



City of Campbell River Report/ Recommendation to Council

Date: February 2, 2022
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q4, 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 February 2, 2022 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 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 fourth quarter the City is in a much better position to forecast required carry forwards for operating and capital projects. Significant 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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As the year-end balances are still being reconciled some figures presented will still change as final adjustments are completed.

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 98% of budget and expenses are 84% of budget (109% and 96% 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.

Development Services has seen a significant increase in revenues over the prior year and the current year's budget. Overall revenues have increased approximately \$485K over last year and have exceeded the 2021 budget by approximately \$600K.

Expenses are approximately \$6.5M lower than the prior year. As noted above not all funding entries have been completed and in 2020 there was a one-time \$4.6M transfer to reserves relating to the COVID-19 Restart grant.

Other factors that have impacted expenditures from the prior year are; a \$1M increase in jet fuel purchases (offset by increased jet fuel sales), and a \$302K 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. RCMP contracted services are \$720K under budget due to several members on extended leave due to the incident in July and some members being allocated to deal with the Fairy Creek protests.

Throughout the year 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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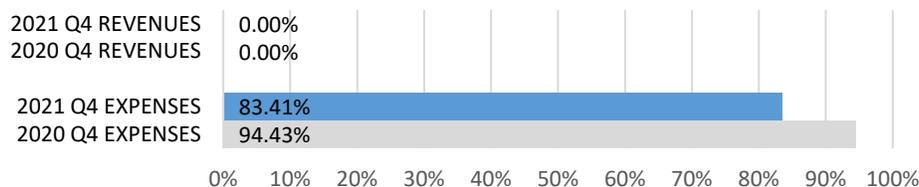
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	2020 Q4	2020 Budget	2021 Q4	2021 Budget	2021 Variance \$	2021 Variance %	2020 Variance %
REVENUE							
1 GOVERNANCE	-	-	-	-	-	0.0%	0.0%
2 FINANCE	(57,979,497)	(50,549,460)	(50,346,417)	(52,653,358)	(2,306,941)	95.6%	114.7%
3 CORPORATE SERVICES	(418,267)	(423,936)	(426,969)	(373,335)	53,634	114.4%	98.7%
4 DEVELOPMENT SERVICES	(1,255,325)	(1,021,600)	(1,740,433)	(1,134,600)	605,833	153.4%	122.9%
5 COMMUNITY SAFETY	(2,764,878)	(2,783,400)	(2,799,573)	(2,799,723)	(150)	100.0%	99.3%
6 OPERATIONS	(17,306,181)	(17,617,455)	(18,826,905)	(19,273,234)	(446,329)	97.7%	98.2%
7 PLANNING & RECREATION	(4,028,062)	(4,571,893)	(4,477,666)	(4,190,579)	287,087	106.9%	88.1%
8 ECONOMIC DEV. & TOURISM	(349,038)	(475,000)	(535,990)	(475,000)	60,990	112.8%	73.5%
REVENUE TOTAL	(84,101,248)	(77,442,744)	(79,153,953)	(80,899,829)	(1,745,876)	97.8%	108.6%
EXPENSE							
1 GOVERNANCE	1,146,719	1,214,344	1,264,274	1,515,706	251,432	83.4%	94.4%
2 FINANCE	25,410,852	25,639,770	16,817,859	24,673,996	7,856,137	68.2%	99.1%
3 CORPORATE SERVICES	2,729,504	2,906,999	3,114,777	3,397,168	282,391	91.7%	93.9%
4 DEVELOPMENT SERVICES	1,792,975	1,805,574	1,995,363	2,083,421	88,058	95.8%	99.3%
5 COMMUNITY SAFETY	17,154,122	17,597,881	16,664,343	18,456,770	1,792,427	90.3%	97.5%
6 OPERATIONS	17,081,393	18,225,028	18,084,076	19,975,548	1,891,472	90.5%	93.7%
7 PLANNING & RECREATION	8,278,645	8,957,155	8,777,937	9,579,693	801,756	91.6%	92.4%
8 ECONOMIC DEV. & TOURISM	882,920	1,095,993	1,222,264	1,217,527	(4,737)	100.4%	80.6%
EXPENSE TOTAL	74,477,131	77,442,744	67,940,894	80,899,829	12,958,935	84.0%	96.2%
GRAND TOTAL	(9,624,117)	-	(11,213,059)	-	11,213,059	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 fourth 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 (\$35K budget reduction and \$44K reduction in the actual spend in 2022).



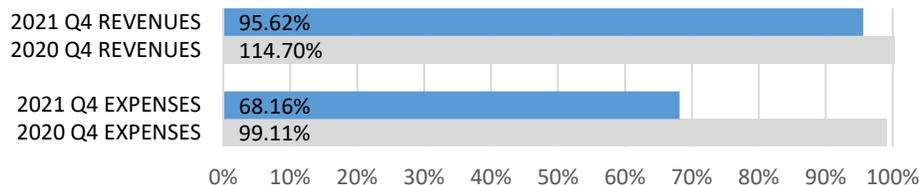
2 – FINANCE– Q4 funding entries for capital and operating projects have not been recorded as of the report's date which impacts overall revenues recognized. Additionally, revenues are trending lower than 2020 due to the City receiving a one-time \$4.6M COVID-19 Restart Grant in the prior period. Gaming revenues have increased by \$212K in 2021 as the Casino reopened on a limited basis in July.

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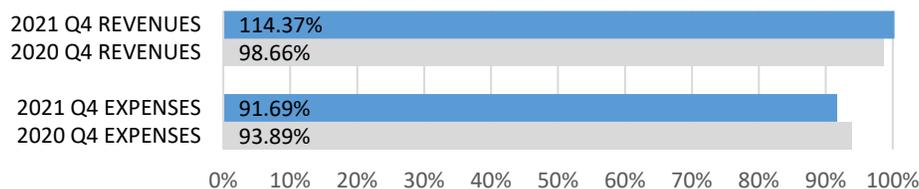
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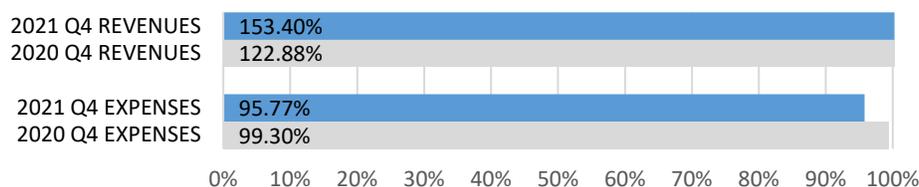
Decrease in expenses primarily related to the year-end transfer to reserves not being complete at this time and that 2020 included the transfer of the previously mentioned COVID-19 Restart grant to a reserve.



3 – CORPORATE SERVICES – Increase in revenue associated with increases in RCMP IT service agreement fees and Shaw Go Wi-Fi service fees in 2021. Library lease revenue higher than budget due to change in the library redevelopment planning. Expenses have decreased slightly over the prior year due to corporate restructure to the 6-director model and staffing vacancies.



4 – DEVELOPMENT SERVICES – \$423K increase in building permits and development fees from the prior year. Expenses are on trend with the prior year and remain lower than budget due to staff vacancies in this department during 2021.



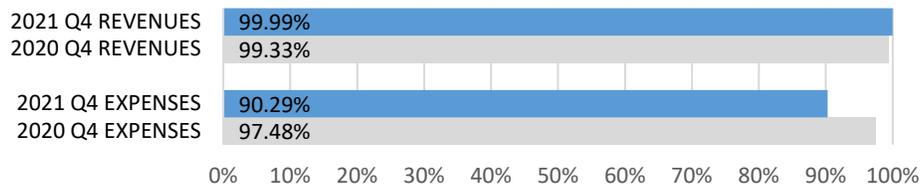
5 – COMMUNITY SAFETY – Revenues are on trend with the prior year. Overall, there is a \$80K decrease in Regional District cost sharing revenue which has been offset by an increase in lease revenue related to the RCMP detachment and traffic fine revenue.

RCMP contracted services are significantly under budget (\$720K) this year as several RCMP members were on extended leave (related to the incident in Willow Point) or reallocated because of the Fairy Creek protests. .

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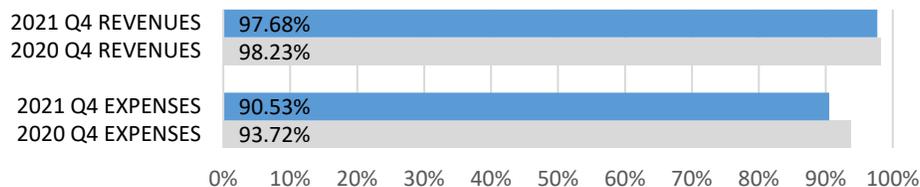
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6 – OPERATIONS – Revenues have increased due to increased airport fuel sales (\$1.2M). At the time of drafting the report the Q4 utility user fees have not been processed (~\$628K in 2020).

Expenses are on trend with the prior year although there has been an increase in fuel purchases (airport -\$1M, fleet - \$86K). The average net profit margin for fuel sales is 27% (38% 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 for fleet insurance have decreased \$48K from 2020. Slight reduction in wages and benefits from 2020 (\$400K budget increase) due to staffing vacancies/transfers to other departments.



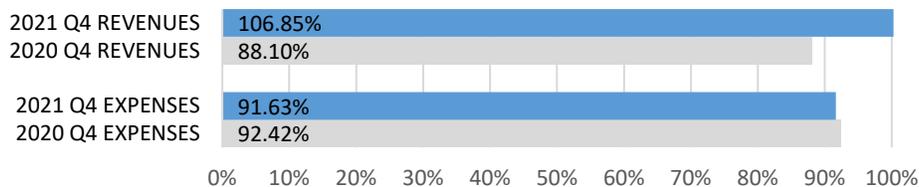
7 – PLANNING & RECREATION – Increased revenues due to Recreation programs restarting (such as the Centennial Pool), lease of the Community Centre for the COVID-19 vaccine clinic (\$87K), garbage user fees (\$143K – budgeted increase), Transit Safe Restart grant (\$253K) and transit fares and passes (\$77K).

Expenses are higher than the prior year due to a \$280K 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. A portion of those increased 2021 expenses are directly related to Enhanced Facility Cleaning (\$175K). Contract rate increases were realized for solid waste and recycling (\$90K increase in actual expenses). These increased expenses were expected and budgeted accordingly in the 2021 – 2030 Financial Plan.

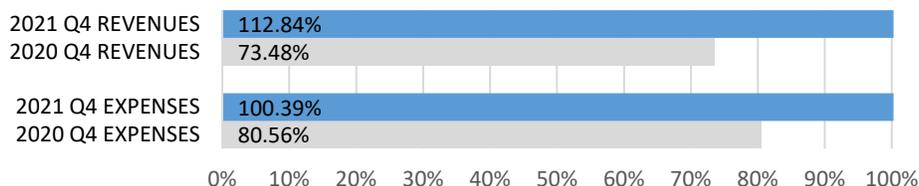
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8 – ECONOMIC DEVELOPMENT & TOURISM – Revenues are significantly higher than the prior year due to grant funding being received for the Digital Experience Program (~\$101K) and increased MRDT revenues (\$52K). Expenses associated with the Digital Experience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



Operating Projects

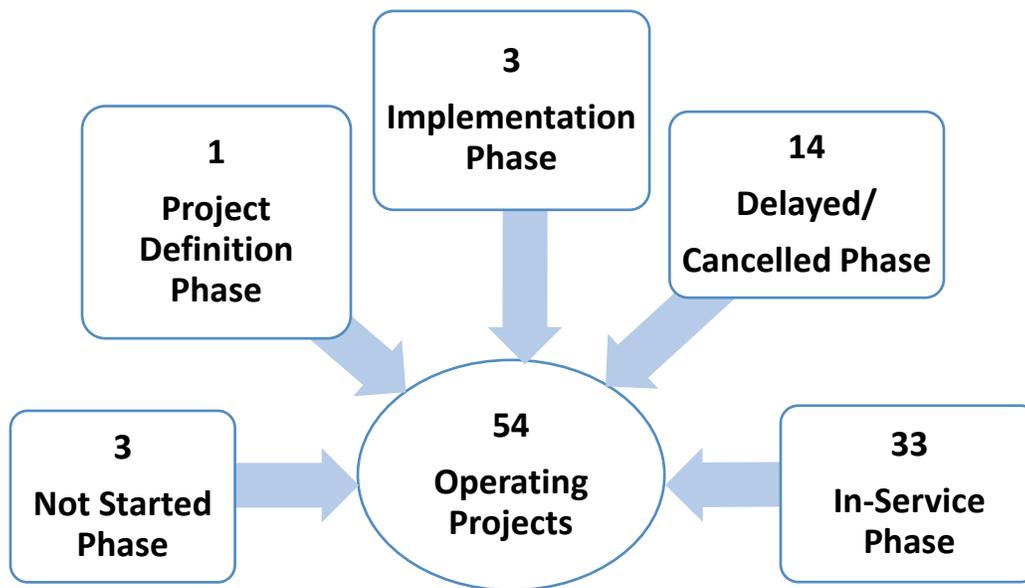
There are 40 operating projects as approved during Financial Planning. An additional 14 projects have been approved since the beginning of 2021. The total spend on operating projects to date is \$1.43M or 56% of budget (2020 – 73%). 4 projects are currently in progress (definition and implementation phases) and 33 have been completed or are substantially complete (in-service phase), 3 have not started and 14 have been delayed or cancelled.

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.

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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 seven additional projects added since (\$4.8M budget). Of these 114 projects, 21 are in progress (definition or implementation phase), 57 complete or substantially complete (in-service phase), 3 have not been started and 33 have been delayed or cancelled.

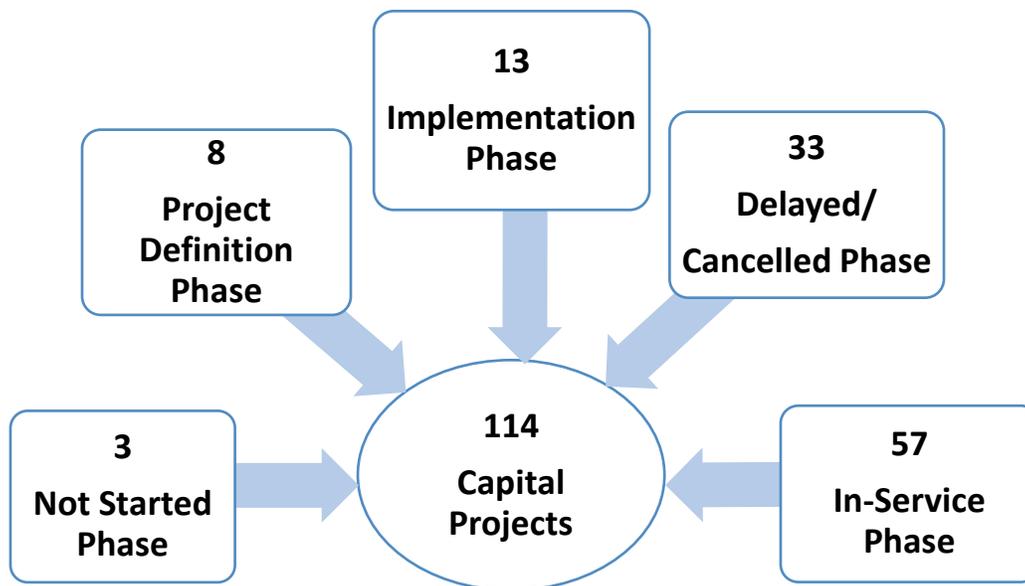
The most significant capital projects budgeted for 2021 are the NVEC Upgrades (\$5.9M), the Highway 19A upgrades (\$3.1M) and the Airside concrete parking, taxi widening and approach lighting and sign replacement at the Campbell River Airport (\$3.0M – ACAP funding eligible at 95%). Capital expenditures at the end of the fiscal year are \$14.7M or 39.8% of budget (2020 – 60.0%).

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.

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Communications

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

Conclusion

Financial results for the City's departmental operating budgets are within expectation taking into staffing vacancies and this report is reflective of preliminary year-end amounts with various year-end entries still to be completed.

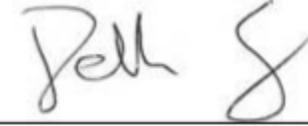
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Attachments:

1. Appendix 1 – Operating Projects (Q4, 2021)
2. Appendix 2 – Capital Projects (Q4, 2021)
3. Appendix 3 – Envisio Project Phases

Prepared by:		Reviewed by:	
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Reviewed for Form and Content / Approved for Submission to Council:			
 _____ 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.	√Delayed	Dec 31, 2021	Major Disruption
Project 1.01.02	Crack Sealing	S049	20,000	-	20%	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	28,400	100%	Council decision on May 10, 2021. Airport Specialists were reinstated to full-time hours.	√In Service	Dec 31, 2021	Completed
Project 1.01.06	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	175,100	100%	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	Complete
Project 1.02.17	COVID-19 Vaccine Passport	S148	125,000	50,825	100%	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	Jun 30, 2022	On Track
Project 1.03.01	Network Security Audit	S072	25,000	8,690	75%	Testing complete and report has been delivered for review. Project to be carried forward to 2022.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.05.01	CR Restart - Economic Development Resources	S141	38,000	32,754	100%	Economic Development continues to use the services of an auxiliary administrative assistant until end of 2021.	√In Service	Dec 31, 2021	Completed.
Project 1.05.02	Economic Development Strategic Planning	S126	75,000	51,295	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	75,478	100%	The 2021 Digital Communications position has been filled for 2021. Funded as a permanent position in 2022 Financial Planning.	√In Service	Dec 31, 2021	Completed
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 1.08.02	1051 Shoppers Row (removal of Crown provision)	S152	144,000	144,000	100%	City's application to remove the Crown Grant Proviso registered on title for 1051 Shoppers Row.	√In Service	Dec 31, 2021	Completed
Project 1.09.03	Fire Dispatch Centre Review	S142	25,000	-	80%	The final study and analysis were submitted to North Island 9-1-1 staff for review. Presentation to North Island 9-1-1 Board and SLT to be at the end of January. The Fire Dispatch Advisory Committee presentation is to be on February 15th, 2022.	√Project Definition	Mar 31, 2022	Some Disruption
Project 1.11.01	Enviro Monitoring - Big Rock Boat Ramp	S113	5,625	5,750	100%	This is year 3 of a 5 year monitoring program (no monitoring in 2023). Field work occurred in October (Pacificus 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	Completed
Project 1.11.02	Energy Rebate & EV Programs	S129	15,000	11,600	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.Programs	√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	20,074	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. No budget for 2022.	√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	22,500	100%	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.	√In Service	Dec 31, 2021	Completed
Project 1.11.12	Tree Protection Bylaw	S122	12,500	-	10%	Initial project scoping work had been completed.	√Delayed	Dec 31, 2021	Some Disruption
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	5,000	100%	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. 2021 program complete.	√In Service	Dec 31, 2021	Completed
Project 1.13.01	Safer Downtown	S109	29,000	57,679	100%	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.	√In Service	Dec 31, 2021	Completed
Project 1.13.02	Night-Time Security Downtown	S150	100,000	-	0%	Discussions with Downtown BIA ongoing and review of contract with Footprints Security.	√Not Started	Dec 31, 2021	Major Disruption

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 handled 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.	√In Service	Dec 31, 2021	Completed
Project 1.14.04	PLAY Campbell River	S108	5,000	1,107	100%	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	Completed
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 in 2021. Project scope and budget has been increased with work to be done in 2022.	√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	-	8%	Project commenced in December but due to excessive snow in late December project work was delayed.	√Implementation	Dec 31, 2021	Some Disruption
Project 1.17.01	Sewer Right of Way Clearing	S116	69,691	72,169	100%	The intent of this project is to provide a vac truck access to critical sewer infrastructure that has grown over and was never provided with adequate vehicle access. This year we intended to complete phase III of the Pinecrest Sewer ROW clearing project that started in 2019. Phase I included clearing and constructing a road between Peterson Rd and ERT, Phase II included tree clearing and grubbing the ROW from ERT to halfway to South McPhedran Rd. 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 the current construction boom, and due to cost increases this phase is being postponed until 2022. Road engineering has been completed, and Mainstream Biological is in the process of preparing the necessary environmental applications for the project. 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	2,320	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	6,935	100%	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 was completed on December 23rd. Invoicing received in February 2022.	√In Service	Dec 31, 2021	Completed
Project 1.18.01	Confined Space Entry Alternate Procedures	S089	20,150	5,912	45%	PRV CSHA & CSEP completed. CI2 Injection drafted and being reviewed.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.18.02	Drinking Water Source Protection Plan	S117	75,000	36,212	70%	Report creation remains ongoing. Ecofish Phase 1 completed. Hatfield Phase 1 & 2 completed.	√Delayed	Dec 31, 2021	Some Disruption
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. Additional work is being done through the consultant and is now scheduled for completion in 2022.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.20.01	Council Contingency	Various	113,455	54,159	100%	Annual allocation to fund Council projects and miscellaneous community projects that arise during the fiscal year.	√In Service	Dec 31, 2021	Completed
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.	√In Service	Dec 31, 2021	On Track
Project 1.20.03	Downtown Initiatives	S134	205,000	85,967	25%	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.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.20.04	Downtown Safety Task Force	S135	20,000	-	100%	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.	√In Service	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 Paramedicine. Project complete in September 2021.	√In Service	Dec 31, 2021	Completed
Project 1.20.08	Rotary Club Facility Use	S153	2,000	1,820	100%	Provide rental use of the Community Centre for the Rotary Club.	√In Service	Dec 31, 2021	Completed
Project 1.20.09	Maritime Heritage Society Operating Grant	S154	40,000	40,000	100%	Provide an operating grant for the Maritime Heritage Society from the COVID-19 Relief Fund.	√In Service	Dec 31, 2021	Completed
Project 1.20.10	Rogers Hometown Hockey	S159	30,000	-	0%	Funding required to provide equipment and services associated with hosting the community event. Project carried forward to 2022.	√Not Started	Dec 31, 2022	On Track
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	100%	Received the unit on site and in service.	✓In Service	Dec 31, 2021	Completed
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	356,819	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	336,863	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	-	95%	Roof design is substantially complete and will be tendered in early 2022 for construction in summer 2022. Waiting for invoicing from IRC for this phase of the project. 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	222,946	70%	Construction started in 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 substantially complete. 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	199,668	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.	✓Delayed	Dec 31, 2021	Some Disruption
Project 1.02.10	Video Surveillance System Ongoing Camera Renewal Program	4065	25,000	28,431	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. Waiting for invoicing from IRC for this phase of the project. 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. Waiting for invoicing from IRC for this phase of the project. 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	142,585	100%	Fall protection systems have been installed at 8 buildings and are now in service. 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	49,917	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.	✓In Service	Dec 31, 2021	Completed
Project 1.02.15	Small Equipment	4050	30,000	29,923	100%	2021 priorities included 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.	✓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.	✓Delayed	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	38,936	100%	Annual program complete.	✓In Service	Dec 31, 2021	Completed
Project 1.03.04	Printer/Peripheral Replacement	2001	20,000	19,391	100%	Annual program complete.	✓In Service	Dec 31, 2021	Completed
Project 1.03.05	GIS Orthophotos	2016	17,000	-	15%	Carry forward to 2022 due to the unsuccessful hiring of a GIS Coordinator	✓Delayed	Dec 31, 2022	Major Disruption
Project 1.03.06	Scheduled Photocopier Replacement	2015	17,000	9,450	100%	Annual program complete.	✓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 1.03.07	Council Chambers Sound System	2033	150,000	-	5%	Project has been awarded and will be implemented in 2022.	✓Implementation	Dec 31, 2022	Some Disruption
Project 1.03.08	Internet Security Hardware	2019	35,000	14,519	100%	Waiting final invoicing from Fortinet.	✓In Service	Dec 31, 2021	Completed
Project 1.04.01	Transit Stop at Carihi	6040	376,705	5,346	95%	Project is completed. SRW agreement to complete. Budget was based on prior year carry forward.	✓In Service	Dec 31, 2021	On Track
Project 1.04.02	3.5 Acre Walkway Lights & Surface Improvements	6033	66,916	62,412	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. This review will be started in 2021 following the outcome and direction of the Urban Growth Study and will carry on into 2022. It will focus on updating the Master Transportation Plan and looking at a long term plan for the Dogwood Corridor. A focus will be on updating the Active Transportation portion to meet our growing community needs.	✓Project Definition	Dec 31, 2022	On Track
Project 1.04.04	Willis Road Corridor	6043	30,000	-	0%	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	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	511,672	100%	Project complete.	✓In Service	Dec 31, 2021	Completed
Project 1.04.07	Sidewalk Infill - Cheviot from Peterson West	6006	403,836	51,527	5%	Project has been re-budgeted for 2024. Design work on waterline, storm, sidewalk and road rehabilitation to take place in 2023.	✓Delayed	Dec 31, 2022	Major Disruption
Project 1.04.08	Transit Bus Shelters	6007	116,359	78,296	100%	Project is complete.	✓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.	✓Implementation	Jun 30, 2022	Some Disruption
Project 1.04.10	Street Light Infill	6024	90,000	5,684	5%	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	187,575	3,101	10%	To be installed in Q1 - 2022. The tender has been awarded and awaiting supplies to install new traffic lights. Design is 95% complete. Project budget increased by \$145,225 with Couverdon to provide funding of \$130,125 (plus any overruns).	✓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	16,565	100%	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.	✓In Service	Dec 31, 2021	Completed
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.	✓Delayed	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%	Following the last Council Resolution staff have updated the Communications Plan and will prepare an IC report for council to approve the communications plan as well as inform the CHPSAC committee. The Fire Hall Steering committee will be reconvened in Q1 with some adjustments due to staff changes.	✓Project Definition	Dec 31, 2022	On Track
Project 1.09.02	Small Equipment Replacement	1004	25,000	25,169	100%	Annual project complete.	✓In Service	Dec 31, 2021	Completed
Project 1.11.11	Supportive Housing - 580 Dogwood	8010	316,017	55,957	100%	Supportive Housing Development in partnership with BC Housing. Development is complete and fifty residents have moved in to this new housing. Budget was based strictly on prior year carry forward.	✓In Service	Dec 31, 2021	Completed
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	48,337	100%	This project is now complete.	√In Service	Dec 31, 2021	Completed
Project 1.14.03	Recreation Equipment	9900	42,350	15,111	100%	New fitness equipment and rental furnishings have been purchased and are in service.	√In Service	Dec 31, 2021	Completed
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	31,847	70%	Dugout materials has arrived and are part of the relocation of CRMBA from Nunn's 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 has 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	Some Disruption
Project 1.15.05	Playground Surface Replacement - Ruby, Lilelana and Harrogate Park	9065	35,000	32,357	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	14,309	100%	Benches are in place. Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.09	Cedric Jones and Barclay Park Fencing Renewal	9061	10,000	9,989	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	448,071	80%	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	√Delayed	Jun 30, 2022	Some Disruption
Project 1.15.12	Willow Point Lights	9055	300,000	274	20%	Project has started and working on design.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.15.13	Pickleball Courts Construction at Robron	9069	150,000	117,866	75%	Fencing to be done in the winter and courts to be surfaced in the spring.	√Delayed	Jun 30, 2022	Some Disruption
Project 1.15.14	Marine Foreshore Restoration	9008	90,000	16,522	100%	2021 project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.18	Park Modifications for Baseball Relocation	9070	272,100	129,183	15%	Project is underway and on schedule for completion in spring 2022	√Implementation	Jun 30, 2022	On Track
Project 1.16.01	Capital Works Project Management	8006	462,451	462,451	100%	Annual Work Plan complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.02	Sportsplex Rehabilitation & Addition	4080	250,000	121,846	100%	Construction Tender posted with close December 21, 2021. Construction scheduled for May 15 - September 30, 2022. Full facility closure required.	√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	107,981	70%	New consulting resources contract executed.	√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	2,764,999	100%	All work complete. The project in is the Maintenance Period and the roundabout center feature has been removed from the project scope as an outcome of the 2022 budget deliberations. Long Range Planning to complete this portion of the project.	√In Service	Dec 31, 2021	Completed
Project 1.16.06	Waterfront Sewer Forcemain	5002	2,096,244	2,599,512	100%	Project complete and now in Maintenance Period. The existing forcemain is undersized and in poor condition which resulted in higher expenses than budgeted.	√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
Project 1.16.08	6th Ave Drainage Improvements - Design Only	6501	100,000	24,901	32%	The project title is now changed to 6th Ave - Thulin Utility Renewal. A project kick-off meeting between stakeholders and the consultant to discuss the Preliminary design and project limits, impacts will take place in early January. Detailed design and geotechnical investigations in follow. This project is subject to an archaeological assessments.	√Project Definition	Mar 31, 2022	Some Disruption

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.16.09	Storm System Renewals	6600	35,000	13,308	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.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.16.10	Norm Wood Environmental Centre Upgrades	5006	5,913,341	222,297	50%	The project team will complete review of the pre tender detailed design package from the design consultant in early January. The project team has advanced the design to address comments and logistical items that pertain to the operations of the plant during the course of construction. Tender to be posted in Q1 2022.	√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 - Hilchey Rd - Phase 1	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 - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	7803	1,275,000	623,680	85%	Construction activities of the Hilchey 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 Hilchey 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 dependent (landscaping, paint markings, final paving).	√In Service	Dec 31, 2021	Some Disruption
Project 1.16.17	2021 Sewer Main Rehabilitation	5802	1,250,000	1,077,068	98%	Project is substantially complete and 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	84,314	48%	Final pre tender review submission to Regulatory Agencies is underway. Once complete, The project will be posted for public tender in Q1 2022.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.16.20	Biosolids Site Management	5022	345,894	42,074	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 1.16.21	Shetland PRV	7024	13,303	-	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 1.16.22	325 Beech Street Improvements	4094	230,000	81,275	50%	Preliminary design complete. Detailed design underway. Anticipate tender for construction services in Q2, 2022	√Delayed	Dec 31, 2021	Some Disruption
Project 1.16.23	Highway 19A Sewer Upgrade between Maryland and Twillingate	5027	1,162,000	1,137,992	100%	Project is complete. Significant cost overruns recognized in Q4 and budget adjusted accordingly.	√In Service	Dec 31, 2021	Completed
Project 1.16.24	Highway 19A Sewer Upgrade - Twillingate to Barlow Phase 2	5037	2,200,000	37,187	5%	Increased development in the Maryland area required an upgrade to the sewer main due to capacity constraints.	√Implementation	Dec 31, 2022	On Track
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.	√Delayed	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 is 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 vacancies 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.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.17.08	Sewer Facility Renewal	5024	28,751	58,479	100%	This is for the installation/replacement of the electric gate at the entrance to NWECC. The gate is installed and operational.	√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 1.17.09	Lift Station #7 Pump and Controls Upgrade	5033	150,000	63,907	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	√Delayed	Dec 31, 2021	Some Disruption
Project 1.17.10	NWEC Shower and Locker Room Renovation	5034	125,000	19,328	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.	√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	88,341	100%	Final planned meter has been installed by the contractor.	√In Service	Dec 31, 2030	Completed
Project 1.17.14	Norm Wood Environmental Centre SCADA Upgrade	5028	90,000	13,716	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 NWEC 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 NWEC Phase III budget.	√Delayed	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.	√Delayed	Sep 30, 2022	Some Disruption
Project 1.17.16	Flow Monitoring Equipment	5036	100,000	85,193	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 1.18.03	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 1.18.04	Evergreen Reservoir and Instrumentation Upgrades	7040	915,941	488,500	100%	Reservoir in service. Final contractor invoice outstanding (received in 2022). Now in the maintenance period.	√In Service	Dec 31, 2021	Completed
Project 1.18.05	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 1.18.06	Water Facility Renewal	7500	500,000	268,475	100%	Annual allowance for water facility infrastructure (pumps, PRVs etc.) due to age or condition. This project remains ongoing.	√In Service	Dec 31, 2030	Completed
Project 1.18.07	Fire Hydrant Renewal	7026	50,000	29,179	100%	Project is for replacement of existing fire hydrants that have reached the end of their life expectancy.	√In Service	Dec 31, 2030	Completed
Project 1.18.08	Water Service Renewal	7027	50,000	40,959	100%	Replacement of existing water services that are failing. Annual program complete.	√In Service	Dec 31, 2030	Completed
Project 1.18.09	Water Dept Temporary Location	7033	300,000	109,652	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 1.18.10	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 1.18.11	Pressure Reducing Valve Abandonment	7038	75,000	30,431	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.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.18.12	Area D Connection Improvements	7023	20,000	7,630	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 1.18.13	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.	√Cancelled	Dec 31, 2023	Cancelled
Project 1.18.14	John Hart Reservoir	7047	100,000	1,770	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
Project 1.18.15	John Hart Pump Station Modifications	7044	22,007	20,250	100%	Project completed. Maintenance period ongoing.	√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 1.22.01	Seagull Walkway Surface Improvement	8011	500,000	6,525	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.	✓Project Definition	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.