

## Council Agenda Information

COTW [Click and type date of meeting]  Regular Council February 04, 2019



## City of Campbell River Report/ Recommendation to Council

Date: January 31, 2019  
Submitted by: Finance Department, Corporate Services Division  
Subject: Quarterly Financial Report – Q4, 2018

---

### 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 January 31, 2019 from the Finance Department regarding the City's Quarterly Financial Report – Q4 2018 be received for information.**

---

### 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 2018 was originally adopted in early December 2017 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.

It is important to note that the 2018-2027 Financial Plan Bylaw was amended in August 2018 and reported budgets have been updated accordingly.

## Discussion

### **Overview from the City Manager**

The final financial report for 2018 indicates how well the City has performed relative to its planned activities and identifies that the City accomplished much of its work plan. Of the total 154 approved projects, 44 projects are in-progress or are multi-year projects being carried into 2019 (down from 53 in 2017), and 84 are completed (up from 79 in 2017).

During the 2018 fiscal year, the City undertook many significant capital and operating projects. The new water supply system (the largest capital project ever undertaken by the City) was successfully commissioned in the spring of 2018, the replacement of the waterfront forcemain between Hidden Harbour and the Maritime Heritage Centre with a new sewer main under Highway 19A has been completed, and the revitalized Big Rock Boat Ramp reopened. The downtown core continues to be a priority with a focus on downtown safety, through the establishment of a new safety office and increased security presence, and the continuation of downtown revitalization through various granting initiatives and increased programming such as CR Live Streets. The City has also proactively embarked on planning for Sea Level Rise, something which will significantly impact operations and infrastructure in the future. Furthermore, the City continues to focus on renewal and enhancement projects across the City including asphalt overlay, sidewalk infill, parks and recreation amenities, and facilities upgrades.

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 underway and shaping up to be another active year with many exciting projects, initiatives and a new Council who has already begun to build on the success of the past year and prior Council.

Deborah Sargent, City Manager

## **Operating Financial Report**

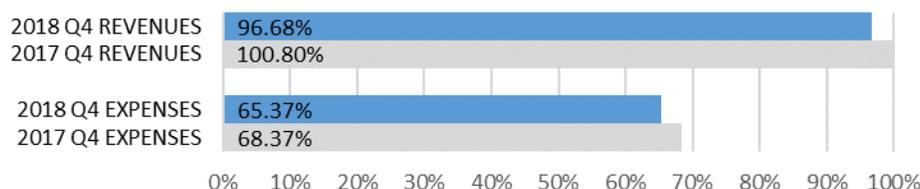
The City's departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2017, as well as the variance to the amended approved 2018 budget. Overall, City revenues are 99% of budget and expenses are 82% of budget. Although fourth quarter financials are not final and year end adjustments continue to take place, current figures and trends can provide a good indication of where the City can anticipate to be once staff finalize the reconciliation of 2018 balances.

	2017 Q4	2017 Budget	2018 Q4	2018 Budget	2018 Variance \$	2018 Variance %
<b>REVENUE</b>						
FISCAL SERVICES	(46,026,982)	(45,661,025)	(46,879,867)	(48,487,792)	(1,607,925)	96.7%
GOVERNANCE	-	-	-	-	-	0.0%
CORPORATE SERVICES	(554,721)	(514,056)	(397,108)	(402,487)	(5,379)	98.7%
RCMP	(772,433)	(795,262)	(710,578)	(764,743)	(54,165)	92.9%
FIRE	(1,670,859)	(1,739,367)	(1,811,993)	(1,780,668)	31,325	101.8%
ASSETS & OPERATIONS	(1,193,817)	(1,098,222)	(1,114,198)	(1,041,849)	72,349	106.9%
UTILITIES	(17,004,538)	(15,929,277)	(17,074,310)	(16,508,413)	565,897	103.4%
COMMUNITY DEVELOPMENT	(2,277,986)	(1,988,382)	(2,330,822)	(2,269,506)	61,316	102.7%
ECONOMIC DEV. & TOURISM	(349,945)	(125,000)	(435,389)	(355,000)	80,389	122.6%
AIRPORT	(2,144,828)	(2,068,674)	(1,970,100)	(2,102,871)	(132,771)	93.7%
<b>REVENUE TOTAL</b>	<b>(71,996,109)</b>	<b>(69,919,265)</b>	<b>(72,724,364)</b>	<b>(73,713,329)</b>	<b>(988,965)</b>	<b>98.7%</b>
<b>EXPENSE</b>						
FISCAL SERVICES	13,088,310	19,143,422	13,747,730	21,031,669	7,283,939	65.4%
GOVERNANCE	1,012,661	1,323,753	853,955	1,310,555	456,600	65.2%
CORPORATE SERVICES	4,610,329	4,958,107	4,575,932	4,844,264	268,332	94.5%
RCMP	8,540,848	9,435,464	6,937,078	9,758,167	2,821,089	71.1%
FIRE	5,764,761	5,817,143	6,095,334	6,099,914	4,580	99.9%
ASSETS & OPERATIONS	10,517,881	10,450,437	10,184,849	10,590,163	405,314	96.2%
UTILITIES	8,859,714	9,618,138	8,668,490	9,617,983	949,493	90.1%
COMMUNITY DEVELOPMENT	5,773,898	6,118,618	6,128,943	7,234,633	1,105,690	84.7%
ECONOMIC DEV. & TOURISM	920,330	714,943	1,051,642	999,758	(51,884)	105.2%
AIRPORT	2,260,165	2,339,240	1,966,768	2,226,223	259,455	88.3%
<b>EXPENSE TOTAL</b>	<b>61,348,898</b>	<b>69,919,265</b>	<b>60,210,721</b>	<b>73,713,329</b>	<b>13,502,608</b>	<b>81.7%</b>
<b>GRAND TOTAL</b>	<b>(10,647,211)</b>	<b>-</b>	<b>(12,513,642)</b>	<b>-</b>	<b>12,513,642</b>	<b>0.0%</b>

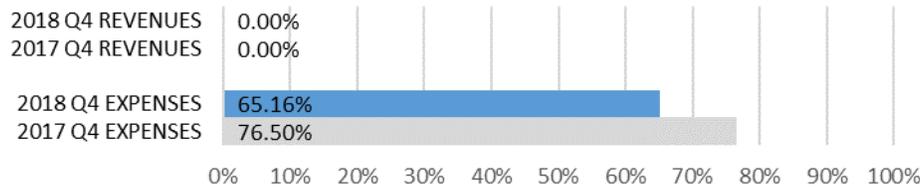
*\*2018 Budget was re-allocated for the corporate restructure that occurred in early 2018 and is also presented as amended.*

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 2018 and 2017 for comparison.

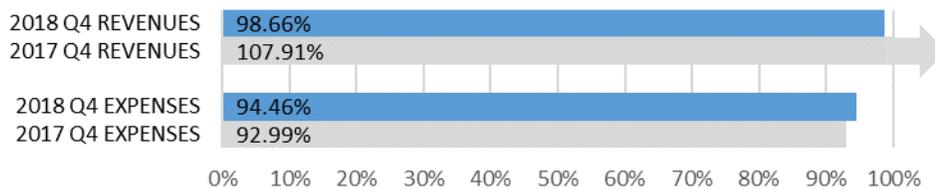
**0 - FISCAL SERVICES** – Revenue and expense actuals to budget are lower than anticipated due to outstanding reserve transfers that will be made as part of year end reconciliations. Revenues are trending lower due to the increase in the CRIB contract fee budget; however, actual amounts collected remain flat across the years. Expenses are on trend with the prior year, but are lower than budget as fewer principal payments were required on water debt.



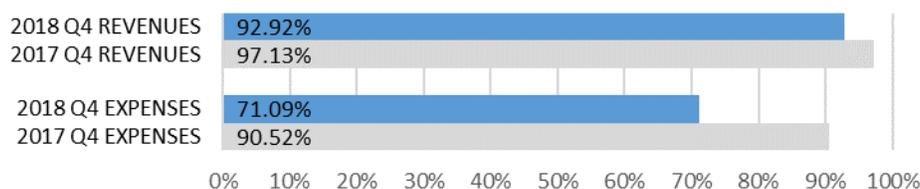
**1 – GOVERNANCE** – Expenses trending lower than the prior year due to a reduction in 2018 carry forward and service level change request projects; slightly offset by increased contingency spending, specifically on the 10<sup>th</sup> Ave Geotechnical report.



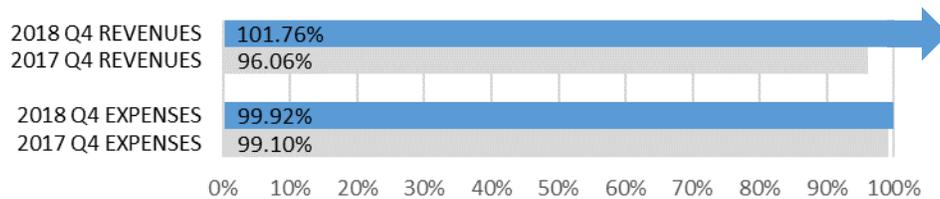
**2 – CORPORATE SERVICES** – Revenues are trending lower in 2018 as a result of the Q4 Municipal Insurance Association insurance dividend not yet reported; this is slightly offset by the increase in revenue from CR Advantage. Expenses are on trend with the prior year and lower than budget primarily due to staffing vacancies.



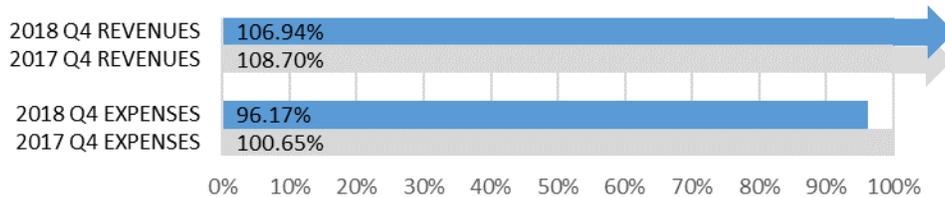
**3 – RCMP** – Revenue is trending lower as the prior year included a federal reimbursement for capital facility project expenses, despite receiving additional lease and grant revenue in 2018. The fourth quarter RCMP contract billing has not yet been received or accrued for as part of year end (there is typically a two month timing difference); however, once processed, it is anticipated that expenses will be under budget due to the timing of recruitment for the one new officer hired in 2018 and the budget for both new members in 2018, with one not set to be hired until 2019



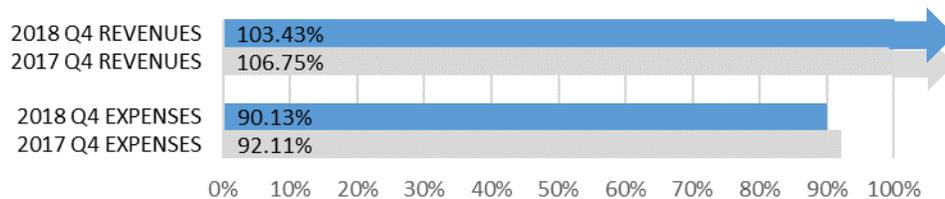
**4 – FIRE** – Revenue is trending higher than 2017 from the expansion of E911 services to include Peace River, as well as an increase to revenue received for services rendered. Expenses are on trend.



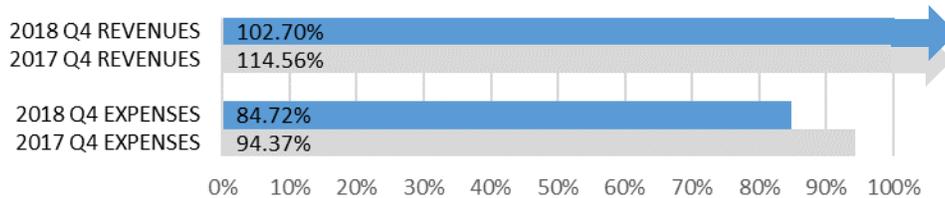
**5 - ASSETS & OPERATIONS** – Revenue is on trend and higher than budget from increased Legacy Landmark donations and grants received. Expenses are anticipated to be on trend and on budget; the below graph shows that they are slightly lower than 2017 as a result of a timing difference with the fourth quarter BC Transit invoice.



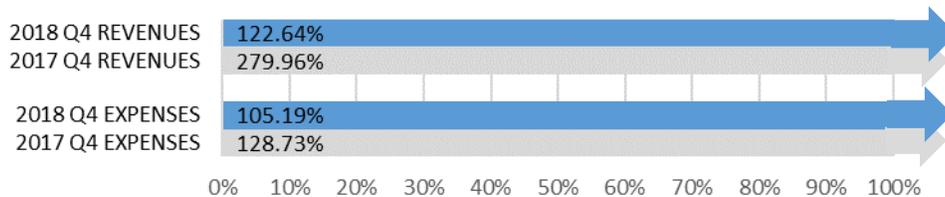
**6 – UTILITIES** – Revenues are on trend with 2017 and are anticipated to be higher once the fourth quarter utility user fees are recorded. Expenses are on trend with 2017 and under budget primarily from the timing differences associated with the BC Hydro annual water diversion and solid waste contract. Once these accruals are made, it is anticipated that the segment will be slightly under budget from reduced expenditures in sewer contracted services.



**7 - COMMUNITY DEVELOPMENT** – Revenue is on budget, but trending lower than the prior year primarily due to a decrease in project specific grant funding, as well as 2017 remedial action and legal recoveries in Bylaw Enforcement. Expenses are lower in 2018 due to vacancies in Planning and Development Services; partially offset by increases related to the Downtown Security office and the new 3<sup>rd</sup> Bylaw officer.



**8 – ECONOMIC DEV. & TOURISM** – The City has received higher MRDT revenue than 2017; however, it appears in the below graph to be trending lower as the 2018 budget was increased in anticipation of this. Expenses are slightly higher than budget for 2018 and are trending lower than 2017 due to the City’s tourism contract (the budget was adjusted in 2018 to reflect a full year).

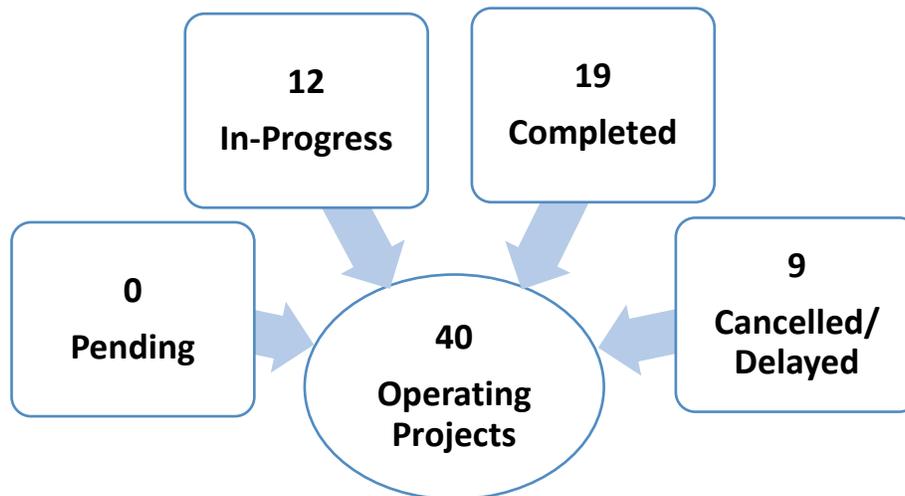


**9 – AIRPORT** – Revenue is trending lower than 2017 mainly due to lower overall fuel sales. Expenses are also trending lower than the prior year due to the reduced cost of fuel sold. Net profit margin has increased substantially (from 28% in 2017 to 36% in 2018) primarily from the operation of the new fuel supply system.



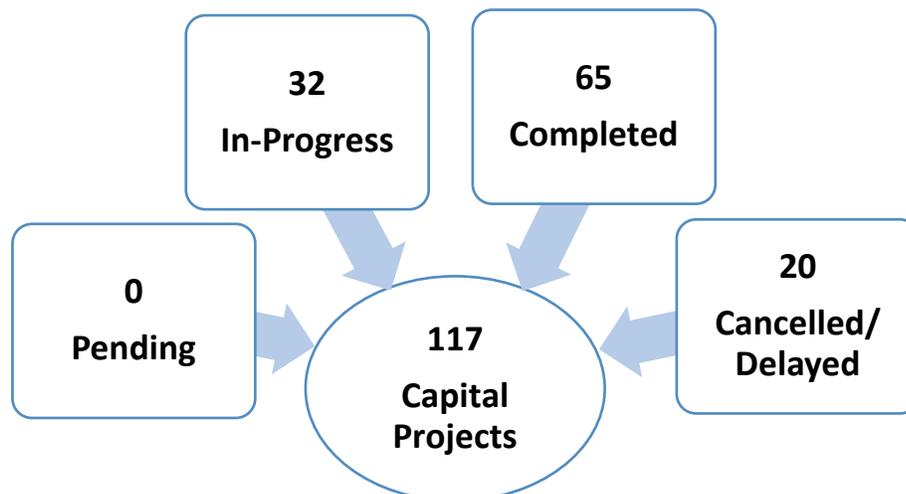
### Operating Projects

There are 40 operating projects with a total budget of \$2.95M for 2018 as approved during Financial Planning, including amendments. The total spend in the fourth quarter on operating projects to date is \$1.3M or 44% of budget. Of the 40 planned projects, 12 are currently in progress and will be carried forward into 2019, and 19 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. The projects carried into 2019 have been identified in a separate column on Appendix 2.



### Capital Projects

There are 117 capital projects with a total amended budget of \$31M for 2018. The most significant of these projects continues to be the Water Supply project which is now commissioned and operational. The total spend to the fourth quarter on capital projects is \$14.6M or 47% of budget. Overall, 32 of 117 capital projects are currently in progress and are being carried into 2019, and 65 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. The projects carried into 2019 have been identified in a separate column on Appendix 3.

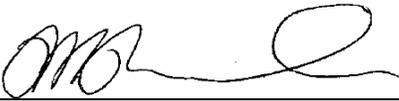


**Conclusion**

Financial results for the City’s departmental operating budgets are within expectation for the fourth quarter of 2018 and no areas of concern have been identified. Year end adjustments continue to take place while staff finalize the reconciliation of 2018 balances. Although these are not final numbers, interim reporting is an important aspect of financial reporting. The fourth quarter report provides good information as to where the City currently stands, particularly at the department level, and roughly where it can expect to be for the 2018 fiscal year. Council will be updated and provided a detailed analysis of the City’s final 2018 financial results once the year end audit is complete in May 2019.

**Attachments:**

1. Appendix 1 – Operating Departmental Budget Segments
2. Appendix 2 – Operating Projects (Q4 2018)
3. Appendix 3 – Capital Projects (Q4 2018)

Prepared by:	Reviewed by:
 <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Alaina Maher, BCom, CPA, CMA Finance Operations Supervisor	 <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Ron Bowles GM, Community Planning / Acting CFO
Reviewed for Form and Content / Approved for Submission to Council:	
 <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <b>Deborah Sargent</b>	
Corporate Review	Initials
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 December 31, 2018 (Q4)**

On Track	<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
Possible Delay	
Delayed/Cancelled	

Index	Department	CC3#	Project Name	December 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
<b>Strategic Projects</b>										
1	Mayor & Council	NA	Centennial Pool and Operating Budget Fund	300,000	300,000	-	100.0%	D ✓		Project complete.
2	Mayor & Council	Various	Council Contingency - Annual Allocation*	98,004	225,000	126,996	43.6%	C	Yes	A total of \$183,471 is currently committed for 2018. Projects that are still ongoing are a 2019 CFwd.
3a	Mayor & Council	X043	Council Contingency - Grassroots Kind Heart Society	-	3,000	3,000	0.0%	X		Grassroots dinner program not scheduled.
3b	Mayor & Council	X059	Council Contingency - Radiant Life Church Security	5,406	9,000	3,594	60.1%	C	Yes	Reimbursement of security contracted services for dinner program.
4	Mayor & Council	X046	Council Contingency - Property management	19,048	20,000	952	95.2%	D ✓		Project Completed and presented to Council in Q2.
5	Mayor & Council	S059	Forestry Task Force Operating Budget	798	25,000	24,202	3.2%	D ✓	Yes	The Forestry Task Force concluded at the end of March. Remaining funds to be transferred to the Economic Development Officer and were a 2019 CFwd.
6	Mayor & Council	S076	3.5 Acre Task Force	-	140,000	140,000	0.0%	D ✓		The CFwd for this project was removed from the 2019-2028 financial plan.
7	Mayor & Council	S053	Beautification Grants	11,440	40,000	28,560	28.6%	C	Yes	Beautification projects are underway by the associations, payments to be processed in 2019 Q1.
8	Mayor & Council	S078	Social Grants	13,200	25,000	11,800	52.8%	Z	Yes	Social grant policy to be reviewed in 2019.
9	Mayor & Council	S097	Ishikari Anniversary Celebration	-	25,000	25,000	0.0%	X		Next Ishikari Celebration not occurring until 2023.
10	Mayor & Council	S109	Safer Downtown*	41,009	176,000	134,992	23.3%	D ✓		Office was operational in June 2018.
11	Planning & Development	S054	Campbellton Planning Projects	5,405	7,500	2,095	72.1%	D ✓		Final draft report received and presented to Council in November.
12	Planning & Development	S067	Downtown Small Initiatives Fund	92,159	93,000	841	99.1%	D ✓		2018 projects complete.
13	Planning & Development	S084	Downtown Signage Incentive Program	34,384	70,000	35,616	49.1%	C	Yes	Marketing for 2019 SIP will begin late March. Sign Bylaw updates have been drafted and it is proposed that these will proceed to Council Q2/Q3 for consideration.
14	Planning & Development	S038	Façade Storefront Downtown Revitalization	11,611	75,000	63,389	15.5%	C	Yes	Two files are currently being reviewed. Marketing for 2019 will be done concurrently with the DFIP program.
15	Recreation & Culture	S093	Increase Spirit Square Program Budget	12,000	12,000	-	100.0%	D ✓		Spirit Square programming is over for the year.
16	Recreation & Culture	S104	Enhanced Skatepark Environment	9,679	15,000	5,321	64.5%	D ✓		Pilot project is complete.
17	Recreation & Culture	S101	Public Art Master Plan	7,992	20,000	12,008	40.0%	Z	Yes	Master planning will continue in early 2019. Project will be transitioned to Long Range Planning.
18	Recreation & Culture	S086	Public Art	-	48,000	48,000	0.0%	Z		On hold until master plan is complete. Project will be transitioned to Long Range Planning.

**APPENDIX 2  
OPERATING PROJECTS  
at December 31, 2018 (Q4)**

On Track	<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
Possible Delay	
Delayed/Cancelled	

Index	Department	CC3#	Project Name	December 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
<b>Corporate Projects</b>										
19	Human Resources	S095	Strategic HR Management	96,625	97,000	375	99.6%	D ✓		Additional request for a 1 year term was approved in 2019 Financial Planning.
20	Finance	S094	DCC Review	-	75,000	75,000	0.0%	Z		Project deferred to 2019.
21	Economic Development	S105	Enhance and Maintain Services	58,042	57,000	(1,042)	101.8%	D ✓		Project complete.
22	Legislative Services	S102	Municipal Election	55,504	51,000	(4,504)	108.8%	D ✓		Complete. Offset by \$14,673 cost sharing of election expenses with the Regional District.
23	Planning & Development	S087	Sea Level Rise Assessment*	213,270	505,000	291,730	42.2%	C	Yes	Technical reports nearing completion.
24	Planning & Development	S096	Interim Development Services Manager	-	150,000	150,000	0.0%	D ✓		No longer a term position with City organizational restructure that occurred in early 2018. Moved to base operating budget.
25	Roads	S106	Snow Clearing - Sidewalks	-	30,000	30,000	0.0%	B		Seasonal project.
<b>Operational Projects</b>										
26	Economic Development	S098	Tech Attraction Strategy	20,000	20,000	-	100.0%	D ✓		Project complete.
27	Planning & Development	C036	Zoning/OCP Update	15,408	84,000	68,592	18.3%	Z	Yes	This project will resume in 2019 in a phased approach. The update focused on legal changes for 2018 and will move into further phased updates for key issues in 2019 (e.g. shipping containers, building height, secondary suites etc.).
28	Planning & Development	S069	Community Energy Efficiency Program *	71,437	188,871	117,434	37.8%	D ✓	Yes	The City is continuing to offer \$250 home energy rebates for existing homes, a top up to the Provincial Oil to Heat Pump program, and Energy Step Code Incentives for new buildings.
29	Planning & Development	S099	BC Hydro Energy Retrofit Program	-	16,000	16,000	0.0%	D ✓		This funding is for the DC Fast Charger (EV Charging Station) which has been commissioned at the Community Centre. Project complete.
30	Planning & Development	S100	Development Process Update	7,613	40,000	32,387	19.0%	C	Yes	Early 2019 Staff will begin updating Prospero for both engineering and planning. Mobile Inspections will be finalized now Building Function at full staff.
31	Airport	S015	Business Development Opportunity Fund	38,413	50,000	11,587	76.8%	D ✓		Project complete.
32	Airport	S049	Crack Sealing	-	20,000	20,000	0.0%	Z		Delayed to 2019.
33	Airport	S048	Runway Line Painting	-	20,000	20,000	0.0%	Z		Delayed to 2019.
34	Sewer	S055	Lift Station Auto - Cleaning	20,454	30,000	9,546	68.2%	C	Yes	Equipment purchased for 2018 and 2019. Installation to happen in Spring 2019 following completion of confined space entry procedures.
35	Sewer	S090	Biosolids Management Options Study	-	35,000	35,000	0.0%	D ✓	Yes	Project complete. Awaiting final invoice.
36	Sewer	S089	Confined Space Entry Alternate Procedures	4,850	10,000	5,150	48.5%	C	Yes	Underway. Completion anticipated in 2019.
37	Water	S089	Confined Space Entry Alternate Procedures	4,850	10,000	5,150	48.5%	C	Yes	Underway. Completion anticipated in 2019.
38	Water	S074	Water Conservation Plan	6,470	103,000	96,530	6.3%	C		Underway. Completion anticipated in 2019.
39	Recreation & Culture	S108	PLAY Campbell River	30,270	30,000	(270)	100.9%	D ✓		Project complete.

\*2018 Budget as amended.

**TOTAL \$ 1,305,339 \$ 2,950,371 \$ 1,645,032 44.2%**

**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

**Project Statuses:**  
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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
<b>Strategic Priorities Projects</b>										
NEW	213 - IT	2018	Broadband - Phase 2*	15,227	100,000	84,773	15.2%	Z	Yes	Council approved this project in 2018. This small network expansion takes advantage of a planned revitalization along Cypress Street. Project will coincide with Cypress Street revitalization.
1	322 - Fire Protection	1006	#1 Fire Station Replacement	30,772	467,418	436,646	6.6%	C	Yes	Vendor selected for feasibility study and work has begun on the report.
2	450 - Facilities	4039	Big House Pavilion Deconstruction & Preservation	-	50,000	50,000	0.0%	B	Yes	Stakeholder review in progress. Project budget carried forward to 2019.
3	450 - Facilities	4064	Council Chambers Accessibility Improvements	-	35,000	35,000	0.0%	B	Yes	Conceptual design options to be brought to COW in February 2019 with intent to undertake detailed design by end of Q2.
4	532 - Roads	6028	Cypress Street Improvements	13,747	33,021	19,274	41.6%	Z	Yes	Tendered only one response significantly over budget. To be re-tendered early in 2019.
5	532 - Roads	6017	Pier Street, Sign and MHC Entrance Improvements	25,945	325,000	299,055	8.0%	Z	Yes	Design underway. Added to the 2019 Financial Plan for reconsideration due to insignificant budget based on conceptual designs.
6	532 - Roads	6016	Ferry Terminal Access Improvements	-	9,837	9,837	0.0%	Z		BC Ferries has just started a review of their capital reinvestment in the Campbell River Terminal. This project is on hold as not to duplicate their program and potential improvements.
7	532 - Roads	6030	Petersen/Shetland/Willis Walkability	81,556	60,000	(21,556)	135.9%	D ✓		Work completed on Hopkin and Cheviot for 2018.
8	532 - Roads	6031	Snow Clearing Equipment	-	50,000	50,000	0.0%	D ✓	Yes	In service. Timing difference with billing; invoice not received.
9	532 - Roads	6032	Street Lights – 10th Ave	7,746	10,000	2,254	77.5%	D ✓		Hydro installed lights on requested pole - additional funds used for Spirit Square/downtown bylaw office lighting.
10	532 - Roads	6033	3.5 Acre Walkway *	222,775	600,000	377,225	37.1%	C	Yes	Project is underway. Phase 1 Hardscape completed in 2018. Landscaping to be completed in 2019.
11	532 - Roads	6034	Willis Road Pedestrian Upgrades Phase 2	2,557	355,000	352,443	0.7%	Z		Project to commence in 2019 due to delays in engineering work and allowable fisheries schedules.
12	532 - Roads	6035	Willis Road Connection Concept	-	30,000	30,000	0.0%	B		Awaiting information on a shared review of this project with MOTI.
13	532 - Roads	6009	Seagull Walkway Design	-	150,000	150,000	0.0%	Z	Yes	Project ready for tender but due to staff resourcing has not yet been posted.
14	532 - Roads	6018	Parking Lot Improvements	23,750	25,000	1,250	95.0%	D ✓		Complete.
15	Multi-Departmental	8008	Highway 19A - Phase 3	208,768	1,396,192	1,187,424	15.0%	B	Yes	Project split into two parts. 2019 will see construction of watermain and forcemain. Design 90% complete. Construction tender Q1/19. Balance of works in detailed design for 2019.
16	550 - Storm Drains	6502	Downtown Storm Mitigation	27,384	274,908	247,524	10.0%	C		Multi-year project with ongoing works for the next 3-5 years. Work planned for 2018 was completed.
17	570 - Airport	****	Fueling Facility	339,753	481,481	141,728	70.6%	D ✓	Yes	Maintenance Period.
18	570 - Airport	3011	Airport Development Servicing	9,834	70,000	60,166	14.0%	C		Draft Engineering plans submitted to City staff for final approval - anticipated construction Spring 2019.

**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

**Project Statuses:**  
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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
19	570 - Airport	3012	Security Fencing - South Development	-	40,000	40,000	0.0%	C	Yes	Will be undertaken with construction of item 18 (Airport Development Servicing).
20	570 - Airport	3017	Aircraft De-icing Equipment	4,614	200,000	195,386	2.3%	C	Yes	Several on-site pre-inspections were carried out on RFPs units received finding significant costly deficiencies. Reviewing business case and working with airlines. Expect a new RFP process in Q2 2019.
21	580 - Sewer	5002	Waterfront Sewer Force main	3,444,388	6,768,897	3,324,509	50.9%	C	Yes	Phase 1 complete. Forcemain construction from Rockland to 1st Ave 2019 followed by Lift Stations No's 5, 6 and 18 construction in 2020.
22	580 - Sewer	5019	Larwood-Erickson Sewer Upgrade *	1,758,582	4,100,000	2,341,418	42.9%	C	Yes	Larwood Sewer complete. Work suspended Dec/18-Mar/19 and will resume when favourable weather returns with construction on Harrogate and Erickson to be complete by end of Q3/19.
23	580 - Sewer	5006	NWEC Upgrades - Phase 3	-	300,000	300,000	0.0%	Z	Yes	Plant Operations still evaluating and confirming scope based on outcomes of Silvas Report on Biosolids management.
24	590 - Water	****	Water Facility Renewal	1,418,844	1,361,160	(57,684)	104.2%	D ✓	Yes	Maintenance Period.
25	720 - Parks	9035	Robron Field House Civil Works *	4,295	622,285	617,990	0.7%	B	Yes	Pending negotiations with Campbell River Youth Soccer Association.
26	720 - Parks	9018	Big Rock Boat Ramp - Phase 1 *	1,999,579	2,176,000	176,421	91.9%	D ✓	Yes	Maintenance Period.
27	720 - Parks	9041	Willow Point Park Field House Repairs	4,293	75,000	70,708	5.7%	Z	Yes	To be carried forward into 2019.
28	720 - Parks	9015	Nunn's Creek Master Plan	13,943	60,000	46,057	23.2%	Z	Yes	To be carried forward into 2019.
29	740 - Recreation & Culture	9906	Sportsplex Renovation/Expansion Detailed Design and Construction	-	80,000	80,000	0.0%	Z		Phases I and III delayed until 2019 for further discussion with Council. Phase II to be incorporated with Sportsplex roof and HVAC replacement.
<b>Other Capital Projects</b>										
NEW	212 - Finance	2028	Tax Payment Software	11,144	-	(11,144)	100.0%	D ✓		Completed in Q4.
30	212 - Finance	2020	Asset Management	57,883	60,000	2,117	96.5%	D ✓		Completed in Q4. Expenditures included parks risk matrix, asset management request for proposal, global information system data clean up and asset management training.
31	213 - IT	2006	Recreation Management Software	22,664	51,181	28,517	44.3%	Z	Yes	Project still in progress. Parks and field bookings transitioning from Parks to Recreation and Culture. Ongoing configuration and feature development.
32	213 - IT	2012	Dogwood DOC Phone System	18,869	24,576	5,707	76.8%	D ✓		Completed in Q4.
33	213 - IT	2014	Vadim E3 Upgrade	1,666	9,000	7,334	18.5%	C	Yes	Upgrade has taken place, final testing/implementation to be done in Q1 of 2019. Waiting on final invoice to be received.
34	213 - IT	2015	Scheduled Photocopier Replacement	10,541	16,000	5,459	65.9%	D ✓		Complete.
35	213 - IT	2016	GIS Orthophotos	17,672	17,000	(672)	104.0%	D ✓		Complete.
36	213 - IT	2001	Printer/Peripheral Replacement	19,281	20,000	719	96.4%	D ✓		Complete.

**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

<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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
37	213 - IT	2002	Workstation/Laptop Replacement	35,316	36,000	684	98.1%	D ✓		Complete.
38	213 - IT	2023	Primary File Server Replacement	15,084	15,000	(84)	100.6%	D ✓		Completed early Q2.
39	213 - IT	2024	Enterprise Centre Plotter	7,987	8,000	13	99.8%	D ✓		Implemented in Q1 2018.
40	213 - IT	2025	Data Storage upgrade	28,409	30,000	1,591	94.7%	D ✓		Implemented in Q1 2018.
41	213 - IT	2026	Emergency Operations Center Inventory	21,958	-	-	100.0%	D ✓		Complete.
42	322 - Fire Protection	1009	Pumper Rescue Replacement	912,999	901,696	(11,303)	101.3%	D ✓		Vehicle in service.
43	322 - Fire Protection	1004	Small Equipment Replacement	15,171	15,000	(171)	101.1%	D ✓		Equipment delivered and in service.
44	447 - Fleet	4009	Fleet Replacement Plan	560,027	856,084	296,057	65.4%	C	Yes	5 units received, 3 units awaiting delivery in 2019 and 1 unit deferred to 2019.
45	448 - Capital Works	8006	Capital Works Management	474,483	477,263	2,780	99.4%	D ✓		On schedule with 2018 work plan.
46	450 - Facilities	4047	Dick Murphy Park Viewing Platform Construction	16,561	29,401	12,840	56.3%	D ✓		Construction complete and viewing platform in use.
47	450 - Facilities	4049	Library Air Handler Replacement	21,865	58,422	36,557	37.4%	D ✓		Construction complete.
48	450 - Facilities	4050	Small Equipment	25,739	30,000	4,261	85.8%	D ✓		Minor acquisitions still to come but fund nearly fully expended. Utilized to replace road safety barricades, heated pressure washers x 2 and small gas powered equipment in 2018.
49	450 - Facilities	4052	Energy and Water Consumption Reduction Projects	23,810	25,000	1,190	95.2%	D ✓		LED lighting retrofit to all squash / racquetball courts at the Sportsplex. Nearing completion.
50	450 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	47,276	60,000	12,724	78.8%	D ✓		Project complete.
51	450 - Facilities	4048	City Facilities Fall Protection	3,250	200,000	196,750	1.6%	B	Yes	Project deferred to 2019.
52	450 - Facilities	4066	Contractor Coordinator Vehicle	42,300	45,000	2,700	94.0%	D ✓		Vehicle delivered and in service.
53	450 - Facilities	4067	City Hall Main Stairwell Carpet Replacement	40,350	35,000	(5,350)	115.3%	D ✓		Complete.
54	450 - Facilities	4062	CRCC Front Desk Safety Improvements	42,259	30,000	(12,259)	140.9%	D ✓		Project substantially complete, only minor deficiencies still outstanding.
55	450 - Facilities	4068	CRCC Kiln Exhaust System Replacement	-	15,000	15,000	0.0%	X		An emergency repair of this equipment was undertaken in late 2017 including replacing the main exhaust fan motor after the finalization of the 2018 capital plan. Replacement no longer needed.

**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

<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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
56	450 - Facilities	4069	DOC Welding Bay Source Extraction Ventilation	19,330	20,000	670	96.6%	D ✓		Project complete.
57	450 - Facilities	4070	DOC Front Counter Safety Upgrades	1,005	40,000	38,995	2.5%	C	Yes	Under construction. Anticipated completion Q1 2019.
58	450 - Facilities	4071	Haig Brown House Chimney Rebuild	-	25,000	25,000	0.0%	X		Project no longer necessary.
59	450 - Facilities	4072	Sportsplex Building Envelope Condition Assessment	3,715	20,000	16,285	18.6%	D ✓		Complete.
60	450 - Facilities	4058	MHC Envelope Repairs	4,156	50,000	45,844	8.3%	C		Tender issued but came in substantially over budget. Emergency repairs will be undertaken on most critical areas of the envelope with a larger envelope rehabilitation scheduled in future years.
61	450 - Facilities	4073	Tidemark Theatre HVAC / Exhaust Replacement	5,125	30,000	24,875	17.1%	D ✓		Repairs complete. A portion of the work will be reviewed in 2019 based on engineering assessment of entire building HVAC systems.
62	450 - Facilities	4061	ERT Materials Transfer Pit Site Improvements	1,044	44,350	43,306	2.4%	C	Yes	Environmental Site Assessment underway. Site inspection and drilling complete. Awaiting final report with recommendations.
63	450 - Facilities	4038	Discovery Pier Structural Repairs	102,664	100,000	(2,664)	102.7%	D ✓		Complete.
64	450 - Facilities	4055	Misc. Facilities Project/Purchases	52,634	-	(52,634)	100.0%	D ✓		2018 projects complete. Operating projects that are required to be capitalized under accounting standards.
65	450 - Facilities	4074	Downtown Security Office	78,422	-	(78,422)	100.0%	D ✓		Substantially complete. Operational as of July 16.
NEW	450 - Facilities	4075	RCMP Workstations	4,037	-	(4,037)	100.0%	D ✓		Project complete.
66	532 - Roads	6006	Sidewalk Infill	45,267	245,132	199,865	18.5%	B		Tied in with the Cypress Street Project. Tendered with bids greatly exceeding the budget.
67	532 - Roads	6012	Pedestrian Signal Crossing Lights	41,675	30,000	(11,675)	138.9%	D ✓		Complete.
68	532 - Roads	6007	Transit Bus Shelters	-	40,000	40,000	0.0%	D ✓	Yes	Shelters installed, waiting for invoicing from BC Transit.
69	532 - Roads	6027	Pavement Management Plan	1,502	65,000	63,498	2.3%	D ✓		Reviewing final report.
70	532 - Roads	6008	LED Light Conversion	49,318	50,000	682	98.6%	D ✓		2018 work is complete.
71	532 - Roads	6002	Intersection Improvements	-	20,000	20,000	0.0%	B	Yes	Tender awarded for design work for Maryland. Construction to take place in 2019
72	532 - Roads	6001	Cycling Infrastructure	8,621	15,000	6,379	57.5%	D ✓		2018 works completed.
73	532 - Roads	6025	Asphalt Overlays	253,929	500,000	246,071	50.8%	D ✓	Yes	2018 works completed by the end of November. \$250,000 funding to Larwood.



**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

<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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
74	532 - Roads	6020	Traffic Control Upgrades - Replacement	-	200,000	200,000	0.0%	C	Yes	Tender awarded work to be completed before the end of Feb 2019.
75	550 - Storm Drains	6501	Annual Drainage Improvements	(4,983)	100,000	104,983	-5.0%	D ✓	Yes	Work for 2018 is completed, CFwd related to Fir Street upgrade project.
76	550 - Storm Drains	6036	Fir Street Upgrades	-	175,000	175,000	0.0%	C	Yes	Construction tender complete and contract awarded. Work to commence in Mar/19 and be complete end of Q3/19.
77	570 - Airport	3010	Airport Snowblower *	440,856	420,000	(20,856)	105.0%	D ✓		Equipment received and in service.
78	570 - Airport	3018	Airside Concrete Parking, Combined Taxi "C" Widening	-	60,000	60,000	0.0%	B	Yes	Design consultant RFP to be completed in Q1/19 and design development by end of 2019 for 2020 ACAP funding application.
79	570 - Airport	3019	AvGas, Access and Parking for Aircraft	-	105,000	105,000	0.0%	B	Yes	Preparing drawings and spec's for RFP/RFI/Tender. Project will be a design build spring 2019.
80	570 - Airport	3020	Roadway Paving	-	25,000	25,000	0.0%	Z	Yes	To be completed after construction of item 79 (AvGas, Access and Parking for Aircraft).
81	570 - Airport	3021	Shelter	-	20,000	20,000	0.0%	B		RFQ being developed, to be issued in Spring 2019.
82	580 - Sewer	5003	Lift Station #11 Upgrade	-	45,248	45,248	0.0%	D ✓		Maintenance period.
83	580 - Sewer	5005	NWEC Upgrade Phase 2	34,044	160,465	126,421	21.2%	D ✓		Maintenance period.
84	580 - Sewer	5009	Lift Station Generators	273,366	416,527	143,161	65.6%	D ✓	Yes	Maintenance period.
85	580 - Sewer	5022	Biosolids Site Management	-	500,000	500,000	0.0%	B		Preliminary Design underway.
86	580 - Sewer	5023	Sewer Asset Registry	-	25,000	25,000	0.0%	Z		Deferred to future year due to lack staff capacity.
87	580 - Sewer	5020	Sewer Main Replacement	166,494	1,000,000	833,506	16.6%	C	Yes	60% complete. Supply chain delay resulting in completion date adjusted to end of Q1/19.
88	580 - Sewer	5024	Sewer Facility Renewal	85,744	220,000	134,256	39.0%	D ✓	Yes	Digester diffusers - complete. Oxidation Ditch diffusers - complete. LS #11 Hatches - installed. Aeration pipe lining method was investigated - lining is not possible.
89	580 - Sewer	5025	NWEC Electrical Upgrade	-	200,000	200,000	0.0%	B	Yes	Consultants engaged and design underway with expected completion Q3/19.
90	590 - Water	7034	CRIB/CCR Water Improvements	-	20,000	20,000	0.0%	Z		Deferred to future year due to lack staff capacity.
91	590 - Water	7033	Water Dept. Temporary Location	-	300,000	300,000	0.0%	Z		Existing lease has been extended to mid-2019. New location not needed until 2019.
92	590 - Water	7025	WM Cathodic Protection	12,960	125,000	112,040	10.4%	Z	Yes	Report received in Q3. Work will be designed and tendered in Q1-2019. Scheduled to be completed in 2019.

**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

<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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
93	590 - Water	7024	Petersen/Shetland PRV	18,082	40,000	21,918	45.2%	B	Yes	Design complete Q1/19. Construction Q2-3/19.
94	590 - Water	7023	Area D Connection Improvements	-	20,000	20,000	0.0%	Z		Deferred to future year due to lack staff capacity.
95	590 - Water	7035	Water Asset Registry	-	25,000	25,000	0.0%	Z		Deferred to future year due to lack staff capacity.
96	590 - Water	7027	Water Service Renewal	57,949	50,000	(7,949)	115.9%	D ✓		Complete.
97	590 - Water	7026	Fire Hydrant Renewal	42,751	50,000	7,250	85.5%	D ✓		Complete.
98	590 - Water	7036	Watermain Renewal	2,745	1,000,000	997,255	0.3%	C	Yes	Construction tender complete and contract awarded. Work to commence in Mar/19 and be complete end of Q3/19.
99	590 - Water	7037	Forklift	47,615	-		100.0%	D ✓		Complete.
100	Utilities	8000	SCADA Platform	111,626	90,024	(21,602)	124.0%	D ✓		Phase 1 and 2 completed.
101	Utilities	8002	Meter Renewal	36,907	100,000	63,093	36.9%	D ✓		2018 projects complete.
102	720 - Parks	9021	Shade Sails Installation	28,816	29,000	184	99.4%	D ✓		Complete.
103	720 - Parks	9905	Campbellton Neighbourhood Association - End of Spruce Street Concept Plan	27,020	30,000	2,980	90.1%	D ✓		Complete.
104	720 - Parks	9042	Elk Falls Cemetery Parking Lot Pavement	62,801	65,000	2,199	96.6%	D ✓		Complete.
105	720 - Parks	9030	Seawalk Improvements	3,435	85,000	81,565	4.0%	D ✓		Complete.
106	720 - Parks	9043	Willow Point In Field Mix Replacement	37,890	52,000	14,110	72.9%	D ✓		Complete.
107	720 - Parks	9008	Marine Foreshore Restoration	82,865	100,000	17,135	82.9%	D ✓		Complete.
108	720 - Parks	9044	Parks Information and Sign Program	17,153	25,000	7,847	68.6%	D ✓		Complete.
109	720 - Parks	9045	Fence Upgrades and Replacements	19,675	20,000	325	98.4%	D ✓		Complete.
110	720 - Parks	9046	Parks Irrigation Strategy	25,518	35,000	9,482	72.9%	D ✓		Complete.
111	740 - Recreation & Culture	9904	Walter Morgan Studio - Rehabilitation	13,836	196,998	183,162	7.0%	C	Yes	Structural framework construction is underway - scheduled completion for Feb 29. Heritage restoration works to be completed after framework and before June 1, 2019.



**APPENDIX 3  
CAPITAL PROJECTS  
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

<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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
112	740 - Recreation & Culture	9900	Recreation Equipment	2,866	9,000	6,134	31.8%	D ✓		Equipment purchased, received and installed.
113	740 - Recreation & Culture	9907	Centennial Pool Condition Assessment	31,783	30,000	(1,783)	105.9%	D ✓		Final report complete and scheduled for presentation to Council on Jan. 29.
114	740 - Recreation & Culture	9908	Sportsplex Weight Room Equipment Replacement	106,855	150,000	43,145	71.2%	D ✓		Project complete. Equipment received and installed.
<b>TOTAL</b>				<b>14,612,030</b>	<b>30,984,566</b>	<b>16,442,110</b>	<b>47.2%</b>			

\*2018 budget as amended.