

Council Agenda Information

COTW December 12, 2023 Regular Council

Date:	November 3, 2023
Submitted by:	Finance Department, Financial Services Division
Subject:	Quarterly Financial Report – Q3, 2023

EXECUTIVE SUMMARY

The Quarterly Financial Report provides a measure of the City’s financial performance against the Financial Plan. The report provides explanations of the material differences in revenue and expenses to assist Council in their strategic decision making.

The City’s revenues are at 90% of budget and expenses are at 65% of budget. The majority of the City’s revenues are on track with the budget as the collection of property taxes, user fees, and parcel taxes have taken place in Q2. Increased revenues from building permits, business licenses and cemetery plots are also recognized in Q3, which were offset by decreased sales of jet fuel.

Expenses for Q3 are trending below budget and are mostly associated with the delay on operating project spending, labour vacancies, and lower fuel purchasing costs associated with the lower fuel sales at the Airport.

There are a total of 79 operating projects as approved during Financial Planning. The total spent on operating projects to date is \$1,465,374 or 33.5% of the budget. Of these 79 projects, 39 projects are currently in progress (definition and implementation phases), 20 have been completed or are substantially complete (in-service phase) and 20 have been delayed.

There are 139 capital projects with a total budget of \$41.8M for 2023 as approved during Financial Planning. The total spent on capital projects to date is \$13.8M or 32.9% of the budget. Of these 139 projects, 58 are in progress (definition or implementation phase), 28 are complete or substantially complete (in-service phase), 49 have been delayed and 4 have been cancelled. No projects have been cancelled in Q3.

RECOMMENDED RESOLUTIONS

THAT the report dated November 3, 2023 from the Finance Department regarding the City’s Quarterly Financial Report – Q3, 2023 be received for information.

BACKGROUND

The Quarterly Financial Report provides information to Council on the progress of the work plan approved during Financial Planning and compares the actual financial results to the approved budget. Significant variances are identified, and additional information is provided to Council and members of the public. 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 2023-2032 was adopted on April 13, 2023. The results reported in this quarterly financial report are based on the actual carry forward balances for operating and capital projects.

DISCUSSION

Throughout the third quarter of 2023, City operations were carried out as scheduled with departments having filled more positions that were vacant in the prior year. There are approximately 16 vacant full-time positions within the City as of Q3 compared to 17 in Q2 and 21 in the prior year. Although spending on new capital and operating projects was delayed until the approval of the proposed Financial Plan in early March, work was still completed on projects with carry-forward budgets from the prior year.

Operating Financial Report

The City's operational revenues and expenses by core service area are summarized below, with a comparison to the 2023 budget and 2022 actual figures. Overall, the City's revenues are at 90% of budget and expenses are at 65% of budget.

Revenues at the end of the third quarter are trending on budget which are largely associated with the levying of property taxes, user fees and parcel taxes in Q2. There is an overall increase to investment income (\$2,001,722 compared to the end of Q3 2022 due to higher interest rates), building permits (\$30K above budget at the end of Q3 2023 compared to \$10.5K above budget at the end of Q3 2022), business licenses (\$33K above budget at the end of Q3 2023 compared to \$13K above budget at the end of Q3 2022) and cemetery plots revenue, which were offset by decreased sales of jet fuel to a major customer as they spent more unplanned time in other locales during the year (\$860,786 at the end of Q3 2023 compared to \$1,317,135 at the end of Q3 2022).

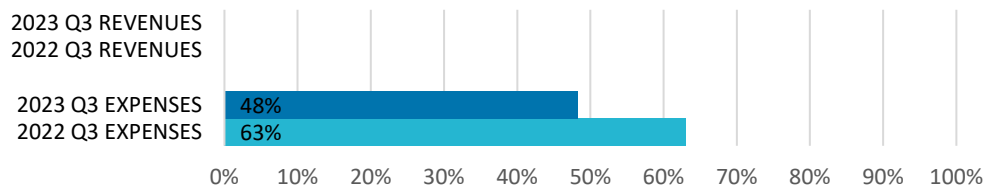
Expenses for Q3 are trending below budget and are mostly associated with the delay on operating project spend due to the late timing of budget adoption, lower fuel purchasing costs associated with the lower fuel sales at the Airport and labour vacancies throughout multiple departments.

Each area of the City's operations has been analyzed below (See Appendix 1 for details of Departmental Segments). Individual graphs show revenues and expenses as a percentage of the total budget.

	2023 Q3	2023 Budget	2023 Variance \$	2023 Variance %
City Administration	-	-	-	0.0%
Financial Services	(58,063,006)	(64,519,210)	(6,456,204)	90.0%
Corporate Services	(299,665)	(413,545)	(113,880)	72.5%
Development Services	(1,100,433)	(1,232,600)	(132,167)	89.3%
Community Safety	(2,576,515)	(2,905,272)	(328,757)	88.7%
Operations	(16,817,657)	(17,975,607)	(1,157,950)	93.6%
Community Planning & Livability	(4,447,236)	(4,621,971)	(174,735)	96.2%
Economic Development & Airport	(3,559,060)	(4,544,500)	(985,440)	78.3%
REVENUE TOTAL	(86,863,572)	(96,212,705)	(9,349,133)	90.3%
City Administration	682,931	1,414,493	731,562	48.3%
Financial Services	18,792,707	29,899,416	11,106,709	62.9%
Corporate Services	2,894,283	4,120,723	1,226,440	70.2%
Development Services	1,661,592	2,641,830	980,238	62.9%
Community Safety	13,054,497	21,210,238	8,155,741	61.5%
Operations	13,186,243	19,484,149	6,297,906	67.7%
Community Planning & Livability	7,673,180	11,504,945	3,831,765	66.7%
Economic Development & Airport	4,092,072	5,936,911	1,844,839	68.9%
EXPENSE TOTAL	62,037,504	96,212,705	34,175,201	64.5%
GRAND TOTAL	(24,826,067)	-	24,826,067	0.0%

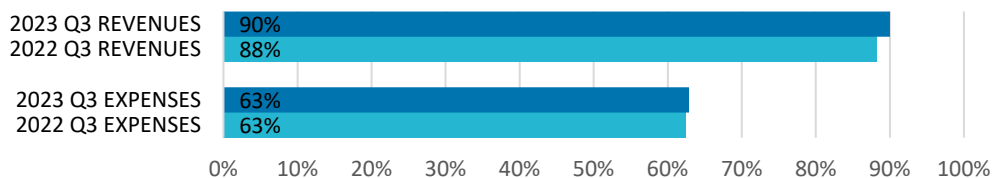
CITY ADMINISTRATION – Overall expenditures for this segment were on trend with the 2023 budget. However, minimal spending has occurred on operating projects, with budgets totaling \$462K, within the Mayor & Council and City Manager departments.

City Administration % of Actual to Total Annual Budget



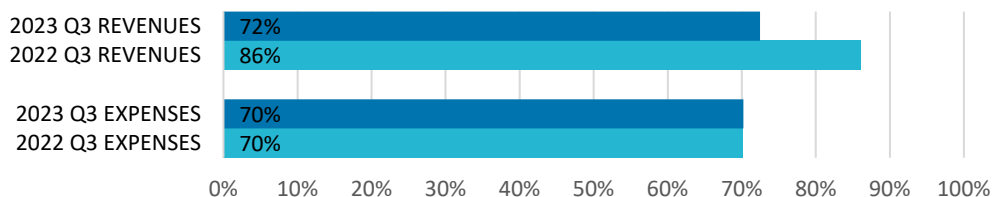
FINANCIAL SERVICES – Revenues are consistent with the 2023 budget and the prior year with the levying of taxes in the second quarter. Overall expenditures are 63% of budget which is consistent with the prior year. Expenses consists of higher than budgeted interest payments on prepaid property taxes and costs pertaining to emergency operations centers which is offset by surpluses from labour vacancies. Emergency operations costs are being recovered through Emergency Management BC.

Financial Services % of Actual to Total Annual Budget

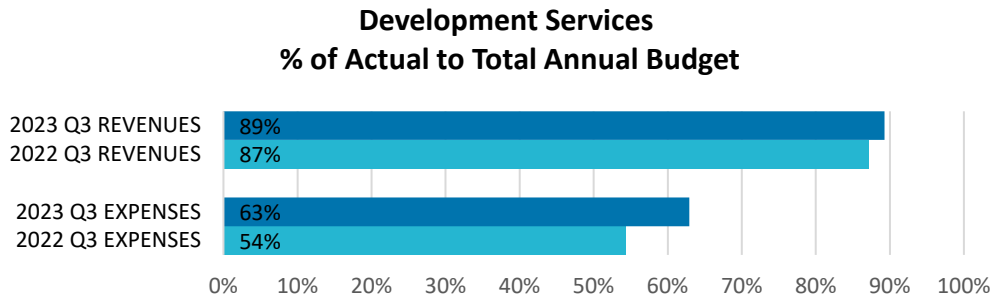


CORPORATE SERVICES – Corporate Services’ revenues are trending on budget but is lower compared to prior year due to the timing of invoices for IT services provided to the RCMP and lease payments. Departmental expenditures are trending on budget with minimal spending on operating projects and staff vacancies which is offset by higher legal fees related to public safety matters and higher fees associated to annual software license renewals.

Corporate Services % of Actual to Total Annual Budget

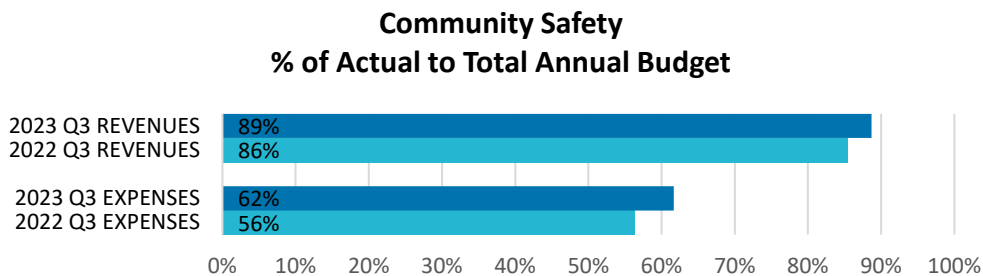


DEVELOPMENT SERVICES – Building permits and business licenses reached 95% and 112% respectively of their 2023 budgeted revenues. Business licenses are typically renewed at the beginning of the year which accounts for the revenue meeting budget in the second quarter. A majority of building permits are also typically issued in the first two quarters and is consistent with prior year trends. Expenditures are trending below budget due to staff vacancies for both CUPE and exempt positions in the first quarter which have now been filled.

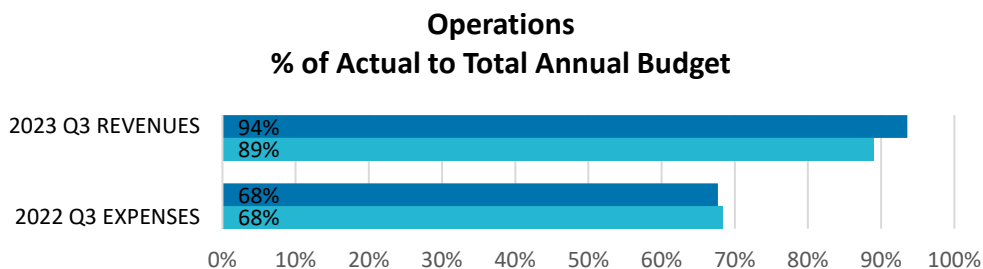


COMMUNITY SAFETY – Revenues are trending on budget for the third quarter. Recovery of remedial actions in the first quarter and other fines have resulted in Bylaw Enforcement recognizing 168% of 2023 budgeted revenues. Revenue received for traffic fine revenue sharing was 93.1% of budget.

RCMP contracted services are trending slightly lower than budget due to the lower number of members on active duty in the year as compared to budget. Active RCMP members are higher when compared to 2022 (41.6 FTE in 2023 compared to 32.15 FTE in 2022). Staff vacancies, which include the Director position, and minimal spend on operating projects have also resulted in lower than actual expenditures which is offset by the increase in overtime costs.



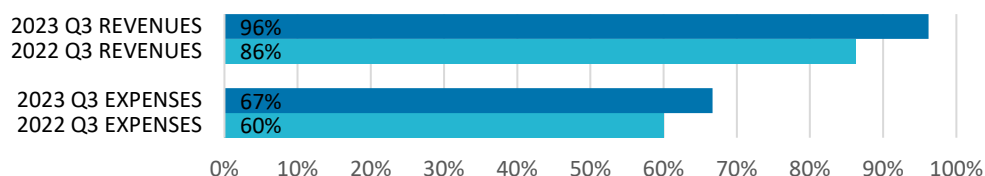
OPERATIONS – Revenues are trending higher than budget due to the increase in interest revenue from investments within utilities. There was also 23% increase in revenue from cemetery plot purchases which were higher than budgeted. Expenses are trending slightly below budget due to minimal spending on operating projects, and staff vacancies through multiple departments which is also consistent with the prior year.



COMMUNITY PLANNING & LIVEABILITY – Revenues are trending above budget as actual revenue from garbage user fees exceeded budget (\$115,100). Additional revenues are from grant funding received in Long Range Planning, and a \$15,600 increase in room rentals at the Pool, Community Centre, Sportsplex, and the Robron Fieldhouse.

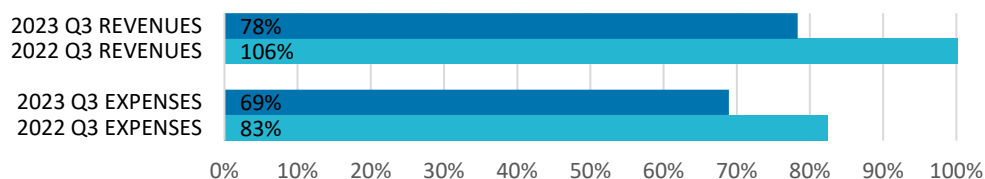
Expenses are trending lower compared to budget due to staff vacancies, decreases in offered recreation programs to kids and youth, delay of the new organics collection program, and timing on recording the second quarter of public transit contracted services billing.

Community Planning & Livability % of Actual to Total Annual Budget



ECONOMIC DEVELOPMENT & AIRPORT – Overall airport fuel sales are lower than expected from larger clients compared to the budget and 2022. However, regular jet fuel sales have exceeded the budget by 16% due to the busy wildfire season.

Overall segment expenses are on trend for Q3 with increased contracted services relating to the labour market grant, the recording of both Q1 and Q2 payments to Destination Think! and increased spending in supplies at the Airport for necessary flooring replacement, air duct cleaning and overhead door replacements. These were offset by lower fuel purchasing costs associated with the overall lower fuel sales. The gross margin for fuel sales as of Q3 2023 is 33% (20% in 2022). The increase in gross margin is consistent with the increase in regular jet fuel sales which have a higher margin compared to sales to the larger clients.



Operating Projects

There are a total of 79 operating projects as approved during Financial Planning. The total spent on operating projects to date is \$1,465,374 or 33% of the budget. Of these 79 projects, 39 projects are currently in progress (definition and implementation phases), 20 have been completed or are substantially complete (in-service phase) and 20 have been delayed.

Appendix 2 provides the detail on the status for each operating project; green highlighted projects are completed or on track, yellow projects could be delayed and red projects are experiencing major disruptions or have been cancelled.

Capital Projects

There are 139 capital projects with a total budget of \$41.8M for 2023 as approved during Financial Planning. The total spent on capital projects to date is \$13.8M or 32.9% of the budget. Of these 139 projects, 58 are in progress (definition or implementation phase), 28 are complete or substantially complete (in-service phase), 49 have been delayed and 4 have been

cancelled. The most significant capital projects budgeted for 2023 are the Erickson Road Renewal (\$2.55M), Community Centre Roof Replacement (\$1.5M) and the Seagull Walkway Design – North (\$1.35M).

Appendix 3 provides the detail on the status for each capital project; green highlighted projects are completed or on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, red projects are experiencing major disruptions or have been cancellations.

COMMUNICATIONS




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

CONCLUSION

Financial results for the City’s departmental operating budgets are within expectation for the third quarter of 2023 and no significant areas of concern have been identified. Operating and capital projects with carry-forward budgets are well underway with most new projects moving into the planning or construction phase. The second and third quarters are typically the busiest for the City, with capital project works and operations crews completing most of their work during these months.

ATTACHMENTS:

1. Appendix 1 – Departmental Appendix
2. Appendix 2 – Operating Projects (Q3, 2023)
3. Appendix 3 – Capital Projects (Q3, 2023)

Prepared by:		Reviewed by:	
 <hr/> <p>Luda Marchenko, CPA Accountant II</p>		 <hr/> <p>Alaina Maher, BCom, CPA, CMA Director of Financial Services / CFO</p>	
Corporate Review			Initials
Finance			AD/AH
Reviewed for Form and Content / Approved for Submission to Council:			
 <p>Elle Brovold, City Manager</p>			

1 – GOVERNANCE	104 – Mayor & Council 110 – City Manager
2 – FINANCIAL SERVICES AND CAPITAL WORKS	00 – Taxation 02 – Miscellaneous Other 04 – Debt 07 – Reserves 08 – Corporate Fiscal Services 300 – Director of Finance 310 – Finance 320 – Capital Projects 330 – Risk Management 332 – Supply Management
3 – CORPORATE SERVICES	400 – Director of Corporate Services 410 – Communications 420 – Human Resources 430 – Information Technology 440 – Legislative Services 442 – Property Management
4 – DEVELOPMENT SERVICES	500 – Director of Development Services 510 – Community Planning & Development Services
5 – COMMUNITY SAFETY	600 – Director of Community Safety 610 – Bylaw Enforcement 612 – Animal Control 620 – Fire Protection 623 – E911 630 – Police Protection 632 – Victim Services 640 – RCMP
6 - OPERATIONS	700 – Director of Fleet Operations 720 – Fleet 722 – Stores 724 – Facilities 730 – Roads 732 – Parks 734 – Cemeteries 780 – Liquid Waste Services 782 – Storm Water 790 – Water
7 – COMMUNITY PLANNING AND LIVABILITY	800 – Director of Planning and Recreation 810 – Long Range Planning 820 – Recreation and Culture 830 – Solid Waste 842 – Public Transit



Appendix 1 – Departmental Segments

8 – ECONOMIC DEVELOPMENT & INDIGENOUS RELATIONS	112 – Economic Development and Tourism 710 – Airport
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APPENDIX 3 OPERATING PROJECTS at Septemebr 30, 2023 (Q3)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Project Manager	Department	CC3	Operating Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
1	Alan	105 - Mayor & Council	-	Council Contingency - Annual Allocation	20,704	118,014	97,310	17.5%	On Time	Annual allocation to fund Council projects and miscellaneous community projects that arise each year.
2	Elle	105 - Mayor & Council	S097	Ishikari Anniversary Celebration	12,311	25,000	12,689	49.2%	Complete	Delegation from Ishikari visited Campbell River for several days in early July.
3	Elle	105 - Mayor & Council	S134	Downtown Initiatives	33,658	50,000	16,342	67.3%	Delayed	Working with Wiser Project Inc on Community kitchen reallocation.
4	Clint	105 - Mayor & Council	S137	Coastal Communities Social Procurement Initiative	4,298	4,000	(298)	107.5%	Complete	Project complete; membership renewed.
5	Elle	110 - City Manager	S185	Corporate Business Analyst	-	115,000	115,000	0.0%	Delayed	Job Description has been completed and posted in August. Looking to hire a Corporate Business Analyst to assist City Manager with undertaking a review of current service levels, considering efficiencies and continuous improvement programs as well as leading strategic
6	Alaina	110 - City Manager	S186	Revenue Study	-	150,000	150,000	0.0%	Delayed	This project is currently in the planning phase. The Financial Services Division has begun work on a public competition to solicit a qualified vendor to work with Council and staff to identify project objectives, scope and next steps.
7	Rose	112 - Economic Development	S126	Economic Development Strategic Planning	53	19,607	19,554	0.3%	Delayed	Delayed due to medical leave and hiring of Tourism positions.
8	Rose	112 - Economic Development	S141	CR Restart - Economic Development Resources	4,290	26,896	22,606	16.0%	Delayed	Delayed due to medical leave and hiring of Tourism positions.
9	Rose	112 - Economic Development	S158	Industry Analysis and Investment Attraction	16,378	17,551	1,174	93.3%	Delayed	Delayed due to medical leave and hiring of Tourism positions.
10	Rose	112 - Economic Development	S188	Airport Marketing / Investment Attraction	1,053	30,000	28,947	3.5%	On Time	Work has commenced on the airport's strategic and business planning, which includes marketing plans.
11	Alan	310 - Finance	S165	Asset Retirement Obligations PSA 3280 Implementation	117,543	367,618	250,075	32.0%	On Time	Environmental site assessments have been completed. Reports on asset retirement obligations for the foreshore marine structures and the remediation of asbestos have been completed. Next stage is calculating the cost estimates and the project is still on track to be completed by year end.
12	Aaron	310 - Finance	S170	Financial Systems/Accounting Software (Vadim Replacement)	141,871	148,500	6,629	95.5%	On Time	The project team has been meeting with Unit4 Business Solutions to develop the project governance model and project timeline. Staff have met with the contractor multiple times who is now working through the implementation plan. Next steps are to finalize the implementation plan and then begin on the requirements phase which will involve documenting and reviewing current processes so that the system can be built and designed based on based best practices while still completing necessary processes and functions.
13	Aaron	310 - Finance	S187	Fee Review	-	75,000	75,000	0.0%	On Time	This project is associated with a general fee review of the miscellaneous fees and charges levied by the City. Many fees have not been updated in a number of years. Currently in the information and planning phase. It will be brought to council in October.
14		312 - Reserves	-	Centennial Pool and Operating Budget Funding	56,000	56,000	-	100.0%	On Time	Annual allocation within the Financial Plan to fund operations of the Centennial Pool.
15	Clint	330 - Risk Mgmt.	S168	Property Appraisal Services	-	35,830	35,830	0.0%	Complete	Project completed in 2022. Budget carry-forward for incidentals; confirmed no additional costs to be incurred.
16	Jason Locke	810 - Long Range Planning	S189	Accessibility Committee and Accessibility Plan	-	15,000	15,000	0.0%	Delayed	Partnering with Strathcona Regional District. First Accessibility Committee held on Oct 5, 2023. Funding to be carried forward to 2024.
17	Shelia	400 - Director of Corporate Services	S190	Corporate Workplace Culture Initiatives	480	30,000	29,520	1.6%	On Time	The Employee Recognition Task Force presented recommendations to the SLT in May and work has begun to plan and implement approved initiatives. Respectful Workplace Training has also been booked with an external facilitator. Various events have taken place to foster positive workplace culture, including the all employee BBQ that took place in Q3. The budget will likely be fully spent by Q3/Q4.
18	Shelia	400 - Director of Corporate Services	S191	Corporate Training Requirements	-	20,000	20,000	0.0%	On Time	The Director of Corporate Services is working with the HR Manager to plan the strategic use of these corporate training funds. Some may be used for the Respectful Workplace Training, some may be used for indigenous awareness training, and some for cybersecurity training. The budget will be fully spent by year end.



APPENDIX 3 OPERATING PROJECTS at Septemebr 30, 2023 (Q3)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Project Manager	Department	CC3	Operating Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
19	Alison	410 - Communications	S110	Statistically Valid Community Survey	-	12,500	12,500	0.0%	On Time	This project has been slightly delayed due to staff capacity, however, a contractor has been selected and this project will wrap up before the year's end.
20	Alison	410 - Communications	S192	Communications and Engagement	16,547	56,000	39,453	29.5%	On Time	Funding to be used for an Administrative Assistant - Communications position. A carry forward request was made as some money may be spent in 2024.
21	Alison	410 - Communications	S193	Media Training	5,954	12,000	6,047	49.6%	Complete	Project came in below budget due to the City partnering with the SRD, which lowered shared costs and covered the elected officials' training portion.
22	Matt	420 - Human Resources	S163	Workplace Culture - Survey	-	5,000	5,000	0.0%	Delayed	A pulse check survey may be delayed to 2024.
23	Matt	420 - Human Resources	S194	Certificate of Recognition (COR) - Safety Achievement	-	15,000	15,000	0.0%	On Time	\$10k committed to external auditor; other \$5k will be also used on COR preparation by year-end.
24	Kelly	430 - IT	S072	Network Security Audit	-	41,310	41,310	0.0%	Delayed	Vendor availability has delayed the audit with an expected completion in December and reporting available in early 2024.
25	Kelly	430 - IT	S196	Software Licenses Increase	14,245	68,500	54,255	20.8%	On Time	Software licensing is still in progress. Some delay is due to specific license requirements.
26	Lynsey	440 - Legislative Services	S197	Records & Information Management (RIM) Program Project	-	35,000	35,000	0.0%	Delayed	Staff issued the RFQ for a Standing Offers Agreement for SharePoint/OneDrive services and have received 11 proposals. Based on the time required to evaluate this number of submissions and selection of the bidder that will prepare a project scope and timeframe
27	Lynsey	442 - Properties	S161	Remediation of Contamination at the Airport	77,717	194,316	116,599	40.0%	Delayed	Project remains on budget; however, the Ministry of Environment review is taking longer than anticipated as they have concerns with the approach utilized by the City's environmental consultant which in turn could result in additional work and a change work order for the associated costs. The CSAP Society has since confirmed their agreement with the methodology used by the City's consultant and have conveyed this decision to the Ministry. Staff anticipate this eliminating the need for the additional work/costs. If this step is not required, the project should be completed within 2023; however, if the work is required then this project will need to be carried forward to 2024.
28	Ian	510 - Development Services	C036	Zoning Updates	50,128	48,699	(1,429)	102.9%	On Time	This money is a City commitment to the UBCM \$500K Local Government Development Approvals Program funding. Grant project is listed as Zoning Bylaw and Subdivision and Development Servicing Bylaw amendments.
29	Ian	510 - Development Services	S038	Façade Revitalization & CPTED Improvements	10,680	90,000	79,320	11.9%	On Time	Project ongoing.
30	Ian	510 - Development Services	S100	Development Process Update	-	20,000	20,000	0.0%	On Time	Work is ongoing. This money is a City commitment to the UBCM DAPR grant. Next invoice will be coded here as applicable.
31	Trevor	510 - Development Services	S164	Building Inspector In Training	38,955	85,500	46,545	45.6%	On Time	Position was filled in February.
32	Trevor	510 - Development Services	S208	DCCs for Sandowne Dr Childcare	7,003	7,003	0	100.0%	Complete	Completed.
33	Trevor	510 - Development Services	S211	DCCs for Cheviot Rd Childcare	7,003	7,003	0	100.0%	Complete	Completed.
34	Trevor	510 - Development Services	S212	DCCs for 4th Ave Childcare	7,003	7,003	0	100.0%	Complete	Completed.
35	Elle	600 - Director of Community Safety	S198	Community Safety Plan	-	50,000	50,000	0.0%	On Time	Staff are finalizing discussions with the Canadian Municipal Network on Crime Prevention which would see the work begin on a Community Safety Plan in Q3 of 2023, with a report finalized by Q4 of 2024.
36	Carrie	610 - Bylaw Enforcement	S109	Downtown Safety Office Lease	10,999	40,736	29,737	27.0%	Complete	Downtown Safety Office building was purchased by the City in Q2. Lease payments no longer applicable.
37	Carrie	610 - Bylaw Enforcement	S150	Overnight Security Patrols	40,366	70,000	29,634	57.7%	On Time	Joint program with the BIA ongoing. Service contract in review stage.



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Project Status Index:

Completed
On Time
Delayed
Cancelled

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38	Carrie	610 - Bylaw Enforcement	S199	Increase Downtown Security Patrols	-	50,000	50,000	0.0%	On Time	RFP closed and submissions being reviewed.
39	Dan	620 - Fire	S156	Paid On Call (POC) Recruitment	40,531	25,000	(15,531)	162.1%	On Time	Higher retention then expected, we still have 11 recruits in the program. Their training continues and is expected to complete in Q1 2024.
40	Dan	620 - Fire	S214	Flex Firefighter (2023)	7,610	33,000	25,390	23.1%	On Time	This is expected to be on target.
41	Dennis	710 - Airport	S048	Runway Line Painting	26,080	35,000	8,920	74.5%	On Time	Runway line painting complete.
42	Dennis	710 - Airport	S128	Wings & Wheels Event	14,932	15,000	68	99.5%	On Time	Wings & Wheels Event complete.
43	Dennis	710 - Airport	S149	Update Airport Land Use & Development Strategy Infrastructure	-	100,000	100,000	0.0%	Delayed	Land Use & Development Strategy delayed pending completion of Airport Business/Strategic Plan. Funds set aside for this initiative could be redirected towards attainable projects outlined in strategic plan.
44	Dennis	710 - Airport	S182	Airport Governance and Management Study	32,061	45,066	13,005	71.1%	Complete	Report complete and received by Council earlier in 2023.
45	Dennis	710 - Airport	S204	Airport Business Plan	3,150	75,000	71,850	4.2%	On Time	Airport strategic plan to be brought before Council at the Nov 9 meeting.
46	Dennis	710 - Airport	S205	Safety Management System review	5,160	20,000	14,840	25.8%	On Time	Project underway. Anticipated completion late November 2023
47	Dennis	710 - Airport	S206	Fire Safety Plan	-	20,000	20,000	0.0%	On Time	Draft fire safety plan received in September 2023. Final plan anticipated by November 2023.
48	Dennis	710 - Airport	S207	Temp Auxiliary Labour	24,889	52,000	27,111	47.9%	On Time	Auxiliary Airport Specialist job was filled in late June 2023.
49	Grant	732 - Parks	S122	Tree Protection Bylaw	1,440	8,660	7,220	16.6%	Complete	Final draft of the public tree protection bylaw has now been completed.
50	Grant	732 - Parks	S151	Downtown Cleanliness Program	39,360	114,155	74,795	34.5%	On Time	Cleaning program on going monthly.
51	Grant	732 - Parks	S160	Willow Point and Nunn's Creek Ball Relocation	42,813	86,847	44,034	49.3%	Complete	Season completed for 2023
52	Grant	732 - Parks	S171	Urban Forest Management Plan Implementation	98,656	126,308	27,652	78.1%	On Time	Monthly maintenance on going.
53	Steve	780 - Sewer	S089	Confined Space Entry Alternate Procedures	-	11,552	11,552	0.0%	Delayed	Water department is leading this project. Single Device Isolation Procedures are almost finalized. Completing Confined Space Hazard Assessments and Application with WorkSafeBC are next steps. Work expected to be completed by Q2 2024.
54	Steve	780 - Sewer	S115	Sewer Infrastructure Maintenance & Monitoring	-	20,000	20,000	0.0%	On Time	Awaiting divers to complete inspection. Work is expected to be completed by end of 2023.
55	Steve	780 - Sewer	S116	Sewer Right of Way Clearing	-	97,767	97,767	0.0%	Delayed	RFP delayed due to staff shortages. Timeline remains unknown.
56	Steve	780 - Sewer	S119	Lift Station 11 Transformer Inspection	-	5,000	5,000	0.0%	Delayed	Estimate from contractor exceeded project budget by 4x. Operations is reviewing the scope to see what can be done this year and what can be put into the 10-year Capital Plan.
57	Steve	782 - Storm	S213	Stormwater Utility Consultant	-	100,000	100,000	0.0%	On Time	RFQ submission evaluation was completed by the project panel on Oct. 20, 2023. Operations to begin negotiations with the successful proponent early Nov 2023.
58	ason / Stev	790 - Water	S074	Water Conservation Program	40,757	108,339	67,582	37.6%	On Time	Communications consultant hired for public messaging / information campaign through peak water season now complete.



APPENDIX 3 OPERATING PROJECTS at Septemehr 30, 2023 (Q3)

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Project Manager	Department	CC3	Operating Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
59	ason / Stev	790 - Water	S089	Confined Space Entry Alternate Procedures	7,588	41,708	34,120	18.2%	On Time	Single Device Isolation Procedures almost complete. Confined Space Hazard Assessments and Safe Work Procedures to follow.
60	ason / Stev	790 - Water	S201	Source Water Assessment	15,938	55,000	39,062	29.0%	On Time	Report has been finalized; in discussions for scope of next stage.
61	ason / Stev	790 - Water	S202	Brewster Lake Road Snow Removal	-	30,000	30,000	0.0%	On Time	On track to secure a snow removal contractor for November 2023.
62	ason / Stev	790 - Water	S203	Leak Detection Equipment Pilot	22,015	60,000	37,985	36.7%	Delayed	Equipment to be installed in Novemeber. Duration of pilot project has been extended to 1 year.
63	Jason Locke	810 - Long Range Planning	S053	Beautification Grants	-	40,000	40,000	0.0%	Complete	Grant fully subscribed for 2023 season. Deadline for applicants to submit invoices for reimbursement is year end.
64	Jason Locke	810 - Long Range Planning	S067	Downtown Small Initiatives Fund	22,731	30,000	7,269	75.8%	Complete	Remaining invoices being processed. The amount was fully utilized for 2023
65	Jason Locke	810 - Long Range Planning	S113	Enviro Monitoring - Big Rock Boat Ramp	-	11,000	11,000	0.0%	Delayed	\$11k is for the last year of the DFO requirement for eelgrass habitat compensation project and monitoring. Waiting for DFO to sign off on the final monitoring report.
66	Jason Locke	810 - Long Range Planning	S124	Housing Growth Review	19,556	21,563	2,007	90.7%	Complete	Project completed with adoption of the Housing Strategy, which was used to support application to the CMHC Housing Accelerator Fund.
67	Jason Locke	810 - Long Range Planning	S129	Energy Rebate & EV Programs	13,250	15,000	1,750	88.3%	On Time	Waiting for final invoice from BC Hydro. Program was fully subscribed in 2023.
68	Jason Locke	810 - Long Range Planning	S172	Environmentally Sensitive Areas Policy	-	25,000	25,000	0.0%	Delayed	ESA Policy to be presented to Council in 2023 Q4. As this work is being conducted primarily in-house, the project will be under budget.
69	Jason Locke	810 - Long Range Planning	S180	Canada Goose Management	-	5,000	5,000	0.0%	Complete	Complete and invoice received on Oct 16, 2023.
70	Jason Locke	810 - Long Range Planning	S200	Official Community Plan and Zoning Bylaw Update	-	200,000	200,000	0.0%	Delayed	RPF issued and successful consultant to be identified by end of October 2023 based on evaluation criteria as identified in the RFP.
71	Jason Locke	810 - Long Range Planning	S166	Quinsam Heights Neighbourhood Plan & Land Use with First Nations	91,215	136,167	44,952	67.0%	Delayed	Draft plan to be presented at Nov 7 CoTW. Public consultation in early Dec, final plan adoption 2024 Q1.
72	Jason Locke	810 - Long Range Planning	S174	Bald Eagle/Blue Heron Monitoring Contract Fees	5,000	3,000	(2,000)	166.7%	On Time	Program completed for this year. Program over budget, which is consistent with last year. Will review program to assess why and make adjustment to budget as required.
73	Robin	820 - Recreation & Culture	S104	Enhanced Skate Park Environment	13,629	22,500	8,871	60.6%	Complete	This is now complete, awaiting final invoicing. We extended the park patrol security until October 9th, because of several incidents occurring in late September/ early October.
74	Robin	820 - Recreation & Culture	S108	PLAY Campbell River	5,092	5,000	(92)	101.8%	Complete	This is an on-going year round committee. We have completed our funding commitment for it.
75	Robin	820 - Recreation & Culture	S167	Parks and Rec Strategic Plan	-	150,000	150,000	0.0%	On Time	The project has been launched, starting in September of 2023. It is expected to be complete by end of 2024, so funding will need to be carried over.
76	Robin	820 - Recreation & Culture	S179	CR Live Streets	160,331	160,205	(126)	100.1%	Complete	The CR Live Streets is now complete.
77	Robin	820- Recreation & Culture	S157	Canada Day Fireworks	6,348	5,500	(848)	115.4%	Complete	Project complete
78	Robin	820- Recreation & Culture	S175	Bus Rentals	7,454	15,000	7,546	49.7%	Complete	Rec & Culture rented one bus from the SD 72 for the summer to transport day camp kids. Project is now complete
79	Drew	830 - Solid Waste	S162	Organics Program Communications/Coordination	2,550	50,000	47,450	5.1%	On Time	Awaiting direction from Council; costs anticipated to be incurred in Q4.
*2023 budget as approved.					TOTAL	1,465,374	4,399,923	2,934,549	33.3%	

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
1	310 - Finance	8012	Financial Systems Software	283,018	2,042,557	1,759,539	13.9%	On Time	The project team has been meeting with Unit4 Business Solutions to develop the project governance model and project timeline. Staff have met with the contractor multiple times who is now working through the implementation plan. Next steps are to finalize the implementation plan and then begin on the requirements phase which will involve documenting and reviewing current processes so that the system can be built and designed based best practices while still completing necessary processes and functions.
2	320 - Capital Works	4080	Sportsplex Rehabilitation & Expansion Project	146,954	307,598	160,644	47.8%	Completed	Project is complete and in maintenance period with minor roof and mechanical deficiencies being actioned. Landscaping restoration by Parks Dept is in progress.
3	320 - Capital Works	4094	Design/Construction for 325 Beech Street	7,073	3,373	(3,700)	209.7%	Cancelled	Project was canceled as recommended in the Q1 quarterly report.
4	320 - Capital Works	6501	6th Ave - Thulin Utility Renewal	1,184,537	2,776,026	1,591,489	42.7%	On Time	Construction is nearing completion. Schedule completion (December) Q4 2023.
5	400 - Director of Corporate Svcs	2042	City Web Site Update	-	82,500	82,500	0.0%	Delayed	Issuing the RFP was delayed due to staff capacity and that we anticipate having it live by early October. The project is expected to finish in early 2024.
6	430 - IT	2001	Printer/Photocopier Replacement	-	55,629	55,629	0.0%	On Time	Service agreement is now in place with vendor, and printer orders are being submitted this week.
7	430 - IT	2002	Workstation/Laptop Replacement	8,427	78,000	69,573	10.8%	On Time	Replacement devices are being ordered and deployed as they become available. Focus is on oldest devices, or those reporting ongoing issues.
8	430 - IT	2016	GIS Orthophotos	-	25,000	25,000	0.0%	Delayed	Project is moving forward. An RFP for vendor quotes will be submitted this week.
9	430 - IT	2019	Internet Security	-	16,058	16,058	0.0%	Delayed	Delayed from 2022. Network Security Audit has been delayed due to vendor availability.
10	430 - IT	2023	Data Storage Upgrade & Primary File Server Replacement	74,899	70,000	(4,899)	107.0%	On Time	Storage device is installed. The IT Department and the vendor are performing user acceptance testing before going live.
11	430 - IT	2041	City Hall WiFi Replacement	-	25,000	25,000	0.0%	Delayed	Multiple WiFi Access Points have been deployed at City Hall.
12	430 - IT	5039	Norm Wood Phone System	-	5,000	5,000	0.0%	Delayed	Delayed from 2022. Fibre installation completion date is not currently known due to vendor merger with Rogers.
13	440 - Legislative Services	2033	Council Chambers Sound System	14,761	54,461	39,700	27.1%	Delayed	Waiting for delivery of final system components. Current expected installation date is Q4 of 2023.
14	442 - Properties	4030	Property Purchase	900,568	875,000	(25,568)	102.9%	Completed	Project complete. Additional \$75K of budget were attributed to this project Resolution number ic 23-0046
15	510 - Development Services	2039	Building Inspector Electric Vehicle	-	50,000	50,000	0.0%	Delayed	Under review due to increased costs of electric vehicles and funding source. Moved to 2024 budget Capital Projects list.
16	510 - Development Services	2043	Building Permit Process Modernization	8,176	16,000	7,824	51.1%	On Time	New equipment/software installation currently being assessed for functionality.

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
17	610 - Bylaw Enforcement	4096	Bylaw Officer Electric Vehicle	-	65,000	65,000	0.0%	On Time	Truck has been purchased and is in the queue with the Fleet Department for equipment installation
18	620 - Fire Protection	1004	Small Equipment Replacement	-	27,000	27,000	0.0%	On Time	Soliciting vendors.
19	620 - Fire Protection	1006	New Fire Station Headquarters - Public Engagement/Detail Design	14,271	300,000	285,729	4.8%	Delayed	Continuing to work with Zinc Consulting on the communications plan.
20	620 - Fire Protection	1012	Decontamination Unit	-	270,000	270,000	0.0%	Delayed	Construction started but delays expected due to higher than expected costs. All costs to be rebudgeted for 2024.
21	620 - Fire Protection	1015	Small Fire Fleet Replacement	162,761	268,500	105,739	60.6%	Delayed	Waiting for third and final vehicle to arrive; two units in service. Have been advised the truck has left the factory and is enroute to us.
22	620 - Fire Protection	1016	FIT Testing Machine	136	25,000	24,864	0.5%	On Time	Device arrived and in service. Invoice being processed.
23	620 - Fire Protection	1017	Downtown Fire Station #1 Server Room Fire Suppression System	-	69,630	69,630	0.0%	Delayed	Competition expected to be completed in Q4.
24	620 - Fire Protection	1018	Gas Detector Renewal	14,628	36,300	21,672	40.3%	On Time	Devices ordered, awaiting their arrival. Expected in Q4.
25	700 - Director of Operations	2020	Corporate Asset Management	42,012	50,000	7,988	84.0%	On Time	Activities including infrastructure data surveying and collection, records management, process mapping and asset condition assessment underway.
26	700 - Director of Operations	5037	Highway 19A Sewer Upgrade - Twillingate to Barlow (DCC Eligible)	7,105	385,670	378,565	1.8%	Completed	Project complete. Minor deficiencies left to be addressed.
27	700 - Director of Operations	6009	Seagull Walkway Design - North	98,001	1,356,153	1,258,152	7.2%	Delayed	DFO application has been introduced. Required Letter of Credit underway.
28	700 - Director of Operations	7804	Erickson Road Renewal	19,731	2,555,912	2,536,181	0.8%	On Time	Investigations and Project Definition report in progress. Preliminary design and site investigation outcomes with recommendations by end of Q4.
29	700 - Director of Operations	8006	Capital Works Management	393,935	525,246	131,312	75.0%	On Time	Annual work plan underway.
30	700 - Director of Operations	8008	Highway 19A - Phase 3	30,919	35,000	4,081	88.3%	Completed	Project completed and is waiting for final invoices.
31	700 - Director of Operations	8011	Seagull Walkway Surface Improvements - South	-	464,064	464,064	0.0%	Delayed	Awaiting SGWW North project schedule to be confirmed.
32	700 - Director of Operations	8014	Cheviot Road Rehabilitation	-	100,000	100,000	0.0%	On Time	RFP is currently underway. Expected to be awarden in Q4.
33	700 - Director of Operations	8015	Asset Management Service Levels	-	50,000	50,000	0.0%	On Time	Work is underway as part of the Operation Management System (OMS) Project.
34	700 - Director of Operations	8016	Asset Management Risk Assessments	-	25,000	25,000	0.0%	On Time	Work is underway as part of the OMS Project.
35	710 - Airport	3018	Airport Lighting, Visual Aids and Taxiway Rehabilitation	2,522,890	3,591,944	1,069,054	70.2%	Completed	Project is substantially complete and in maintenance period until August 2024.

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
36	710 - Airport	3027	Runway Rehabilitation	82,735	80,000	(2,735)	103.4%	Completed	ACAP Application submitted to Transport Canada.
37	710 - Airport	3030	Expansion of Jet Fuel Storage	-	100,000	100,000	0.0%	On Time	Project award made in September 2023. Project consultant is now engaged on initial design works.
38	720 - Fleet	4009	Fleet Replacement Plan	349,244	1,835,000	1,485,756	19.0%	Delayed	Preparing tender documents; most vehicles will not arrive until 2024/2025 due to manufacturing delays.
39	724 - Facilities	2038	Colocation Room Air Conditioning	12,605	45,000	32,395	28.0%	Completed	Project complete.
40	724 - Facilities	4038	Discovery Pier Structural Repairs	28,512	135,000	106,488	21.1%	Delayed	Initial scope of work complete. Outstanding deficiencies to be rectified before invoicing. Vendor sourcing local contractor to complete deficiencies.
41	724 - Facilities	4039	Big House Pavilion Preservation	-	50,000	50,000	0.0%	Delayed	Project on hold; staff waiting on further direction.
42	724 - Facilities	4050	Small Equipment	14,415	30,000	15,585	48.0%	On Time	50% of equipment purchased, remaining equipment to arrive in Q4.
43	724 - Facilities	4052	Energy and Water Consumption Reduction Projects	46,183	50,000	3,817	92.4%	Completed	Project complete.
44	724 - Facilities	4064	Council Chambers Accessibility Improvements	-	33,120	33,120	0.0%	Delayed	On hold. Waiting on further direction from council.
45	724 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	17,359	25,000	7,641	69.4%	On Time	Remaining scope scheduled for Q4.
46	724 - Facilities	4085	Dogwood Operations Centre Master Plan	-	50,000	50,000	0.0%	Delayed	Kick off meeting scheduled for October. Project will be a carryforward into 2024. Expected completion by March 31st 2024.
47	724 - Facilities	4091	CRCC Roof Replacement	1,146,659	1,500,000	353,341	76.4%	Delayed	70% complete. Estimated completion date: Nov 30th.
48	724 - Facilities	4092	RCMP Building Roof Replacement	642,129	1,000,196	358,068	64.2%	Delayed	66% complete. Estimated completion date: Nov 30th.
49	724 - Facilities	4093	EV Charging Stn - Sportsplex	3,549	285	(3,264)	1245.1%	Completed	Project complete.
50	724 - Facilities	4097	Police & Public Safety Building Lot Security Upgrade	-	50,000	50,000	0.0%	Delayed	RFP closed Oct 1st. Evaluation and award to commence in October.
51	724 - Facilities	4098	Haig Brown House Roof Replacement	66,060	65,000	(1,060)	101.6%	Completed	Project complete.
52	724 - Facilities	4099	Forensic video services workstation upgrade	1,081	7,000	5,919	15.4%	Completed	Installation complete.
53	724 - Facilities	4100	Workstations for RCMP Members	-	12,000	12,000	0.0%	On Time	Will be complete by end of Q4.

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed

On Time

Delayed

Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
54	724 - Facilities	4101	Fire Panel - RCMP Building	15,896	30,000	14,104	53.0%	Completed	Execution complete.
55	724 - Facilities	4102	Museum Humidifier	-	42,000	42,000	0.0%	On Time	Execution complete. Invoicing outstanding.
56	724 - Facilities	4103	RCMP HVAC DDC, Chiller & Controls	16,250	25,000	8,750	65.0%	Delayed	Issued for Review (IFR) drawings received. Working with vendor on changes.
57	724 - Facilities	4104	Structure Demolition & Land Clearing	3,070	60,000	56,930	5.1%	Delayed	Tenants have moved out as of Oct 1st. Waiting on Hazmat assessment to go to market for demolition.
58	724 - Facilities	4105	Food Truck Servicing Infrastructure	19,863	20,000	137	99.3%	Completed	Project complete.
59	730 - Roads	6001	Cycling Infrastructure	69,352	280,686	211,334	24.7%	Delayed	Birch Street neighbourhood bikeway: Speed limit signs installed. Pavement markings installed. Currently working on a Communications Plan for traffic calming in 2024.
60	730 - Roads	6002	Intersection Improvements	-	20,000	20,000	0.0%	On Time	Project in planning stage to tie into work on 6th Avenue.
61	730 - Roads	6006	Sidewalk Infill	35,993	327,009	291,016	11.0%	On Time	This is apart of the 6th Ave capital project. Scheduled completion Q4 2023.
62	730 - Roads	6007	Transit Bus Shelters	19,993	127,537	107,544	15.7%	On Time	2 locations in 2023: 16th Avenue, eastbound, west of Dogwood; and South Island Highway, southbound at Willow Point Mall. Working on concrete pads, then contractor to install shelters.
63	730 - Roads	6020	Traffic Control Upgrades - Replacement	60,056	217,355	157,299	27.6%	On Time	Project is on track. Project awarded to Daeco. New signal heads at Highway 19A / Erickson; new poles at Dogwood / 9th, Dogwood / 4th and Dogwood / Merecoft. New controller and cabinet at Cedar / 11th Ave completed.
64	730 - Roads	6024	Street Light Infill	-	90,000	90,000	0.0%	On Time	Street Light contractros have been engaged. Lights in the Ken Ford park parking lot are being repced.
65	730 - Roads	6025	Asphalt Overlays	586,290	635,517	49,227	92.3%	On Time	There have been 4/5 overlays completed. Currently waiting for invoicing to determine if an additional overlay is needed.
66	730 - Roads	6034	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	121,240	318,605	197,365	38.1%	On Time	Waiting on environmental window. Design complete.
67	730 - Roads	6044	Bike Lanes on Hilchey Road	2,899	35,785	32,886	8.1%	Completed	Project completed and waiting for final invoices.
68	730 - Roads	6045	Snow Clearing Equipment	14,980	150,735	135,755	9.9%	On Time	Waiting for attachments; anticipated delivery end of Q3.
69	730 - Roads	6047	Argonaut Bridge Upgrades/Repairs	11,425	140,000	128,575	8.2%	On Time	Contractor is currently working on design.
70	730 - Roads	6054	Willow Creek Road Permanent Connection	315,347	325,000	9,653	97.0%	On Time	Waiting for the installation of street lights and trees to finish the project.
71	732 - Parks	9008	Marine Foreshore Restoration	36,188	75,000	38,812	48.3%	On Time	Work still under way at Ken Forde Park and Maryland Beach Park pathway area.

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
72	732 - Parks	9068	Baikie Island Bridge Replacement	27,216	263,410	236,194	10.3%	On Time	Bridge design is complete, working with Qualified Environmental Professional on schedule for construction window. Currently waiting for QEP report, then tender to be issued.
73	732 - Parks	9071	New Park/Playground - Maryland Green Space	24,423	32,297	7,874	75.6%	Completed	Project completed and waiting for final invoices.
74	732 - Parks	9072	Pathways renewal -Dogwood Extension Walkway and Simms Creek Path	39,466	56,997	17,531	69.2%	On Time	Areas to be completed in November.
75	732 - Parks	9073	Robron Fieldhouse Irrigation & Landscaping	35,268	36,151	883	97.6%	Completed	Project completed and waiting for final invoices.
76	732 - Parks	9075	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy	9,119	9,396	277	97.0%	Completed	Project completed.
77	732 - Parks	9079	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie Island	15,477	17,695	2,218	87.5%	On Time	Rotary has been given the go ahead from the Ministry for the washroom on Trask Roads but still waiting for approval to place washroom at Holm Road Reservoir.
78	732 - Parks	9080	Parks Infrastructure Renewal Fund - Pathways	20,235	50,000	29,765	40.5%	On Time	Renewal pathways to be completed in November. Robron Park sidewalk area is ready now as irrigation project has been completed.
79	732 - Parks	9081	Baseball Infield Mix	16,528	25,000	8,472	66.1%	Completed	Project completed and waiting for final invoices.
80	732 - Parks	9082	In Ground Garbage Receptacle	13,652	15,000	1,348	91.0%	Completed	Project completed and waiting for final invoices.
81	732 - Parks	9083	Ken Forde Park Irrigation	49,899	50,000	101	99.8%	Completed	Project completed and waiting for final invoices.
82	732 - Parks	9084	Garden Beds	9,832	20,000	10,168	49.2%	On Time	Project in construction phase, to be completed in December.
83	732 - Parks	9085	Trees	16,359	20,000	3,641	81.8%	Completed	Project completed and waiting for final invoices.
84	732 - Parks	9086	Willow Point Park Ball Field Netting	25,362	200,000	174,638	12.7%	On Time	Poles and netting have been ordered, waiting for delivery.
85	732 - Parks	9087	Willow Point Field Drainage Upgrade	-	125,000	125,000	0.0%	On Time	Project construction phase to start in November, to be completed in December.
86	732 - Parks	9088	McIvor Lake Electrical Gate Entrance	-	150,000	150,000	0.0%	Delayed	Project in planning stage. Expected completion is spring 2024.
87	732 - Parks	9089	Cambridge Park Drainage System	16,710	35,000	18,290	47.7%	Completed	Project completed and waiting for final invoices.
88	780 - Sewer	5002	Waterfront Sewer Forcemain	-	245,567	245,567	0.0%	Completed	Next phase to be defined in 2024
89	780 - Sewer	5006	Norm Wood Environmental Centre Upgrades	1,757,765	5,730,622	3,972,857	30.7%	Delayed	Majority of project priorities are in progress or complete. Generator delivery set for April 2024.
90	780 - Sewer	5023	Sewer Asset Registry	-	50,000	50,000	0.0%	Delayed	Delay due to staffing shortage.

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
91	780 - Sewer	5024	Sewer Facility Renewal	11,870	200,000	188,130	5.9%	Delayed	Lift Station 1 (LS1) RFP has been delayed pending emergent electrical work at Norm Wood Environmental Centre. LS1 RFP will be posted early November. Design work will not be completed until Q2 2024.
92	780 - Sewer	5030	Sewer Condition Assessments	-	6,580	6,580	0.0%	Completed	Project completed in 2022; carry-forward budget no longer required.
93	780 - Sewer	5033	Lift Station #7 Pump and Controls Upgrade	15,243	22,597	7,354	67.5%	On Time	Work on site complete, all systems operating well, under warranty period.
94	780 - Sewer	5034	NWEC Shower and Locker Room Renovation	32,859	11,376	(21,483)	288.8%	Delayed	Remainder of project moved in-house; anticipated completion end of year.
95	780 - Sewer	5038	City Wide Sewer Modelling Program	95,969	200,000	104,031	48.0%	On Time	Contract awarded, data collection and model creation underway.
96	780 - Sewer	5040	Campbellton Sewer Upgrade	2,786	250,000	247,214	1.1%	On Time	Compiling condition assessment and design report for City review. Archaeological Multi-Assessment – Permit Application underway
97	780 - Sewer	5041	Lift Station #4 Slope Stabilization & Repairs	736,099	656,795	(79,304)	112.1%	On Time	Project is substantially complete.
98	780 - Sewer	5042	NWEC Blower Intake Air Filtration	-	20,000	20,000	0.0%	Delayed	RFP delayed due to conflict with NWEC Phase III scheduling. Expected to run into 2024.
99	780 - Sewer	5043	NWEC Solids Handling Study and Process Construction	-	150,000	150,000	0.0%	Delayed	Crop land assessment indicating longer than expected life. Further assessment in Q4 will determine if this is required in 2023 or better used in 2024-26.
100	780 - Sewer	5044	Lift Stations Electrical Assessment	-	100,000	100,000	0.0%	Delayed	Delay due to staffing shortage.
101	780 - Sewer	5045	NWEC Grizzly Contaminated Solids Dumping Site	-	20,000	20,000	0.0%	Delayed	RFP came back for design work over budget. Potential budget amendment will be made for council approval.
102	780 - Sewer	5046	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	-	150,000	150,000	0.0%	Cancelled	Early inspection of both Oxidation ditches and digester aeration indicate more life remaining than expected (approx. 2-5 years). Project will not proceed in 2023, but will be rebudgeted during 2024 financial planning.
103	780 - Sewer	5802	2021 Sewermain Replacement	77,740	172,792	95,052	45.0%	Completed	Project is complete.
104	780 - Sewer	5803	2022 Sewermain Replacement	118	128,185	128,067	0.1%	Completed	Project is complete. Maintenance period inspections completed. Waiting for final invoices.
105	780 - Sewer	5804	2023 Sewermain Replacement	71	1,500,000	1,499,929	0.0%	On Time	Project is in progress with all preparation work completed. Lining work to be completed by Dec 12, 2023. Substantial Performance target Dec 20th 2023.
106	780 - Sewer	8002	Meter Renewal	24,013	100,000	75,987	24.0%	On Time	Work is ongoing throughout the year. Number of replacements that have involved planning, investigation and purchase of meters and installation equipment are: the Hospital, North Island College Food Services, Shady Maples Trailer Park, 701 Hilchey, Lordco, Robert Ostler Park Irrigation.
107	782 - Storm Drains	6048	Dogwood Detention Pond Rehabilitation	5,850	100,000	94,150	5.9%	Delayed	Kick-off Meeting with EMP completed. Construction to be completed in 2024.
108	782 - Storm Drains	6049	Homewood Road Pipe Arch	-	75,000	75,000	0.0%	Delayed	Project moved to 2024/25. Connected to 16 Ave/Nunns Cr. Crossing Project

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
109	782 - Storm Drains	6050	City Wide Storm Water Modelling Program	-	60,000	60,000	0.0%	Delayed	Delayed due to staffing shortage.
110	782 - Storm Drains	6051	ERT Detention Study	1,943	50,000	48,058	3.9%	Delayed	Delayed due to staffing shortage.
111	782 - Storm Drains	6052	Flail Mower Purchase	-	70,000	70,000	0.0%	On Time	Fleet investigation ongoing.
112	782 - Storm Drains	6053	Detweiler Culvert Replacemnt	14,216	75,000	60,784	19.0%	On Time	Project completed.
113	782 - Storm Drains	6502	Downtown Storm Mitigation	-	250,000	250,000	0.0%	Delayed	Delayed due to staffing shortage.
114	782 - Storm Drains	6507	Midport Rd Storm Drain Upgrade	-	20,000	20,000	0.0%	On Time	Awaiting operations schedule room. Expected to be completed by end of 2023
115	782 - Storm Drains	6508	Quinsam Heights Integrated Storm Water Management Plan	42,060	190,306	148,246	22.1%	Delayed	Ongoing effort by contractor. Data collection process to continue into 2024.
116	782 - Storm Drains	6600	Storm System Renewals	-	264,192	264,192	0.0%	Delayed	Delayed due to staffing shortage.
117	790 - Water	7021	Dogwood Operations Centre Backflow/Meter	-	-	-	0.0%	Cancelled	This project has been canceled pending the completion of the Facilities Master Plan. Redefinition and project scope change dependent upon the outcome of the master plan.
118	790 - Water	7026	Fire Hydrant Renewal	503	40,000	39,497	1.3%	Delayed	Planning to install 2 hydrants and purchase 2 new hydrants
119	790 - Water	7027	Water Service Renewal	8,415	60,000	51,585	14.0%	Delayed	Normal service renewal program has been delayed due to departmental focus on training and OMS implementation.
120	790 - Water	7033	Water Dept Temporary Location	2,985	176,255	173,270	1.7%	On Time	The Water Department remains ready to move within 90 days notice.
121	790 - Water	7034	Wei Wai Kum/CCR Water Improvements	24,891	292,550	267,659	8.5%	Delayed	Point of Connection Analysis Report is being reviewed
122	790 - Water	7035	Water Asset Registry	5,653	49,624	43,971	11.4%	On Time	Hardware and training equipment to be purchased for the collection and analysis of water infrastructure in conjunction with the OMS project. Funds anticipated to be spent by year end.
123	790 - Water	7038	Pressure Reducing Valve Abandonment	-	43,037	43,037	0.0%	On Time	Remaining pressure reducing valve abandonment plan has been developed. On site works to be completed by end of Q3.
124	790 - Water	7047	John Hart Reservoir	-	498,230	498,230	0.0%	On Time	Capital Projects has been given the design portion of this project. RFP for design expected to be posted soon.
125	790 - Water	7049	Water System Strategic Action Plan Update	16,295	267,342	251,047	6.1%	On Time	Update of Water Model near completion. Boundary condition testing will follow. Action Plan Update RFP to be posted after completion of Water Model Update.
126	790 - Water	7051	Small Water System Improvements	62,045	83,150	21,105	74.6%	On Time	Smith Road watermain complete. Willis Road watermain decommission works for fall season.

**APPENDIX 3
CAPITAL PROJECTS
at September 30, 2023 (Q3)**

Project Status Index:

Completed
On Time
Delayed
Cancelled

Index	Department	CC1	Capital Project Name	Costs as at Sept 30, 2023	2023 Budget	\$ Variance	% Variance	Project Status	Comments - Q3
127	790 - Water	7052	Water Cathodic Protection Survey	-	75,000	75,000	0.0%	Delayed	Water Cathodic Protection Survey has been delayed due to departmental focus on training and OMS implementation.
128	790 - Water	7053	Cross Connection Control Program Update	-	75,000	75,000	0.0%	Delayed	Cross Connection Control Program Update has been delayed due to departmental focus on training and OMS implementation.
129	790 - Water	7054	Backflow Management Software Replacement	-	100,000	100,000	0.0%	Delayed	Backflow Management Software Replacement has been delayed due to departmental focus on training and OMS implementation.
130	790 - Water	7055	Water Condition Assessments	-	75,000	75,000	0.0%	Delayed	Several pipe samples have been assessed for current condition by a qualified professional. Awaiting reports and invoice.
131	790 - Water	7056	Watermain Renewal - Designs	-	400,000	-	0.0%	Delayed	RFP evaluation completed by end Q4.
132	790 - Water	7500	Water Facility Renewal	70,367	500,000	429,633	14.1%	On Time	Contract awarded for Pressure Reducing Station / reservoir control improvements.
133	790 - Water	7800	Watermain Renewal	-	-	-	0.0%	Cancelled	Project was canceled as recommended in the Q1 quarterly report.
134	790 - Water	7803	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	332,641	524,551	191,910	63.4%	Completed	Project is complete.
135	810 - Long Range Planning	6039	Master Transportation Plan Update	57,511	87,379	29,868	65.8%	Delayed	Draft MTP & DCS to be presented at Nov 7th Committee of the Whole meeting with public engagement planned in Nov/Dec. Final plan adoption for 2024 Q1.
136	820 - Recreation & Culture	9900	Recreation Equipment	24,349	64,463	40,114	37.8%	On Time	Rec & Culture will be purchasing several pieces of cardio equipment in Nov/Dec to replace end of life fitness equipment in the Sportsplex Weightroom.
137	820 - Recreation & Culture	9910	Acoustic Baffles in the Sportplex	88,400	88,400	-	100.0%	Completed	This project has been completed, as of the end of August 2023. It has resulted in a much improved acoustic environment.
138	830 - Solid Waste	4053	Organics Facility	-	1,000,000	1,000,000	0.0%	On Time	Awaiting direction from Council; costs anticipated to be incurred in Q4.
139	Utilities Manager	2030	Operations Management Software Planning and Replacement	268,790	676,092	407,302	39.8%	On Time	Work is ongoing and is a multi year project.
TOTAL				13,775,162	41,821,482	27,646,320	32.9%		

*2023 budget as approved.