



To: General Purposes Committee

Date: June 27, 2024

From: John Irving, P.Eng. MPA
Deputy CAO

File: 10-6000-01/2024-Vol 01

Re: Capital Projects Delivery Performance

Staff Recommendation

That the report titled “Capital Projects Delivery Performance” from the Deputy CAO, dated June 27, 2024, be received for information.

John Irving, P. Eng., MPA
Deputy CAO
(604-276-4140)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF DEPUTY CAO
Engineering	<input checked="" type="checkbox"/>	
Public Works	<input checked="" type="checkbox"/>	
Transportation	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	
Information Technology	<input checked="" type="checkbox"/>	
SMT REVIEW	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

The purpose of this report is to provide additional insight with respect to the delivery of City capital projects and the associated reporting, internal controls and risk mitigation practices which are in place.

This report supports Council's Strategic Plan 2022-2026 Focus Area #4 Responsible Financial Management and Governance:

Responsible financial management and efficient use of public resources to meet the needs of the community.

4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.

Background

The City defines and delivers a broad and multifaceted range of capital projects to meet the needs of the community. A forecasted population growth to 280,000 by 2041 in the City's Official Community Plan (OCP) suggests future facility and infrastructure needs may be required to maintain service levels and potential increased demand.

The majority of the City's 168 civic facilities are community services related, including community centres, swimming pools, arenas, parks buildings, sports related, childcare amenities, arts, culture and heritage buildings. The remaining facilities are generally related to community safety, engineering and public works services. In addition, the functional adequacy and condition of City buildings is taken into consideration.

There is also an extensive network of road and utility services throughout the City, including 634 km of water pipes, 567 km of sanitary sewer pipes, 154 sanitary pump stations, 814 km of flood protection pipes/ culverts /watercourses, 39 drainage pump stations, 49 km of dikes, and 1,338 lane km of roads. The road and utility capital program considers factors such as the need to replace ageing infrastructure nearing the end of its useful lifespan, adaptation to climate change induced sea level rise, and upgrades to support growth of the City.

Within the parks system of 140 parks (2,153 acres), there is an extensive array of infrastructure including 8 artificial fields, 28 sport fields, 26 ball fields, 2 bike parks, 5 spray parks, 59 playgrounds and 136 km of trails which are maintained through various sport industry and Canadian safety standards and replaced through the parks ageing infrastructure and capital program. As the community needs grow and change, the inventory is expanded.

Analysis

There are 557 capital projects that have been approved by Council since 2014 and have been completed with the project account closed. 100% of these projects have been completed on or under budget. The total budget for these projects was \$495M and total actual costs were \$449M. The remaining \$46M was returned to the original funding sources, most typically to various City reserve funds.

Of these 557 completed projects, there were 8 projects that required additional budget and those additional budgets were approved by Council. All 8 projects were completed within the revised budgets. Details for the 557 projects, additional detail on Major Facility projects and revised budget projects, yet to be completed, are provided in Attachments 1 and 2.

This high performance result is not accidental. It is the result of very focused and comprehensive efforts to maintain and constantly improve how we deliver projects. While there are multiple layers of accountability and transparency built into the City's capital delivery process that are essential to creating successful outcomes, there are three key elements that are equally essential:

1. Managing Change Risk

As an organization, the City very broadly does an excellent job of managing change risk in project delivery. This risk arises when funding and expenditure have already been committed through contracts or other means, the project has been mobilized and is in the construction phase, and then a decision is made to make a significant change, typically by adding or altering the scope. Implementing change at this stage can be very costly. In rare instances, the need for a change can result from uncontrollable events, but more often, it stems from not having sufficiently defined the project beforehand.

In most cases, capital projects brought forward to Council for funding approval have been carefully defined and refined through Council-approved strategies and plans, stakeholder consultation, professional review, and a rigorous process of options assessment and estimating. Larger projects, such as the Steveston Community Centre and Library, can be in this definition and prioritization stage for a decade or more. While this stage can sometimes seem lengthy and frustrating, it ultimately results in a very well-defined and detailed project scope that accurately reflects the needs of the community and stakeholders. This makes it much easier for the project team to move to the detailed design and construction phase, minimizing the risk of further changes. Architects and engineers can more easily create efficient and effective detailed designs, and contractors can provide competitive pricing without needing to account for unknown variables.

Preliminary project cost estimates presented to Council reflect different project scopes and site options, and are often quoted in current dollars, rather than being escalated to reflect the future construction. A preliminary estimate and a final project budget can vary depending on the expenditure period, approved scope and risk mitigation factors.

2. Project Category Experience

City staff, and the regional contracting and consulting industry, have a very high level of experience and expertise in delivering the type of projects that the City does. Almost all City capital projects fall into common categories such as underground piping, landscaping, roads, office space, community space, earthworks etc. Each project will always have unique features, but they almost always fall into these general categories. The City does many of these project types and does them repeatedly, so the broader team expertise, familiarity and competency becomes very high and risks and costs are minimized.

If a project is of a type or category that has never (or rarely) been done before by the City, and the regional consulting industry has limited or no experience in the area, then it must be recognized that there is a significantly elevated risk. Under those circumstances it would be highly recommended to use other tools and methods beyond the City's standard practices to ensure that risk is managed.

3. Internal Project Management Model

Fundamental to successful project management and delivery is maintaining in-house expertise at all levels. This includes trained and qualified project managers, engineers/technicians, financial analysts, procurement specialists, trades people, etc. Having these staff services available allows the City to effectively manage contracted services and ensure the best possible value is realized. Organizationally and strategically, the internal staff team's values and interests are highly aligned with those of the City to an extent that can never be fully realized through contracted services.

This internal project management model is not consistently used in many government organizations at all levels. It is not uncommon to see operating budget controls and reductions prioritized by limiting commitments to regular full-time staff positions. This typically proves to be a false economy as any savings can be small relative to the cost risk introduced by not having a high quality project management.

Consistent Council support for the internal project management model and staffing over many years has created a stable and highly functional team that is one of the key reasons for the long term success of City's the capital program. Continuous improvement of this model is ongoing as most recently demonstrated by the Chief Administrative Officer's creation of the Deputy Chief Administrative Officer's role and the elevation of the Facility Services and Project Development Department under the Deputy CAO.

Project Management

The principles of project management are similar for all capital projects. For clarity, this section describes the process used by staff for large, complex City facility capital projects. Similar processes are followed for major capital projects throughout the City.

A project management life cycle consists of five distinct phases that transform a project idea into a working facility:

➤ Initiation ➤ Planning ➤ Execution ➤ Monitoring ➤ Closure

A project requires many elements before it can start, often gathered during the initiation phase. Once the project begins, each stage of execution has its own specific requirements for the project team, along with key deliverables and action items that keep the project moving forward successfully. Mastering these phases is essential to keep the project on track while completing essential tasks and checkpoints throughout the process.

The project team seeks Council approval at multiple project milestones, including the following:

- Facility priorities
- Guiding Principles
- Program recommendation (square footage, services)
- Site selection options (if applicable)
- Concept Design, Form and Character
- Capital Budget

Additionally, memos are issued to Mayor and Councillors to provide progress updates and information.

Initiation Phase

The main goal of the Initiation Phase is to ensure that the project meets business needs and that stakeholders and project teams are aligned on the project success criteria throughout the project life cycle.

Staff review Council's strategic plan, needs assessments and reports, then utilize the capital ranking process to rank proposed major facilities projects for the next ten-year timeframe, using the Council-approved capital ranking criteria. Each proposed project includes rationale, deliverables, estimated cost and resource requirements.

Preliminary Budget Development

Through the identification process, projects are prioritized and the capital costs, based on concept level possibilities, are projected. The preliminary budget is developed with considerations to scope, cost escalation, risk management and schedule.

The construction industry continues to be affected by the rising skilled labour shortage and associated wage increases in BC. This shortage is the result of a significant labour gap as many skilled veteran workers are retiring without sufficiently experienced replacements, reducing the pool of qualified trades and professionals. Increased interest rates and strong public infrastructure spending will continue to drive construction costs.

The industry is further impacted by high market volatility due to material supply chain inconsistencies, carrying unknown short and long term impacts on pricing levels and anticipated projected construction escalation. Notable cost increases for fuel, concrete, copper, steel, HVAC materials and electrical equipment have been observed. Concrete alone is set to increase by approximately five per cent over the next six months.

Preliminary cost estimates also identify the year for which the estimate was derived in order to reflect annual escalation rates. Staff compare the data provided by Statistics Canada on the non-residential building cost index and projected costs increases from Quantity Surveyors (construction cost consultants/cost estimators) and Construction Management (CM) firms to project the following year's escalation rates (see Table 1).

Table 1: Non-residential construction price increases – Statistics Canada

2016	2017	2018	2019	2020	2021	2022	2023
5.3%	5.3%	6.1%	2.2%	0.4%	8.3%	9.0%	8.7%

Risk identification is a proactive strategy that involves identifying and managing known risks through contingency measures. This is done through comprehensive project management processes and allocating appropriate levels of contingency.

Planning

Following approval of the project, staff procure the design team (Architect Team, CM Pre-construction) to focus on the specific requirements, tasks, timelines, and actions needed to cover the scope, achieve the deliverables, and meet the overall goal. Simultaneous award of the Architect and CM is essential, as design assistance and constructability efficiencies are maximized when the work is integrated.

For large-scale capital projects (greater than \$5M), the City's procurement processes are consistent with other public sector organizations and are designed to comply with binding trade treaties, the City's Procurement policy and relevant bylaws. The City continues to promote a commitment to process transparency, competitive bidding, sustainable and circular procurement and a philosophy of continuous improvement.

The Purchasing Department facilitates the procurement of all goods and services on behalf of all City departments (and wholly-owned municipal corporations upon request) in compliance with the City's Procurement Policy and binding Trade Treaties (i.e. the Canadian Free Trade Agreement (CFTA), the Canada-EU Comprehensive Economic Agreement (CETA) and the New West Partnership Trade Agreement (NWPTA)) that affect City procurement activities.

The City uses its online eProcurement platform (known as bids&tenders) to advise bid opportunities and receive submissions from suppliers. The number of responses to advertised bids on the platform remains strong, offering greater opportunities to realize better value for money through more open competition and being recognized as a client of choice for many suppliers. By managing responses through bids&tenders, the City has been able to streamline and better organize the processing of both bids and contracts.

In all cases, the City advertises bid opportunities on BC Bid in compliance with binding trade treaty legislation. Depending on the nature of the project, bidders may be initially pre-qualified and then subsequently invited to submit a response to a formal Request for Proposal. All submissions received are evaluated according to pre-determined evaluation criteria and when appropriate, supplemented by interviews with bidders and further validated by contacting references. For major construction projects, industry accepted forms of agreement are typically negotiated with contractors to maximize cost certainty, protecting the interests of the City and designed to minimize the likelihood of change orders.

CM Pre-construction services encompass a range of planning, analysis, and coordination activities conducted before the actual construction work begins. These services aim to enhance project efficiency, manage risks, and ensure successful project delivery. Typically, pre-construction services include:

- **Project Planning and Scheduling:** Developing detailed project timelines, identifying critical milestones, including any required sequencing plans to streamline construction delivery.
- **Cost Estimating and Budgeting:** Prepare detailed cost estimates at key milestones in the design process.
- **Design Review and Coordination:** Collaborating with architects, landscape architects, engineers and specific trade expertise to review and refine design plans, ensuring they are practical, cost-effective, and meet project requirements.
- **Constructability Review:** Analyzing the design documents to identify potential construction challenges and suggesting improvements to enhance buildability.
- **Value Engineering:** Assessing alternative construction methods and materials to achieve the best value for money without compromising quality or performance.
- **Risk Management:** Identifying potential risks and developing strategies to mitigate them, including safety planning.
- **Procurement Planning:** Establishing procurement strategies for materials, equipment, and subcontractors to ensure timely availability and cost control.

By providing these pre-construction services, the CM helps to lay a solid foundation for the construction phase, aiming to minimize delays, control costs, and enhance the overall quality of the project.

The project team, consisting of City staff, the design team, stakeholders, and additional consultants, conducts multiple reviews at the preliminary design, 50%, 75%, and 90% design stages. The CM completes detailed estimates at these key intervals to ensure the project remains within budget. The accuracy of the estimates improves at each of the design drawing stages. If the cost estimate exceeds the project budget, the City will be advised, and the design team, in conjunction with the construction manager, will recommend corrective actions such as redesign or material changes to bring the project back within budget.

Additional consultants are retained to provide professional review of the design process and costing, including the following:

- **Third Party Quantity Surveyor (QS):** The QS is responsible for providing an independent cost analysis and identifying implications during each design drawing packages, on behalf of the City. If it appears that the cost analysis may exceed the project budget, the QS will advise the City with recommendations for corrective action (i.e. redesign, value engineering).
- **Third Party Design Peer Review Consultant:** A Peer Review Consultant team is responsible for conducting design reviews for the Project, on behalf of the City. The design reviews are used to determine that appropriate standards, codes, sufficient design details and accreditation were used in the developing the design packages. The Consultant also recommends areas of improvement to the design where applicable.

Risk Management

Each construction project is unique and comes with its own set of challenges and opportunities. Risks inherent in construction projects can be financial, contractual, operational, and environmental and can be caused by both internal and external sources. Risk management is seen as the formal process whereby risk factors are systematically identified, assessed and provided for. Such provisions constitute response planning and may include such defensive actions as mitigation by risk avoidance, deflection by insurance or contractual arrangement and contingent planning such as the provision and prudent management of budgeted contingency allowances to cover uncertainties. Together with accredited professionals, construction contractors and other stakeholders, a risk registry document is formed to capture and record potential risks associated with a construction project to avoid serious impact on costs, schedules, and performance of the project. This mitigation prevents delays and disputes during the project life cycle.

Program, Site Selection and Budget

The Planning phase also includes finalization of the stakeholder register, engagement plan and guiding principles. Following extensive stakeholder and public engagement, the project team recommends the program for Council endorsement. As parking requirements, land costs and ground improvements are dependent on confirmed facility location, site selection is a key design parameter presented to Council. The proposed capital budget is reviewed and revised based on a defined program and scope.

Execution

Design Development

Upon approval of the program, confirmed site selection and capital budget, the project team develops the design for Council endorsement at various stages including:

- Concept Design
- Form and Character Design

Construction Implementation

At the conclusion of detailed design, drawings and specifications will be submitted by the architect to the Construction Manager to obtain competitive bid prices from sub-contractors. A minimum of three prices for each work package are to be requested by the Construction Manager for review and approval by the City.

Once the design documents are finalized by the Prime Consultant, the CM coordinates the solicitation of the competitive procurement process by obtaining a minimum of 3 bids for each division of work (prequalified subcontractors are coordinated in advance). The CM reviews the bid submission of the subcontractors with the City and Consultants for completeness, to be performed by the subcontractor.

Upon review of the bid submission of the subcontractors, City staff makes a recommendation to proceed into construction, by entering into a construction contract, with the CM as the General Contractor for the work performed by the subcontractor.

Monitoring, Reporting and Control

Project monitoring and control are essential to completing a project on schedule, on budget, and within scope. Monitoring and control processes identify deviations from the project plan. Project monitoring and control ensure that performance is seamless, efficient, and on track.

As construction is underway, this phase includes budget tracking, progress controls and quality assurance. The project team keeps track of change management documents, spending records, as well as quality assurance checklists/inspections. Aside from monitoring the progress of tasks, the project manager also tries to identify issues or risks, creates a mitigation plan with the team, and reports the project status regularly to stakeholders or Council as required.

Every quarter, staff present an Active Capital Projects Financial Update report to the Finance Committee, to provide an overview of the capital project financial performance and capital projects highlight. The report includes active capital projects that are work in progress as well as budget to actual information to ensure transparency. Staff consistently review the capital project costs to ensure that costs are incurred within the approved project scope and meet the cost definition in accordance with Canadian public sector accounting standards.

The capital project cost and transactions are also independently audited by an external auditor appointed by Council to ensure management is responsible and accountable for the integrity and reliability of the financial statements. Attachment 1 provides financial highlights of over 550 capital projects that were completed and approved by Council in the past 10 years.

Tracking the performance of the project through various metrics is crucial to ensure projects stay on schedule, on budget and within scope. As project progresses, there may be grant opportunities, additional scope of work identified, or unforeseen cost increases that cannot be mitigated. In such cases, staff may have to request a budget increase to complete the project. Any revisions to the capital project's budget would be presented to Council for approval in accordance with Council's Budget Amendments Policy (Policy 3001). All budget amendments are consolidated into the Amendments to the Consolidated 5 Year Financial Plan report and presented to Council for approval and bylaw adoption. Attachment 2 provides a summary of 17 capital projects which were approved by Council in the past 10 years that had the budget increased over the original approved amount in accordance with Council's Budget Amendments Policy (Policy 3001).

Close-out

These involve the submission of substantial completion, commissioning, final inspection, obtaining certificate of occupancy, facility handover, payment and the commencement of the warranty period. This phase also includes capitalization of tangible assets in accordance with Canadian public sector accounting standards.

Financial Impact

None.

Conclusion

Major Capital projects are delivered in a systematic and agile approach. Staff continue to apply rigorous processes to ensure compliance with the project deliverables, budget and schedule. The completed projects result in new infrastructure that provides continued community service levels.



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MY/MC:ek/jh
Att. 2

Att. 1: Financial Highlight of Completed Capital Projects Approved by Council in 2014-2023
2: List of Capital Projects with Council Approved Budget Increases in 2014-2023

City of Richmond

As of May 31, 2024

Amounts are in thousand dollars (\$'000s)

Closed Capital Projects with Plan Year between 2014 to 2023

Capital Program	# of closed projects	Budget	Actual	Variance
Roads	104	\$ 89,494	\$ 79,715	\$ 9,779
Traffic	29	9,748	9,019	729
Flood Protection	74	93,834	84,154	9,680
Water	36	65,741	58,786	6,955
Sanitary Sewer	43	32,849	25,563	7,286
Infrastructure Advanced Design & Minor Public Works	39	24,892	24,259	634
Infrastructure Program	325	\$ 316,558	\$ 281,496	\$ 35,062
Building Program	73	\$ 81,275	\$ 74,423	\$ 6,852
Parks Program	61	\$ 31,896	\$ 31,313	\$ 583
Equipment Program	41	\$ 41,600	\$ 40,603	\$ 997
Information Technology Program	57	\$ 23,651	\$ 21,090	\$ 2,561
Total Projects	557	\$ 494,981	\$ 448,925	\$ 46,056

Major Facilities Projects completed between 2014 to 2023

Project Name	Project Status	Budget	Actual	Variance
Animal Shelter Replacement	Substantially Complete	\$ 8,000	\$ 6,825	\$ 1,175
Major Facilities Advanced Design	Closed	2,697	2,695	2
City Centre Community Centre	Closed	6,439	6,439	-
City Centre Community Police Office	Closed	6,170	5,908	262
Fire Hall No. 1	Substantially Complete	22,300	22,300	-
Fire Hall No. 3	Closed	20,781	20,781	-
Minoru Centre for Active Living	Substantially Complete	76,900	76,900	-
Major Facilities Phase I Multi Project Contingency and Construction Escalation Contingency	Open	17,314	5,767	11,548
Advanced Planning and Design for Major Facilities Phase 2	Closed	1,084	1,062	22
Phoenix Net Loft Design	Closed	500	458	42

Summary of Projects with Council Approved Budget Amendments

Approved by Council between 2014 to 2023

As of May 31, 2024

Amounts are in thousand dollars (\$'000s)

Project Name	Plan Year	Original Budget	Revised Budget	Actual	Variance	Project Status	Reason of Budget Increase
Flood Protection Program <i>Reason: The consolidation of various flood protection projects and budget amendment following the award of \$16.63M in provincial grant funding for the construction of 4 drainage pump stations and various dike upgrades.</i>	2016	4,758	28,302	23,666	4,636	Closed	Administrative change
Public Works Infrastructure Advance Design <i>Reason: The budget was amended to reflect the award of EMBC grants for engineering studies.</i>	2023	2,630	2,930	302	2,628	Open	Administrative change
Active Transportation Improvement Program <i>Reason: The \$300K increase to the 2020 Active Transportation program represents the grant from TransLink's Bicycle Infrastructure Capital Cost Share Recovery Program (BICCS).</i>	2020	600	900	519	381	Open	Scope Change
Energy Management - 2015 Projects <i>Reason: Additional \$17K for joint City of Richmond and BC Hydro LED street lighting and adaptive controls trial program.</i>	2015	585	602	599	3	Closed	Scope Change
Richmond Cultural Centre Annex Implementation <i>Reason: Council approved \$2.577M in 2019. \$749K was transferred from Project Development's operating budget in the 2020 capital budget amendment to address building aging infrastructure that was not included in the project budget due to the delay of the project during Covid where the building was converted to an ERC.</i>	2019	2,577	3,326	3,306	20	Open	Scope Change
Playground Replacement and Safety Upgrade Program <i>Reason: The budget for renewal of the South Arm Community Park playground was increased to reflect a community contribution of \$200K from the South Arm Community Association. As a result, additional playground equipment was added to the scope of work.</i>	2018	500	700	688	12	Closed	Scope Change
Traffic Signal Program <i>Reason: The Shell and Steveston Traffic Signal improvement included a rail crossing between the two intersections. The project increase represents grant received from Transport Canada to improve the rail crossing as part of the signal project.</i>	2017	1,600	2,147	1,913	234	Open	Scope Change
No. 2 Road Widening, Steveston Highway to Dyke Road <i>Reason: The budget was amended to add drainage box culvert repair scope to the existing, approved road works capital project. Following preconstruction assessment of the No. 2 Road drainage box culvert, it was determined to be necessary to complete culvert repairs prior to completion of the surface/road project scope.</i>	2016	7,300	11,000	10,153	847	Closed	Scope Change
Annual Asphalt Re-Paving Program - MRN <i>Reason: The unusually low temperatures and high snowfall during the 2016/2017 winter led to accelerated deterioration of the City's roadways. The scope of the 2017 Asphalt Paving Program was increased to rehabilitate additional roads and prevent further deterioration that would lead to costly road replacement.</i>	2017	1,036	1,238	1,238	-	Closed	Scope Change

Project Name	Plan Year	Original Budget	Revised Budget	Actual	Variance	Project Status	Reason of Budget Increase
Annual Asphalt Re-Paving Program - Non-MRN <i>Reason: The unusually low temperatures and high snowfall during the 2016/2017 winter led to accelerated deterioration of the City's roadways. The scope of the 2017 Asphalt Paving Program was increased to rehabilitate additional roads and prevent further deterioration that would lead to costly road replacement.</i>	2017	3,223	4,055	4,028	27	Closed	Scope Change
Garden City Lands Phase 2 <i>Reason: Council approved a budget of \$3.17M in 2015. A budget increase of \$175K was to complete a Soil Remediation Study which was not part of the original scope of work.</i>	2016	3,170	3,345	3,256	89	Open	Scope Change
King George Park Master Plan <i>Reason: The budget increased from \$259K to \$374K to accommodate expanded scope of work and additional community engagement.</i>	2013	259	374	273	101	Open	Scope Change
Energy Management Projects <i>Reason: In 2017, Council approved a budget increase of \$750K using FCM grant funding for a deep energy and GHG emission reduction project at Library Cultural Centre. In 2018, Council approved an additional \$500K from Carbon Tax Provision and \$170K from Energy Operating Provision. In 2020, Council approved increasing the budget by \$1.63M funded by Gas Tax Provision, Capital Building & Infrastructure Reserve, and grants from BC Hydro and FortisBC to complete this project.</i>	2017	289	3,339	2,977	362	Closed	Scope change and unplanned cost increase
City Centre Community Police Office¹ <i>Reason: Council approved a budget of \$5.1M in 2018. Council then approved an additional \$1.4M due to the enhanced RCMP requirements and escalated construction costs. \$5.1M was funded by voluntary developer amenity contributions and \$1.4M from the phase 1 multi-project contingency.</i>	2018	5,100	6,170	5,908	262	Closed	Unplanned cost increase
Lawn Bowling Club Replacement <i>Reason: The Council approved budget is \$5.3M. \$4.0M was approved for the replacement of the Lawn Bowling Clubhouse as part of the 2018 Capital Budget for a 3,160 sq.ft. facility. At the May 27, 2019 Council meeting, an additional amount of \$1.3M was approved for the construction of 4,900 sq.ft. replacement clubhouse. (Area was increased by 1,740 sq.ft. After tendering the project on 3 occasions using different procurement methods, Council directed that the facility be reduced in size to 3,200 sq.ft. to fit within the approved \$5.3M budget.</i>	2018	4,000	5,300	464	4,836	Open	Unplanned cost increase
Phoenix Net Loft Building Stabilization <i>Reason: Council approved \$11.5M in 2018. An open and competitive procurement process was conducted in 2020. Staff received a contractor's price of \$19.44M which exceeds the Council approved budget by \$7.94M.</i>	2018	11,500	19,440	1,687	17,753	Open	Unplanned cost increase
Steveston Multi-Use Pathway <i>Reason: The Council approved budget was \$9.01M, including external grant funding. Following an open and competitive procurement process, staff received a contractor's price of \$11.5M which exceeds the Council approved budget by \$2.49M.</i>	2020	9,010	11,500	3,196	8,304	Open	Unplanned cost increase

¹ Council approved \$1.4M transferred from Major Facilities Phase I Multi Project Contingency and Construction Escalation Contingency at the Closed Council meeting held on April 23, 2019. Subsequently, the remaining \$0.3M was returned to the contingency project upon project closure.

Please note the above excludes budget amendments due to the following reason:
- Project not constructed by the City (i.e. Canada Line Capstan Station Design)