

2024-2028

Financial & Corporate Business Plan



City of Penticton

Financial and Corporate Business Plan
May 7, 2024

First Quarter 2024 Update



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Introduction to Quarterly Updates

The Corporate Quarterly report is produced three times a year to present the City's financial position for the quarter and communicate progress made on Strategic Initiatives.

There are four components within this report:

1. Financial Summary - provides a quarterly update on the City's financial position. Included in this section of the report are summaries for the City's operating and capital funds as well as details on cash & investments, reserves, debt, and a summary of revenue and expenses.
2. Operating Variance Analysis – provides highlights on operating funds for current forecast variances as well as budget amendments made during the quarter.
3. Capital Variance Analysis - provides highlights on capital funds budget amendments made during the quarter. Included in this quarter's capital analysis is the listing of 2023 carryforward projects.
4. Strategic Initiatives - includes progress update on the initiatives detailed in the City's Financial and Corporate Business Plan.

Financial Summary

The 2024 -2028 budget was adopted by Council on December 14, 2023. This first quarter report summarizes the City's overall financial activities up to March 31, 2024. The City's financial position remains stable with minimal or no changes to budget and forecast.

General Fund

After the first quarter, the 2024 forecasted draw from General Fund surplus reserve is slightly higher than budget, with a draw of \$1.6M, compared to adopted budget draw of \$1.5M.

Operating - forecasted draw of \$1.6M

First quarter revenue increases are attributed to successful grants. For expenses, the offsetting expenses related to the grants have been included, along with a few other small amendments for unplanned maintenance and operations. The Operating Variance section below provides a more in-depth analysis of the variances.

Capital - \$15.7M

The General Fund 2024 Capital amended budget is \$15.7M, an increase of \$0.4M from the approved budget of \$15.3M, detailed below in the Capital Variance Analysis section. Many public works projects are commencing in the next quarter with the transition to spring.

Utilities

Electric Fund

Operating – forecasted draw of \$4.2M

The forecasted draw from the Electric reserve is the same as the approved budget of \$4.2M.

Capital - \$8.4M

The 2024 amended budget is \$8.4M, same as the approved budget. The Point Intersection Kinney and South Main work will continue throughout 2024.

Sewer Fund

Operating – forecasted surplus of \$1.8M

The forecasted transfer to Sewer surplus is \$1.8M, which has decreased by \$9k for the 2024 Q1 budget amendments for capital.

Capital - \$3.2M

The 2024 amended budget was increased by \$9k, for a total of \$3.2M. The AWWTP upgrade is a significant capital project and is planned to commence in 2024.

Water Fund

Operating – forecasted draw of \$2.7M

The forecasted draw from Water surplus is \$2.7M, which has increased by \$9k for the 2024 Q1 budget amendments for capital.

Capital - \$14.5M

The 2024 amended budget is \$14.5M, an increase of \$9k from the adopted budget. A major project for 2024 is the Ellis 4 Dam upgrades which is planned to commence later this year.

Cash & Investments

As at the end of March 2024, the City's cash and term deposit balance is \$143.8M, a decrease of \$3.4M over the beginning of year balance of \$147.2M. This decrease is mainly attributed to utilization of annual tax revenue that is received mainly in June/July to fund operations throughout the whole year that are received.

Diversification of current investments can be seen in the table below:

Table 1 Portfolio Allocations (in millions)

Financial Institution	2023 Portfolio Amount	2023 Percentage	2024 Q1 Portfolio Amount	2024 Q1 Percentage
MFA Pooled Investment Funds	\$ 43.3	29.4%	\$ 34.0	23.6%
DUCA Financial	26.7	18.1%	21.3	14.8%
Agrove	2.5	1.7%	2.5	1.7%
FNBK	2.5	1.7%	2.5	1.7%
Tandia Financial	5.0	3.4%	5.0	3.5%
Haventree Bank	5.0	3.4%	5.0	3.5%
Meridian Credit Union	14.1	9.6%	14.1	9.8%
Prospera Credit Union	6.0	4.1%	6.0	4.2%
Scotiabank	5.0	3.4%	5.0	3.5%
Valley First Credit Union	37.2	25.3%	48.4	33.7%
Total	\$ 147.2	100.0%	\$ 143.8	100.0%

Reserves

The City's anticipated statutory reserve balances at the beginning of 2024 is \$57M, and forecasted to be \$39M, at the end of 2024. Mandatory reserve balances at the beginning of 2024 are anticipated to be \$17.5M and are forecasted to be \$13M at the end of 2024 based on the 2024 approved budget. Non-statutory reserve balances at the beginning of 2024 are projected to be \$56M, and are forecasted to be \$31M at the end of 2024.

The City's reserve balances are detailed in the table below and forecasted based on year to date results as well as transfers as approved in the City's 2024-2028 Financial Plan:

Table 2 Reserve Forecast Summary (in thousands of dollars)

Reserve	2023	2024	2025	2026	2027	2028
	Financial Statement	Forecast	Forecast	Forecast	Forecast	Forecast
Statutory	57,415	39,094	38,429	38,865	41,354	44,131
Mandatory (DCCs)	17,504	13,224	12,529	9,029	7,502	4,713
Non-Statutory	55,706	31,112	30,926	35,655	51,793	68,744
Total	130,625	83,430	81,884	83,549	100,650	117,588

Debt

The City's forecasted debt balance to the end of 2024 is \$28M. Debt is currently represented by issues for the General, Water and Sewer funds. Liability Servicing Cost is legislatively limited to 25% where debt servicing costs cannot exceed 25% of specific municipal revenues of the previous year. A five year forecast of long-term debt is included in the table below:

Table 3 Long Term External Debt Budget Forecast (in millions of dollars)

	2023	2024	2025	2026	2027	2028	2029
	Financial Statement	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Opening balance		\$ 25.02	\$ 27.93	\$ 29.65	\$ 27.36	\$ 26.86	\$ 24.89
Principal Repayment		\$ 2.19	\$ 2.28	\$ 2.30	\$ 1.98	\$ 1.98	\$ 1.34
New debt		\$ 5.10	\$ 4.00		\$ 1.49		
Ending balance	\$ 25.02	\$ 27.93	\$ 29.65	\$ 27.36	\$ 26.86	\$ 24.89	\$ 23.55
Estimated Liability Servicing Cost %	2.5%	3.0%	3.1%	3.2%	2.8%	2.8%	1.7%

In October 2022, Council approved (Council resolutions 339/2022, 340/2022, 341/2022) up to \$12.9M in new debt, for upgrades and expansions at the Advanced Waste Water Treatment Plant (AWWTP), Penticton Ave PRV, and Ridgedale Reservoir. The loan proceeds of \$7.8M for the AWWTP and Ridgedale Reservoir were issued and received in 2023. The remaining loan authorization of \$5.1M for the Penticton Ave PRV is expected to be drawn on in 2024.

In June 2022, Council approved (Council resolution 224/2022) up to \$7.4M in internal borrowing for the Bike Network, Point Intersection Kinney Ave & South Main St, and Fire Hall 2 – 2 bay garage, with repayment over 10 years. Annual repayments are to be funded from existing reserves, currently these borrowings are the City's only internal debt. At the end of 2023, \$5.4M has been borrowed internally with the remainder anticipated to be drawn during 2024. Repayments of this borrowing began in 2023 and total \$346k.

Revenue & Expense Summary

	2024 Adopted Budget	2024 Q1 Budget Amendments	2024 Amended Budget	2024 Forecast	Amended Budget to Forecast Variance
Revenue					
Municipal Taxation	\$ (46,003,010)	\$ -	\$ (46,003,010)	\$ (46,003,010)	\$ -
Sale of Services	(13,743,687)	-	(13,743,687)	(13,743,687)	-
Electric Utility Revenue	(48,840,029)	-	(48,840,029)	(48,840,029)	-
Sewer Utility Revenue	(9,823,397)	-	(9,823,397)	(9,823,397)	-
Water Utility Revenue	(11,059,284)	-	(11,059,284)	(11,059,284)	-
Storm Water Utility Revenue	(1,576,000)	-	(1,576,000)	(1,576,000)	-
Fiscal Services	(4,146,000)	-	(4,146,000)	(4,146,000)	-
Grants	(3,185,975)	(492,454)	(3,678,429)	(3,678,429)	-
Other Contributions	(5,317,254)	6,500	(5,310,754)	(5,310,754)	-
Development Cost Charges	(1,470,000)	-	(1,470,000)	(1,470,000)	-
Donations	(19,500)	-	(19,500)	(19,500)	-
Total Revenues	(145,184,136)	(485,954)	(145,670,090)	(145,670,090)	-
Operating Expenses					
General Operating	76,410,902	574,954	76,985,856	76,985,856	-
Storm Water	668,870	-	668,870	668,870	-
Electric Utility	43,460,185	-	43,460,185	43,460,185	-
Sewer System	6,764,024	-	6,764,024	6,764,024	-
Water Utility	6,926,364	-	6,926,364	6,926,364	-
Total Operating Expenses	134,230,345	574,954	134,805,299	134,805,299	-
Other Entities Net Taxes	-	-	-	-	-
Net Operating Surplus	(10,953,791)	89,000	(10,864,791)	(10,864,791)	-
Capital Expenses					
General Capital	15,271,465	383,300	15,654,765	15,654,765	-
Electric Capital	8,361,409	-	8,361,409	8,361,409	-
Sewer Capital	3,209,900	9,175	3,219,075	3,219,075	-
Water Capital	14,462,725	9,175	14,471,900	14,471,900	-
Total Capital Expenses	41,305,499	401,650	41,707,149	41,707,149	-
Debt Servicing - Principal Repayments	2,187,651	-	2,187,651	2,187,651	-
Capital Grant Funding	(7,980,000)	-	(7,980,000)	(7,980,000)	-
Transfer To (From) Surplus/Reserve	(10,197,359)	(490,650)	(10,688,009)	(10,688,009)	-
Amortization Offset	(14,362,000)	-	(14,362,000)	(14,362,000)	-
Financial Plan Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Variance Analysis

First Quarter Budget Amendments

Revenue - \$486k increase

- The City was successful in receiving the following operating grants:
 - Province of BC Local Government Housing Initiatives grant of \$314k;
 - BC Healthy Communities Plan H Age Friendly grant of \$18k;
 - Union of BC Municipalities Community Emergency Preparedness Disaster Risk grant of \$115k;
 - Union of BC Municipalities Next Generation 911 Funding for \$45k.

Expense - \$575k increase

- General Operating:
 - Increased expenses of \$492k for successful grants mentioned above;
 - Council approved \$30k budget for pathway extension on Lakeshore Drive, which was partially offset by \$15k of savings from another project (Resolution 50/2024);
 - Council approved the operation of an emergency winter shelter, with anticipated costs for 2024 totaling \$25k (Resolution IC109/2023);
 - Budget increase of \$25k for Cemetery operational review;
 - Unplanned maintenance repairs and upgrades at the Indoor Soccer facility totaling \$24k.

Forecast Variances

With it being early in the budget year, the forecasted revenue and expenses match the amended budget. During the first quarter review Staff noted the following items to monitor and adjust accordingly, as needed, throughout the year.

Revenue

- Sales of Service
 - Building Permit revenue till the end of March is 34% of the annual budget and is significantly higher than the first quarter of 2023, and similar to 2022 first quarter.
 - Recreation revenue is slightly higher than first quarter 2023, and currently 34% of budget.
- Electric revenue for the first quarter is \$12.8M, which is 26% of the annual budget. First quarter revenue is similar to this time last year.
- Sewer revenue year to date is \$2.4M, which is 26% of the annual budget. Sewer billing for November to March is billed based on water usage, while from April to October the rates are fixed.
- Water revenue is 19% of the annual budget, which is slightly lower than first quarter last year. Water peak months are May through October each year.

Expenses

- Electric Utility
 - Bulk Energy purchases are \$6.9M for Jan-Feb, compared to the annual budget of \$37M, or 19% of the annual budget.
- Water Utility
 - Water main repairs costs, are currently \$65k, significantly lower than first quarter 2023 of \$140k.

Capital Variance Analysis

First Quarter Budget Amendments

The first quarter capital budget amendments total \$401k, and are as follows:

- *General Capital \$383k*
 - Land \$8k
 - Purchase of land required for Ridgedale Reservoir project funded by the Land Acquisition Reserve.
 - Facilities \$125k
 - \$100k Inflationary increase realized on City Hall elevator refurbishment project funded by the Growing Communities Fund Reserve.
 - \$25k Insurance deductible for Community Centre Air Handling Unit repair funded by the Asset Emergency Reserve.
 - Engineering \$250k
 - Adjustment for the 2023 allocation of the BC Active Transportation grant.
- *Water Capital \$9k and Sewer Capital \$9k*
 - Upgrade for fleet trailer replacement to allow for diversified deployment and small funding adjustment required for mini-excavator purchase (split between water and sewer).

Forecast Variances

The capital forecast is equivalent to the capital budgets as projects may continue into future years, with funding be carried forward to fund the completion of the project.

2023 Capital Carry Forwards

Capital carry forwards are to move previous year budgeted funds into the current budget year to continue and/or complete a project from the prior year. As part of the year end process, prior year capital budgets are reviewed and submitted for carry forward as needed. The total amount of capital carry forward projects from 2023 to 2024 is \$41M. For a full listing of the capital projects being carried forward, please see Appendix A to the report.

Major Project Highlights		
Project ID	Project Description	2023 Carry Forward to 2024
FA-23	Community Centre - Energy & Emissions Reductions Retrofit	48,130
FA-71	Community Centre - BugabooU Renovation	2,200,756
FA-911	Facility Emergency Repairs - Community Centre	1,109,758
FLT-L202	100' Platform Fire Truck (Replace Unit L-202)	2,300,000
TN-AT-01	AAA Bike Network - Lake to Lake Section 1	1,461,677
TN-AT-01.2	AAA Bike Network - Lake to Lake Sections 2-4	354,677
TN-MP-03	Point Intersection	259,265
G-WAT-01	Ridgedale Reservoir Upgrade	4,212,611
WD-IR-04	Aging Irrigation System Infrastructure Renewals	1,276,000
ELEC-ND-04	Underground Conversion Project Coordination	1,000,000
ELEC-NE-08	Utility Scale Battery Storage	1,689,944
AWWTP-S2	Phase 2 of AWWTP Expansion & Upgrades	5,600,383
WTP-IR-01	Penticton Avenue PRV Upgrade	3,126,493
Total Major Projects		24,639,693
Total Minor Projects		16,547,850
Total 2023 Carry Forward to 2024		\$41,187,543

Strategic Initiatives

Corporate Business Plan

To ensure strong public accountability each year the City's Strategic Initiatives are published in the Corporate Business Plan. In 2024, there were a total of 27 strategic priorities and initiatives outlined for completion across City divisions and departments.

For Council's four-year term from 2022 – 2026, their priorities for the City of Penticton include:

- **Safe & Resilient** – Enhance and protect the safety of all residents and visitors to Penticton;
- **Livable & Accessible** – Proactively plan for deliberate growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live;
- **Vibrant & Connected** – Support vibrant and diverse activities creating opportunities for connection; and
- **Organizational Excellence** – Support a culture of service excellence around governance, leadership and sound financial decisions.

Q1 Update

In the first quarter of 2024, City Divisions reported 23 initiatives were on track to successfully complete within their stated timelines, with one (1) initiative being considered delayed. Staff are pleased to report that three (3) initiatives have been successfully completed.

Completed initiatives include:

- **Mobile Integrated Crisis Response Team (MICRT) Program Implementation** – Also known as the Car 40 program. MICRT became operational in the first quarter. This program partners mental health professionals with RCMP officers to provide appropriate health care services when police have been called.
- **Procurement of a New Waste Collection Contract** – Council endorsed the RFP agreement in the first quarter of 2024. The new contract is a regional waste collection contract with the Regional District Okanagan Similkameen and neighbouring South Okanagan and Similkameen communities.
- **Implementation of Expanded Customer Payment Options** – During the first quarter, payment options were expanded so that all City locations can now accept credit cards, subject to a processing surcharge fee. Debit cards and cash remain acceptable forms of payment without associated fees.

Below is a summary of delayed projects:

- **ComuniTREE Plan** – The City's official Urban Forest Plan release date has been delayed slightly to allow opportunities to capture changes as a result of the City's Official Community Plan (OCP) Task Force as well as any impacts from the Provincial Housing Policy changes.

Summary Tables Strategic Initiatives

Safe & Resilient Enhance and protect the safety of all residents and visitors to Penticton	
Initiative	Status
Community Safety Building (CSB) Design Development The CSB will house the Penticton Fire Department, Community Policing, Bylaw Services, Emergency Operations Centre (EOC) and Emergency Support Services (ESS). In 2024, the building's detail and design phase will be completed to prepare for the release of the Request for Proposals (RFP) for interested firms to bid on the construction of this new City asset. A public consultation opportunity is being prepared for and planned for Q2 2024.	↑
Dam Safety Compliance The City must ensure all dams meet the regulatory requirements and continue to provide safe water retention and storage for the community. This is a continuing initiative that has spanned multiple years. The construction Request for Proposals (RFP) is scheduled to go out in Q2.	↑
Pressure Reducing Valve (PRV) Replacement and Relocation The water main PRV downstream of the Water Treatment Plant (WTP) has reached its end of life. A new high capacity PRV station will be built at the Duncan Avenue Reservoir to provide increased reliability and operational flexibility for the City's municipal water supply. Detailed design work for the project completed in Q1.	↑
Building Safer Communities Fund (BSCF) Public Safety Canada has committed \$1.2M in grant funding to the City as part of the Government of Canada's investment to support municipalities with initiatives for at-risk youth. Social Development is leading this program and has committed funds to local programs for youth including Ooknakane Friendship Centre, YMCA of Southern Interior BC and Foundry Penticton. In Q1, Penticton's free transit initiative for riders under 24-years of age went live with positive responses to-date.	↑
Operational Readiness Analysis The 2023 Council-approved increase in four firefighters has brought the PFD's staffing model to the accepted best practice for the industry. In 2024, the focus will shift to assessing and evaluating the increase in resources.	↑
FireSmart Program Building on success of the program in prior years, an awareness campaign is planned for the Community Wildfire Resiliency Plan (CWRP). CWRP strives to increase the community understanding of wildfire threats and develop achievable and accountable action items for the City to reduce wildfire risks.	↑
Car40 Program – Mobile Integrated Crisis Response Team Car 40 or the Mobile Integrated Crisis Response Team (MICRT) is a non-enforcement response to substance use, homelessness and mental health issues. MICRT partners dedicated mental health professionals with RCMP officers to provide appropriate health care services when the police have been called.	☑

Livable & Accessible Proactively plan for deliberate growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live	
Initiative	Status
Community Centre Energy Efficiency Upgrades To advance the City's Corporate Energy and Emissions Plan (CEEP), Facilities will utilize grant funds to complete important energy improvements to the Community Centre. Facilities is working with an engineer on design specifications. Planning for the initial energy efficiency upgrades to be completed in tandem with the annual shutdown in Q3.	↑
Home Energy Loan Program (HELP) Revitalization The HELP program will be re-developed in 2024 to increase uptake by residents. The City of Penticton will utilize a grant from the Federation of Canadian Municipalities to enhance the current HELP application	↑

process allowing applicants to receive upfront approval and funding for qualifying projects. External and internal surveys for improvement recommendations were completed in Q1.	
Points Intersection and Kinney Avenue Improvements To address vehicle congestion and improve safety along the South Main corridor and collector routes improvements for all road users will be completed including: re-design of Skaha Lake Road intersection at Kinney Avenue and a signalized intersection at Galt Avenue and Skaha Lake Road. Roadwork along Skaha Lake Road started in Q1 with South Main Street and Kinney Avenue work planned for Q2.	↑
Advanced Waste Water Treatment Plant (AWWTP) Upgrades This is a continuing multi-year initiative. This work includes the installation of a new secondary clarifier, a new nitrified mixed liquor pump and remediation of the headworks concrete and slide gate. Upgrades will increase AWWTP capacity and replace end-of-life infrastructure. Detailed design work completed in Q1 and the project is scheduled to go out for tender in Q2.	↑
Housing Accelerator Fund (HAF) Project The City applied for grant funding through the Canada Mortgage and Housing Corporation (CMHC) to boost the housing starts in Penticton. Unfortunately the grant application was not successful. The City will continue to direct staff time towards key HAF initiatives.	↑
Accessibility Plan Leadership Social Development is leading the City's newly adopted Accessibility Plan, as per Provincial legislation. Work with internal departments will be undertaken to support implementation of identified accessibility initiatives. A key highlight is the application to the federal government's Enabling Accessibility Fund for Lakawanna Park upgrades to create opportunities and support persons with disabilities.	↑

Vibrant & Connected	
Support vibrant and diverse activities creating opportunities for connection	
Initiative	Status
Arena Feasibility Study A key recommendation of the City's 2021 Civic Places and Spaces report was to conduct an arena use analysis study to inform decisions around the City's existing arenas. The Arena Feasibility Study is scheduled to begin in Q2 which will then be summarized into a final report to Council for recommendations regarding the City's arenas.	↑
Sport & Recreational Needs Assessment In 2024, the Recreation, Arts and Culture department will complete an assessment of sport and recreation needs for the community. The Request for Proposals (RFP) for this project has been drafted and work is expected to commence in Q2.	↑
Maker Lab (Creative Solution) Pilot Project In 2024, the Library is utilizing a provincial grant to develop the Creative Solution project for emerging technology. The project is well underway in 2024, with more than 50 patrons completing the initial technology training and over 50 patrons have participated in related programs so far this year.	↑
Parks Improvement and Enhancement Projects In response to user group requests for improvements to City parks, a number of minor works projects will be undertaken to enhance parks use. Projects will be completed for: Wiltse Fastball Dust Control; Automated Turf Painter; Kiwanis Park Field; and Kings Park Access.	↑
CommuniTREE Plan The City of Penticton is preparing an Urban Forest Management Plan. The urban forest is a buffer between the homes and businesses and climate change impacts. The release of the Plan is slightly delayed to allow additional consideration of Provincial Housing Policy changes as well as the OCP Task Force recommendations.	↓

Organizational Excellence
Support a culture of service excellence around governance, leadership and sound financial decisions

Initiative	Status
CIS Implementation The City's existing utility software needs to be upgraded. This project's implementation will be led by the vendor and requires significant support from the IT and Collections departments. The new version will bring modern features and emerging technologies for improved customer service. In Q1, the project team worked to determine Functional Discovery.	↑
Business Continuity Planning for City Hall The City has identified that an update to the business continuity plan for City Hall is required. The purpose of the plan is to lessen impacts to residents and businesses in the event of an extended system downtime and other emergencies. The project Steering Committee met in Q1 with additional meetings scheduled in Q2.	↑
Digital Transformation Project – Implementation of Microsoft 365 The digital transformation and implementation of Microsoft 365 is a multifaceted project involving all departments and staff at the City of Penticton. Benefits will include easier access to information and modern abilities for collaboration and communication with City staff and outside agencies. In Q1, the IT project team successfully migrated select City departments to the new system.	↑
Introduction of eScribe Meeting Management System Legislative Services will lead the implementation of this new electronic tool for meeting management which will improve efficiencies for meeting processes as well as increasing transparency and access to public meeting documents and reports. The required IT system work was completed in Q1.	↑
City Yards Facility Upgrades Facilities will lead this construction project. In 2024, design development will be completed for planned renovations to the City Yards office buildings and the Electric Utility building. Facilities is overseeing the construction work on the new electrical building. Foundation work will commence in early Q2 and background work continues with user groups on main building and fleet shop design.	↑
City Hall Envelope Review and Design City Hall was opened on June 25, 1966 and has served Penticton well over the years. A review of the building envelope is required to improve the building's operation and energy efficiency. Preliminary work is underway with design and consultation work planned for Q3 2024.	↑
Procurement of a New Waste Collection Contract The City of Penticton is leading the Request for Proposals (RFP) process to secure a new collection contract to include Penticton and neighbouring communities of Osoyoos, Oliver, Summerland, Keremeos and the Regional District Okanagan Similkameen (RDOS). In Q1, Council supported the agreement and amended the Financial Plan for 2025 onwards to allow for the waste collection agreement that will run until 2032.	☑
Emergency Support Services (ESS) Program Enhancements In 2024, there is a need to complete an internal review of the ESS program including items such as: emergency role clarification; volunteer program review; assessment of required training; and development of administrative policies to guide ESS practices.	↑

City Mission

Penticton will serve its residents, businesses and visitors through organizational excellence, partnership and the provision of effective and community focused services.

Initiative	Status
Implementation of Expanded Customer Payment Options Over the counter service that accept credit card payment methods went live in Q1 2024. Cashier services at City Hall includes credit cards, cash, cheque and bank draft. The associated expenses related to credit card processing will be applied to these transactions to recover costs for the City.	☑

Status	Definition
☑	Complete Initiative was successfully completed
↑	On Track Initiative is on schedule and progress continues towards milestones

↓	Delayed	Initiative is experiencing challenges or delays
X	Not Started	Initiative work is waiting to begin

Appendices

Appendix A – 2023 Capital Carry Forward to 2024 List

General Government Services		
Facilities		
FA-09	City Wide Security - Major System Upgrade	25,996
FA-10	City Yards - Main Building Upgrades	115,000
FA-100	Capital Structure Demolitions	44,991
FA-105	Westminster Centre - Facility Equipment Replacement	20,000
FA-23	Community Centre - Energy & Emissions Reductions Retrofit	48,130
FA-29	Library/Museum - Replace HVAC	30,000
FA-48	RCMP - Facility Improvements	31,881
FA-53	SOEC - Facility Equipment Replacement	10,000
FA-55	SOEC - Replace Hallway Flooring	9,443
FA-59	Community Safety Building	299,848
FA-69	City Hall - Server Room Renovations	94,948
FA-70	City Yards - Electrical Building	1,400,294
FA-71	Community Centre - BugabooU Renovation	2,200,756
FA-74	Soccer Facility - Recover Roof Bubble	303,716
FA-75	Fire Hall 2 - Apparatus Building & Peripherals	379,473
FA-78	City Hall - HVAC Chiller Repair	554,881
FA-81	Cleland Theatre - Facility Equipment Replacement	125,323
FA-86	RCMP - Building & External Upgrades	385,402
FA-87	RCMP - Generator	125,000
FA-88	SOEC - Readerboard Sign	189,480
FA-911	Facility Emergency Repairs	1,109,758
FA-92	SOEC - Cooling Tower Heat Exchanger Replacement	19,316
FA-94	PTCC - Dishpit	196,900
FA-98	PTCC - Lutron Controller	50,000
PW-01	Skaha Marina - Dock	73,049
PW-02	Yards Compound - Fuel Storage & Delivery	136,908
Total Facilities Projects		7,980,493
Information Technology		
IT-01	Hardware - Audio Visual, Security Video	135,032
IT-03	Hardware - Desktop & Cellular Telephones	97,573
IT-04	Hardware - Desktop Computers, Laptops, Tablets	84,637
IT-06	Hardware - Servers & Appliances	179,014
IT-07	Infrastructure - Local Area Network	349,677
IT-11	Hardware - SOEC	47,594
IT-12	Infrastructure - GIS	361,011
IT-13	Utility Billing Software Upgrade	350,000
Total Information Technology Projects		1,604,538
Planning		
PL-01	Official Community Plan Review	95,674
Total Planning Projects		95,674

Protective Services		
Fire Services		
FS-01	Emergency Training Centre Upgrades	14,798
FS-02	Fire Hose Replacement	5,625
FS-03	Equipment Replacement	11,931
Total Fire Services Projects		32,354
Fleet		
Fleet		
FLT-133	1 Ton Pickup (Replace Unit 133)	75,000
FLT-403	Tycrop Top Dresser (Replace Unit 403)	75,000
FLT-41	1 Ton Pickup with Winch Crane (Replace Unit 41)	45,000
FLT-43	Tandem Dump (Replace Unit 43)	300,000
FLT-50	Digger Derrick Aerial (Replace Unit 50)	450,000
FLT-51	Utility Service Truck (Replace Unit 51)	235,000
FLT-54	Single Dump (Replace Unit 54)	479,500
FLT-69	Tractor (Replace Unit 69)	90,000
FLT-86	Snow Plows/Sanders/Blades (Replace Unit 86)	78,260
FLT-9430	Aerator (Replace Unit 9430)	20,000
FLT-B201	Bush Truck (Replace Unit B-201)	9,501
FLT-CTROM	Compost Trommel Screener & Accessories	52,000
FLT-GARAGE	Garage Equipment Replacements	29,025
FLT-L202	100' Platform Fire Truck (Replace Unit L-202)	2,300,000
FLT-PARKS	Parks Equipment Replacements	8,500
FLT-TRAILER	Trailer Replacements	20,000
FLT-TRUCK	Truck Replacements	117,000
Total Fleet Projects		4,383,786
Transportation, Roads & Utilities		
Transportation Network		
TN-AT-01	AAA Bike Network - Lake to Lake Section 1	1,461,677
TN-AT-01.2	AAA Bike Network - Lake to Lake Sections 2-4	354,677
TN-AT-01A	Bike Network Improvements - "Sign Diet"	43,353
TN-AT-03	Sidewalk Network Improvements	542,468
TN-IR-01	Pavement Management Rehabilitation Program	589,912
TN-IR-02	Lanes Pavement Management Program	134,110
TN-MP-01	Intersection Improvements	83,459
TN-MP-03	Point Intersection	259,265
TN-NG-01	North Gateway Transportation Projects	44,706
TN-TC-03	Traffic Calming & Crosswalk Improvement Program	132,263
TN-TC-04	Safe Routes to School	117,757
Total Transportation Network Projects		3,763,646
Neighbourhood Reconstruction		
RC-05	Woodstock Road - Water Main Replacement	130,300
Total Transportation Network Projects		130,300

Storm Water Management		
DC-NE-01	Miscellaneous Storm Projects	111,876
PCR-R2	Penticton Creek Restoration - Reach 2	445,374
PCR-R3	Penticton Creek Restoration - Reach 3	207,585
STC-02	Weather Monitoring Stations	119,907
WD-NE-06	Miscellaneous Dam Projects	14,663
Total Storm Water Management Projects		899,405
Water & Sanitary Sewer Networks		
G-SAN-04	East Penticton Interceptor	85,000
G-WAT-01	Ridgedale Reservoir Upgrade	4,212,611
ROW	Right of Way Acquisitions	20,000
SC-IR-01	Aging Sanitary Sewer Infrastructure Renewals	396,258
SC-MP-01	SOEC Lift Station Wet Well Expansion	125,000
WD-01	100mm Water Main Replacement Program	56,124
WD-IR-03	Industrial Area Fire Flow Upgrades	130,000
WD-IR-04	Aging Irrigation System Infrastructure Renewals	1,276,000
WD-IR-05	Raw Water Main Condition Assessment	73,000
WD-MP-01	Hydrant Installations	36,146
WD-NE-01	Riddle Road Improvements - Water Service & Fire Protection	8,000
WD-NE-03	Ellis 2 Dam Design & Upgrades	67,222
Total Water & Sanitary Sewer Networks Projects		6,485,362
Parks		
Parks & Cemetery		
PK-2020-C1	Lakeview Cemetery Expansion & Upgrades	222,321
PK-2020-P1	Skaha Park Upgrades from Master Plan	412,527
PK-2020-P10	Dog Park Improvements	209,033
PK-2020-P16	Robinson Property Pickleball Courts	42,300
PK-2020-P17	Rotary Point Site Improvements	38,620
PK-2020-P6	Playground Equipment Replacements	50,000
PK-2020-P8	S.S. Sicamous & Rose Garden - Site Improvements	95,128
PK-2022-P10	Kings Park Entry Improvements	19,384
PK-2022-P17	Sudbury Parking Lot Landscaping	5,071
PK-2023-P42	Water Supply, Refill & Wash Stations	4,196
PW-03	Decorative Seasonal Lighting	8,221
Total Parks & Cemetery Projects		1,106,801
Energy & Environment		
Electric & Sustainability		
ELEC-IR-05	Main Street Underground Conversion	200,000
ELEC-ND-04	Underground Conversion Project Coordination	1,000,000
ELEC-NE-03	Carmi Substation Feeders	520,250
ELEC-NE-08	Utility Scale Battery Storage	1,689,944
SP-02	Electric Vehicle (EV) Rapid Charging Infrastructure	366,542
Total Electric & Sustainability Projects		3,776,737

Treatment Plants		
Advanced Waste Water Treatment Plant (AWWTP)		
AWWTP-2	Asset Management Replacement for AWWTP	80,000
AWWTP-20A	Headworks Concrete Replacement	625,000
AWWTP-20C	Bioreactor Gate Replacement	550,000
AWWTP-20J	Main Breaker PDC Replacement	50,000
AWWTP-20N	1990 HVAC Replacement	46,541
AWWTP-20P	Wilson & Marina Way Generators & Flow Meters	170,795
AWWTP-3	Asset Management Replacement for Lift Stations	14,174
AWWTP-A20	Liquid Waste Management Plan Review	34,330
AWWTP-S2	Phase 2 of AWWTP Expansion & Upgrades	5,600,383
Total AWWTP Projects		7,171,222
Water Treatment Plant (WTP)		
W16-04	WTP - Rotork Valve Replacement	80,566
WTP-IR-01	Penticton Avenue PRV Upgrade	3,126,493
WTP-IR-05	WTP - Makeup Air Replacement	182,412
WTP-NE-02	WTP - Building Improvements	177,439
WTP-NE-04	Warren Ave Well Decommissioning	71,570
WTP-NE-07	Okanagan Lake Pump Station Roof Replacement	118,745
Total WTP Projects		3,757,226
Total 2023 Carry Forward to 2024		\$41,187,543