



# TOWN OF SIDNEY

## REPORT TO COUNCIL

**TO:** Mayor & Council

**FROM:** Andrew Hicik, Director of Corporate Services  
Troy Restell, Manager of Finance

**DATE:** July 23, 2021      **FILE NO.:** 1700-20 - Quarterly Financial Reports

**SUBJECT:** BUDGET VARIANCE REPORT – FIRST HALF OF 2021

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### **PURPOSE:**

To update Council on the financial results for the first half of the 2021 fiscal year.

### **DISCUSSION:**

Attached is a copy of the Budget Variance Report, covering approximately the first half of 2021. As per Council Policy FN-008, this is the first of three regular financial reports to be brought forward to Council. A similar report will follow after the three-quarter mark of the year. The year-end report is presented following each year's audit.

Year to date results for both revenues and expenses are presented up to the date of this report, rather than just to the 6-month mark, in order to present the most up to date information on financial results. The Operating results are presented on a net basis; that is, revenues and expenses have been combined and presented as a single amount. Presenting results on a net basis, rather than revenues and expenses separately, allows for more efficient analysis, and prevents the need to cross reference between the two sides of each departmental budget. The Capital results are presented on an expenditure basis (i.e. actual expenditures vs budget).

More detailed comments follow below, with note numbers corresponding to the attached report. Actual and budget amounts represented as negative numbers are net revenues, while positive amounts are net expenses. In the Variance column, a positive number indicates that there is budget remaining. A negative number indicates that the budget has been exceeded, or in the case of net revenues, that revenue remains to be realized.

As not all revenues and expenditures follow a regular monthly pattern throughout the year, caution should be taken in interpreting the "% of Budget" column, which has been provided as a rough indicator of results to date. About 55% of Personnel costs should have been realized to the date of this report, and many other types of expenses are presented up to July 22<sup>nd</sup>; this has an impact on certain cost centres, and may cause the anticipated 50% in this semi-annual report to be exceeded.

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## General Operating Fund

1. General Revenue is at 99% of budget, due to property taxes, grants-in-lieu, the Provincial Small Community Protection and Traffic Fine Revenue Sharing transfers, and the Federal Gas Tax funding all being recognized in the first half of the year; these amounts represent the majority of this budget. Although all Municipal Property Taxes are recognized as revenue when the tax notices are generated, the actual collection of property tax dollars is currently at 97%, which aligns with historical trends.

As part of the Federal Government's measures to assist Local Governments with potential cash flow issues due to COVID, this year's Gas Tax Funding allocation, like 2020, was received as a single payment in June. This means the Town has received its full allocation for the year in one payment of \$571,588, rather than the usual 50% payments in June and November. The Government of Canada has also committed to renaming the program the "Canada Community-Building Fund", which will recognize that the fund is no longer associated with gas tax revenues. It has also been announced that there will be a one-time top up of the funds this year, subject to Federal approval; the timing and amount will be communicated once details have been confirmed.

Also of note, and mostly responsible for the variance at the 6-month mark, investment revenues are at 50% of budget and on track to meet budgeted expectations.

2. Driver Services is a cost recovery centre that is budgeted to realize annual net revenues, as opposed to net expenses. As of the date of this report, ICBC insurance and driver licencing revenues have been paid to the end of June, and stand at 50% of budget, while expenses, predominantly comprised of wages, are closer to 55%.
3. The Town's liability insurance policy for 2021, totaling 70% of the total budget, has been paid in full. As such, this distorts the net results at the 6-month mark, but other expenses overall are tracking budget and annual results are expected to meet budget.
4. The majority of the annual software maintenance, support and licencing agreements are paid early in the year, and have been offset with lower wage expenses due to staff vacancy; overall results for the year should be slightly under budget.
5. *Other* is a net revenue function that is mostly comprised of an internal cost recovery allocation, where administrative costs are recovered from the Garbage, Water and Sewer utilities. This function also includes the Town Hall budgets for building and grounds maintenance and repairs; these expenses are currently tracking below budget and are responsible for the favourable net revenue results at the mid-year mark.
6. The Elections budget represents an annual transfer to reserves to even out election costs over the 4-year term. The transfer for the year has been completed.
7. RCMP contract costs to date represent the first two quarters of the year. Currently, we are projecting some annual savings in RCMP contract costs due to temporary

vacancies and absences; but a portion of these savings will be set aside for contractual salary increases, which should be finalized by year end.

8. The Fire Protection function is slightly above budget for the year, as the overnight staffing coverage impacted the budget in the first half; since the BC Restart Plan has moved into Stage 3, the overnight coverage has been scaled back, and will be eliminated in September. In addition, the Fire Dispatch contract has been fully paid for the year.
9. This function is comprised of Peninsula Emergency Measures Operations (PEMO) and the Town's emergency management planning. The budget includes \$27,500 to be invoiced near year-end for the Town's annual contribution to PEMO, and \$23,000 for emergency planning.
10. Building Inspection and Bylaw Enforcement is a break even function and includes several activities, including Building Inspection, Animal Control, Business Licencing and Parking Enforcement. Most revenues and expenses are tracking budget, with a few notable exceptions that are responsible for the large net revenue position at the 6-month mark. Building Permit revenues are \$163,000 greater than budget, and this is due to several large developments underway in the downtown core; this function will most likely see a surplus for the year, even after the deferral of "unearned" Building Permit fees at year-end. Although Council has waived business licence fees for 2021, COVID Restart Funds are being used to replace these revenues and the full budgeted amount is reflected in the Business Licencing Function. Also of note, dog licence revenues, which are collected in the first half of the year, have contributed to the net revenue position.
11. Overall, the Roads function is slightly over budget, at 56%, primarily due to the snow clearing activity being at 92% of budget due to wintery conditions earlier in the year. Barring another major snow event late in the year, the overall Roads budget is expected to come in close to budget at year end.
12. This functions involves maintenance of the Town's parking lots, but is budgeted to realize annual net revenues through parking permit fees, as opposed to net expenses. Permit revenues to date are lower than expected, but the impact is partially offset with minimal repairs and maintenance occurring in the first half of the year.
13. Most revenues in this function are collected early in the year, including the recovery of Crown licence fees from Port Sidney, and annual rent due from Washington State Ferries. Like other functions that collect the majority of revenues in the first half of the year, this tends to distort the net results at the half way point. It is expected that full year results will meet budget.
14. "Other" mainly includes Third Party expenses, which are Town costs associated with third party events, and infrastructure works related to particular developments or activities, both of which are recoverable. The year-to-date variance represents a timing difference between the timing of the expenses and the associated recoveries. By year end, there will be full recovery for most items, and a net balance of close to zero.

15. Environmental Health includes both waste collection and environmental programs. The Solid Waste Disposal activity includes the expenses incurred by the Town for garbage collection, and the offsetting revenues collected through the garbage levy billed on the quarterly Utility Statement. All revenues and expenses are on track, and it is expected that full year results will be close to budgeted expectations.

The Environmental Programs component is made up of the Climate Action Coordinator term position, and the CleanBC Better Homes rebate program. Due to the timing of the hiring of the Climate Action Coordinator, most of the Environmental Programs budget is earmarked for the second half of the year. There has been very little uptake on the rebate program, with only \$400 having been paid out to date.

16. Much of the Parks budget is seasonal, with the bulk of expenses occurring during the spring and summer months. Some activities within the function are slightly under budget, while others are slightly over budget; but overall expenses are tracking budget, and no variance is expected at year end. Some savings are expected through the cancellation of some community events for the year due to COVID. These savings will help to offset some additional grounds maintenance costs.

17. The Library function represents rent paid by the Vancouver Island Regional Library to occupy the Town's library building, less expenses to maintain the building and grounds. This is a net revenue budget, where revenues are budgeted to exceed expenses; 50% of the net proceeds are shared with North Saanich under a cost sharing agreement.

18. The Senior's Centre and Museums budgets are above 50%, but this is a factor of having paid strata fees and contractual obligations for both functions to the end of July. Year end results are still expected to be on budget.

19. This function is made up primarily of annual transfers to internal reserves, which have been completed. Transfers of note include \$1,192,800 to the infrastructure replacement reserve, \$385,000 to the vehicle, computer and equipment replacement reserves, and \$175,400 to the Ferry Terminal reserve. Remaining in this function is the year-end budgeted transfer of up to \$248,950 to fund capital projects from taxation revenue, as well as a budgeted \$80,000 transfer of interest earned to reserves at year end, less \$500,000 of funding from prior year surplus. It is unknown at this point how much of the prior year surplus funding will be required at year end to balance the budget, if any.

20. The 'Other' function mostly represents a contingency budget that is largely unspent.

21. This function delivers local grants to the community and funding for the Visitor Information Centre and other economic development initiatives. Distribution of grants-in-aid, and the majority of grant funding to the Shaw Centre for the Salish Sea are complete, while further funding remains to the Mary Winspear Centre.

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## Water and Sewer Utilities

22. Annual Water parcel taxes of \$461,175 were collected on the property tax notice, in the first half of the year, and are mostly responsible for revenues-to-date appearing higher than expected. As part of the Town's new water rate structure, implemented with the first quarter billing, variable and fixed user charges have been separated as two different charges. The variable user charge, representing the actual use of water, and the fixed user charge, representing the fixed operating costs of the Utility, are both following budgeted expectations.
23. Water Operations are currently at -20% of budget, mostly due to the revenue collected for new water service connections and meters exceeding expenses by \$153,000 during the first half of the year; this represents a timing difference between collecting the upfront fees, and incurring the expenses later, when the work is completed. At year end, there will be a full allocation of expenses for most new service connections and meters, and a net balance of close to zero for these recoverable services should result. The remainder of the Operations functions are at 50% for the year.
24. Annual transfers to internal Water and Sewer reserves for asset renewal are complete. Budgeted transfers to fund capital projects (up to \$5,500 for Water and \$30,000 for Sewer) are done at year-end.
25. The Water Utility currently indicates a surplus of just over \$328,000, but this due to the timing difference of revenues and expenses indicated in notes #22 & #23 above. The new water rate structure seems to be working well in terms of ensuring that both fixed and variable costs of operating the utility are covered, and recurring deficits are avoided.
26. Like the Water Utility, annual Sewer parcel taxes of \$563,800 were collected in the first half of the year on the property tax notice, making revenues-to-date appear high. Sewer User Fees collected are at 53% of budget, which is likely a result of the recent heat wave, with water use higher than normal in late Spring/early Summer. Full year results are expected to be close to budget.
- A pending review of the Sewer Utility rate structure will provide vital information in future rate setting. At this time, it is uncertain whether this review will be completed in 2021.
27. Sewer Operations are currently at 90% of budget, as the full \$1.65 million payment to the CRD for the Town's share of the Saanich Peninsula Wastewater Treatment Plant is included in year-to-date results.
28. The Sewer Utility indicates a deficit of just over \$734,000, which is largely due to the timing of various revenues and expenses, as discussed above. A deficit of \$200,000 has been budgeted to ensure user rates remain unchanged, and this is possible due to a healthy accumulated Sewer surplus. It is expected that budgeted results will be achieved in the Sewer Utility at fiscal year-end.

## Capital Expenditures

Only a handful of Capital projects have been completed as of the date of this report; as such, several capital projects will see significant expenditures over the remainder of this year. Still others will likely be carried forward for completion in 2022. Much of the emphasis in the first half of the year has been on the completion of several projects carried forward from 2020, as well as designing and starting various infrastructure replacement projects. Comments on certain specific capital projects follow below. Many Capital projects tend to get underway by summer, so more complete information will be available for the next quarterly report.

**New for this year: We have taken the opportunity to present the listing of Capital projects in what we hope is a more meaningful and useful format. The long list of projects has been organized into four classes: two subsets of recurring/annual projects, Infrastructure Plan projects, and one-time projects. The one-time projects may be further broken out in a future report.**

### Recurring Projects – Reserve Funded

The projects in this section are ones that recur annually or regularly, and are typically funded from replacement or other reserves.

29. The Computer Replacement Plan is an annual program to replace existing computer and related equipment. This replacement reserve is funded from annual contributions to ensure that a consistent amount is allocated to equipment renewal every year, avoiding the need for lump sum allocations when the replacement of major network components is required.

Major replacements for 2021 include the VoIP telephone system, and a number of multi-function devices. Staff are researching cost effective alternatives, and may postpone some of these replacement to a future year. If not used as funding this year, the money would remain in reserve.

30. This budget represents planned expenditures for replacement of three Parks vehicles at the end of their useful lives; funded through regular annual contributions to the Vehicle & Equipment Replacement Plan.

31. This budget represents planned expenditures for replacement of Town Sewer vehicles. The entire 2021 budget is for replacement of a hydro excavator; a contract for this purchase has been awarded, and delivery is expected near the end of the year.

32. The land immediately south of the Mary Winspear Centre is the location of the Town's new CSB; an easement is required across MPS lands to provide access to the site. Payments of \$80,000 per year, over a 5-year period (ending 2022), were negotiated as compensation. The final payment will be made next year.

33. This is a multi-year project to replace outdated and failing water meters. The technology to be used, and whether it will be contracted out, still needs to be determined; any unused funds will remain in reserve for future phases of this project. The previous decision by Council regarding the metering of multi-family buildings will be factored into future plans.

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### Recurring Projects – Current Revenue Funded

The projects in this section represent annual budgets for the renewal of equipment and office furniture, or to fund long-standing, annual programs. Funding for these projects is from current revenues, supplemented by unused funds carried forward from previous years.

34. This ongoing annual program is to replace Fire Department equipment, including hoses and hose appliances, firefighter turnout gear and other specified equipment. The equipment being replaced has reached the end of its useful life; the majority of expenditures occur closer to year end. The 2021 budget includes a one-time supplement for the urgent replacement of some fire hose.

### Infrastructure Plan Projects

All Infrastructure Plan projects have been listed together. It should be noted that most of the funding for these projects is from the Infrastructure Reserve; however, certain components of the projects may be funded from other sources, as the Reserve is intended for replacement of existing assets only. Any savings on individual projects may be used to fund overages on other Infrastructure projects.

35. Completion of 2020 project to install new curb and sidewalk on the north side of Ocean Avenue, from Fifth to First. The project is complete.
36. To provide better all-weather access to the bus stops on Bowerbank Road, this project involved extending the sidewalk on the west side of Bowerbank Rd from Vallis Pl north to the bus stop, from Malaview Ave south to the bus stop, and from Piercy Ave to Calvin. The existing curb segment on the west side of Bowerbank from Piercy was also replaced. One small segment of the project remains to be completed.
37. Replacement of 100 meters of sidewalk along Bevan Avenue and Seventh Street, and paving of Seventh from Beacon to Bevan. The sidewalk component of the project is complete, with the paving still outstanding. The project is expected to come in under budget.
38. With the design phase completed in 2020, this budget amount reflects the construction costs to replace the storm main pipe on Allbay Road.
39. This project consists of replacing long sections of storm main and sanitary sewer main on James White, from Seventh St to Swiftsure Pl. These projects will not proceed in 2021, as the Town was not successful in its grant applications for two other projects, which may have freed up funding for the James White project. Additional analysis will be done prior to the 2022 budget, and these projects may be reprioritized or phased due to lack of funding, as well as the need to examine alternatives to upsizing all of these mains.  
  
The surface portion of this project includes the design of future Sidewalk, Curb & Gutter and road works in the same geographic area, with construction previously slated for 2022.

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40. This budget represents the design phase Replacement of 285m of storm main pipe on Amelia Ave, from Melissa St to Grove Cres; construction will happen at an undetermined date in the future.
  41. This project to replace the storm main pipe in Melville Park is now 90% complete. The restoration of the lawn will be completed in the Fall. The project will be under budget.
  42. The trenchless replacement of Storm and Sanitary Sewer in the Ardwell area was carried forward for completion, and is nearly done. Some final invoices are still to come, but the projects will be well under budget.
  43. This infrastructure project will include new curb, gutter and sidewalk on Ardwell Ave, east of Resthaven Drive, to be funded for Canada Community-Building Fund (formerly the Gas Tax Fund). The replacement of existing pavement will be funded from the Town's Infrastructure Reserve. The project is expected to proceed following completion of the drainage/sewer works.
  44. There are several projects that will be delayed until 2022 for various reasons, including the timing of certain associated developments, a requirement to redesign the project, or simple lack of resources to complete the work this year.
  45. The tender for the Paving Program was recently awarded, with work to commence later in the summer and into the fall months.
  46. Repaving of the portions of the Town Hall parking lot that are not used by the RCMP, and are therefore not cost shared. This project was included in the recently-awarded paving contract.
  47. This design work will determine the best option to replace the existing watermain along Lochside Drive; construction to follow in 2022. This new watermain would be hardened to withstand seismic activity, and be an emergency water source to the east side of Sidney. In addition to the emergency planning aspect, the existing watermain on Lochside has a history of breaks and requires replacement.
  48. Replacement of water main pipe on Amelia Ave, Bowerbank Rd to Pleasant St; expenses to date reflect design costs.

### One-Time Projects

This portion of the Capital program reporting is dedicated to one-time projects, including those that may be spread over more than one year. Funding for these projects is from various sources.

49. The RCMP building is over 20 years old, and the heating system and roof were both in need of replacement. The roof component was completed in 2020, while the heating component was completed this year; the Town's share of the cost is \$52,108.

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50. This project involves the reconfiguration and fencing of the parking lot behind Town Hall to create a secure parking area for the RCMP. Although originally budgeted for \$80,000, Council recently approved a budget amendment increasing the project to \$108,000; the Town's budgeted share of the project will be \$51,771. The project is expected to proceed in early fall.
  51. As identified in a recent security audit of the RCMP facility, modifications are required to the cells and the interview room to meet current RCMP standards. In addition, a secure access card system will be installed to improve internal security.
  52. This project involves repairs to the Town Hall main electrical service. An electrical inspection undertaken in 2020 identified many deficient areas that would be a hazard if left unrepaired. Design is underway, with physical improvements to begin in late summer.
  53. These project represent ongoing improvements to, and automation of, Town processes related to inspections, licencing and billing. Some are expected to be completed this year; however, staffing vacancies may require portions to be carried forward.
  54. The Fire Department's air cylinders for the Self-Contained Breathing Apparatus (SCBA) must be replaced in 2021, as they are at the end of their life cycle. It was determined replacing the entire units is more cost effective and provides safer, less maintenance-intensive equipment for department use. The procurement of this equipment is now complete, with short term debt funding from the Municipal Finance Authority.
  55. The Town's agreement with Washington State Ferries (WSF) requires that the Town undertake all capital works relating to the ferry terminal facilities. Upgrades to the U.S. and Canada Customs buildings are expected to occur over the next several years. Design work on replacement of the US Customs building is ongoing, according to specifications outlined in a cross-border preclearance agreement between the countries. Physical construction is highly unlikely to proceed until we have additional clarity around the impacts of COVID-19 on international travel.
  56. The metal beams and piles supporting the Fishing Pier were inspected in 2014 and found to be lacking the original protective coating in places. With the exposure to waves and salt water, corrosion is a concern. This project is to remove surface rust and apply new coat of protective paint to extend the life of the asset. A more detailed analysis and project plan was undertaken late last year, and completed in early 2021, with five different life cycle options identified. In May, Council agreed with the option for substructure rehabilitation and deck steel maintenance. A consultant has been engaged to design and tender the works.
  57. Installation of a public washroom near the waterfront; a grant application was submitted for this project, but was not successful. Project design is underway, and it is anticipated that the project will be completed in late fall.

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58. This project involves replacement of the Fourth Street public washrooms, which are at the end of their useful life, and prone to backups during significant community events (i.e. Parades, summer markets, car shows). The tender for this project is currently being developed.
  59. The structure for the Downtown Bike Storage project has been ordered, and is expected to arrive in late summer. Installation will be in early fall.
  60. Concept & detailed designs for bike lanes on Resthaven Drive from McDonald Park Road to Beacon Avenue; this will include community engagement, with construction to follow. This project will likely be delayed until after completion of the upcoming Active Transportation Plan.
  61. Phase 1 of this Gas Tax funded project was completed in 2019, and involved resurfacing and rebuilding portions on the West Sidney highway bike trail; the project outcome will ensure a safe bike path that will strengthen connections to/from the existing residential areas on the west side of Sidney. Council recently considered a report to confirm that the Town's grant application for this project was unsuccessful, and additional phasing will be required. The 2021 portion of the work has been tendered, and a contract award is expected in early August, if within budget.
  62. Relocation of overhead utility wiring to underground, in conjunction with three specific development projects in the vicinity of Third Street and Sidney Avenue. The developers and BC Hydro are paying for the majority of this project, which is nearly complete.
  63. Improvements to Eighth Street include a new sidewalk, fencing and boulevard trees on the west side of Eighth Street in front of the Works Yard, and a crosswalk between Iroquois Park and Eighth Street. The design phase did not occur last year, and was pushed forward to 2021 along with the construction, which is approximately 30% complete.
  64. Some of Sidney's curb ramps, specifically along Beacon, are uneven and are not laid out to allow people with visual impairments to know they are approaching an intersection. This project involves improvements to the curb returns and let downs to improve accessibility on Beacon Avenue, at Third, Fourth and Fifth Streets. It is expected that curb ramps at both Third and Fourth streets will be completed in 2021.
  65. This is the final component of the KELSET (Reay Creek) dam replacement project. The project is slightly over budget, with one additional minor cost still to come. The Reay Creek Dam construction was a challenging project due to its accelerated schedule, environmentally sensitive location, and limited work area. Due to the schedule constraints, the project proceeded on a time and materials unit rate contract. This type of contract does have risks because any unforeseen circumstance, or delay can result in additional cost.

In 2020, the project encountered challenges with unforeseen ground conditions, and required a redesign of the fishway to limit impact to adjacent properties. This resulted in additional costs to both design and construct the dam, as well as additional

construction monitoring by the consultants. There was a storm event which resulted in a schedule delay, additional water management, and fish salvage. The project proceeded past DFO's recommended in-water works date, and therefore additional fish monitoring was required. These items, plus more, lead to unexpected cost overages.

In 2021, there were additional unforeseen costs. A summary of this work is below:

- Upon inspection of the dam, it was determined that the slope of the upstream face of the dam required additional rock to make it safer for people walking along the dam access road. Rock was added.
- At a certain water level, the dam hydraulics generated a loud helicopter sound (potentially nappe vibrations) which impacted nearby residents. KWL designed a simple solution to break this unforeseen effect by welding a steel bracket across the top of the spillway.
- After review of the site by the Town's safety officer, it was determined that the sluiceway control required a custom design to ensure worker safety during operations. This increased the manufacture and installation costs of this hand wheel.
- After the dam was complete, staff received reports of debris building up in the fishway. To prevent this, a debris boom was added in front of the fishway.
- The handrails and access path that were installed on the private property side of the dam required modification / improvement to allow staff to access the fishway in the absence of a formal access easement over the private property.

66. This project, approximately 60% complete at the time of this report, involves raising the grade at the Tulista Park sidewalk to prevent winter flooding, to widen it to 3 metres to better allow for multiple users, and to replace some of the trees with more suitable species for the location.

67. Completed under budget, this project involved resurfacing the playground at Resthaven Park with engineered wood chips.

68. The Peninsula Soccer Association's grant application for a turf field at Blue Heron Park was not successful. The application required up to \$322,500 in funding from the municipal partners; this budget amount represented the Town's funding commitment. The Association has not yet approached the Town regarding alternatives.

69. Staff have continued working with the CRD on options for this project, and have concluded that entering into a contract with CRD for the upgrade and maintenance of the SCADA system makes more sense than the Town going with its own system. Some upgrades, at Town cost, may be undertaken from this budget, but the ongoing maintenance contract will be a future year budget item.

## **FINANCIAL IMPLICATIONS:**

While a few capital projects have been completed, and year-to-date expenditures are mostly in line with budget, there are still many projects, particularly infrastructure projects, which are in progress or will commence in the second half of the year. Several projects

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are likely to be deferred to next year. The next quarterly report, which will be distributed near the end of October, will provide a better indication of expected year-end results.

There are no areas of major concern at this time. Currently, it is anticipated that the \$500,000 in Surplus funding that was used to balance the budget – and minimize the tax increase – may only be partially drawn upon. We may have a better estimate by the next quarterly report.

**RECOMMENDATION:**

That this report be received for information.

Respectfully submitted:

I concur:

I concur:

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Troy Restell  
Manager of Finance

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Andrew Hicik  
Director of Corp. Svcs.

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Randy Humble  
Chief Administrative Officer

|   | 2021<br>YTD Actual  | 2021<br>Budget      | YTD<br>Variance  | % of<br>Budget |    |
|---|---------------------|---------------------|------------------|----------------|----|
| <b>GENERAL OPERATING</b>                |                     |                     |                  |                |    |
| <b>GENERAL REVENUE</b>                  |                     |                     |                  |                |    |
| Taxation, Interest & Gov't Transfers    | \$ (14,291,620)     | \$ (14,437,200)     | \$ (145,580)     | 99%            | 1  |
|   | <b>(14,291,620)</b> | <b>(14,437,200)</b> | <b>(145,580)</b> | <b>99%</b>     |    |
| <b>LEGISLATIVE SERVICES</b>             |                     |                     |                  |                |    |
| Council                                 | 107,349             | 218,486             | 111,137          | 49%            |    |
| Committees                              | 4,000               | 5,000               | 1,000            | 80%            |    |
|   | <b>111,349</b>      | <b>223,486</b>      | <b>112,137</b>   | <b>50%</b>     |    |
| <b>GENERAL ADMINISTRATION</b>           |                     |                     |                  |                |    |
| Administrative Services                 | 344,745             | 659,736             | 314,991          | 52%            |    |
| Financial Management                    | 371,128             | 712,305             | 341,177          | 52%            |    |
| Driver Services                         | (37,970)            | (97,800)            | (59,830)         | 39%            | 2  |
| Common Services                         | 132,347             | 173,308             | 40,961           | 76%            | 3  |
| Computer Services                       | 316,533             | 548,350             | 231,817          | 58%            | 4  |
| Other                                   | (120,360)           | (186,003)           | (65,643)         | 65%            | 5  |
|   | <b>1,006,423</b>    | <b>1,809,896</b>    | <b>803,473</b>   | <b>56%</b>     |    |
| <b>ELECTIONS</b>                        |                     |                     |                  |                |    |
| Elections & Referendum                  | 6,000               | 6,000               | -                | 100%           | 6  |
|   | <b>6,000</b>        | <b>6,000</b>        | <b>-</b>         | <b>100%</b>    |    |
| <b>PROTECTIVE SERVICES</b>              |                     |                     |                  |                |    |
| Police Protection                       | 1,112,912           | 2,631,105           | 1,518,193        | 42%            | 7  |
| Court House                             | 16,068              | 31,666              | 15,598           | 51%            |    |
| Fire Protection                         | 884,525             | 1,539,611           | 655,086          | 57%            | 8  |
| Emergency Measures                      | 18,020              | 50,500              | 32,480           | 36%            | 9  |
| Building Inspection & Bylaw Enforcement | (400,403)           | (14,050)            | 386,353          | 2850%          | 10 |
|   | <b>1,631,122</b>    | <b>4,238,832</b>    | <b>2,607,710</b> | <b>38%</b>     |    |
| <b>TRANSPORTATION</b>                   |                     |                     |                  |                |    |
| Common Services                         | 581,586             | 1,172,991           | 591,405          | 50%            |    |
| Roads                                   | 462,902             | 829,069             | 366,167          | 56%            | 11 |
| Bus Shelters                            | 624                 | 181                 | (443)            | 345%           |    |
| Parking Lots                            | (11,352)            | (24,271)            | (12,919)         | 47%            | 12 |
| Dock & Port Facilities                  | (218,396)           | (239,517)           | (21,121)         | 91%            | 13 |
| Storm Drains                            | 114,842             | 228,533             | 113,691          | 50%            |    |
| Hydrants                                | 20,717              | 42,440              | 21,723           | 49%            |    |
| Other                                   | 115,084             | -                   | (115,084)        | 0%             | 14 |
|   | <b>1,066,005</b>    | <b>2,009,426</b>    | <b>943,421</b>   | <b>53%</b>     |    |
| <b>ENVIRONMENTAL HEALTH</b>             |                     |                     |                  |                |    |
| Solid Waste & Environmental Programs    | 132,615             | 298,935             | 166,320          | 44%            | 15 |
|   | <b>132,615</b>      | <b>298,935</b>      | <b>166,320</b>   | <b>44%</b>     |    |
| <b>DEVELOPMENT SERVICES</b>             |                     |                     |                  |                |    |
| Municipal Planning                      | 307,499             | 565,382             | 257,883          | 54%            |    |
|   | <b>307,499</b>      | <b>565,382</b>      | <b>257,883</b>   | <b>54%</b>     |    |
| <b>RECREATION &amp; CULTURE</b>         |                     |                     |                  |                |    |
| Parks                                   | 770,533             | 1,362,867           | 592,334          | 57%            | 16 |
| Library                                 | (14,767)            | (33,984)            | (19,217)         | 43%            | 17 |
| Senior's Centre                         | 68,222              | 119,324             | 51,102           | 57%            | 18 |
| Museums                                 | 94,124              | 157,267             | 63,143           | 60%            | 18 |
|   | <b>918,112</b>      | <b>1,605,474</b>    | <b>687,362</b>   | <b>57%</b>     |    |

|   | 2021<br>YTD Actual    | 2021<br>Budget   | YTD<br>Variance     | % of<br>Budget |           |
|---|-----------------------|------------------|---------------------|----------------|-----------|
| <b>FISCAL SERVICES</b>                          |                       |                  |                     |                |           |
| Internal Transfers to Reserves & Other Accounts | 2,471,672             | 2,300,390        | (171,282)           | 107%           | 19        |
| Debt Servicing                                  | 236,116               | 499,907          | 263,791             | 47%            |           |
| Other   | 27,527                | 98,000           | 70,473              | 28%            | 20        |
| Community Support                               | 614,694               | 781,472          | 166,778             | 79%            | 21        |
|   | <b>3,350,009</b>      | <b>3,679,769</b> | <b>329,760</b>      | <b>91%</b>     |           |
| <b>General (Surplus) / Deficit</b>              | <b>\$ (5,762,486)</b> | <b>\$ -</b>      | <b>\$ 5,762,486</b> |                |           |
| <b>WATER OPERATING</b>                          |                       |                  |                     |                |           |
| General Revenue                                 | \$ (1,444,859)        | \$ (2,263,096)   | \$ (818,237)        | 64%            | 22        |
| Administration                                  | 871,352               | 1,700,802        | 829,450             | 51%            |           |
| Operations                                      | (52,795)              | 258,694          | 311,489             | -20%           | 23        |
| Transfers to Reserves & Other                   | 298,100               | 303,600          | 5,500               | 98%            | 24        |
| <b>Water (Surplus) / Deficit</b>                | <b>\$ (328,202)</b>   | <b>\$ -</b>      | <b>\$ 328,202</b>   |                | <b>25</b> |
| <b>SEWER OPERATING</b>                          |                       |                  |                     |                |           |
| General Revenue                                 | \$ (1,501,194)        | \$ (2,574,725)   | \$ (1,073,531)      | 58%            | 26        |
| Administration                                  | 102,745               | 206,806          | 104,061             | 50%            |           |
| Operations                                      | 1,816,804             | 2,022,119        | 205,315             | 90%            | 27        |
| Transfers to Reserves & Other                   | 315,800               | 345,800          | 30,000              | 91%            | 24        |
| <b>Sewer (Surplus) / Deficit</b>                | <b>\$ 734,155</b>     | <b>\$ -</b>      | <b>\$ (734,155)</b> |                | <b>28</b> |
| <b>Total Operating (Surplus) / Deficit</b>      | <b>\$ (5,356,533)</b> | <b>\$ -</b>      | <b>\$ 5,356,533</b> |                |           |

|   | 2021<br>YTD Actual | 2021<br>Budget      | YTD<br>Variance   | % of<br>Budget | Note # |
|---|--------------------|---------------------|-------------------|----------------|--------|
| <b><u>Recurring Projects - Reserve Funded</u></b>         |                    |                     |                   |                |        |
| Computer Replacement Plan                                 | \$ 5,609           | \$ 210,000          | \$ 204,391        | 3%             | 29     |
| Transportation Vehicle Replacements                       | 3,590              | 10,000              | 6,410             | 36%            |        |
| Parks Vehicle Replacement                                 | 123,174            | 195,000             | 71,826            | 63%            | 30     |
| Sewer Vehicle Replacement                                 | -                  | 475,000             | 475,000           | 0%             | 31     |
| CSB Access Easement                                       | 80,000             | 80,000              | -                 | 100%           | 32     |
| Green Tech Projects                                       | -                  | 10,000              | 10,000            | 0%             |        |
| Sculpture Walk Purchases                                  | 31,940             | 30,000              | (1,940)           | 106%           |        |
| Meter Replacement Program                                 | 34,699             | 179,000             | 144,301           | 19%            | 33     |
|   | <u>\$ 279,012</u>  | <u>\$ 1,189,000</u> | <u>\$ 909,988</u> | <u>23%</u>     |        |
| <b><u>Recurring Projects - Current Revenue Funded</u></b> |                    |                     |                   |                |        |
| Workspace Efficiency Upgrades                             | \$ 854             | \$ 5,000            | \$ 4,146          | 17%            |        |
| Computer Equipment  | 1,563              | 5,000               | 3,437             | 31%            |        |
| RCMP Furnishings  | -                  | 10,000              | 10,000            | 0%             |        |
| Fire Equipment  | 9,112              | 39,750              | 30,638            | 23%            | 34     |
| Engineering Equipment                                     | 931                | 4,500               | 3,569             | 21%            |        |
| Transportation Equipment                                  | -                  | 10,000              | 10,000            | 0%             |        |
| Bus Stop Improvements                                     | -                  | 5,000               | 5,000             | 0%             |        |
| Hydro Box Revitalization                                  | -                  | 5,000               | 5,000             | 0%             |        |
| Downtown Garbage Containers                               | -                  | 5,000               | 5,000             | 0%             |        |
| Underground Wiring  | -                  | 20,000              | 20,000            | 0%             |        |
| Decorative Street Lighting                                | -                  | 30,000              | 30,000            | 0%             |        |
| Street Light Replacement                                  | -                  | 20,000              | 20,000            | 0%             |        |
| Public Works - Workspace Efficiency Upgrades              | 669                | 3,000               | 2,331             | 22%            |        |
| Parks Equipment   | 1,638              | 10,000              | 8,362             | 16%            |        |
| Annual Tree Planting Program                              | -                  | 20,000              | 20,000            | 0%             |        |
| Hydrant Upgrade   | 7,395              | 10,000              | 2,605             | 74%            |        |
| Water Equipment   | 4,666              | 10,000              | 5,334             | 47%            |        |
| Sewer Equipment   | -                  | 10,000              | 10,000            | 0%             |        |
| Access Hatches - Pump Stations                            | 263                | 50,000              | 49,737            | 1%             |        |
| Spare Pump  | -                  | 20,000              | 20,000            | 0%             |        |
|   | <u>\$ 27,090</u>   | <u>\$ 292,250</u>   | <u>\$ 265,160</u> | <u>9%</u>      |        |
| <b><u>Infrastructure Plan Projects</u></b>                |                    |                     |                   |                |        |
| Infrastructure Sidewalk & Curb - Ocean Ave                | \$ 19,966          | \$ 40,000           | \$ 20,034         | 50%            | 35     |
| Infrastructure Sidewalk - Bowerbank Road                  | 34,245             | 38,300              | 4,056             | 89%            | 36     |
| Infrastructure Sidewalk - Bevan Sidewalk                  | 32,128             | 211,400             | 179,272           | 15%            | 37     |
| Infrastructure Drain - Allbay Rd                          | 54,560             | 442,100             | 387,540           | 12%            | 38     |
| Infrastructure Drain - James White                        | 4,737              | 995,900             | 991,163           | 0%             | 39     |
| Infrastructure Sewer - James White Blvd                   | 4,737              | 721,900             | 717,163           | 1%             | 39     |
| Infrastructure Design - James White-Pat Bay Hwy           | 4,737              | 8,000               | 3,263             | 59%            | 39     |
| Infrastructure Drain - Amelia Ave                         | 2,631              | 10,000              | 7,369             | 26%            | 40     |
| Infrastructure Storm - Drain Melville Park                | 47,359             | 178,200             | 130,841           | 27%            | 41     |
| Infra Ardwell Storm Drain                                 | 284,235            | 485,000             | 200,766           | 59%            | 42     |
| Infra Ardwell Sanitary Sewer                              | 194,253            | 367,000             | 172,747           | 53%            | 42     |

|   | 2021<br>YTD Actual | 2021<br>Budget      | YTD<br>Variance     | % of<br>Budget | Note # |
|---|--------------------|---------------------|---------------------|----------------|--------|
| Infrastructure Curb, Gutter & Sidewalk - Ardwell Ave  | -                  | 111,400             | 111,400             | 0%             | 43     |
| Infrastructure Sidewalk - Orchard Ave 2nd to 3rd      | -                  | 10,900              | 10,900              | 0%             |        |
| Infrastructure Paving - Henry 5th to 4th              | -                  | 167,500             | 167,500             | 0%             | 44     |
| Infrastructure Paving - Piercy Ave                    | -                  | 91,700              | 91,700              | 0%             | 45     |
| Infrastructure Paving - Fifth St                      | -                  | 72,700              | 72,700              | 0%             | 45     |
| Repave Town Hall Parking Lot                          | -                  | 50,000              | 50,000              | 0%             | 46     |
| Infrastructure Water - Swiftsure Pl                   | 6,045              | 9,400               | 3,355               | 0%             |        |
| Infrastructure Water - Lochside Drive                 | -                  | 50,000              | 50,000              | 0%             | 47     |
| Infrastructure Water - Amelia Ave                     | 21,995             | 244,500             | 222,505             | 9%             | 48     |
| Infrastructure Water - Fire Lane #3                   | -                  | 129,200             | 129,200             | 0%             | 44     |
| Infrastructure Water - Henry Ave, Seventh Street west | -                  | 57,800              | 57,800              | 0%             |        |
| Infrastructure Water - Henry Ave, 4th to 3rd Streets  | -                  | 74,800              | 74,800              | 0%             |        |
| Infrastructure Sewer - Harbour Pump Station           | -                  | 63,600              | 63,600              | 0%             |        |
| Infrastructure Sewer - Rothesay Pump Station          | -                  | 61,800              | 61,800              | 0%             |        |
| Infrastructure Sewer - Amelia Ave                     | 2,631              | 10,000              | 7,369               | 26%            |        |
| Infrastructure Sewer - 10482 Resthaven                | 30,913             | 40,000              | 9,087               | 77%            |        |
|   | <b>\$ 745,170</b>  | <b>\$ 4,743,100</b> | <b>\$ 3,997,930</b> | <b>16%</b>     |        |

### **One Time Projects**

|                                      |            |            |          |      |    |
|--------------------------------------|------------|------------|----------|------|----|
| RCMP Heating System                  | \$ 108,559 | \$ 110,000 | \$ 1,441 | 99%  | 49 |
| RCMP Secure Parking                  | -          | 108,000    | 108,000  | 0%   | 50 |
| RCMP Cell/Interview Room Renovations | -          | 30,000     | 30,000   | 0%   | 51 |
| RCMP Internal Door Security          | -          | 30,000     | 30,000   | 0%   | 51 |
| Fitness Room Equipment Replacement   | 4,431      | 5,000      | 569      | 89%  |    |
| Town Hall Staff Bicycle              | -          | 1,200      | 1,200    | 0%   |    |
| Town Hall Electrical Service         | 12,173     | 120,000    | 107,828  | 10%  | 52 |
| Tempest - eInspections               | -          | 10,500     | 10,500   | 0%   | 53 |
| Tempest - Utility Account Change     | 6,004      | 6,520      | 516      | 92%  | 53 |
| Tempest - Licensing eApply           | -          | 28,250     | 28,250   | 0%   | 53 |
| Fire Hall - Mobile Inspections       | 3,622      | 10,000     | 6,378    | 36%  | 53 |
| SCBA Air Cylinder Replacement        | 266,029    | 274,000    | 7,971    | 97%  | 54 |
| Ferry Terminal Bldg Improvements     | 64         | 197,700    | 197,636  | 0%   | 55 |
| Fishing Pier Metal Painting          | 12,966     | 350,000    | 337,034  | 4%   | 56 |
| Engineering Survey Equipment         | 16,077     | 15,000     | (1,077)  | 107% |    |
| Waterfront Public Washroom           | 423        | 300,000    | 299,578  | 0%   | 57 |
| 4th St Washroom Replacement          | -          | 100,000    | 100,000  | 0%   | 58 |
| Downtown Bike Storage                | 256        | 35,000     | 34,744   | 1%   | 59 |
| Temporary Bike Parking               | 759        | 5,000      | 4,241    | 15%  |    |
| Resthaven Bike Lanes                 | -          | 80,000     | 80,000   | 0%   | 60 |
| Bike Path West of Hwy                | 12,251     | 549,000    | 536,749  | 2%   | 61 |
| Third & Sidney Underground Wiring    | 61,220     | 100,000    | 38,780   | 61%  | 62 |
| New Sidewalk - Lochside Drive        | -          | 37,100     | 37,100   | 0%   | 44 |
| Sidewalk Extension - Eight Street    | 75,629     | 350,000    | 274,371  | 22%  | 63 |
| Sidewalk - Eastview & Bevan          | -          | 50,000     | 50,000   | 0%   |    |
| Visitor Centre Curb Repair           | 7,375      | 10,000     | 2,625    | 74%  |    |
| Beacon Curb Return                   | -          | 45,000     | 45,000   | 0%   | 64 |

|  | <b>2021</b>         | <b>2021</b>          | <b>YTD</b>          | <b>% of</b>   |               |
|--|---------------------|----------------------|---------------------|---------------|---------------|
|  | <b>YTD Actual</b>   | <b>Budget</b>        | <b>Variance</b>     | <b>Budget</b> | <b>Note #</b> |
| PW Compound Extension/Fencing          | 24,952              | 33,900               | 8,948               | 74%           |               |
| Fifth Street Medians                   | -                   | 16,500               | 16,500              | 0%            |               |
| Tourist Info Centre Roof               | 154                 | 25,000               | 24,846              | 1%            |               |
| PW Admin Bldg Design                   | -                   | 25,000               | 25,000              | 0%            |               |
| Speed Reader Signs                     | -                   | 25,000               | 25,000              | 0%            |               |
| DCC Bylaw                              | -                   | 10,000               | 10,000              | 0%            |               |
| KELSEY (Reay Creek) Dam                | 37,918              | 25,000               | (12,918)            | 152%          | <b>65</b>     |
| Seaport Park Bricklock                 | 8,814               | 25,000               | 16,186              | 35%           |               |
| Tulista Park Sidewalk Improvements     | 56,210              | 200,000              | 143,790             | 28%           | <b>66</b>     |
| Skatepark Seating                      | 3,420               | 15,000               | 11,580              | 23%           |               |
| Rotary Park Chain Link Fence           | -                   | 40,000               | 40,000              | 0%            |               |
| Brethour Park Design                   | -                   | 30,000               | 30,000              | 0%            |               |
| Resthaven Playground Resurface         | 13,306              | 15,000               | 1,694               | 89%           | <b>67</b>     |
| Tree Guards                            | 20,865              | 25,000               | 4,135               | 83%           |               |
| Picnic Table Rose Garden               | 3,256               | 7,500                | 4,244               | 43%           |               |
| Melville Park Path Resurface           | -                   | 20,000               | 20,000              | 0%            | <b>44</b>     |
| Rathdown Park Playground Redevelopment | 3,146               | 40,000               | 36,854              | 8%            |               |
| Rotary Park Irrigation Replace         | -                   | 60,000               | 60,000              | 0%            |               |
| Blue Heron Park Turf                   | -                   | 107,500              | 107,500             | 0%            | <b>68</b>     |
| Senior Centre Kitchen Equip            | -                   | 30,000               | 30,000              | 0%            |               |
| Pump Stations Condition Assessment     | 4,323               | 20,000               | 15,677              | 22%           |               |
| SCADA System                           | -                   | 60,000               | 60,000              | 0%            | <b>69</b>     |
|  | <b>\$ 764,201</b>   | <b>\$ 3,812,670</b>  | <b>\$ 3,048,469</b> | <b>20%</b>    |               |
| <b>TOTAL CAPITAL</b>                   | <b>\$ 1,815,473</b> | <b>\$ 10,037,020</b> | <b>\$ 8,221,547</b> | <b>18%</b>    |               |