

To: SPECIAL COUNCIL

Meeting Date: 6/28/2022

Subject: Capital Status and Forecast

Submitted By: Yogesh Shah, Deputy City Manager Infrastructure Services and Shery Ayres, Chief Financial Officer

Prepared By: Mary Kennedy, Project Management Office Analyst and Katie Fischer, Deputy Treasurer

Report No.: 22-009-IFS

File No.: C1101

Wards Affected: All Wards

RECOMMENDATION(S):

THAT Report 22-009(IFS) Capital Projects Status and Forecast Update as of April 30, 2022 be received;

AND THAT the closure of capital projects identified to be closed in report 22-009(IFS) be approved;

AND THAT the capital forecast changes requiring approval under the Budget Control By-law as identified in report 22-009(IFS) be approved;

AND FURTHER THAT transfers to and from reserve and reserve funds as identified in report 22-009(IFS) be approved.

EXECUTIVE SUMMARY:

Purpose

- To inform Council of the status and performance of the capital portfolio through April 30, 2022, including:
 - New projects created
 - Status of key projects
- To seek approval from Council for forecast changes and the closure 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 April 30, 2022 there are 246 open projects. This includes:

- 205 active projects underway (Approved, In Progress, Delayed)
- 26 projects where work is substantially complete (In Maintenance, Project work complete)
- 14 projects ready for closure, with 1 additional project that was previously reported as closed being re-opened to address late financial impacts

Since 2018, the City of Cambridge has approved 374 capital projects with an original approved community investment of \$288 million to maintain existing infrastructure and build new infrastructure. In this reporting period five new projects have been created.

Based on current forecast (April 30) the estimated cost to implement the approved 2018 - 2022 capital program is \$300 million. This current forecast is 4.2% higher than the original approved budget.

Financial Implications

The forecast changes result in a net draw from reserve funds of \$1,588,202 as follows:

- \$549,956 returned to reserve funds for projects that are being closed;
- \$726,023 returned to reserve funds based on forecast changes requiring Council approval;
- \$822,158 returned to reserve funds based on forecast changes under threshold and not requiring Council approval; and
- \$3,257,639 drawn from reserve funds based on forecast changes previously approved by Council through separate reports during the reporting period;
- \$428,700 drawn from DC reserve funds to replace tax-supported debt on the Recreation Complex Design project, as the DC Act no longer requires a 10% mandatory deduction to be funded from tax-supported sources.

Additionally the forecast changes include:

- \$1,674,216 increase in grant funding;

- \$428,700 decrease in tax-supported debt financing.

The impact of all forecast changes as of April 30, 2022 resulted in an overall net increase of \$2,833,718.

STRATEGIC ALIGNMENT:

- ☐ Strategic Action; or
- ☒ Core Service

Objective(s): Not Applicable

Strategic Action: Not Applicable

Program: Project Management Services

Core Service: Project Management Governance and Leadership

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.

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:

New Projects

To date in 2022, five new projects have been approved they are:

Project Number	Project Name	Budget	Approval mechanism
A/01282-10	Land Acquisition: 8 Water St S	\$640,000	22-001(OCM)
A/01283-10	Land Acquisition: 19 Cambridge St	\$2,000,000	22-002(OCM)
A/01284-20	Enhanced Customer Service Strategy	\$132,288	22-003(CRS)
A/01285-40	Streamline Dev Approvals - Tech Services	\$480,000	22-012(CRE)
A/01286-40	Streamline Dev Approvals - Planning	\$520,000	22-012(CRE)

Status of Key Projects – as of May 2022

[Recreation Complex – Site preparation and Servicing – A/00463-40](#), [Design – A00463-30](#)

Report 22-046-CD Recreation Complex & Idea Exchange – Conceptual Design and Updates was approved at the May 17, 2022 meeting of Council. As part of this report Council directed staff to procure design architects to complete two concept designs of graduated value and obtain Order of Magnitude cost estimates for each. Following completion of the concepts, staff will seek direction at a future Council meeting on which concept and budget to proceed into detailed design. The Waterloo Region District School Board (WRDSB) and Waterloo Catholic District School Board (WCDSB) have been quickly advancing the joint-school site design. City staff continue to work with the project management consultant, Colliers Project Leaders, in the development of terms of reference for joint-use agreements between the project partners. The Joint-Use Campus Coordination Committee (composed of City, Idea Exchange, WRDSB and WCDSB staff) continues to meet at regular intervals to discuss joint project-related matters. Staff provided an update to the May 31, 2022 Council meeting outlining

current progress on the Joint-Use Campus design, highlighting recent discussions between the project partners and next steps.

Preston Auditorium Expansion Design – A/00420-30

In December 2021, Council directed staff to proceed with Option C program – at 77,500 square feet including renovation of the existing ice pad and construction of a new ice pad with supporting change rooms, and facilities. Development of schematic design and Class D cost estimates is currently underway. It is anticipated that schematic design and Class D cost estimates will be presented to Council in July 2022.

Fountain Street Soccer Facility Design – A/00471-30

Construction tendering is complete and the contract has been awarded. Further information about this project was brought to Council in early June.

2022 Road and underground infrastructure construction

Construction is underway on 10 City streets. Work on Salisbury Road recommenced in mid-June, and South Street reconstruction will start in July. Work on watermain rehabilitation and asphalt resurfacing is also underway. The dam safety improvements and sanitary sewer trenchless rehabilitation projects have been awarded.

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.

Inflationary impacts and supply chain issues continue to have an effect on capital projects. Infrastructure Engineering is diligently tracking and controlling costs where possible.

Regional Projects

Phase 2 of the reconstruction of Dundas Street between Beverly Street and Hespeler Road began in May of 2022 and will continue into 2023.

The Region is installing new watermain along Avenue Road from Franklin Boulevard to Hespeler Road. Construction began in May and will continue into the Fall.

Water Street from Ainslie Street to Simcoe Street is planned for construction in 2022 to support the redevelopment of the Cambridge Mill, this work has not started yet. City watermain will be replaced as part of this work.

Development

Work in Southeast Galt in the area of Vanier Drive and Ripplewood Road to support development continues, including construction of a sanitary pumping station, forcemain and trunk sanitary sewer.

The Cambridge West developers continue work on municipal servicing. The realignment of Blenheim Road is complete and has opened to the public.

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

As of May 25, 2022, 38,642 residents and businesses are transmitting water meter data on the City's network.

Final Notice Letters have been sent to all residents and businesses 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 are receiving disconnect notices advising their water service will be disconnected if they do not book an appointment. Letters were sent to residents who requested a hold on the in-home meter installation for COVID-19 health concerns.

Installations completed to date are as follows: Commercial (87%), West Galt (99%), Preston (98%), South Galt (96%), East Galt (91%), North Galt (95%), Hespeler (95%).

LED Streetlight Conversion and King Street Decorative Lights – A/00083-40 and A/00973-40

Planning is underway for two lighting projects. About 4,177 existing non-standard and decorative post top lights will be converted to LED lights in 2022. The Request For Quotation (RFQ) related to the lighting fixtures has closed and been reviewed. The RFQ for the installation of the decorative lights is being prepared in May 2022. The King Street Decorative Lights project will see the installation of decorative lighting features in Preston in 2022. The lighting features will enhance the streetscape and act as an entrance feature to the City.

Trails, Parks, and Cemeteries

Initial pricing for four playground installations (3 replacements, 1 new) has been obtained and installation is tentative for fall 2022. The prices received are higher than originally estimated due mainly to project delays as a result of the COVID-19 pandemic and staffing resource constraints.

Work on the Scattering Garden at Parklawn Cemetery has resumed this Spring with installation of concrete bench pads, path grading and plantings.

Design work on an amenity for Soper Park will be undertaken in 2022, the design will be in-line with the visioning completed by Recreation Services in fall of 2021. The RFQ for the design work will be awarded in June.

Facilities

Necessary renovation to the Newland Pool to replace pool liners and improve water quality have been reviewed and a strategy for improving the overall user experience will be brought to Council in July for consideration. Design work is underway for improvements to Fire Station 4 to better accommodate a diversifying work force. A design consultant has been hired to develop specifications for the replacement of the Allan Reuter Centre elevator and for Dickson Stadium renovations.

Renovation at the Parklawn Office/Chapel building have started, while renovation of Greenhouse is on hold due to construction strike. Plumbing and electrical work has been completed for the installation of new extractor and dryer at Fire Station 3, the equipment has been ordered. Planned replacement of the roofs at the Ferguson Homestead and Cottage have been reviewed, work will move ahead to replace the cedar shakes at the Ferguson Cottage. A presentation will be made to the Municipal Heritage Advisory Committee (MHAC) in June regarding the Ferguson Homestead roof.

The Fire Department Training Tower renovation is out for tender. Riverside Grandstand Renovation is contracted, but has been delayed by the construction strikes, work will start when the strike has ended.

Heritage renovations at the Galt Riverbank buildings will be completed this summer. The Cambridge Centre for the Arts/David Durward Centre restoration work is complete. Hespeler Arena roof replacement is completed. The final grant report was submitted.

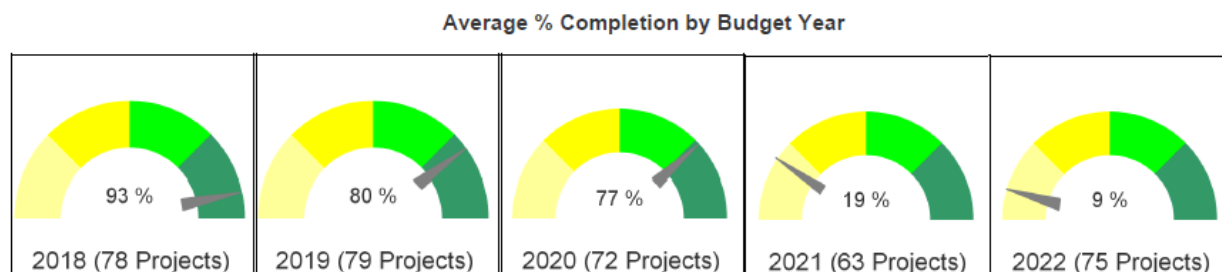
Portfolio Status – April 30, 2022

As of April 30, 2022 there are 246 open projects. This includes:

- 205 active projects underway (Approved, In Progress, Delayed)
- 26 projects where work is substantially complete (In Maintenance, Project work complete)
- 14 projects ready for closure, with 1 additional project that was previously reported as closed being re-opened to address late financial impacts

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 2021 and 2022 are not as far along as might be expected at this time. This is attributed to ongoing supply chain and resource availability issues. Staff are reporting select material and supply delays which are impacting project time lines.

Budget Summary

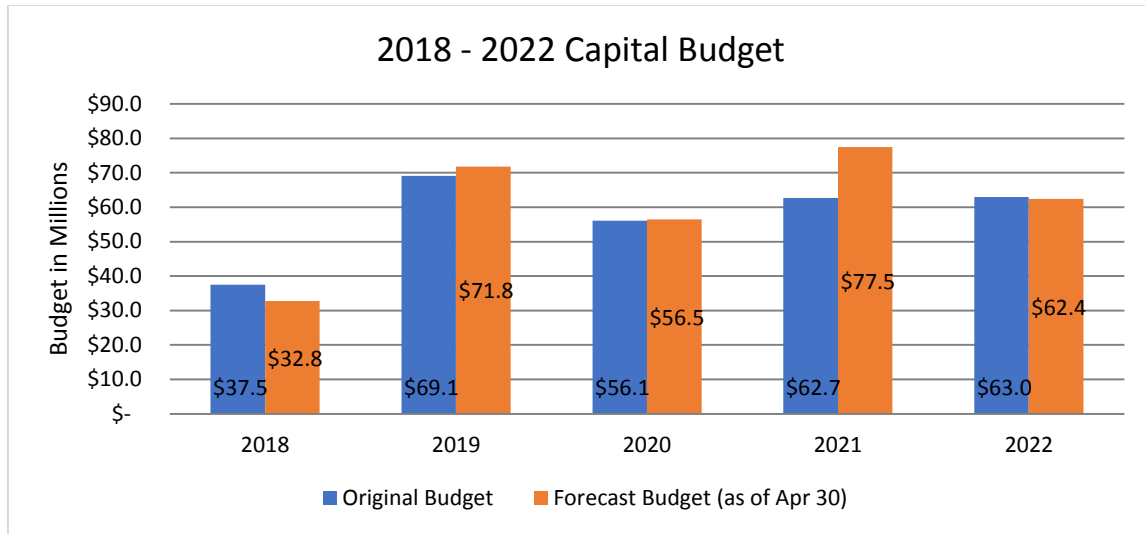
Since 2018, the City of Cambridge has approved \$288M for community investments to maintain existing infrastructure and build new infrastructure. This includes capital projects approved during the annual capital budget process, as well as supplementary projects approved throughout the year, for a total of 374 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 78, 79, 72, 63, and 82 for the budget years 2018, 2019, 2020, 2021, and 2022 respectively.

Budget Comparison

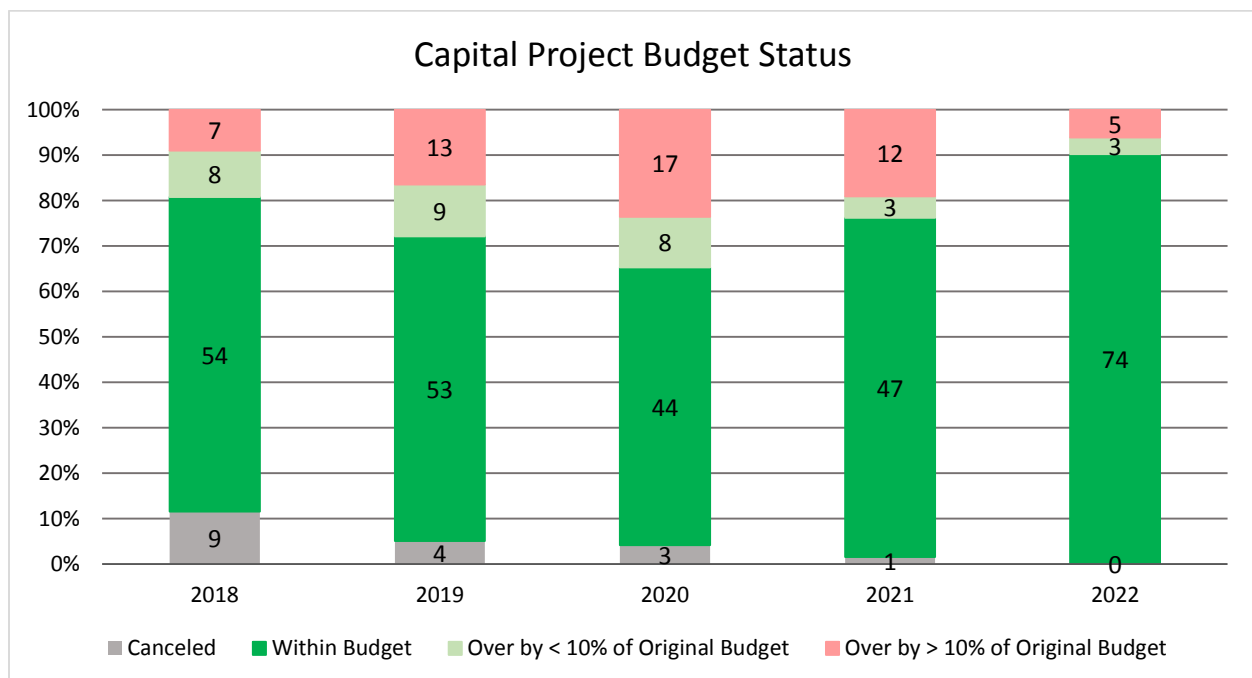
The following chart illustrates approval year, original budget and current forecast budget including the forecast changes proposed in this report. Based on the current forecast (April 2022) the estimated cost to implement the approved 2018 - 2022 capital program is \$300.2M. This current forecast is 4.2% higher than the original approved budget. By approval year, the current plan cost is 13% less, 4% more, 0.4% more, 23.6% more, and 2% less than original approved budgets for 2018, 2019, 2020, 2021, and 2022 respectively.

The significant differential in 2021 original budget versus current plan cost, can primarily be attributed to the increased scope of work for the Preston Auditorium Improvement and Expansion project.

Guidelines suggest that a variance of within +/- 5% of the approved budget is an indication of efficient budget estimates.



As illustrated in the chart below, according to the current forecast 69%, 67%, 61%, 75% and 90% of projects are expected to be completed within the original approved budget for the approval years 2018, 2019, 2020, 2021, and 2022.



Ready for Financial Close

There are 14 projects to be closed during this reporting period plus one additional project that was previously closed and had to be reopened to process a late invoice. For these projects:

- A combined net savings of \$549,958 is being returned to reserve funds. Construction efficiencies and savings realized for provisional items and contingency allowed for the projects to be completed under budget.
- 11 projects were completed below previous forecasted amount for all funding sources.
- 3 projects require Council approval to draw additional funds from reserve funds under the Budget Control By-Law.
- 1 project being closed was previously reported and approved.

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
Project closures not requiring Council approval					
A/00149-10 Recreation Complex - Feasibility Study (15H007)	6,000,000	1,000,000	832,230	(167,770)	Return \$16,777 to CWRP and \$150,993 to DC- Indoor Rec RF to close out project
A/00193-20 Special Events Strategy (16M200)	75,000	75,000	64,981	(10,019)	Return \$10,019 to Economic Development RF to close out project
A/00266-30 3412 QUEEN STREET PUMPING STATION DESIGN (17Y009)	300,000	300,264	299,737	(527)	Return \$527 to the Wastewater Capital RF to close out project
A/00351-20 18F075 Remote Fuel Storage Tank Assess (18F075)	80,000	80,000	25,224	(54,776)	Return \$54,776 to Equipment RF to close out project
A/00439-40 QUEEN ST PUMPING STATION CONST & DECOMMISSIONING (19Y011)	2,200,000	2,056,444	2,034,786	(21,658)	Return \$21,658 to Wastewater Capital RF to close out project
A/00506-10 Aerial Fire Truck (21Q003)	1,250,000	1,430,000	1,424,813	(5,187)	Return \$5,187 to Equipment RF to close out project
A/00626-40 LIBRARY ROOF REPLACEMENT - QS 1968	275,000	615,000	569,343	(45,657)	Return \$45,657 to Capital Works RF to close out project
A/00667-40 Forest Rd Reconstruction	1,571,000	1,579,039	1,460,147	(118,892)	Return \$2,983 to Capital Works RF, \$51,036 to Wastewater Capital RF, \$35,879 to Water System RF and \$28,994 to Gas Tax RF to close out project
A/00964-40 Fearnwood St, Shaw Ave and Trillium Ave Reconstruction	3,095,000	2,849,113	2,723,746	(125,367)	Return \$750 to Capital Works RF, \$21,899 to Wastewater Capital RF,

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
					\$29,274 Water System Capital RF, \$73,444 to Gas Tax RF to close out project
A/00982-40 Roof Replace - Fire Hall Station 4	165,000	298,667	280,349	(18,318)	Return \$18,318 to Facility Mtce RF to close out project
A/01241-40 Parking Lot Expansion – BOC	125,000	64,872	64,872	-	Close this project, previously returned \$60,127 to Rate Stabilization RF during December Forecast.
Total				(568,171)	Underspending

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
Project closures requiring Council approval					
A/00505-10 Fire Services - Self Contained Breathing Apparatus SCBA & PPE	800,000	800,000	801,940	1,940	Draw \$1,940 from Capital Works RF to close project
A/00821-40 CityOne (Sap) Enhancements (2021)	350,000	350,000	351,264	1,264	Draw \$1,264 from Capital Works RF to close project
A/01000-40 Amanda Roadmap Implementation (2020)	200,000	200,000	208,576	8,576	Draw \$8,576 from Building Permit Stabilization RF to close project
Total				11,780	Overspending

Project	Original Budget	Previous Forecast	Actual Cost	Over / (Under)	Funding Source / Comments
Project closures previously approved by Council					
A/00397-40 Elliott St and Burrows St Reconstruction (19C040)	2,335,000	2,185,346	2,191,779	6,433	Previously closed project with new transactions. Draw \$499 from the Capital Works RF, \$1,651 from the Wastewater Capital RF, \$2,525 from the Water System RF and \$1,758 from the Gas Tax RF.
Total				6,433	Overspending

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 9 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. Forecast changes requiring approval are itemized in the following table.

Project	Original Budget	Previous Forecast	Actual Cost to April 2022	Forecast Increase / (Decrease)	Funding Source & Comments
Project forecast changes requiring Council approval					
A/00476-10 LIBRARY COMPUTER EQUIPMENT (20R003)	112,000	112,000	7,564	22,000	Draw \$22,000 from Capital Works RF for additional computer replacements
A/00714-40 Region - Dundas St Ph2 Hespeler to Shade	3,390,000	3,390,000	-	(804,061)	Update project forecast based on Regional tender, drawing \$25,021 from Water RF and returning \$761,308 to CWRF and \$67,774 to Wastewater RF.
A/00794-40 Council Chamber Audio and Video system upgrade	264,000	264,000	53,524	3,620	Draw \$3,620 from Safe Restart Funding from the Rate Stabilization Reserve based on anticipated costs.
A/00997-40 Cooper Street Relief Storm Sewer	270,000	270,000	23,009	-	Draw \$8,134 from Gas Tax RF returning same amount to Capital Works RF to align with reporting to AMO.
A/01014-40 Renovation - Greenhouse	233,000	233,000	304	22,418	Draw \$22,418 from Facility Maintenance RF based on anticipated costs.
A/01062-40 Amanda Roadmap Implementation	450,000	450,000	-	-	Draw \$36,800 from Building Permit RF returning same amount to Capital Works RF, to align with anticipated work associated with Building Services.

Project	Original Budget	Previous Forecast	Actual Cost to April 2022	Forecast Increase / (Decrease)	Funding Source & Comments
A/01065-30 SWM Pond Design & Rehab (151 & 67)	50,000	45,000	19,141	5,000	Draw \$5,000 from the Capital Works RF for contingency.
A/01123-40 Library - Bldg Envelope Repair (Preston)	181,800	181,800	-	135,000	Reflect \$135,000 in grant funding. Construction costs continue to escalate current project budget is inadequate without this additional funding.
A/01169-30 Excess Soil - Compliance Updates	300,000	300,000	27,475	25,000	Additional future road reconstruction excess soil reporting requirements and candidates may be required. Draw \$7,500 from the Capital Works RF, \$8,800 from the Wastewater Capital RF and \$8,700 from the Water System Capital RF.
Total				(591,023)	Underspending

In January 2022, Council enacted by-law 22-003 to amend the City's development charges (DC) by-law following legislative changes that took place in 2019 and came into force in 2020. One of these changes was that the City is no longer required to fund a 10% mandatory deduction from taxes on projects for recreation, parks, library, and certain growth-related studies. Another of these changes was that certain "studies" projects would no longer be eligible for DC funding, such as A/00738-20 Growth Management Study Update. These changes as a result of the legislation and the City's DC background study update and amending by-law resulted in net funding of \$310,420 back to tax-related reserve funds and a reduction of tax-supported debt of \$428,680. These are offset by draws from relevant DC reserve funds such that there is no net change to the overall total project budgets. The 13 projects impacted and their associated forecast changes are itemized in the table below.

Project	Original Budget	Previous Forecast	Actual Cost to April 2022	Forecast Increase / (Decrease)	Funding Source & Comments
Project forecast changes resulting from DC Act Changes					
A/00186-40 Neighbourhood Park Dev - Limerick (17K012)	115,000	115,000	8,405	-	Returning \$11,500 to Capital Works RF and drawing same amount from DC Outdoor Rec RF.
A/00463-30 Recreation Complex - Design 2020	5,200,000	5,585,000	163,246	-	Reducing tax-supported debt by \$428,680 while drawing that amount from the DC Indoor Rec RF, and returning \$38,500 to Capital Works RF while drawing that amount from DC Library RF.
A/00463-40 Recreation Complex - Site Preparation and Servicing	4,400,000	4,400,000	2,003,529	-	Reducing Capital Works RF by \$203,400 while drawing \$181,400 from DC Indoor Recreation RF and \$22,000 from DC Library RF.
A/00464-40 Neighbourhood Park Dev - Highland Ridge	292,700	292,700	-	-	Returning \$29,200 to Capital Works RF and drawing same amount from DC Outdoor Rec RF.
A/00465-40 North Boxwood Trail – Design and Development Phase 1	204,000	204,000	135,363	-	Returning \$20,400 to Capital Works RF and drawing same amount from DC Outdoor Rec RF.
A/00471-30 Fountain St Soccer Facility Design	190,000	614,390	562,588	-	Returning \$61,440 to Capital Works RF and drawing same amount from DC Outdoor Rec RF.
A/00734-20 Hespeler Village Core Area Parking Study	57,000	57,000	-	-	Returning \$5,700 to Capital Works RF and drawing same amount from DC Engineering Studies RF.
A/00738-20 Growth Management Study Update (2019)	250,000	250,000	30,250	-	Draw of \$158,220 from the Capital Works RF and \$21,780 from DC General Gov Studies RF, and return of \$180,000 to DC Engineering Studies RF.

Project	Original Budget	Previous Forecast	Actual Cost to April 2022	Forecast Increase / (Decrease)	Funding Source & Comments
A/00785-20 Corporate Facilities Master plan and Fueling Strategy	250,000	250,000	-	-	Returning \$5,600 to Capital Works RF and drawing same amount from DC General Gov Studies RF.
A/00861-20 Parkland Strategy	227,300	227,300	-	-	Returning \$20,500 to Capital Works RF and \$184,100 to DC Engineering Studies RF, and drawing \$204,600 from DC General Gov Studies RF.
A/00862-20 Older Adult Strategy	61,000	61,000	-	-	Returning \$3,100 to Capital Works RF and drawing same amount from DC General Gov Studies RF.
A/00889-10 Equipment Growth (2019)	819,100	833,976	667,542	-	Returning \$12,700 to Capital Works RF and \$44,500 to Equipment RF and \$129,476 to DC PW Facilities & Fleet, and drawing \$186,676 from the DC Outdoor Rec RF.
A/00891-10 Equipment Growth (2021)	227,900	227,900	38,780	-	Returning \$12,100 to Capital Works RF and \$109,600 to DC PW Facilities & Fleet RF, drawing \$121,700 from DC Outdoor Rec RF.
Total				-	

Forecast Changes Not Requiring Approval

During this reporting period, there were four forecast changes 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 18 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 \$3,974,697 and are reported in Appendix C.

EXISTING POLICY / BY-LAW(S):

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 \$2,833,718 in required funding, which includes \$3,772,288 required for the five newly created projects as previously approved by Council.

- Net draw of \$1,588,202 from various reserve funds as shown in Appendix A.
- Decrease of \$428,700 in tax-supported debt financing due DC Act changes no longer requiring a 10% mandatory deduction funded from tax-related sources on the Recreation Complex Design project.
- Net increase of \$1,674,216 in grant funding secured for the following projects:
 - A/00521-40 Newland Pool Repairs: \$376,400
 - A/00796-40 Fire Technology Strategy Implementation: \$30,528
 - A/01123-40 Library - Bldg Envelope Repair (Preston): \$135,000
 - A/01284-20 Enhanced Customer Service Strategy: \$132,288
 - A/01285-40 Streamline Dev Approvals - Tech Serv: \$480,000
 - A/01286-40 Streamline Dev Approvals – Planning: \$520,000

PUBLIC VALUE:

To ensure transparency, regular updates on the capital investment program are provided to Council. Live capital project status information is available on the [Current Projects](#) web page, and project specific web pages are available for key projects.

ADVISORY COMMITTEE INPUT:

Not applicable.

PUBLIC INPUT:

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 April 30, 2022. After closing of 14 projects, the current capital project portfolio includes 231 ongoing projects. 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.

REPORT IMPACTS:

Agreement: **No**

By-law: **No**

Budget Amendment: **Yes**

Policy: **No**

APPROVALS:

This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:

Director

Deputy City Manager

Chief Financial Officer

City Solicitor

City Manager

ATTACHMENTS:

1. 22-009(IFS) Appendix A – Impact to Capital Reserve Funds
2. 22-009(IFS) Appendix B – Capital Project Status Report as of April 30, 2022
3. 22-009(IFS) Appendix C – Forecast Changes Not Requiring Approval