	2020 CFWD	Q3 Comments
29	Planning & Development	C036	Zoning/OCP Update	4,907	68,592	63,685	7.2%	C	Yes	Work with Dillon Consulting underway, project has been largely completed.
30	Planning & Development	S069	Community Energy Efficiency Program	20,646	131,873	111,227	15.7%	C	Yes	Ongoing programs - some events have been held.
31	Planning & Development	S100	Development Process Update	4,300	32,387	28,087	13.3%	Z	Yes	The Development Services web page still needs to be completed. This was put on hold.
32	Planning & Development	S113	Enviro Monitoring - Big Rock Boat Ramp	4,750	5,000	250	95.0%	D ✓	Yes	Multi year project with different amounts budgeted for different years.
33	Airport	S015	Business Development Opportunity Fund	0	30,000	30,000	0.0%	B		Funds used for Wings and Wheels as well as environmental studies. Expenses allocated to an operating account corrected in October.
34	Sewer	S055	Lift Station Auto - Cleaning	0	24,546	24,546	0.0%	C	Yes	Confined Space entry alternate procedures were completed in Q3. RFQ posting and installation will take place in Q4.
35	Sewer	S090	Bio solids Management Options Study	0	10,000	10,000	0.0%	D ✓		Completed in 2018.
36	Sewer	S089	Confined Space Entry Alternate Procedures	2,000	20,150	18,150	9.9%	Z	Yes	Some alternate procedures were completed in Q3. Other alternate procedures will be completed in Q4 and Q1 2020.
37	Sewer	S115	Sewer Infrastructure Maintenance & Monitoring	0	25,000	25,000	0.0%	D ✓		Completed in Q3. On time and under budget. Awaiting invoicing from vendor.
38	Sewer	S116	Sewer Right of Way Clearing	13,996	50,000	36,004	28.0%	C		Pinecrest Sewer right of way clearing will be completed in Q4.
39	Sewer	S119	Lift Station #11 Transfer Inspection	6,045	5,000	-1,045	120.9%	D ✓		Completed in March.
40	Water	S117	Drinking Water Source Protection Plan	0	10,000	10,000	0.0%	B	Yes	On-going project is in the development/planning stage.
41	Water	S118	Watershed Monitoring	0	20,000	20,000	0.0%	D ✓		Completed. Funded through Council Contingency (refer to Index #6).
42	Water	S089	Confined Space Entry Alternate Procedures	2,000	20,150	18,150	9.9%	Z	Yes	Some alternate procedures were completed in Q3. Other alternate procedures will be completed in Q4 and Q1 2020.
43	Water	S074	Water Conservation Program	11,866	75,000	63,134	15.8%	C		Ongoing program.
44	Recreation & Culture	S108	PLAY Campbell River	2,000	2,000	0	100.0%	D ✓		Project completed.
<b>TOTAL</b>				<b>743,858</b>	<b>2,332,317</b>	<b>1,588,459</b>	<b>31.9%</b>			

\*2019 Budget as approved.

**APPENDIX 3  
CAPITAL PROJECTS  
at September 30, 2019 (Q3)**

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

Index	Department	CC1	Project Name	September 2019(Q3)	2019 Budget	\$ Variance	% Variance	Project Status	2020 CFWD	Comments
<b>Strategic Priorities Projects</b>										
1	213 - IT	2018	Municipal Broadband Network	2,436	84,773	82,337	2.9%	Z	Yes	Unable to complete due to coordination issues with Cypress Street renovation project. Will proceed as stand alone project in 2020.
2	322 - Fire Protection	1006	#1 Fire Station Replacement	69,888	436,646	366,759	16.0%	C	Yes	Feasibility study completed, report presented to Community Health & Public Safety Advisory Committee in August. Report to Council in October for acceptance and direction to move to Conceptual Design.
3	450 - Facilities	4039	Big House Pavilion Deconstruction & Preservation	-	50,000	50,000	0.0%	Z		Difficulty securing engineering firm with appropriate heritage expertise to re-examine the structure and provide updated options/stakeholder consultation. Plan to go to market for these services in Q1 2020. Will be re-budgeted.
4	450 - Facilities	4064	Council Chambers Accessibility Improvements	1,880	35,000	33,120	5.4%	Z		Plan to bring back updated architectural plans in Q1 2020.
5	446 - Properties	6041	Property Purchase Big Rock Boat Ramp	-	745,000	745,000	0.0%	Z		Property was not acquired. Project not proceeding in 2019.
6	532 - Roads	6033	3.5 Acre Walkway	212,189	349,550	137,361	60.7%	B		Work is still underway and will be completed in 2020 (multi year project). Will be re-budgeted.
7	532 - Roads	6028	Cypress Street Improvements	745	219,139	218,394	0.3%	Z		Project to be completed in 2020 - additional design work completed this year to minimize impact on other services. Will be re-budgeted.
8	532 - Roads	6034	Willis Road Pedestrian Upgrades Phase 2	24,169	352,443	328,274	6.9%	Z		Fish Habitat completed for 2019. Path design and layout between Nikola and Inland Island Hwy. Physical works may begin in Q4 based on weather. Will be re-budgeted in 2020.
9	532 - Roads	6035	Willis Road Connection Concept	-	30,000	30,000	0.0%	B		Project underway, consultants engaged with Council and were provided information for 2019 UBCM.
10	532 - Roads	6009	Seagull Walkway Design	22,427	150,000	127,573	15.0%	Z	Yes	Concept design completed. Detailed design to commence 2020/Q1 pending 2020 Capital Plan approval.
11	532 - Roads	6018	Parking Lot Improvements	42,976	25,000	-17,976	171.9%	D		Completed for 2019.
12	532 - Roads	6040	Transit Stop at Carihi	-	200,000	200,000	0.0%	Z		McElhanney and BC Hydro undertaking preliminary design.
13	532 - Roads	6037	Float Plane Entrance Parking Lot	-	100,000	100,000	0.0%	Z		Awaiting the first phase to be completed prior to any parking lot work. Likely, this will be 2021 construction. Project is active and is currently with the Association for further work.
14	Multi-Departmental	8008	Highway 19A - Phase 3	2,055,636	4,205,388	2,149,752	48.9%	C	Yes	Phase 1 construction completed. Phase 2 design 90% complete. Construction tender Q1/2020. This is a multi-year project.
15	550 - Storm Drains	6502	Downtown Storm Mitigation	29,427	200,000	170,573	14.7%	C		Ongoing annual program.
16	570 - Airport	3011	Airport Development Servicing	7,292	60,166	52,874	12.1%	C		Design completed, site works commencing.
17	570 - Airport	3012	Security Fencing - South Development	-	40,000	40,000	0.0%	C		Fencing to be installed after site works completed.
18	570 - Airport	3015	Fueling Facility	-	10,000	10,000	0.0%	D		Project completed. 2019 budget was for any potential deficiencies/maintenance issues.
19	570 - Airport	3017	Aircraft De-icing Equipment	-	195,386	195,386	0.0%	X		Pacific Coastal has advised that they will be purchasing their own de-icing equipment for the 2019 winter season.
20	580 - Sewer	5002	Waterfront Sewer Forcemain	1,788,093	3,030,865	1,242,772	59.0%	C	Yes	Phase 2 Construction suspended pending archaeological investigation now underway. Phase 3 design 90% completed under final review. Construction tender Q1/2020. This is a multi-year project.



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Possible Delay	
Delayed/Cancelled	

Index	Department	CC1	Project Name	September 2019(Q3)	2019 Budget	\$ Variance	% Variance	Project Status	2020 CFWD	Comments
21	580 - Sewer	5019	Larwood-Erickson Sewer Upgrade	1,544,676	2,151,563	606,887	71.8%	C	Yes	Contractor has applied for Substantial Performance. Project nearing completion final asphalt in Nov.2019.
22	580 - Sewer	5006	NWEC Upgrades - Phase 3	-	300,000	300,000	0.0%	B		Revised scope confirmed and engineering services being secured. Design to commence in Q1/2020. This is a multi-year project.
23	590 - Water	7031	System Modifications for Water Supply Project	32,821	394,840	362,019	8.3%	C	Yes	Construction 90% completed. Anticipate completion Q1/2020.
24	720 - Parks	9035	Robron Field House Civil Works	720	617,990	617,270	0.1%	Z		Project still under negotiations with Campbell River Youth Soccer Association. Will be re-budgeted in 2020.
25	720 - Parks	9047	Robron Field House Washrooms	-	75,000	75,000	0.0%	Z		Not started. Will be re-budgeted in 2020.
26	720 - Parks	9018	Big Rock Boat Ramp - Phase 1	90,568	176,421	85,853	51.3%	✓D		Maintenance period.
27	720 - Parks	9041	Willow Point Park Field House Repairs	67,977	70,708	2,731	96.1%	✓D		Completed.
28	720 - Parks	9015	Nunn's Creek Master Plan	8,567	23,030	14,463	37.2%	Z	Yes	Project to be completed by Spring 2020.
<b>Other Capital Projects</b>										
29	212 - Finance	2020	Asset Management	-	50,000	50,000	0.0%	C		Planning for Asset Management to be integrated into long term financial plan. Asset Management training to take place in Q4.
30	213 - IT	2006	Recreation Management Software	13,999	28,517	14,519	49.1%	C		On track to be completed in Q4
31	213 - IT	2014	Vadim E3 Upgrade	-	7,334	7,334	0.0%	Z		Will be re-budgeted in 2020. Vendor cannot complete until Q1 2020.
32	213 - IT	2015	Scheduled Photocopier Replacement	12,388	10,000	-2,388	123.9%	✓D		Completed.
33	213 - IT	2001	Printer/Peripheral Replacement	3,073	15,000	11,927	20.5%	B		On-going throughout the year.
34	213 - IT	2002	Workstation/Laptop Replacement	24,251	36,000	11,749	67.4%	B		On-going throughout the year.
35	213 - IT	2029	CRadvantage Economic and Governance Strategy	-	25,000	25,000	0.0%	Z	25,000	Re-budgeted for 2020.
36	213 - IT	2031	Fire hall 1 Disaster Recovery Upgrades	-	25,000	25,000	0.0%	C		Awarded - Planned Q4 implementation.
37	213 - IT	2032	Nimble Network Storage Controller	-	30,000	30,000	0.0%	X		Vendor cannot provide upgrade.
38	213 - IT	2030	Operations Management Software Replacement	-	500,000	500,000	0.0%	Z		Planning and needs assessments are taking place with departments. Replacement plans for this critical operating and asset management software is deferred until 2020.
39	322 - Fire Protection	1009	Pumper Rescue Replacement	15,828	20,000	4,172	79.1%	✓D		Pre-construction completed. Apparatus on order, expected delivery Q4 2020.
40	322 - Fire Protection	1010	Structure Protection Unit	70,345	65,000	-5,345	108.2%	✓D		Completed, unit in service.
41	322 - Fire Protection	1004	Small Equipment Replacement	16,801	25,000	8,199	67.2%	C		Equipment on order, some equipment received.

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	X - Cancelled
	Z - Delayed Until Next Year

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42	446 - Properties	4054	Property Purchases	12,521	-	-12,521	100.0%	✓ D		Waterfront Parcel Acquisition completed and added to city-owned property profile. No additional spend.
43	447 - Fleet	4009	Fleet Replacement Plan	567,793	1,071,057	503,264	53.0%	✓ D		Five fleet replacements tendered and received. One unit tendered with no bids and is re-budgeted for 2020. One unit was subject to Transport Canada ACAP Funding which was not successful in 2019 and will be re-budgeted in 2020.
44	448 - Capital Works	8006	Capital Works Management	328,757	486,808	158,051	67.5%	C		On schedule - will be completed at year end.
45	450 - Facilities	4050	Small Equipment	28,712	30,000	1,288	95.7%	✓ D		Annual replacement plan completed for 2019.
46	450 - Facilities	4052	Energy and Water Consumption Reduction Projects	20,648	25,000	4,352	82.6%	✓ D		Project fully expended. 2019 projects include water fixture replacements at Fire Halls 1 and 2 and City Hall, in addition to energy efficient lighting upgrades at Dogwood Operations Centre.
47	450 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	12,163	15,000	2,837	81.1%	✓ D		2019 camera replacements / enhancements substantially completed with only 1 camera replacement outstanding.
48	450 - Facilities	4048	City Facilities Fall Protection	9,892	196,750	186,858	5.0%	B	Yes	Engineering design in final stages, construction to be tendered Q4 with construction planned for Q1 2020.
49	450 - Facilities	4070	DOC Front Counter Safety Upgrades	77,329	38,995	-38,334	198.3%	✓ D		Completed and in-service.
50	450 - Facilities	4061	ERT Materials Transfer Pit Site Improvements	34,008	93,306	59,298	36.4%	C		Environmental site analysis Phase 2 completed. Consultants have recommended expanded drilling/sampling in 3 additional areas which will occur in Q4. Anticipated remediation will be planned for future years. Initial results from the Environmental site analysis indicate better results than expected.
51	450 - Facilities	4062	CRCC Front Desk Safety Improvements	9,126	-	-9,126	100.0%	✓ D		Completed and in use.
52	450 - Facilities	4078	Centennial Pool Rehabilitation	100,836	590,000	489,164	17.1%	C	Yes	Mechanical repairs and temporary leak repair completed prior to pool season opening July 1st. Boiler and roofs replaced in September. Gutter replacement tendered Q4 for construction to take place prior to opening season 2020. Pool change house architectural upgrades to be designed in early 2020 with construction Q3/Q4 2020.
53	450 - Facilities	4076	Sportsplex Moveable Wall	47,500	50,000	2,500	95.0%	✓ D		Project completed.
54	450 - Facilities	4077	Downtown Outdoor Washroom	-	200,000	200,000	0.0%	Z	Yes	Washroom tendered in Q3, anticipated delivery Q2 2020 with installation prior to summer 2020.
55	450 - Facilities	4079	City Hall 2nd Floor Foyer Service Improvements	806	100,000	99,194	0.8%	Z	Yes	Conceptual design now finalized. Detailed design to be completed Q4 with construction in Q1 2020.
56	450 - Facilities	4038	Discovery Pier Structural Repairs	28,878	125,000	96,122	23.1%	C	Yes	Electrical rehabilitation and replacement of shelter roofs completed. Structural repairs imminent.
57	450 - Facilities	4080	Sportsplex Rehabilitation & Expansion Project	13,050	250,000	236,950	5.2%	Z	Yes	Preliminary Design completed with identified funding shortfall. Project scope to be further considered by Council. To review at budget deliberations.
58	532 - Roads	6017	Pier Street, Sign and MHC Entrance Improvements	296,689	530,000	233,311	56.0%	B		Work to be completed in Q4 2019.
59	532 - Roads	6006	Sidewalk Infill	31,631	250,000	218,369	12.7%	B		Ongoing annual project.
60	532 - Roads	6030	Petersen/Shetland/Willis Walkability	2,261	-	-2,261	100.0%	✓ D		2018 capital project which had additional expenses in 2019.



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61	532 - Roads	6038	Dogwood Corridor Review	-	60,000	60,000	0.0%	Z		To be re-budgeted in 2020. Master Transportation Plan and the Dogwood Corridor Plan are to be combined for 2020.
62	532 - Roads	6007	Transit Bus Shelters	55,609	120,000	64,391	46.3%	C	Yes	4 still to be installed expected completion in 2020.
63	532 - Roads	6008	LED Light Conversion	44,412	50,000	5,588	88.8%	✓ <sup>D</sup>		Completed for 2019.
64	532 - Roads	6002	Intersection Improvements	84,924	245,000	160,076	34.7%	✓ <sup>D</sup>		Completed for 2019 - Maryland Signal installation.
65	532 - Roads	6001	Cycling Infrastructure	-	15,000	15,000	0.0%	C		Signage project for the Greenways loop is underway.
66	532 - Roads	6025	Asphalt Overlays	383,780	746,071	362,291	51.4%	C		Project ongoing.
67	532 - Roads	6020	Traffic Control Upgrades - Replacement	209,383	200,000	-9,383	104.7%	✓ <sup>D</sup>		Completed.
68	532 - Roads	6024	Street Light Infill	2,330	90,000	87,670	2.6%	C		Completed in 2019 - waiting on poles to be delivered mid November.
69	532 - Roads	6027	Pavement Management Plan	14,452	-	-14,452	100.0%	✓ <sup>D</sup>		Completed. Will be integrated into asset management plan.
70	532 - Roads	6039	Master Transportation Plan Update	-	65,000	65,000	0.0%	Z		Delayed until urban containment boundary/housing growth strategy is completed. To be re-budgeted in 2020. Master Transportation Plan and the Dogwood Corridor Plan are to be combined for 2020.
71	550 - Storm Drains	6501	Annual Drainage Improvements	2,315	400,000	397,685	0.6%	B		Ongoing annual program.
72	550 - Storm Drains	6036	Fir Street Upgrades	151,607	175,000	23,393	86.6%	✓ <sup>D</sup>	Yes	Maintenance period.
73	570 - Airport	3018	Airside Concrete Parking, Combined Taxi "C" Widening	-	60,000	60,000	0.0%	Z		RFP closed and under review. ACAP funding package to be submitted prior to April 1/2020.
74	570 - Airport	3019	AvGas, Access and Parking for Aircraft	1,250	105,000	103,750	1.2%	✓ <sup>D</sup>		Completed. Awaiting invoice(s) for payment.
75	570 - Airport	3020	Roadway Paving	-	25,000	25,000	0.0%	✓ <sup>D</sup>		Completed. Awaiting invoice(s) for payment.
76	570 - Airport	3021	Shelter	-	20,000	20,000	0.0%	Z		RFP issued. Re-budgeted as new in 2020.
77	570 - Airport	3022	Public Parking Lot Lighting Upgrade	-	70,000	70,000	0.0%	Z		Terms of Reference have been started by airport personnel. Re-budgeted as new in 2020.
78	570 - Airport	3023	Runway De-icing Trailer	-	100,000	100,000	0.0%	Z		In the ACAP system for 2020 funding. Funding announcement in April 2020.
79	580 - Sewer	5009	Lift Station Generators	13,393	143,161	129,768	9.4%	✓ <sup>D</sup>		Maintenance period.
80	580 - Sewer	5022	Bio solids Site Management	352,638	500,000	147,362	70.5%	✓ <sup>D</sup>	Yes	Phase 1 construction completed.
81	580 - Sewer	5026	Solids Separation Station	-	125,000	125,000	0.0%	Z		On hold - Subject to 2020 business case review for an enhanced sewage receiving station upgrade.



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82	580 - Sewer	5027	Highway 19A Sewer Upgrade	-	200,000	200,000	0.0%	X	No	Requires further assessment.
83	580 - Sewer/590 - Water	5028	SCADA Phase 4	-	90,000	90,000	0.0%	Z		Resources not available nor ready to start Phase 4. They are still completing prior phases.
84	580 - Sewer	5020	Sewer Main Replacement (2018)	213,322	750,000	536,678	28.4%	✓D	25,000	Maintenance period.
85	580 - Sewer	5800	Sewer Main Replacement (2019)	2,183	1,000,000	997,817	0.2%	Z	725,000	Contract execution nearing completion. Cured in place pipe works to commence in 2020.
86	580 - Sewer	5024	Sewer Facility Renewal	5,306	314,256	308,950	1.7%	B/C		Lift station #11 siding, NWECC Roof, NWECC parking upgrades to be completed in Q4. Lift station #11 roof tendered and hopefully completed in Q4.
87	580 - Sewer	5025	NWECC Electrical Upgrade	66,661	1,600,000	1,533,339	4.2%	B		Incorporated with NWECC Phase 3.
88	590 - Water	7033	Water Dept. Temporary Location	-	300,000	300,000	0.0%	Z		Lease extended to 2020.Re-budgeted in 2020.
89	590 - Water	7025	WM Cathodic Protection	-	112,040	112,040	0.0%	B		On schedule to be completed in Q4.
90	590 - Water	7024	Shetland PRV	26,650	431,918	405,268	6.2%	Z	Yes	Construction underway. Anticipated completion Q2/2020.
91	590 - Water	7027	Water Service Renewal	31,806	50,000	18,194	63.6%	C		Ongoing program.
92	590 - Water	7026	Fire Hydrant Renewal	34,323	50,000	15,677	68.6%	C		Ongoing program.
93	590 - Water	7036	Water main Renewal - Fir Street	405,615	997,255	591,640	40.7%	✓D	Yes	Maintenance period.
94	590 - Water	7801	Water main Renewal - Garfield/Penfield	494,486	815,000	320,514	60.7%	✓D	Yes	Maintenance period.
93a	590 - Water	7802	Water main Renewal - Hilchey Rd (Phase 1)	-	50,000	50,000	0.0%	Z		Design underway, completion Q1/2020 followed by construction.
95	590 - Water	7040	Water Facility Renewal	10,528	500,000	489,472	2.1%	Z		Project has started - will be completed in 2020.
96	590 - Water	7045	Water Facility Decommissioning	24,488	250,000	225,512	9.8%	Z		Project has started - will be completed in 2020.
97	590 - Water	7044	John Hart Pump Station Modifications	9,462	250,000	240,538	3.8%	Z		Construction 90% completed. Anticipate completion Q1/2020.
98	590 - Water	7038	Pressure Reducing Valve Abandonment	-	45,000	45,000	0.0%	Z		Expected to be completed in 2020.
99	590 - Water	7043	Bathurst/McLean Pressure Valve Replacement	9,834	145,000	135,166	6.8%	Z	Yes	Construction underway. Anticipated completion Q1/2020.
100	590 - Water	7039	Load Bank Testing Unit	-	25,000	25,000	0.0%	Z		Will be re-budgeted for 2020.





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101	590 - Water	7041	Valve Maintenance Trailer	50,333	50,000	-333	100.7%	✓ D	Completed.	
102	590 - Water	7042	SCADA Phase 3	-	50,000	50,000	0.0%	Z	Project has started - will be completed in 2020.	
103	580 - Sewer	8002	Meter Renewal	37,320	50,000	12,680	74.6%	C	Ongoing program.	
104	590 - Water	8002	Meter Renewal	37,320	50,000	12,680	74.6%	C	Ongoing program.	
105	580 - Sewer	5029	SCADA Communication Equipment Rehabilitation	2,383	37,500	35,117	6.4%	Z	Yes	Project has started - will be completed in 2020.
106	590 - Water	5029	SCADA Communication Equipment Rehabilitation	2,383	37,500	35,117	6.4%	Z	Yes	Project has started - will be completed in 2020.
107	720 - Parks	9008	Marine Foreshore Restoration	5,610	100,000	94,390	5.6%	C		In progress, waiting for the Big Rock Boat Ramp gravel monitoring report. To be completed by year end.
108	720 - Parks	9044	Parks Information and Sign Program	6,009	25,000	18,991	24.0%	C		Ostler and Rotary Park sign upgrades to be completed by October 2019.
109	720 - Parks	9045	Fence Upgrades and Replacements	12,980	20,000	7,020	64.9%	✓ B		Centennial and Harrogate Park fences have been completed.
110	720 - Parks	9046	Parks Irrigation Strategy	7,438	35,000	27,562	21.3%	C		To be completed by November 2019.
111	720 - Parks	9048	Asset Management - Parks Infrastructure Renewal Fund	25,387	100,000	74,613	25.4%	Z		RFP is being developed to complete repairs to Skate Park to limit liability issues. Carry forward funds will be needed for construction costs. Will be re-budgeted in 2020.
112	720 - Parks	9049	Remote Variable Height Slope Mower	52,339	60,000	7,661	87.2%	✓ B		Mower has been purchased and is in operation.
113	720 - Parks	9051	Vehicle for Street Tree Maintenance	-	50,000	50,000	0.0%	✓ D		Vehicle received and in-service. Expensed in October.
114	720 - Parks	9050	Mountain Bike Skills Park - Sportsplex Lands	74,296	85,000	10,704	87.4%	✓ D		Completed.
115	720 - Parks	9052	Ostler Park Greenspace Drainage and Turf Design	-	60,000	60,000	0.0%	X		Cancelled. Project will happen when storm outfall that goes through Ostler Park is upgraded.
116	720 - Parks	9053	Elk Falls Cemetery Phase Two Detailed Design & Construction	28,988	40,000	11,012	72.5%	C		Detail design to be completed November 2019.
117	740 - Recreation & Culture	9904	Walter Morgan Studio - Rehabilitation	183,665	182,238	-1,427	100.8%	✓ D		Completed.
118	740 - Recreation & Culture	9900	Recreation Equipment	-	32,000	32,000	0.0%	C		Cardio equipment on order. Facility equipment to be ordered.
119	740 - Recreation & Culture	9906	Weight Room/Lobby/Admin Concept Design Update - PT1	3,149	50,000	46,851	6.3%	Z		Delayed until Strathcona Gardens design is completed.
<b>TOTAL</b>				<b>10,962,126</b>	<b>31,621,614</b>	<b>20,659,488</b>	<b>34.7%</b>			

\*2019 budget as approved.