

To: **COUNCIL**

Meeting Date: **10/19/2021**

Subject: **Capital Status and Forecast Report**

Submitted By: **Yogesh Shah, Deputy City Manager Infrastructure Services**
Sheryl Ayres, Chief Financial Officer

Prepared By: **Mary Kennedy, Project Management Office Analyst**
Usama Seraj, Budget Analyst

Report No.: **21-238(IFS)**

File No.: **C1101**

Recommendation(s)

THAT Report 21-238(IFS) re: Capital Projects Status and Forecast Update as of August 31, 2021 be received;

AND THAT the closure of capital projects identified to be closed in report 21-238(IFS) be approved;

AND THAT the capital forecast changes requiring approval under the Budget Control By-law as identified in report 21-238(IFS) be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in report 21-238(IFS) be approved.

Executive Summary

Purpose

- To inform Council of that status and performance of the capital portfolio through August 31, 2021, including:
 - New projects created
 - Status of key projects
- To seek approval from Council for forecast changes and the closure and cancellation of projects as outlined in this report.
- As per the City's Budget Control By-Law, Council is to be provided updates related to capital forecast and status twice a year.

Key Findings

As of August 31, 2021 there are 221 open projects. This includes:

- 155 active projects underway (Approved, In Progress, Delayed)
- 45 projects where work is substantially complete (In Maintenance, Project work complete)
- 20 projects ready for closure
- 1 project to be cancelled

Since 2017, the City of Cambridge has approved 375 capital projects with an original approved community investment of \$266.4 million to maintain existing infrastructure and build new infrastructure. In this reporting period four new projects have been created. Of the projects approved in 2017, 2018, 2019, 2020, and 2021 the average percent complete for the portfolio of projects is 93%, 89%, 83%, 69% and 13%, respectively.

Based on current forecast (August 2021) the estimated cost to implement the approved 2017 - 2021 capital program is \$263.2 million. This current forecast is 2.5% lower than the original approved budget.

Financial Implications

The forecast changes as reported in the Comments section result in transfers to and from reserve and reserve funds as well as changes to other sources of funding such as debenture and external recoveries. The funding impacts of the forecast changes are as follows:

Overall net increase of \$2,393,099 in required funding.

- Net return of \$708,556 to various reserve funds as shown in Appendix A
- Net increase of \$1,135,495 in growth debt financing due to additional funding requirement for A/00471-40 Fountain St Soccer Facility Construction as previously reported and change in funding source for A/00150-10 Land Acquisition Confidential.
- Net increase of \$14,160 in debt financing due to additional funding requirement for A/00420-30 Preston Auditorium Design as previously reported.
- Net increase of \$390,000 in Federal Grant funding for project A/00459-40 Roof Replacement Hespeler Arena Rink 2.

- Net increase of \$1,562,000 in funding from external sources for A/00471-40 Fountain St Soccer Facility Construction project as previously reported and approved.

Background

The purpose of the capital investment program is to replace and maintain existing infrastructure and build new infrastructure required to support growth and intensification. Infrastructure built and maintained through the capital investment program supports and improves existing services provided by the City. Each year Council provides approval to fund a portfolio of projects, and reviews a nine-year forecast for future projects.

It is the mandate of the Project Management Office (PMO) to keep Cambridge's management team and the project management community informed. This is achieved by providing a variety of regular updates ranging from monthly status of projects to an annual report on the organization's progress at institutionalizing project management. Further, the PMO seeks to deliver successful capital projects by providing project management mentoring and coaching, and oversight for capital projects.

To enable project managers to operate efficiently and effectively while remaining accountable and transparent, the Budget Control By-Law (By-Law 152-14) identifies policies pertaining to budget control, including the requirement for status and forecast change updates to Council.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #2 - Governance and Leadership

Objective 2.5 Focus on the responsible management of financial resources, ensuring transparency and accountability.

Regular status reports provide an update on capital project status to Council and the community. This update is in addition to the project specific communication being provided to council by various project managers through the project life-cycle.

Comments

New Projects

Galt Arena Gardens – Emergency Brick Repair – A/01191-40

In July, it was observed that water infiltration has caused mortar and bricks to spall off the heritage designated Galt Arena Gardens building, causing portions of brick and mortar to fall onto the sidewalk. Emergency work was authorized by the Manager of Procurement under By-Law 19-187 to mitigate risks to passersby and to prevent service disruption for arena patrons. To track and manage this work, capital project A/01191-40 was created with a budget of \$165,000 funded from the Capital Works Reserve Fund. In this situation a non-competitive procurement, where the purchase of services was negotiated directly with only one supplier, was undertaken as unforeseeable events resulted in a situation where extreme urgency existed and the goods or services could not be obtained in time through a competitive process.

As this emergency work is in excess of \$100,000, staff are required to inform Council of the emergency work and procurement process. The repair work is now underway and expected to be completed by November 30th 2021.

Dickson Stadium Emergency Repairs – A/01258-40

A recent condition assessment on the Dickson Stadium revealed deterioration of the steel columns and some concrete structural elements. Until repairs could be made the structure was closed. Emergency repairs to the corroded steel columns and baseplates, localized repairs of concrete delaminations, and replacement of the damaged wood posts supporting the roof were required to reduce the risk of falling objects from the structure. Emergency work was authorized by the Manager of Procurement under By-Law 19-187 to mitigate risks and allow the stadium to reopen in time for the Fall Fair. This work is now complete.

To track and manage this work capital project A/01258-40 was created with a budget of \$95,000 funded from the Capital Works Reserve Fund.

Parking Lot Expansion – Bishop Operations Centre (1300 Bishop St) – A/01241-40

The 2021 Spring/Summer Program and Service Update Report: 21-123(CD) outlined the need for additional parking at the Bishop Operations Centre (BOC) as a result of the Covid-19 pandemic. The work was initially incorporated into the Operating Forecasting as part of the April financial update, upon further review it should have been classified as a capital project as it will result in a tangible capital asset for the City.

As such, project A/01241-40 was created to track the work and the Operating and Capital forecasting are being updated respectively. The project has a budget of \$125,000 funded from the Rate Stabilization Reserve Fund - Safe Restart Agreement.

Work to expand the parking lot is underway and includes installation of a pedestrian turn style for access to the facility.

Council Chamber Audio and Visual System – A/00794-40

In July 2021, Council approved moving project A/00794-40 Council Chamber Audio and Visual System Replacement forward from 2022 to 2021 via staff report 21-224(CRS). This will allow for critical system replacement work to occur in 2021 while Council Chambers are vacant. The project budget is \$264,000 and is funded from the Rate Stabilization Reserve Fund - Safe Restart Agreement.

Status of Key Projects – as of September 2021

2021 Road and underground infrastructure construction

In 2021, there were 8 City streets scheduled for reconstruction. As of mid-September, Hamilton Street/ Dover Street and Short Street are complete. The following reconstructions are ongoing:

Sheldon Drive – to be completed in October

Centre Street – to be completed in November

Rooshill Avenue/Millvue Street – to be completed in November

Salisbury Avenue – Phase 1 and 2 complete, phase 3 to occur in 2022

Up to date information about project scope, construction schedule, current status and contact information for respective projects can be found on the Current Projects website at: www.cambridge.ca/construction

Regional Projects

Reconstruction of King Street in Preston has been substantially completed, with all underground work and paving completed. Work continues on addressing deficiencies, and tree planting and hydro pole replacement remain outstanding in a few locations.

The 2021 works for Phase 1 of the reconstruction of Dundas Street between Beverly Street and Elgin Street are complete including surface asphalt, and the road is open. Phase 2 work will start in 2022 and continue into 2023, and includes reconstruction of Dundas Street between Hespeler Road and Beverly Street.

Work along Coronation Boulevard continues to create a new water pressure zone within Cambridge and the road remains partially closed.

Development

Work in Southeast Galt at the Treasure Hill/Morrison Creek Estates Development has started with site grading. Construction of municipal servicing, including construction of a sanitary pumping station, forcemain and trunk sanitary sewer, is expected to be underway this fall. The developer has executed a Credit for Service Agreement (CFSA) with the City, allowing this municipal servicing to proceed this year. Forecast changes to align project budgets with actual fees for the design of the Pump Station, forcemain and watermain, and tender prices for gravity sewer are included in this report. Updates for the remaining future construction projects included in the CFSA will be reflected in the 2022 Capital Budget and Forecast.

Through a separate CFSA, the Cambridge West developers are moving forward with municipal servicing, including reconstruction and realignment of Blenheim Road. In order to complete Blenheim Road realignment and railway crossing upgrades, it will be closed through the end of the year. According to the project schedule the road should reopen in early 2022. Updates for the 2023 construction projects included in the CFSA will be reflected in the 2022 Capital Budget and Forecast.

Major Projects

Recreation Complex – Site preparation and Servicing – A/00463-40, Design – A00463-30

Construction of Wesley Boulevard continues which will provide access to the future site of the Recreation Complex.

A Request for Quotations to retain a Project Management Firm has been posted publicly, and is scheduled to close on October 1, 2021. The Project Management Firm's first task will be to procure the design consultant team. The City and School Boards are working through the steps toward land conveyance and joint-use agreements.

In July, City staff submitted a Green and Inclusive Community Buildings Program grant application worth up to \$25M in available funding. The Province has not yet announced the successful candidates, however an update will be communicated to Council once an announcement is made.

Preston Auditorium Expansion Design – A/00420-30

In July and August, City staff met with representatives from 9 different facility user groups to gain a better understanding of each group's facility needs. Following those meetings, a revised facility program has been developed. Staff followed up with the user groups in September to ensure the program accurately reflects the information conveyed in the meetings. Staff are preparing several program options and associated budgets for consideration at a November Council meeting.

Fountain Street Soccer Facility Design – A/00471-30

Work continues on the site layout and design to support the Site Plan Application. The team is also working on a report for naming and sponsorship implementation.

Advanced Metering Infrastructure (AMI) Implementation – A/00238-40

As of August 31, 2021, there are now approximately 31,707 residents and businesses transmitting water meter data on the City's network. The COVID-19 pandemic has continued to delay the installation schedule. The delay will move the completion date into early 2022. Notification letters were resent to the West Galt and Preston Areas to encourage residents, who did not book an appointment in the initial stages of the deployment, to book their in-home meter install. Residents who do not book an appointment after receiving a number of reminder notices will be given a disconnect notice advising their water service will be disconnected if they do not book an appointment. Procurement of the remaining smart meters and transmitters will take place in September 2021.

Installations completed are as follows: Commercial (65%), West Galt (88%), Preston (88%), South Galt (78%), East Galt (66%), North Galt (69%), Hespeler (67%).

Trails, Active Transportation and Playgrounds

Procurement for the replacement of three playgrounds (Gail St Park, Northview Heights Lookout, Lincoln Park) is also moving forward with work completion targeted for June 1, 2022. A consultant has been hired to complete community consultation for the Linden Drive Park and the park is scheduled to open June 1, 2022. Bids to construct the Parklawn Cemetery Scattering garden has moved forward.

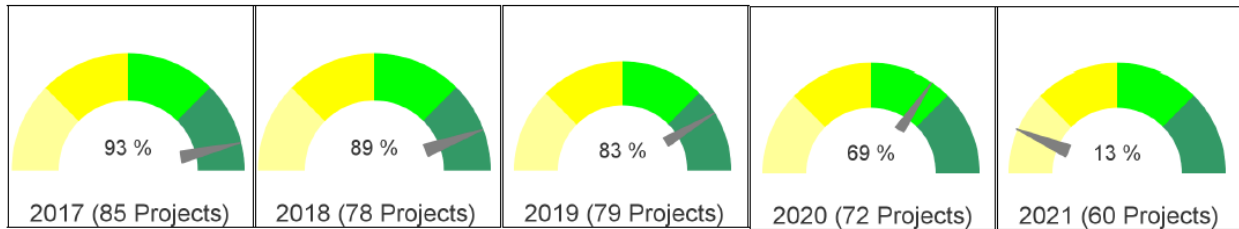
Design of a multi-use trail in Hespeler parallel to the river and Queen Street from Winston Boulevard to Guelph Avenue is underway.

Portfolio Status – August 31, 2021

As of August 31, 2021 there are 221 open projects. This includes:

- 155 active projects underway (Approved, In Progress, Delayed)
- 45 projects where work is substantially complete (In Maintenance, Project work complete)
- 20 projects ready for closure
- 1 project to be cancelled

Appendix B: Capital Project Status Report provides detailed information for all active and substantially complete projects. The following graphic summarizes percent complete as reported by project managers, organized by project approval year.



Observations from this analysis include:

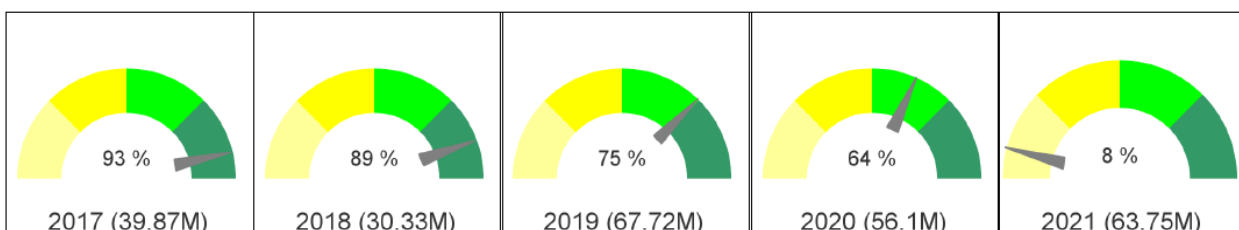
- Projects approved in 2020 and 2021 are not as far along as might be expected at this time of the year. This is attributed to impacts from the Covid-19 pandemic. Staff are reporting select material and supply delays which are impacting project time lines. Also, many project managers also work in areas that have seen an increase in operational work load as a result of the pandemic.

Budget Summary

As noted above, as of August 31, 2021 there were 155 active projects in the early planning phase (approved status), in progress or delayed.

Since 2017, the City of Cambridge has approved \$266.4M for community investments to maintain existing infrastructure and build new infrastructure. This includes capital projects approved during the annual capital budget process, as well as supplementary projects approved throughout the year, for a total of 375 capital projects approved over five years. Infrastructure built and maintained through the capital program supports and improves services provided by the City. Total approved capital projects by budget year are 85, 78, 79, 72 and 61 for the budget years 2017, 2018, 2019, 2020, and 2021 respectively.

The following graphic shows the average percent expended for the full project portfolio by approval year as of August 31, 2021. The dollar values in brackets provide the approved capital budget (as at Aug 31, 2021) by approval year (excludes forecast changes included in this report for approval).



Notes about active projects include:

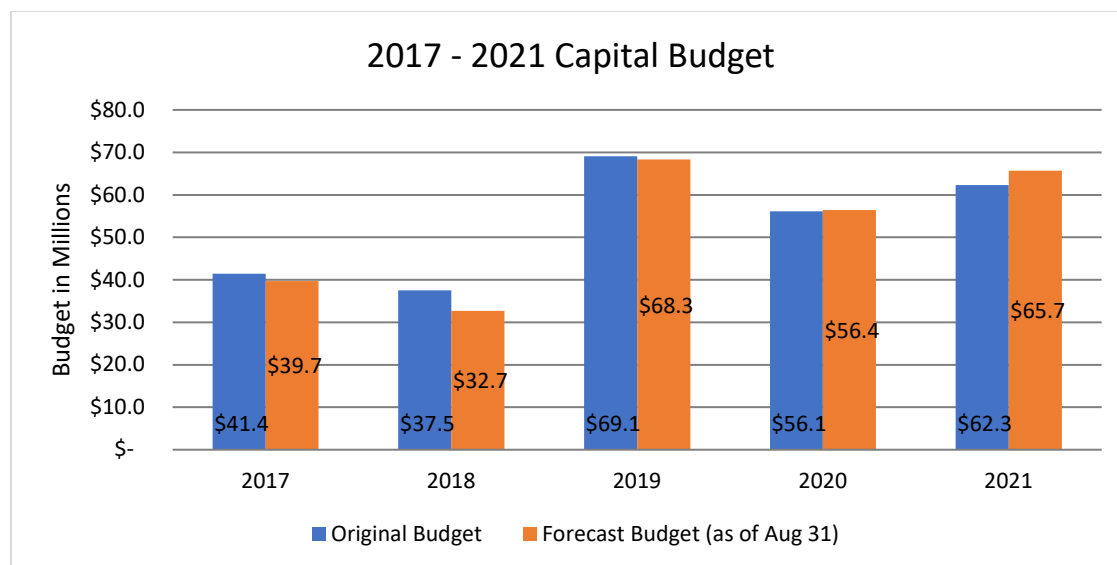
- As mentioned above, the Covid-19 pandemic is causing a lag in some project execution and spending.

Budget Comparison

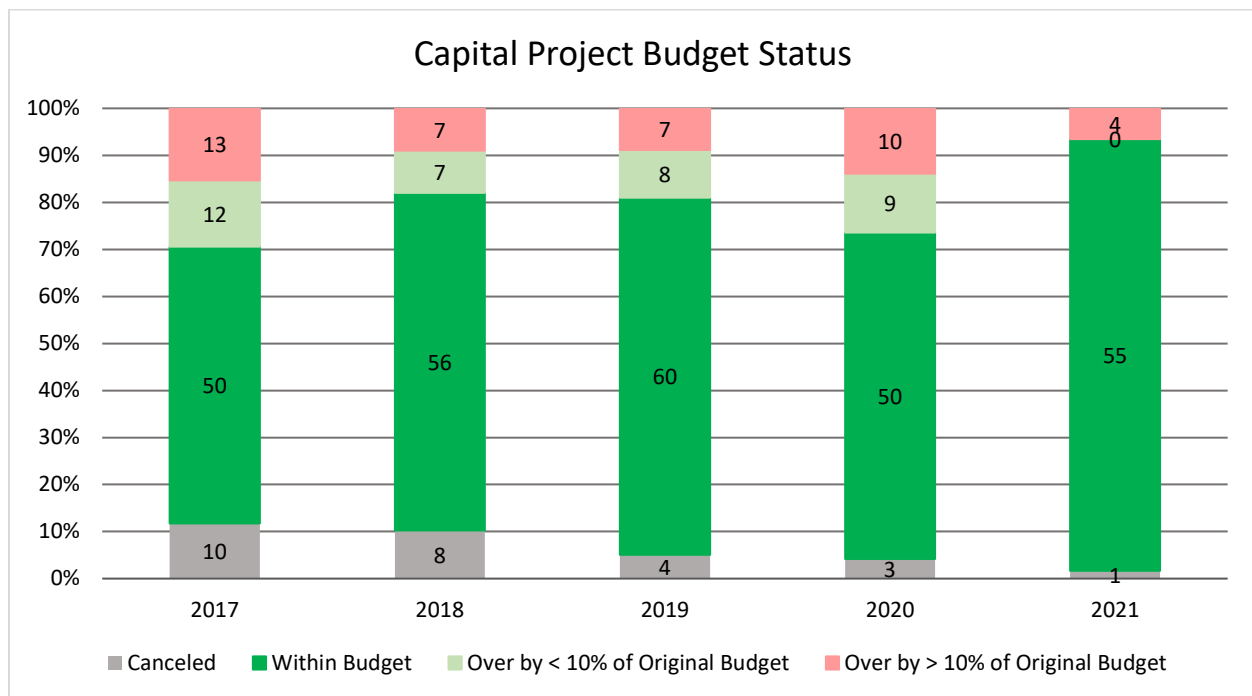
The following chart illustrates approval year original budget and current forecast budget including the forecast changes proposed in this report. Based on the current forecast (August 2021) the estimated cost to implement the approved 2017 - 2021 capital program is \$263.2M. This current forecast is 2.5% lower than the original approved budget. By approval year, the current plan cost is 3.0% less, 13% less, 1.2% less, 0.6% less, and 5.4% more than original approved budgets for 2017, 2018, 2019, 2020, and 2021, respectively. Guidelines suggest that a variance of within +/- 5% of the approved budget is an indication of efficient budget estimates.

The 2018 forecast which is 13% less than the original approval can be attributed to the cancellation of 8 projects (total budget return of \$1,387,151) and several road reconstruction projects being completed under budget. As noted above, 2018 projects are 89% complete.

The 2021 variance would have been more significant if the Fountain St Soccer Facility Construction project (A/00471-40) budget increase (\$3,490,217) was not offset by a budget reduction from the cancellation of the Beverly Street Underpass project (A/00983-40, returning \$2,717,064).



As illustrated in the chart below, according to the current forecast 59%, 72%, 76%, 69% and 92% of projects are expected to be completed within the original approved budget for the approval years 2017, 2018, 2019, 2020, and 2021.



Projects to be cancelled

There is one project to be cancelled in this reporting period. Project A/00983-40 Beverly Street Pedestrian Underpass was funded in 2021, however, after tendering the project it was identified that significantly more budget would be required to complete the work in 2021/2022. This increase cost is at least partially attributed to material and supply cost uncertainty and contractor availability for complex work during the Covid-19 recovery. It was determined that this project would be cancelled and re-budgeted in a later year.

Ready for Financial Close

There are 20 projects to be closed during this reporting period with a net savings of \$327,353. For these projects:

- 14 projects were completed below previous forecast amounts. A total of \$347,107 is being returned to reserves and reserve funds from these projects that were completed within budget. Construction efficiencies, receipts of grants, savings realized for provisional items and contingency allowed for the projects to be completed under budget.
- 6 projects require Council approval to draw additional funds from reserve funds as per the Budget Control By-Law.

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
Project closures requiring Council approval					
A/00150-10 Land Acq Confidential (15H008)	500,000	1,471,100	1,464,689	(6,411)	Reduce \$600,000 in Growth Funded Debenture and Increase Parkland Cash in Lieu funding by \$593,589 and close out this project.
A/00282-50 TS Data architecture and Process review (17F061)	200,000	200,000	203,295	3,295	Project complete. Draw \$3,295 from Cap Works RF and close out project.
A/00307-40 3403 MCGOVERN PUMPSTATION UPGRADE (17Y012)	790,000	873,339	887,194	13,855	Draw \$13,855 from WW Reserve and close out project. Additional equipment and work needed to address noise complaints
A/00414-40 FIRE HALL INFRASTRUCTURE - FIRE STATION 2 (19G003)	250,000	247,989	248,403	414	Project complete. Draw \$414 from Facility Mtce RF to close out project.
A/00695-40 Gore Fountain	55,000	57,244	58,252	1,008	Project complete. Draw \$1,008 from Cap Works RF to close this project.
A/01032-20 River Road Nhood - Plan & Service Study	100,000	100,000	107,593	7,593	Project complete. Draw \$6,834 from DCs General Government Studies and \$759 from Cap Works RF to close project
Total				19,754	Overspending

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
Project closures not requiring Council approval					
A/00069-40 Reg Prj / Back to River 1555 Fountain St (16C032)	1,450,000	1,450,000	1,278,728	(171,272)	Return \$57,092 to Cap Works RF, \$57,090 to Wastewater RF, and \$57,090 to Water RF and close this project
A/00142-10 Land Acquisition - 17 Cambridge St (16G100)	800,000	1,008,883	1,002,154	(6,729)	Project complete. Returning \$6,729 to Facility Mtce RF.
A/00173-40 Forbes Park Revitalization Phase I (16K008)	375,000	375,000	352,464	(22,536)	Project complete. Returning \$22,536 to Gas Tax RF.

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
Project closures not requiring Council approval					
A/00348-10 18F072 Fleet Replace (Asset 10406) (18F072)	72,600	72,600	60,882	(11,718)	Project complete. Return \$11,718 to Equipment RF.
A/00359-30 18G008 Farmers' Market Design (18G008)	100,000	100,000	98,470	(1,530)	Project complete. Return \$1,530 to Cap Works RF
A/00378-10 18Q006 Intergraph Computer Aided Dispatc (18Q006)	685,000	742,000	711,840	(30,160)	Project complete.Return \$30,160 to Cap Works RF
A/00383-40 18R005 Library Queen Sq Boiler Replac (18R005)	129,000	249,000	227,893	(21,107)	Project complete. Return \$21,107 to Gas Tax RF.
A/00421-40 Market Building Renovations	737,300	562,188	551,772	(10,416)	Project complete. Return \$10,416 to Cap Works RF.
A/00425-40 Cemetery Improvements (19M002)	400,000	396,515	388,122	(8,393)	Project complete. Return \$8,393 to Cemetery Improvements RF
A/00689-20 Strategic Plan (2020-2023)	100,000	100,000	73,486	(26,514)	Project complete. Return \$26,514 to Cap Works RF
A/00747-40 RehaSWM Pond 155 & 163 Design	500,000	60,000	52,902	(7,098)	Project complete. Return \$7,098 to Cap Works RF.
A/00803-40 cityONE (SAP) Enhancements 2020	350,000	350,000	348,694	(1,306)	Project complete. Return \$1,306 to Cap Works RF.
A/00951-40 Hespeler Arena Skylights (2020)	170,000	196,722	193,325	(3,397)	Project complete. Return \$3,397 to Cap Works RF.
A/01004-40 EV Charging Infrastructure	75,000	75,000	50,069	(24,931)	Project complete. Return \$24,931 to Cap Works RF
Total				(347,107)	Underspending

Project A/00150-10 Land Acquisition had previously been approved for \$600,000 in Growth-Funded Debentures via report 21-047(CD) Fountain Street Soccer Complex Operating Updates. Typically, Growth-Funded Debentures would imply that the debt would be funded from future development charges (DCs). However, land used for parks is ineligible for DC funding under the Development Charges Act as there is a separate legislative framework for acquiring parkland under the Planning Act. As such, the remaining unfunded portion of this project, \$593,589, is recommended to be funded from the Cash-in-Lieu of Parkland Reserve Fund in order to close out this project.

Forecast Changes Requiring Approval

Under the Budget Control By-Law 152-14, if the project is anticipated to have an overage exceeding the lesser of 10% or \$250,000 then that additional spending requires Council approval. Additionally, when funds are required to be drawn from a reserve or reserve fund, this draw requires Council approval.

There are seven forecast changes for this reporting period that require approval due to the need for additional funding from reserves or change in funding sources resulting in a draw from reserves. Two of these eight forecast changes were approved under the emergency provisions of procurement by-law. Forecast change(s) requiring approval are itemized in the following table, as detailed in the Status of Project Changes section above.

Project	Original Budget	Previous Forecast	Actual Cost To August 2021	Forecast Increase / (Decrease)	Funding Source & Comments
Project forecast changes requiring Council approval					
A/00081-20 Beverly St EA (Dundas St to Samuelson St (16C057)	150,000	459,482	361,231	20,000	Draw \$14,200 from Cap Works RF, \$2,900 from Wastewater RF and \$2,900 from Water RF to reflect anticipated expenditures.
A/00305-30 SE GALT 3237 DUNDAS ST PS, FORCEMAIN AND (17S015)	200,000	200,000	-	230,000	Draw \$225,000 from DC Wastewater RF and \$5,000 from DC Water RF to reflect actual tender prices of work to be completed by developer. Funding draw is offset by reduction on funding to DC Wastewater & DC Water RFs in project A/00225-30
A/00352-10 18F076 Green Fleet Initiative (18F076)	75,000	75,000	-	6,488	Draw \$6488 from Equip RF as per approved project change form. The additional cost are needed to accomodate future EV installations which will lower the cost of future installations as the infrastructure will be in place.
A/00975-20 Stormwater Master Plan Update	263,000	263,000	-	-	Draw \$87,667 from Cap Work RF, \$175,333 from DC Eng Studies RF, and return \$263,000 to DC Stormwater RF to correct funding sources as per DC study
A/00997-40 Cooper Street Relief Storm Sewer	270,000	270,000	21,279	-	Draw \$80,000 from Cap Works RF, \$90,000 from Wastewater RF, \$90,000 from Water RF and Return \$260,000 to Gas Tax RF as per approved Project Change form. Project scope has changed to include to design for full road reconstruction, including watermain and sanitary sewer components.
A/01191-40 Galt Arena Gardens – Emergency Brick Repair	-	-	-	165,000	Draw \$165,000 from Cap Works RF to complete emergency repairs. Project approved under emergency provisions of Procurement By-Law
A/01258-40 Dickson Grandstand Repairs	-	-	-	95,000	Draw \$95,000 from the Cap Works RF to complete emergency repairs. Project approved under emergency provisions of Procurement By-Law
Total net project increase				516,488	

Forecast Changes Not Requiring Approval

During this reporting period, there was one forecast change made within the limits of staff delegated authority under the Budget Control By-law. This is reported for information only and do not require Council approval.

Additionally, during the reporting period 10 forecast changes were made through separate reports to Council. These are included in this report for information only, in support of financial transparency by consolidating all forecast change impacts to reserve funds during the reporting period.

These forecast changes not requiring approval and previously approved by Council require total additional funds of \$4,921,028 and are reported in Appendix C.

Existing Policy/By-Law

The Budget Control By-Law 152-14 provides necessary guidelines to ensure accountability and controls for the financial management of the city. The By-Law includes Capital budget financial controls.

Financial Impact

The forecast changes as reported in the Comments section result in transfers to and from reserve and reserve funds as well as changes to other sources of funding such as debenture and external recoveries. The funding impacts of the forecast changes are as follows:

Overall net increase of \$2,393,099 in required funding.

- Net return of \$708,556 to various reserve funds as shown in Appendix A
- Net increase of \$1,135,495 in growth debt financing due to additional funding requirement for A/00471-40 Fountain St Soccer Facility Construction as previously reported and change in funding source for A/00150-10 Land Acquisition Confidential.
- Net increase of \$14,160 in debt financing due to additional funding requirement for A/00420-30 Preston Auditorium Design as previously reported.
- Net increase of \$390,000 in Federal Grant funding for project A/00459-40 Roof Replacement Hespeler Arena Rink 2.
- Net increase of \$1,562,000 in funding from external sources for A/00471-40 Fountain St Soccer Facility Construction project as previously reported and approved.

Public Input

No public input was sought in the preparation of this report. Report posted publicly as part of the report process.

Internal/External Consultation

This report is prepared using information provided by respective project managers through the project management software. The PMO Analyst and Budget Analysts meet regularly with project managers to review the status of their projects and to provide mentoring and coaching.

The PMO provides the Capital Project Status Report to the members of the Corporate Leadership Team and Senior Management Team on a monthly basis.

Conclusion

This report provides a summary of capital portfolio performance through August 31, 2021. After closing of 21 projects and cancellation of 1 project, the current capital project portfolio includes 221 ongoing projects. Of the projects approved in 2017, 2018, 2019, 2020, and 2021, the work for 93%, 89%, 83%, 69% and 13% is complete, respectively. Forecast changes are reported in accordance with the Budget Control By-law, and result in transfers to and from reserve funds as well as changes to other sources of funding such as debenture and external recoveries.

Signature

Division Approval

Reviewed by Legal Services



Name: Sheryl Ayres

Title: Chief Financial Officer

Departmental Approval



Name: Dave Bush

Title: Deputy City Manager, Corporate Services



Name: Yogesh Shah,
Title: Deputy City Manager, Infrastructure Services

City Manager Approval



Name: David Calder
Title: City Manager

Attachments

- Appendix A – Impact to Capital Reserve Funds
- Appendix B – Capital Project Status Report as of August 31, 2021
- Appendix C – Forecast Changes Not Requiring Approval

Reserve Fund	Actual Current Balance as of August 31, 2021	Committed to Capital Projects	Uncommitted Balance	Forecast Change Impact	Revised Balance
Capital Works Reserve Fund	\$ 3,776,955	\$ -	\$ 3,776,955	\$ 2,168,500	\$ 5,945,455
Wastewater Capital Reserve Fund	\$ 8,919,032	\$ -	\$ 8,919,032	\$ (49,665)	\$ 8,869,367
Water System Capital Res Fund	\$ 15,892,902	\$ -	\$ 15,892,902	\$ (35,810)	\$ 15,857,092
Cemetery Improvements	\$ 516,722	\$ -	\$ 516,722	\$ 8,393	\$ 525,115
Equipment Reserve Fund	\$ 5,279,524	\$ -	\$ 5,279,524	\$ 5,230	\$ 5,284,754
Facility Mtce RF	\$ 2,812,033	\$ -	\$ 2,812,033	\$ 4,983	\$ 2,817,016
Facility Mtce-Library	\$ 622,383	\$ -	\$ 622,383	\$ (170,000)	\$ 452,383
Gas Tax Reserve Fund	\$ 11,346,025	\$ (6,051,083)	\$ 5,294,942	\$ 38,143	\$ 5,333,085
Development Charges-San. Sewer	\$ (5,186,181)	\$ (1,986,619)	\$ (7,172,800)	\$ 89,200	\$ (7,083,600)
Development Charges-Storm Sew.	\$ 3,966,003	\$ (2,248,359)	\$ 1,717,644	\$ 263,000	\$ 1,980,644
Development Charges-Watermains	\$ 3,781,534	\$ (745,684)	\$ 3,035,850	\$ 136,400	\$ 3,172,250
Development Charges-Indoor Rec	\$ 15,808,423	\$ (5,415,362)	\$ 10,393,061	\$ (4,590)	\$ 10,388,471
Development Charges-Studies	\$ 1,497,410	\$ (765,420)	\$ 731,990	\$ (155,805)	\$ 576,185
Dev Charges-General Government	\$ 373,487	\$ (180,354)	\$ 193,133	\$ (6,834)	\$ 186,299
Parkland Cash in Lieu	\$ 107,067	\$ (3,796)	\$ 103,271	\$ (593,589)	\$ (490,318)
Rate Stabilization	\$ 5,778,316	\$ -	\$ 5,778,316	\$ (389,000)	\$ 5,389,316
Core Area Transformation Fund	\$ 19,110,395	\$ -	\$ 19,110,395	\$ (600,000)	\$ 18,510,395
Total	\$ 94,402,032	\$ (17,396,677)	\$ 77,005,355	\$ 708,556	\$ 77,713,911

Appendix B: Capital Project Status as of August 31, 2021 - Open Projects

Community Development

Development Engineering									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00215-40	SE Galt San & W/M Grth Related	Infrastructure Development	Adam Ripper	Greengate Developer has paid the City for their portion of the remaining Wesley Boulevard works. The Wesley Blvd extension and creek crossing is currently under construction in conjunction with the Bodale Developer.	In maintenance	95%	Jan-17 Nov-21	\$ 621,053.00	\$ 172,497.34
A/00221-40	SE Galt 2102 Infra Upsize Wesley Blvd, F	Infrastructure Development	Adam Ripper	Cost Sharing Agreement has been executed and pre-servicing agreement executed. Wesley Blvd trunk sewer work is nearing completion. Wesley Blvd. creek crossing foundation work has commenced.	In progress	60%	Jan-20 Nov-21	\$ 3,806,157.00	\$ 2,306,335.06
A/00225-30	SE Galt 3236 Dundas St Water Gravity Sew	Infrastructure Development	Adam Ripper	Project has been awarded to contractor. MTO permits and agreements being finalized. September construction start planned.	In progress	15%	Jan-17 Jul-22	\$ 1,080,600.00	\$ 1,080,600.00
A/00226-40	East Side 3134 San Pump Station RoyalOak	Infrastructure Development	Adam Ripper	All deficiencies have been addressed. City is awaiting MOE approval of RSC prior to final payment. Developer submitted the Risk Assessment to MECP in fall 2020.	In maintenance	98%	Jan-17 Dec-21	\$ 10,471,338.00	\$ 274,447.44
A/00305-30	SE Galt 3237 Dundas St PS, FM & WM	Infrastructure Development	Adam Ripper	90% design submission and Site Plan application have been submitted for Pumping Station. Contract for Linear works on Dundas (to Vanier Dr.) and Sanitary Pump Station has been awarded. Construction start Fall/Winter 2021.	In progress	20%	Jan-20 Sep-22	\$ 200,000.00	\$ 200,000.00
A/00431-30	East side EW and NS Collector Rd Design	Infrastructure Development	Alex Nichols	Design continues for EW Road. Working on coordination with adjacent landowners, Region, CPR.	In progress	80%	Sep-18 Dec-21	\$ 1,265,000.00	\$ 31,182.40
A/00391-40	Region - King Street (Dover to Bishop)	Reconstruction	Sarah Austin	All underground work and paving has been completed.	In maintenance	95%	Jun-19 Dec-21	\$ 7,844,000.00	\$ 2,161,263.36
A/00431-40	East Side EW Collector Rd	Infrastructure Development	Alex Nichols	Construction has yet to begin.	Delayed	0%	Jul-21 Dec-23	\$ 2,692,000.00	\$ 2,692,000.00
A/00432-40	East Side NS Collector (EW Rd-Allendale)	Infrastructure Development	Alex Nichols	Construction largely focused on dam	In progress	85%	Sep-19 Nov-21	\$ 13,502,374.00	\$ 2,229,776.89
A/00433-40	EastSide Stage 1 Interim SPS - Construct	Infrastructure Development	Alex Nichols	Construction continues on the pumping station (T2019-60). Some delay in finishing caused by Energy+ being delayed in installing hydro poles on Intermarket Road. Commissioning has been delayed (a few times) due to Energy+ delays.	In progress	90%	Sep-19 Sep-21	\$ 3,978,000.00	\$ 539,958.77
A/00679-30	CamWest - Blenheim Road Design	Infrastructure Development	Alex Nichols	Construction is currently underway.	Project work complete	100%	Sep-19 Dec-22	\$ 1,051,600.00	\$ 973,971.88
A/00736-40	Radford Road Cul-de-Sac - Construction	Infrastructure Development	Alex Nichols	Will be completed by the developer. The developer's schedule for this work is unknown at this time.	Delayed	0%	Apr-21 May-21	\$ 83,000.00	\$ 83,000.00
A/00909-20	Stormwater Management Funding Review	Community Planning	Sarah Austin	Virtual public information centre is available on EngageCambridge website. Confirmation of the recommended program will follow completion of the public engagement.	In progress	80%	Dec-18 Nov-21	\$ 164,161.00	\$ 86,505.05
A/00393-40	Region-Dundas St -Ph1 (Shade-Briercrest)	Reconstruction	Adam Ripper	Phase 2 work (from Lowell St to Shade St) has been completed to base asphalt.	In maintenance	90%	Apr-20 Jun-22	\$ 3,002,200.00	\$ 1,303,228.20

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00394-40	Dover Street PS - Construction	Renewal	Alex Nichols	Construction continues.	In progress	40%	May-21 May-22	\$ 5,070,930.00	\$ 3,993,503.05
A/00449-40	East Side Allendale Rd (Fountain St-NS)	Infrastructure Development	Alex Nichols	Construction complete. Some minor deficiencies will need to be addressed by contractor.	In maintenance	95%	Oct-20 Sep-21	\$ 5,945,182.00	\$ 703,722.35
A/00431-42	N Camb Railway Grade Separation	Infrastructure Development	Sarah Austin	Design is being finalized and cost sharing agreements with CP Railway are being negotiated.	Delayed	0%	Oct-21 Dec-22	\$ 11,607,600.00	\$ 11,607,600.00
A/00481-30	East Side NS Collector Rd Design	Infrastructure Development	Alex Nichols	Council has approved a request for a Credit for Service Agreement with the developer to allow them to lead this project.	In progress	0%	Jul-20 Oct-22	\$ 350,000.00	\$ 350,000.00
A/00975-20	Stormwater Master Plan Update	Community Planning	Sarah Austin	Work on this project has not yet begun.	Delayed	0%	Oct-21 Dec-22	\$ 263,000.00	\$ 263,000.00
Development Engineering								\$ 72,998,195.00	\$ 31,052,591.79

Infrastructure Engineering									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00001-30	Beaverdale Rd Recons Stg 3-Storm	Reconstruction	Walter Buettel	Consultant Wood has sent letter to GRCA, with response outstanding.	Project work complete	100%	Aug-08 Nov-21	\$ 61,909.00	\$ 5.29
A/00024-20	Riverside Dam Detailed Design	Renewal	Scott Macdonald	60% design complete. Stage 2 Archaeological Assessment complete. Community consultation complete.	In progress	60%	Jul-19 May-22	\$ 493,267.00	\$ 262,855.90
A/00064-30	Infrastructure Design 2016	Reconstruction	Jamie Croft	Five (5) 2018 Design Assignments have been awarded. Four Design Assignments Complete. Elgin St. Design still in progress. Elgin Street Design ongoing with change to multi use trail from bike lanes being reviewed to reduce utility	In progress	90%	Sep-16 Jun-22	\$ 967,292.00	\$ 135,566.19
A/00081-20	Beverly St EA/Design	Reconstruction	Prasad Samarakoon	Currently completing 100 % design submission.	In progress	100%	Feb-18 Dec-21	\$ 459,482.00	\$ 98,250.80
A/00091-30	Black Bridge Road and Bridge, Design	Reconstruction	Scott Macdonald	60% design to be completed in September. Environmental field investigations complete.	In progress	59%	May-18 Apr-22	\$ 1,470,669.00	\$ 668,160.60
A/00186-40	Neighbourhood Park Dev - Limerick	Park Development	Claire McLoughlin	Park grading was completed in December 2020. Topographic survey complete.	In progress	15%	Jan-18 Feb-22	\$ 115,000.00	\$ 113,319.94
A/00266-30	Queen Street Pumping Station Design 3412	Renewal	Prasad Samarakoon	Project can be close upon reaching 12 months maintenance period by End of Dec 2021. Design work completed. Contract administration/inspection continues until construction ends. Construction complete 100%.	In maintenance	100%	Jun-17 Dec-20	\$ 300,264.00	\$ 2,627.60
A/00319-30	Infrastructure Design 2018	Reconstruction	Jamie Croft	Dickson Streetscape Design is at 90% and this portion of the design is being shelved due to delay of construction to 2025. Additional scope to storm outlet identified as being required which will be advanced under this proj. Design Assignment 1 complete..	In progress	95%	May-18 Nov-21	\$ 500,000.00	\$ 87,312.14
A/00911-40	Retaining Wall Maintenance (50 Queen St)	Reconstruction	Kevin De Leebeeck	Work completed, in maintenance.	In maintenance	100%	Feb-19 Dec-21	\$ 94,000.00	\$ 6,415.31
A/00389-30	Infrastructure Design 2019	Reconstruction	Jamie Croft	Design Assignment 2 90% Complete	In progress	90%	Nov-19 Jan-22	\$ 399,868.00	\$ 130,085.84
A/00392-40	Regional Project - Franklin Blvd Improve	Reconstruction	Matt Holland	Project completed.	In maintenance	100%	May-19 Sep-21	\$ 931,073.00	\$ 28,949.00
A/00397-40	Elliott St and Burrows St Reconstruction	Reconstruction	Xin Huang	Construction completed	In maintenance	90%	Jan-19 Oct-21	\$ 2,166,961.00	\$ 130,881.98
A/00439-40	Queen St Pumping Station Upgrade	Renewal	Prasad Samarakoon	Project can be closed end of the maintenance period by End of Dec 2021. 100% of upgrade work complete. Currently working on completing minor plumbing deficiency.	In maintenance	100%	Mar-19 Dec-20	\$ 2,056,444.00	\$ 75,779.07
A/00440-40	Wright Ave and Goldie Ave Reconstruction	Reconstruction	Scott Macdonald	Trees have been planted.	Project work complete	100%	Jan-19 Jun-21	\$ 2,002,323.00	\$ 1,620.07

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A/00669-40	Old Mill Road Culvert Rehabilitation	Reconstruction	Prasad Samarakoon	Easement agreement in place with adjacent properties(ACL). Currently finalizing design work and preparing tender documents. This project will be tendered in the fall of 2021 and be constructed by Summer 2022.	In progress	0%	Jul-19 Dec-21	\$ 400,000.00	\$ 396,332.06
A/00670-40	Trenchless Sanitary Sewer Rehabilitation	Renewal	Prasad Samarakoon	Complete mainline CIPP work on Queen Street Trunk Sewer & Hedley St	In maintenance	100%	Feb-21 Dec-21	\$ 746,233.00	\$ 139,711.47
A/00687-40	Witmer Park Improvement	Park Renewal	Shane Taylor	Construction complete and accepted into maintenance September 30, 2020. 1-year warranty inspection to be completed September 2021. Pathway asphalt paving to be completed in spring 2021.	In maintenance	100%	Jul-19 Sep-21	\$ 258,340.00	\$ 31,022.16
A/00758-40	Trail Bridges Replacement (2019)	Active Transportation	Shane Taylor	All site work now completed. In maintenance until August 2021.	In maintenance	100%	Feb-19 Sep-21	\$ 637,000.00	\$ 19,421.32
A/00910-20	Blair/Preston Pedestrian Bridge - EA	Active Transportation	Shane Taylor	Report being reviewed by agencies, RARE and first nations. Report to Council will follow receipt of comments.	In progress	98%	Apr-19 Dec-21	\$ 179,052.00	\$ (24,837.72)
A/00442-40	Blair Road Culvert DV2162 Renewal	Reconstruction	Prasad Samarakoon	Project Substantially Completed.	In maintenance	100%	Jun-20 Dec-21	\$ 553,182.00	\$ 10,678.53
A/00444-30	Infrastructure Design (2020)	Reconstruction	Jamie Croft	Design Assignment 3: Rooshill/Milvue Complete, Neman Drive 90% complete, all others 60%. Design Assignment 4: Awarded to IBI, project kickoff complete, with base plans prepared.	In progress	40%	May-20 Sep-22	\$ 500,000.00	\$ 256,229.59
A/00464-40	Neighbourhood Park Dev - Highland Ridge	Park Development	Shane Taylor	Installation currently underway.	Delayed	90%	Apr-20 Oct-21	\$ 292,700.00	\$ 292,700.00
A/00465-40	Multi-Use Trail Development (2020)	Active Transportation	Claire Mcloughlin	Phase 1 construction complete and in maintenance. Environmental studies and design of future phases not yet underway, RFQ bid period closed, submissions in review	In progress	30%	Jun-21 Mar-22	\$ 204,000.00	\$ 135,877.44
A/00468-40	Gail St Park - Playground Replacement	Park Renewal	Claire Mcloughlin	RFQ out for bid, close September	In progress	0%	Jun-20 Jun-22	\$ 75,000.00	\$ 75,000.00
A/00470-40	Northview Heights Lookout Playground	Park Renewal	Claire Mcloughlin	RFQ out for bid, close September	In progress	0%	Jun-20 Jun-22	\$ 95,000.00	\$ 95,000.00
A/00471-30	Fountain St Soccer Facility Design	New Facility	Shane Taylor	Council has approved the concept plan and budget increase at August 11th meeting. Currently entering the Site Plan Approval stage.	In progress	50%	Mar-20 Jan-22	\$ 614,390.00	\$ 254,886.21
A/00667-40	Forest Rd Reconstruction	Reconstruction	Prasad Samarakoon	Forest Road Stage 1 (Churchill to Cedar St) 100% complete. Stage 2 (Cedar St to Victoria St) 100 % complete Substantially completed	In maintenance	100%	May-20 Dec-21	\$ 1,579,039.00	\$ 193,307.59
A/00674-40	Lutz St Reconstruction and Mill St Lot	Reconstruction	Xin Huang	Surface asphalt paved.	In maintenance	98%	May-20 Oct-21	\$ 1,098,762.00	\$ 148,342.59
A/00751-40	SWM Pond 118 - Design & Rehab	Renewal	Walter Buettel	Pond Rehab is now complete, restoration is complete. Outstanding issue at outfall of pond.	In maintenance	95%	Sep-20 Oct-20	\$ 650,000.00	\$ 123,040.44
A/00915-40	Clarence and Tannery Street Reconstruct	Reconstruction	Walter Buettel	Terracon has completed all site works	In maintenance	100%	Apr-20 Oct-21	\$ 2,264,164.00	\$ 275,773.48
A/00916-40	Selkirk and Tait Reconstruction	Reconstruction	Matt Holland	On maintenance period until October 2021.	In maintenance	95%	Apr-20 Oct-21	\$ 2,483,805.00	\$ 180,107.24
A/00917-40	Cambridge and Park Hill Rd East Reconstr	Reconstruction	Scott Macdonald	All phases substantially complete and in maintenance.	In maintenance	92%	Jan-20 Aug-22	\$ 4,142,578.00	\$ 1,173,865.73
A/00919-40	Lansdowne Watermain Replacement	Reconstruction	Xin Huang	Surface asphalt paved.	In maintenance	100%	Apr-20 Oct-21	\$ 401,321.00	\$ 25,162.18
A/00955-40	Devil's Creek Trail - Retaining Wall	Reconstruction	Prasad Samarakoon	Construction completed October 2020.	In maintenance	100%	Jan-20 Oct-21	\$ 71,087.00	\$ 0.34
A/00964-40	Fearnwood St, Shaw Ave and Trillium Ave	Reconstruction	Walter Buettel	Fearnwood, Trillium and Shaw undergrounds, services and base asphalt is complete. Landscaping now complete	In maintenance	95%	Aug-20 Jul-21	\$ 2,849,113.00	\$ 277,660.12

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A/00973-40	King Street Decorative Lighting	Community Improvement	Walter Malcolm	IBI completing design regarding the controllers, lighting product lines and required tree grates.	In progress	25%	Jan-20 Dec-21	\$ 630,000.00	\$ 617,820.78
A/00996-40	Francis and John St Watermain Reconstruc	Reconstruction	Xin Huang	Surface asphalt paved.	In maintenance	100%	Apr-20 Oct-21	\$ 382,919.00	\$ 12,169.12
A/00997-40	Cooper Street Relief Storm Sewer	Reconstruction	Matt Holland	Final report received and reviewed.	In progress	1%	Jan-20 Sep-23	\$ 270,000.00	\$ 248,720.99
A/00999-20	Dam Safety Assessments & Implementation	Condition Assessment	Scott Macdonald	Sanchez completing the reports.	In progress	75%	Jul-20 Sep-21	\$ 72,000.00	\$ 72,000.00
A/01030-20	Milling Rd Conceptual Development	Community Planning	Matt Holland	Preparing for PIC and Council meeting.	In progress	95%	Feb-20 Sep-21	\$ 50,000.00	\$ 10,489.48
A/01037-40	Grand Trunk Blair Trail Upgrade	Active Transportation	Shane Taylor	All work completed, maintenance inspection due November 2021.	In maintenance	100%	Aug-20 Nov-21	\$ 90,000.00	\$ 5,958.46
A/00398-40	Goddard Cres & Heroux Devtek Dr Top-coat	Reconstruction	Walter Buettel	Substantially Complete.	In maintenance	90%	Jul-21 Dec-21	\$ 315,529.00	\$ 247,342.19
A/00471-40	Fountain St Soccer Facility Construction	New Facility	Shane Taylor	Tender expected late fall 2021.	Approved	0%	Sep-21 Dec-23	\$ 12,458,217.00	\$ 12,458,217.00
A/00489-40	Centre, Short Reconstruction	Reconstruction	Matt Holland	Phase one (Concession to Elliot) work is completed to base asphalt including restorations. Phase two (Elliot to South including Short St) underground work is complete to Birch St. Road excavation has begun.	In progress	50%	Jan-21 Sep-22	\$ 2,026,771.00	\$ 1,569,892.85
A/00490-30	Infrastructure Design (2021)	Reconstruction	Jamie Croft	Tech Memo 1 for O.Reg. 406 Compliance Roadmap complete. Assessment of Past Use reports completed for all 2022 projects.	In progress	40%	Apr-21 Jun-22	\$ 330,000.00	\$ 306,668.98
A/00503-40	Playground Replacement - Lincoln Park	Park Renewal	Claire Mcloughlin	RFQ out for bid, close September	In progress	0%	Aug-21 Jun-22	\$ 95,000.00	\$ 95,000.00
A/00683-30	Mill Race Amphitheatre Consult & Design	Park Renewal	Claire Mcloughlin	Tender submissions over budget, departmental report submitted for review	In progress	5%	Mar-21 Dec-23	\$ 65,000.00	\$ 65,000.00
A/00749-40	SWM Pond 163 and 155 Retrofit	Renewal	Walter Buettel	Project started August 23rd. Pond 155 rehabilitation underway	In progress	10%	Aug-21 Dec-21	\$ 570,000.00	\$ 570,000.00
A/00762-40	Trail Bridge Replace - Riverside Park	Active Transportation	Walter Buettel	Awaiting Council Approval for Tender over budget, September 28th, 2021	In progress	0%	May-21 Jun-22	\$ 138,000.00	\$ 136,880.64
A/00984-40	Asphalt Resurfacing Program (2021)	Renewal	Walter Buettel	Complete. Minor Deficiencies remaining.	In maintenance	90%	Jun-21 Nov-21	\$ 669,718.00	\$ 118,037.71
A/01039-40	Salisbury Avenue Reconstruction	Reconstruction	Xin Huang	Construction of 2021 portion (Grand Ave to Brant Rd) of the project completed.	In progress	45%	Jan-21 Oct-23	\$ 3,761,841.00	\$ 2,133,135.04
A/01042-40	Hamilton St and Dover St Reconstruction	Reconstruction	Prasad Samarakoon	Project Substantially completed	In progress	98%	Apr-21 Oct-22	\$ 2,370,000.00	\$ 968,554.87
A/01043-40	Beverly Street Utility Relocations	Reconstruction	Prasad Samarakoon	Bell 360 on CP right of Way relocated and protect before CP underpass Construction work. Bell & Rogers received MC to proceed their scheduled work as part of Beverly St Reconstruction work	In progress	10%	Dec-22	\$ 150,000.00	\$ 90,407.31
A/01044-40	Rooshill Av and Millvue St Reconstruct	Reconstruction	Xin Huang	Construction continuous.	In progress	10%	Jan-21 Oct-22	\$ 1,344,218.00	\$ 1,344,142.31
A/01045-40	Sheldon Drive Reconstruction	Reconstruction	Xin Huang	Eastbound curb and base asphalt completed.	In progress	30%	Jan-21 Sep-22	\$ 1,009,276.00	\$ 1,009,121.53
A/01046-40	Highridge Crt Reconstruction	Reconstruction	Walter Buettel	Awaiting surface asphalt October 2021 when industrial schedule allows.	In maintenance	20%	Jun-21 Nov-21	\$ 314,254.00	\$ 314,025.54
A/01064-40	Boxwood Dr Reconstruction	Reconstruction	Walter Buettel	Substantially Complete	In maintenance	90%	Jun-21 Nov-21	\$ 226,240.00	\$ 226,240.00

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A/01065-30	SWM Pond Design & Rehab (151 & 167)	Renewal	Walter Buettel	RFP closed, awaiting award.	In progress	0%	Mar-21 May-22	\$ 50,000.00	\$ 50,000.00
A/01066-40	Region - Avenue Rd WM Restoration	Reconstruction	Scott Macdonald	Region has delayed the project until next year. They plan on tendering the project early in 2022 and start construction in March or April.	Delayed	0%	Jan-21 Aug-22	\$ 250,000.00	\$ 250,000.00
A/01067-40	Watermain Lining Rehabilitation (2021)	Reconstruction	Prasad Samarakoon	Currently finalizing candidates for CIPP lining & preparing a tender	In progress	0%		\$ 930,000.00	\$ 929,875.20
A/01092-40	Moffat Creek Channel Restoration	Renewal	Scott Macdonald	Project is on hold.	Delayed	0%	Jan-21 Dec-21	\$ 75,000.00	\$ 75,000.00
A/01112-40	Trail Develop - South Point Phase 1	Active Transportation	Shane Taylor	Coordination with developer on construction timing.	Approved	0%	Jun-22 Dec-23	\$ 70,000.00	\$ 70,000.00
A/01130-30	Trail Bridge Design 1	Active Transportation	Walter Buettel	Preparing RFP	In progress	0%	Aug-21 May-22	\$ 120,000.00	\$ 120,000.00
A/01159-20	Hespeler Pedestrian Bridge Environ Asses	Infrastructure Development	Matt Holland	Kick off meetings have been completed with various stakeholders. Permission to enter agreements are in place with private property. Field work is currently underway.	In progress	15%	Jan-21 Dec-22	\$ 250,000.00	\$ 236,055.31
Infrastructure Engineering								\$ 61,197,301.00	\$ 30,171,865.81

Planning Services									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00003-20	Zoning By-Law Update	Community Planning	Bryan Cooper	Project underway. Final draft comments sent to consultant. Waiting for final draft from consultant. Work still to be done internally to revise 2019 and 2020 site specifics.	In progress	90%	Jul-13 Dec-21	\$ 260,481.00	\$ 10,346.34
A/00007-20	Assessing Infilling & Intensification	Community Planning	John Blevins	Staff receiving comments regarding final draft of Hespeler Rd Secondary Plan & consultant is to provide recommendations regarding possible changes to the proposed Zoning By-law and the Galt Building Heights Study. Project manager on temporary secondment.	In progress	70%	Apr-15 Dec-21	\$ 463,266.00	\$ 87,308.42
A/00010-20	Urban Design - Galt Height Guidelines	Community Planning	Deanne Friess	Draft guidelines prepared and provided to steering committee. Next visualizations and schedule public consultation. Visualization proposals submitted by consultant. To be completed after Galt Core Heritage Conservation District Study.	In progress	75%	Jun-18 Dec-21	\$ 50,000.00	\$ 4,969.63
A/00223-20	East Side Lands MESP	Community Planning	Katherine Padgett	Secondary Plan timelines are being determined along with completion of technical studies	In progress	73%	Jan-16 Mar-22	\$ 150,000.00	\$ 150,000.00
A/00738-20	Growth Management Study Update (2019)	Community Planning	Bryan Cooper	This work will commence in Q1 2022 to allow time for the Region's OP update to inform the City's Growth Management Study. ROP completion is delayed.	Delayed	5%	Jan-22 Feb-23	\$ 250,000.00	\$ 219,750.33
A/00739-20	Galt Core Heritage Conservation District	Community Planning	Abraham Plunkett-Latimer	Phase One (Study Phase) is complete. The draft study was presented to Council on August 10th requesting direction to begin Phase Two (Plan Phase). Council deferred the decision to October 5, 2021.	In progress	50%	Oct-20 Mar-22	\$ 100,000.00	\$ 48,734.31
A/01163-20	Consulting Services - Planning	Community Planning	Sheryl Ayres	Final report from consultant has been received. Currently reviewing next steps and possible additional funding requirements.	In progress	100%	Mar-21 Sep-22	\$ 55,000.00	\$ 1,067.20
A/00399-20	EGalt Hrtg Conservation District Study	Community Planning	Laura Waldie		In progress	0%	Oct-21 Dec-22	\$ 100,000.00	\$ 100,000.00
Planning Services								\$ 1,428,747.00	\$ 622,176.23

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
Recreation and Culture									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00193-20	Special Events Strategy	Community Planning	Lesley Head	Report is completed. Under review by DCM.	Project work complete	98%	Jan-16 Mar-19	\$ 75,000.00	\$ 10,019.23
A/00420-30	Preston Auditorium - Design	Facility Renovation	Shane Taylor	Following Council direction, the project team is completing additional consultation with user groups and reworking functional programming options.	In progress	10%	Jan-20 Dec-23	\$ 1,024,165.00	\$ 932,829.32
A/00463-30	Recreation Complex - Design	New Facility	Mary Kennedy	The concept plan for the Joint Use Campus was approved by Council on Feb 18, 2020. Detailed design will commence once an architect has been retained.	Approved	0%	Jan-20 Jul-25	\$ 5,585,000.00	\$ 5,568,079.82
A/00420-40	Preston Auditorium Expansion - Construct	Facility Renovation	Shane Taylor	The expansion construction is dependent on development of a detailed design and construction tender package. Construction is not expected to start in 2021.	Approved	0%	Jan-22 Jun-24	\$ 12,975,800.00	\$ 12,975,800.00
A/00862-20	Older Adult Strategy	Community Planning	Alix Aitken	Working on RFP and Project Charter	In progress	5%	Sep-21 Sep-22	\$ 61,000.00	\$ 61,000.00
Recreation and Culture								\$ 19,720,965.00	\$ 19,547,728.37
Transportation Engineering									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00083-40	LED Street Lighting Installation	Renewal	Walter Malcolm	Phase 2, Decorative and Post top Street Light conversion - Procurement statement of work completed for installation component. Procurement statement of work completed for luminaires. Procurement to prepare documents for RFQ	In progress	64%	Jan-16 Nov-22	\$ 3,400,000.00	\$ 1,644,503.38
A/00002-30	Hespeler Trail Project - Queen to Guelph	Active Transportation	Shannon Noonan	PCC #1 Complete and 30% designs complete.	In progress	30%	Aug-20 Aug-21	\$ 142,211.00	\$ 61,719.47
A/00384-41	Dunbar Rd Active Transportation	Active Transportation	Jason Leach	Construction started end of March. Project scheduled for completion mid-May. Project Construction Completed	In progress	90%	Dec-19 Sep-21	\$ 717,383.00	\$ 40,453.47
A/00448-40	Railway Improvements	Renewal	Dennis Lopes	Major Improvements Work Plan Developed May - September 2021 Complete Minor Improvements (Signage & Pavement Markings) Completed Transport Canada Grant funding applications denied Transport Canada has advised to reapply, applications to be completed	In progress	60%	Jan-19 Oct-21	\$ 100,000.00	\$ 97,849.68
A/00734-20	Hespeler Village Core Area Parking Study	Community Planning	Shannon Noonan	Working on Request for Proposal to hire consultant, first draft of scope complete. Delayed to accommodate COVID-19 disruptions to parking patterns. Current anticipated resumption Spring/Summer 2021.	Delayed	12%	Mar-20 Dec-21	\$ 57,000.00	\$ 57,000.00
A/00735-40	Newman Drive Sidewalk Installation	Infrastructure Development	Dennis Lopes	Project Out for Tender, Closing August 30, 2021	In progress	60%	Mar-19 Oct-21	\$ 180,000.00	\$ 168,001.20
A/00980-40	Traffic Calming Implementation	Community Improvement	Shannon Noonan	Workplan prepared for 2021	In progress	50%	Jan-20 Dec-22	\$ 200,000.00	\$ 68,231.89

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00676-40	Railway Improvements	Renewal	Dennis Lopes	Transport Canada Funding Application denied Transport Canada has requested the City apply for a new grant fund, applications completed for new funding.	In progress	5%	Feb-21 Oct-21	\$ 300,000.00	\$ 300,000.00
A/00677-40	Parking Lot Renew - Library Queen Sq Lot	Reconstruction	Dennis Lopes	Detail Design in progress of being completed.	In progress	25%	Mar-21 Dec-21	\$ 150,000.00	\$ 150,000.00
A/01019-20	Intersection Assessment Study	Community Planning	Shannon Noonan	Preparing to start project	In progress	2%	Mar-21 Dec-21	\$ 75,000.00	\$ 75,000.00
A/01097-20	Residential Parking Bylaw Review	Community Planning	Shannon Noonan	Preparing to start project	In progress	2%	Mar-21 Dec-21	\$ 75,000.00	\$ 75,000.00
A/01098-40	Active Transport – Dunbar Road Phase 2	Active Transportation	Shannon Noonan	Continuing to seek funding	Approved	0%		\$ 320,000.00	\$ 320,000.00
Transportation Engineering								\$ 5,716,594.00	\$ 3,057,759.09

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
Corporate Enterprise									
Economic Development									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00690-40	Security Cameras Phase 3	Security & Risk Mgmt	Trevor McWilliams	Alliance successful contractor.	Delayed	20%	May-20 Oct-21	\$ 200,000.00	\$ 200,000.00
A/01036-20	Sponsorship & Advertising Strategy	Community Planning	Trevor McWilliams	Scheduled for Council approval September 28, 2021	In progress	95%	Sep-20 Sep-21	\$ 50,000.00	\$ 6,344.96
A/00914-20	Economic Development Strategic Plan	Community Planning	James Goodram	Staff is currently completing some Best Practices exercises by comparing and contrasting other Strat Plans	Approved	0%	Oct-21 Apr-22	\$ 100,000.00	\$ 100,000.00
Economic Development								\$ 350,000.00	\$ 306,344.96
Facilities									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00352-10	Green Fleet Initiative	Environmental Stewardship	Andrew Corstorphine	Project has been awarded.	In progress	55%	May-18 Apr-21	\$ 75,000.00	\$ 75,000.00
A/00417-40	Energy Management - Galt Arena	Facility Renovation	Andrew Corstorphine	Contractor working on deficiencies, waiting on materials to arrive.	In maintenance	90%	Mar-19 Jun-21	\$ 381,000.00	\$ 47,013.60
A/01015-30	Outdoor Pool Infrastructure	Facility Renovation	Andrew Corstorphine	Completing repairs.	In progress	75%	Feb-20 Dec-21	\$ 403,000.00	\$ 306,069.98
Facilities								\$ 859,000.00	\$ 428,083.58
Risk and Compliance									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00329-20	Enterprise Risk Management	Security & Risk Mgmt	Olu Ojikutu	Project is in progress with the ERM Software purchased, configured and live for incidents and certificates of insurance. The ERM framework has been documented and approved. Consultants to do operational risk assessments will be initiated fall 2021. .	In progress	55%	Jan-20 Mar-22	\$ 75,000.00	\$ 55,665.60
Risk and Compliance								\$ 75,000.00	\$ 55,665.60
Sustainable Design & Dev									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00195-30	Station 6 Design	New Facility	Steven Ruffini	LEED submission and 'close-out' documentation are under review,	Project work complete	98%	Aug-19 Jun-21	\$ 300,000.00	\$ 6,060.71
A/00102-40	Historic Post Office Renovations	Facility Renovation	Slobodanka Lekic	Roof anchor inspection log book is submitted to Idea Exchange.	In maintenance	99%	Mar-15 Dec-21	\$ 14,984,597.00	\$ 725,502.79
A/00196-40	Station 6 Construction	New Facility	Steven Ruffini	LEED submission and 'close-out' documentation are under review.	In maintenance	99%	Nov-16 Dec-21	\$ 4,272,470.00	\$ 212,903.72
A/00362-40	Riverside Grandstand Roof Replacement	Facility Renovation	Steven Ruffini	project tender is out for pricing	In progress	30%	Feb-18 Dec-21	\$ 392,440.00	\$ 372,186.67
A/00463-40	Rec Complex -Site Prep & Servicing	New Facility	Slobodanka Lekic	The deep trunk sewer on Wesley Blvd was installed and design was finalized on the creek crossing.	In progress	70%	Sep-19 Dec-21	\$ 4,400,000.00	\$ 2,985,248.64
A/00761-40	Heritage restoration, flat roof CCA/DDC	Facility Renovation	Slobodanka Lekic	Shop drawings are reviewed and approved.	In maintenance	96%	Feb-19 Jun-22	\$ 417,000.00	\$ 32,494.49
A/00693-30	Design - Facility Renovations	Facility Renovation	Slobodanka Lekic	Specs and drawings are in progress.	In progress	33%	May-20 Jun-23	\$ 70,000.00	\$ 42,736.94

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00949-40	DDC & Arts Centre Roof & Heritage	Facility Renovation	Slobodanka Lekic	Traffic lights are moved. Scaffold is installed. Shop drawings are approved.	In progress	14%	Jan-20 Jun-22	\$ 355,000.00	\$ 312,260.80
A/00459-40	Roof Replacement – Hesp Arena – Rink 2	Facility Renovation	Slobodanka Lekic	Pre-construction meeting is done. Shop drawings are in progress.	In progress	6%	Jan-21 Jun-22	\$ 918,062.00	\$ 895,892.00
A/00933-40	Heritage Reno - Galt Riverbank Bldgs	Facility Renovation	Slobodanka Lekic	Shop drawings are in progress. Storm window measurements are done on sites.	In progress	9%	Jan-21 Dec-21	\$ 130,000.00	\$ 120,434.79
A/00982-40	Roof Replace - Fire Hall Station 4	Facility Renovation	Steven Ruffini	construction start in September	In progress	5%	May-21 Dec-21	\$ 298,667.00	\$ 292,561.40
A/01191-40	Galt Gardens - Emergency Brick Repair	Facility Renovation	Slobodanka Lekic		Approved	0%		\$ 165,000.00	\$ -
A/01258-40	Dickson Stadium - Emergency Repairs	Facility Renovation	Slobodanka Lekic	Specs & drawings are done. The contractor is on the site, deteriorated concrete is removed.	In progress	40%	Sep-21 May-22	\$ 190,000.00	\$ -
Sustainable Design & Dev								\$ 26,893,236.00	\$ 5,998,282.95

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
Corporate Services									
Emergency Management									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00866-40	Special Event Public Safety Barricades	Security & Risk Mgmt	Guenevere Cliffe	We are currently in the process of purchasing the barricades and trailers.	In progress	80%	Apr-19 Jun-21	\$ 120,000.00	\$ (5,841.35)
Emergency Management								\$ 120,000.00	\$ (5,841.35)
Financial Services									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00365-40	Service Cambridge - Customer Care Portal	Technology Upgrades	Ahmed Kassad	Phase one was completed on schedule Phase two is now in progress - Validating workflows to confirm functionality	In progress	50%	May-19 Jun-21	\$ 100,000.00	\$ 82,136.03
A/00946-20	DC Update & Comm. Ben. Charge Study	Community Planning	Katie Fischer	Data input to service standards completed; consultants are preparing draft findings. Commencing review of CBC and parkland.	In progress	40%	Jun-21 Aug-22	\$ 102,000.00	\$ 83,609.43
A/00947-20	Rates & Fees Study	Community Planning	Katie Fischer	Staff are reviewing draft findings of user fee calculations and comparators as prepared by the consultants.	In progress	85%	Jan-20 Mar-22	\$ 118,000.00	\$ 15,900.66
Financial Services								\$ 320,000.00	\$ 181,646.12
Fire Services									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00505-10	Fire Services - SCBA & PPE	Equipment Purchase	Brad Churchill	Working on project charter and scope document.	In progress	2%	Feb-21 Dec-21	\$ 800,000.00	\$ 800,000.00
Fire Services								\$ 800,000.00	\$ 800,000.00
Technology Services									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00275-50	Employee Intranet Development	Technology Upgrades	Mohammad Mamun	Project has started and working with Communication team in defining the scope etc.	In progress	15%	May-21 Jun-22	\$ 100,000.00	\$ 100,000.00
A/00341-40	Amanda Roadmap Implementation (2018)	Technology Upgrades	Mohammad Mamun	Digitization plan is complete. Currently working on requirements for updates to film permit, trade licenses and permit rebates.	Project work complete	100%	Mar-18 Jul-21	\$ 175,000.00	\$ 13,950.85
A/00347-10	Disaster Recovery Site Enhancements	Security & Risk Mgmt	Mohammad Mamun	Emergency Management team is working on a comprehensive business continuity planning that will dictate the planning of DR implementation.	In progress	80%	Feb-18 Jun-21	\$ 150,000.00	\$ 68,772.49
A/00788-40	ActiveNet Roadmap Implementation 2019	Technology Upgrades	Mohammad Mamun	A number of ActiveNet related projects are currently ongoing such as New membership scanning system, e-signature and Replacement of digital display system.	In progress	60%	Mar-19 Dec-21	\$ 75,000.00	\$ 67,208.24
A/00793-20	Corporate Payment System Assess/Upgrade	Technology Upgrades	Mohammad Mamun	We are reviewing options for Payment system that works with TS systems.	In progress	40%	Mar-19 Dec-21	\$ 75,000.00	\$ 44,817.98
A/00795-40	Enterprise Content Mgmt Implementation	Networks & Information Mgmt	Mohammad Mamun	Implementation of base ECM system is still ongoing and schedule is impacted due to Covid-19.	In progress	70%	Jan-20 Dec-21	\$ 125,000.00	\$ 49,041.01
A/00796-40	Fire Technology Strategy Implementation	Technology Upgrades	Mohammad Mamun	TS is working closely with Cambridge Fire team in finalizing the CFD IT strategy. TS is working on a Project charter.	In progress	75%	Jan-19 Dec-21	\$ 100,000.00	\$ 31,916.51
A/00797-40	GIS Strategy implementation 2019	Technology Upgrades	Kirby Childerhose	Looking into previously completed GIS strat plan and define a roadmap. This project was delayed due to Covid-19 as GIS shifted the priority to Covid-19 related requests.	In progress	15%	Jan-21 Jun-22	\$ 100,000.00	\$ 79,421.05
A/00798-40	Service Desk Configuration Management an	Technology Upgrades	Ryan Small	Implementation for tracking hardware assets in the IT Service Management application is ongoing. Items brought in through integrations have been reviewed and completed	In progress	85%	Oct-19 Dec-21	\$ 90,000.00	\$ 29,770.80

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00407-10	Relational Database - Oracle MSSQL Upgrad	Technology Upgrades	Mohammad Mamun	Work is ongoing . Few applications have been upgraded so far and upgraded to Oracle 19C.	In progress	75%	Jan-20 Dec-21	\$ 190,000.00	\$ 78,960.96
A/00791-40	Corporate BI, Dashboard and Reporting 20	New Enterprise Application	Kirby Childerhose	We implemented Tableau and currently working with business to leverage the functionality and working on any pending dashboard requests.	In progress	75%	Jan-20 Dec-21	\$ 50,000.00	\$ 18,215.68
A/00922-10	IT Security Enhancements 2020	Security & Risk Mgmt	Ryan Small	Security roadmap, gap analysis and solution testing work is ongoing. Identity and Access Management solution phase 1 (test and PoC) of the Identity and Access Management Solution is complete.	In progress	30%	Jan-20 Dec-21	\$ 300,000.00	\$ 223,160.48
A/00923-10	MS Office and Exchange-End of Life 2020	Technology Upgrades	Ryan Small	Office rollout 90% complete. Exchange migration complete for 99% of all mailboxes.	In progress	90%	Jan-20 Oct-21	\$ 400,000.00	\$ 89,517.00
A/01000-40	Amanda Roadmap Implementation 2020	Technology Upgrades	Kirby Childerhose	Amanda v7 upgrade is in progress. Other initiatives are currently in progress such as Development charge automation, Film permit and Commercial folder online.	In progress	80%	Jan-20 Dec-21	\$ 200,000.00	\$ 176,292.02
A/01001-40	City-Wide Maximo Implementation 2020	Technology Upgrades	Mohammad Mamun	TS is working with the Business Unit to generate a prioritized list and working on timelines.	In progress	45%	Jan-20 Jun-21	\$ 300,000.00	\$ 129,671.12
A/00494-10	Laptop/Desktop Replace 4 Year Lifecycle	Technology Upgrades	Ryan Small	Some product has come in but deliveries continue to be delayed.	In progress	25%	Jan-21 Dec-21	\$ 180,000.00	\$ 112,624.11
A/00821-40	Cityone (SAP) Enhancements (2021)	Technology Upgrades	Mohammad Mamun	A number of initiatives are ongoing such as Integration with Maximo, ActiveNet, Cloud feasibility etc.	In progress	65%	Jan-21 Dec-21	\$ 350,000.00	\$ 144,302.33
A/01060-40	Sharepoint/ECM Roadmap Implementation	Technology Upgrades	Mohammad Mamun	Working on a comprehensive plan and looking for vendors to move SharePoint to Cloud. This project involves in moving the network files and also ECM/ Record management site.	In progress	10%	Sep-21 Jun-22	\$ 150,000.00	\$ 150,000.00
A/01061-40	Digital Transform Citizen Portal Enhance	Technology Upgrades	Mohammad Mamun	Initial assessment of a unified citizen portal is ongoing. A full framework to be developed in Q4 2021.	In progress	10%	Sep-21 Dec-22	\$ 250,000.00	\$ 250,000.00
A/01162-20	Tech Services Budget and Process Review		Mohammad Mamun	Reviewing the RFP responses.	In progress	15%	Apr-21 Dec-21	\$ 90,000.00	\$ 90,000.00
Technology Services								\$ 3,450,000.00	\$ 1,947,642.63

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
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Infrastructure Services

Asset Management									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00276-20	Asset Life Cycle Planning Tool Expansion	Community Planning	Johannes Krijnen	Upgrade to asset renewal planning system delayed to Fall of 2021; Reviewing existing Inframodex system and evaluating other systems available for upgrades. RFI to collect information on alternative systems was issued and has closed.	Delayed	45%	Oct-17 Dec-22	\$ 70,000.00	\$ 53,299.15
A/00966-40	Sanitary Forcemain Inspection	Condition Assessment	Matthew Zevenbergen	The second phase has been completed with the inspection of the Mc Govern Pump Station forcemain, June 10/2021.	In progress	80%	Jan-20 Dec-21	\$ 200,000.00	\$ 76,715.26
Asset Management								\$ 270,000.00	\$ 130,014.41

ES - Wastewater									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00261-20	Pumping Station Operating Procedure Dev	Strategy & Governance	Robert Black	10 of 17 O&M Manuals (99% completed) of pumpstations submitted to City for review. Reviewed with Wastewater Operators what GMBLuePlan have been doing and asked for any concerns or suggestions before the O&M Manuals have been finalized.	In progress	85%	Mar-20 Sep-21	\$ 246,661.00	\$ 92,147.53
A/00380-40	White Oak Pump Station Renewal	Renewal	Harpreet Sumra	In Maintenance.	In maintenance	100%	Sep-20 Feb-22	\$ 852,700.00	\$ 83,012.27
A/00510-20	Sanitary Locate Operating Procedure Dev	Strategy & Governance	Jason Alexander	-Consultation with internal stakeholders and comparison of what other Municipalities are doing , -Create Scope of work for project	In progress	5%	Aug-21 Dec-21	\$ 50,000.00	\$ 50,000.00
A/00755-40	Russ St Sanitary Pumping Station Renewal	Renewal	Robert Black	Met with contractors on site to discuss scope of work for mechanical needs. Pump 1 replacement ordered, due in October. Scope of work for electrical needs to be completed and discussed with electrical contractors.	In progress	10%	Jan-21 Dec-21	\$ 275,000.00	\$ 275,000.00
A/00756-30	King St Sanitary Pumping Station -Design	Renewal	Robert Black	6 bids submitted by contractors. City decided on one, but RFP needs to go to council September 14 to approve the cost that is over the estimate.	In progress	80%	Jan-21 Mar-22	\$ 150,000.00	\$ 150,000.00
ES - Wastewater								\$ 1,574,361.00	\$ 650,159.80

ES - Water									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00238-40	AMI Implementation	Renewal	Walter Malcolm	As of August 31, 2021, 31,707 meters are transmitting on the network. Completion by district are as follows: East Galt (65%), South Galt (77%), Preston (90%), West Galt (90%), Hespeler (55%), North Galt (68%).	In progress	82%	Jun-18 Feb-22	\$ 11,921,000.00	\$ 2,240,186.76
ES - Water								\$ 11,921,000.00	\$ 2,240,186.76

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
Fleet									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00136-10	Rep. Equip. - 3/4 ton Utility Truck 8335	Equipment Purchase	Michael Hewlett	Design specifications in development.	In progress	40%	Feb-17 Dec-21	\$ 120,700.00	\$ 120,700.00
A/00277-10	AVL System expansion	Technology Upgrades	Michael Hewlett	Main portion of project complete. Currently waiting for updates on new technology advancements of the AVL system from the vendor..	In progress	100%	Jun-17 Dec-21	\$ 64,700.00	\$ 2,480.76
A/00333-10	2-Way Radio Equipment Replacement	Equipment Purchase	Michael Hewlett	Mobile radio installation in progress. Portable (handheld) radios are in service.	In progress	85%	Jan-18 Sep-21	\$ 250,000.00	\$ 39,913.37
A/00337-10	Rep. Equip. 3 Ton Roll Off Unit (7968)	Equipment Purchase	Michael Hewlett	Specification in development.	In progress	20%	Feb-18 Dec-21	\$ 125,300.00	\$ 125,300.00
A/00351-20	Fuel Storage Tank Assessment	Condition Assessment	Michael Hewlett	BOC bulk fuel storage tank monitoring system currently being upgraded. Other remote inspections ongoing.	In progress	30%	May-18 Dec-21	\$ 80,000.00	\$ 75,524.59
A/00889-10	Equipment Growth (2019)	Equipment Purchase	Michael Hewlett	Growth procurement in this project are continuing at approximately 80% completion. RFQ submissions currently under review	In progress	80%	May-19 Dec-21	\$ 819,100.00	\$ 151,557.95
A/00895-10	Equipment Replacement (2019)	Equipment Purchase	Michael Hewlett	RFQ's for RTV's currently under review.	In progress	75%	May-19 Jun-22	\$ 1,035,567.00	\$ 304,157.31
A/00896-10	Fleet Equipment Replacement 2020	Equipment Purchase	Michael Hewlett	RFQ's currently under review for some of these asset replacements. Other specifications within this project currently in development	In progress	45%	Jan-20 Jun-22	\$ 3,190,285.00	\$ 1,594,655.13
A/00891-10	Equipment Growth (2021)	Equipment Purchase	Michael Hewlett	RFQ submissions under review. Sand groomer waiting on delivery.	In progress	45%	Jan-21 Dec-21	\$ 227,900.00	\$ 227,900.00
A/00897-10	Equipment Replacement (2021)	Equipment Purchase	Michael Hewlett	Specifications for assets remaining in this project are currently under development.	In progress	20%		\$ 2,114,000.00	\$ 1,872,499.68
A/01147-10	Light Fire Fleet (2021)	Equipment Purchase	Brian Arnold	Project responsibility moved to Fire. PO #201071 amended upwards, with approval from Finance, as factory incentive lowered by GM. Still well within budget.	In progress	25%	Feb-21 Feb-22	\$ 127,200.00	\$ 127,200.00
Fleet								\$ 8,154,752.00	\$ 4,641,888.79

Operations									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/01241-40	Parking Lot Expansion-BOC/1300 Bishop St	Renewal	Michael Hausser		Approved	0%		\$ 125,000.00	\$ 125,000.00
A/00473-40	Mount View Columbarium (2020)	Community Improvement	Shane Taylor	Units were installed November 11, 2020. 1-year warranty inspection to take place early November 2021.	In maintenance	100%	Mar-20 Nov-21	\$ 130,000.00	\$ 11,972.00
A/00504-40	Parklawn Cemetery - Scattering Garden	Community Improvement	Claire Mccloughlin	Tender submissions over budget, departmental report submitted for review	In progress	15%	Mar-21 Jul-22	\$ 75,000.00	\$ 73,694.82
A/00178-40	Riverside Park - Sports Netting	Park Renewal	Christopher Ziemski	Ongoing legal action in process. Awaiting further response from MTO to recoup costs. Realty Services working with legal counsel dealing with the matter and no updates have come forth to date.	Project work complete	99%	Sep-19 Sep-21	\$ 142,449.00	\$ -
A/00184-40	Centennial Park - Relandscape/Lights	Park Renewal	Christopher Ziemski	Dry stone wall re-build further delayed due to contractor schedule. Lighting review completed and pricing is being confirmed. The possibility exists that the lighting work may be able to be done yet this fall.	Delayed	75%	Jun-15 Oct-22	\$ 200,000.00	\$ 123,668.81

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00785-20	Corp Facilities Master plan & Fuel study	Community Planning	Michael Hausser	Memo included in April 1st CIP - highlighting next steps for Council. Division engagement discussions scheduled for April 8th.	Delayed	8%	Aug-19 Sep-21	\$ 250,000.00	\$ 250,000.00
A/00861-20	Parkland Strategy	Community Planning	Christopher Ziemski	RFP drafted and in Director review	Delayed	5%	Aug-19 Dec-22	\$ 227,300.00	\$ 227,300.00
A/01025-40	Grand River Access Point Improvement	Community Improvement	Christopher Ziemski	Submission made for Federal grant funds. DFO application submitted for review. Consultation on boat launch needs completed with Fire Dept. TMP being reviewed with Arborist.	In progress	48%	Sep-19 Jun-22	\$ 150,000.00	\$ 145,675.13
Operations								\$ 1,299,749.00	\$ 957,310.76
Project Management Office									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00149-10	Recreation Complex - Feasibility Study	New Facility	Mary Kennedy	Project team presented the Joint Use Campus Feasibility Study to Council Feb 18, School Boards Feb 22 and Library Board Feb 24. All endorsed planning for a community hub including two facilities. The Recreation Complex and Library to share a building.	In progress	80%	Mar-15 Dec-21	\$ 1,000,000.00	\$ 167,771.21
Project Management Office								\$ 1,000,000.00	\$ 167,771.21

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
Library									
Library									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00868-10	Library Computer Equipment (2019)	Technology Upgrades	Mirna Raponi	Staff computer purchase complete. Security cameras for one location complete. Internet management hardware installed. Security camera contract for a second location is awarded and cabling is installed.	In progress	90%	Jan-19 Jun-21	\$ 150,000.00	\$ 50,393.79
A/00476-10	Library Computer Equipment	Technology Upgrades	Mirna Raponi	RFP for server replacements is closing September 10, 2021. RFQ for computer replacements is complete.	In progress	50%	Jan-20 Dec-21	\$ 112,000.00	\$ 112,000.00
A/00479-10	Library Website Upgrade	Technology Upgrades	Mirna Raponi	RFP for website design is complete and being evaluated.	In progress	30%	Jan-20 Apr-22	\$ 66,000.00	\$ 66,000.00
A/00626-40	Library Roof Replacement - QS 1968	Facility Renovation	Mirna Raponi	Tender process is complete. Contract awarded.	In progress	45%	Oct-20 Nov-21	\$ 275,000.00	\$ 259,736.00
A/00872-10	Library Materials (2021)	Equipment Purchase	Mirna Raponi	Purchasing new library materials.	In progress	75%	Jan-21 Nov-21	\$ 108,000.00	\$ 108,000.00
A/00873-10	Library Computer Equipment (2021)	Technology Upgrades	Mirna Raponi	RFP process for a new RFID sorter including the evaluation of proposals is complete.	In progress	50%	Jan-21 Feb-22	\$ 118,000.00	\$ 118,000.00
A/00875-40	Library Queens Sq Entrance Renovations	Facility Renovation	Mirna Raponi		Delayed	0%	Jan-21 Jun-22	\$ 120,000.00	\$ 120,000.00
Library								\$ 949,000.00	\$ 834,129.79

Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
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Office of the City Manager

Corporate Communications									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/01022-20	Community Spirit Strategy Ph 1	Strategy & Governance	Susanne Hiller	Work to start once Strategic Plan is approved.	Approved	0%	Jul-21 Jun-22	\$ 90,000.00	\$ 90,000.00
Corporate Communications								\$ 90,000.00	\$ 90,000.00

Realty and Property Services									
Project Id	Project Name	Project Type	Project Manager	Work Completed	Project Status	% Completed	Schedule	Plan Cost	Unexpended
A/00263-10	Sanitary Sewer Easement Acquisition	Land/Property Acquisition	Paul Kan	7 of the 10 current easement files have been acquired. 3 are ongoing. No recent change	In progress	70%	May-16 Jan-21	\$ 300,000.00	\$ 280,200.28
A/00666-10	Land Acquisition 1 - Confidential	Land/Property Acquisition	Paul Kan	There are a total of 11 properties required for the Black Bridge project of which 5 have been acquired to date. Acquisition of 1000 Black Bridge Road scheduled to closed November 16, 2020.	In progress	60%	Mar-19 Dec-21	\$ 3,875,000.00	\$ 1,284,500.59
A/00746-10	Land Acquisition 2 - Confidential	Land/Property Acquisition	Paul Kan	Property requirement and business case to be determined.	Approved	0%	Aug-20 Dec-21	\$ 650,000.00	\$ 650,000.00
A/00675-10	Elgin St N Utility Easement Acquisition	Land/Property Acquisition	Paul Kan	Realty Services is securing easements from 9 properties. 8 of the property owners have agreed to terms and Realty Services is preparing agreements and reference plans. The 9th property owner has yet to respond. Realty Services is investigating further.	In progress	50%	Jan-20 Nov-21	\$ 100,000.00	\$ 78,039.68
Realty and Property Services								\$ 4,925,000.00	\$ 2,292,740.55

Project	Original Budget	Previous Forecast	Actual Cost To August 2021	Forecast Increase / (Decrease)	Funding Source & Comments
Project forecast changes not requiring Council approval					
A/00225-30 SE Galt 3236 Dundas St Water Gravity Sew (17S005)	1,080,600	1,080,600	-	(455,600)	Return \$314,200 to DC Wastewater RF and \$114,400 to DC Water RF. Funding reduction to reflect actual tender prices of work which is being completed by developer
Project forecast changes previously approved by Council					
A/00420-30 Preston Auditorium - Design (2020)	1,200,000	1,024,165	91,337	18,750	Increase debenture by \$14,160 and Draw \$4,590 as per approved report 21-186(CD)
A/00430-20 Master Fire Plan, Station Location Study	53,000	53,000	-	48,432	Draw \$67,690 from Cap Works RF, and Return \$19,528 to DC Studies RF as per approved report 21-202(CRS)
A/00459-40 Roof Replacement – Hesp Arena – Rink 2	827,000	827,000	22,170	91,062	Recognize grant funding of \$390,000 and reduce Facility Mtce RF funding by \$298,938 as per approved report 20-309(IFS)
A/00471-40 Fountain St Soccer Facility Construction	8,968,000	8,968,000	-	3,490,217	Recognize \$1,562,000 in Contribution from Others, Increase Growth funded debt by \$1,735,495 and increase Cap Works RF funding by \$192,722 as per approved report 21-134(CD)
A/00626-40 LIBRARY ROOF REPLACEMENT - QS 1968	275,000	275,000	15,264	340,000	Draw \$170,000 from Facility Mtce RF and \$170,000 from Facility Mtce - Library RF, as per approved report 21-166(CRS)
A/00746-10 Land Acquisition 2 - Confidential	650,000	650,000	-	600,000	Draw \$600,000 from Core Area Transformation RF as per approved report 21-180(OCM)
A/00749-40 SWM Pond 163 and 155 Retrofit	570,000	570,000	-	265,500	Draw \$265,500 from Gas Tax RF as per approved report 21-200(CRS)
A/00794-40 Council Chamber Audio and Video system upgrade	-	-	-	264,000	Draw \$264,000 from Rate Stabilization RF as per approved report 21-244(CRS)
A/00982-40 Roof Replace - Fire Hall Station 4	165,000	165,000	6,106	133,667	Draw \$133,667 from Facility Mtce RF as per approved report 21-163(CRS)
A/01241-40 Parking Lot Expansion – BOC	-	-	-	125,000	Draw \$125,000 from Rate Stabilization RF as per approved report 21-123(CD)
Total net project decrease				4,921,028	