

Date: October 7, 2025 File No: RMS 1610
To: Anthony Haddad, City Manager
From: Courtney Jones, Manager of Financial Planning
Subject: **2025 Q3 Financial and Corporate Business Plan Update**

Staff Recommendation

THAT Council receive into record the report dated October 7, 2025, titled "2025 Q3 Financial and Corporate Business Plan Update";

AND THAT Council approve amending the 2025 - 2029 Financial Plan to provide for budget amendments noted in the report including:

- Reserve draw from the Equipment Replacement Reserve of \$9,000 for replacement of failed sod cutter;
- Reserve draw from the Growing Communities Fund of \$250,000 for additional costs related to Eckhardt Avenue Reconstruction project;
- Reserve draw from the Asset Emergency Reserve of \$15,000 for repairs of a heat pump at the Penticton Trade and Convention Centre.

Strategic Priority Objective

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

Background

The 2025 - 2029 Financial and Corporate Business Plan was adopted December 17, 2024. Council received the first quarter report on May 13, 2025 and second quarter report on August 19, 2025. This third quarter report, found in Attachment A, includes activities up to September 15, 2025, and outlines the impacts on the City's revenues and expenses as a result of the third quarter budget amendments, annual forecasts, as well as an update on the Corporate Business Plan initiatives.

Financial implication

The City's financial position for the third quarter continues to be on target with anticipated results based on amendments.

The following financial implications are expected as a result of the budget amendments made to date and changes in forecasted revenue and expenses this year:

- General Operating Fund forecasted draw of \$1.1M, compared to \$113k approved budget draw;
- Electric Operating Fund forecasted draw of \$4.0M, same as the approved budget;
- Sewer Operating Fund forecasted draw of \$0.5M, is lower than the approved budget of \$1.1M;
- Water Operating Fund forecasted draw of \$1.5M, compared to approved budget of \$1.2M, for increased water main break repairs.

Analysis

Some highlights from the report include:

Third Quarter Budget Amendments

Operating

In the third quarter, there was one budget amendment for \$25k for control systems for lights at Penticton High School field.

Capital

Third quarter capital budget overall amendments total a decrease of \$2.1M, mainly attributed to an intensive review of current capital projects resulting in various project budgets being returned to reserve. Other minor changes were increases for equipment replacements, audio visual upgrades at the South Okanagan Events Centre, inflationary impacts upon RFP and emergency works at various City facilities. More information is provided in the Capital Variance Analysis section of Attachment A.

Amended Budget to Forecast Variances

The third quarter operating forecast has been updated to reflect known or anticipated variances to the budget for the year. Revenue is forecasting an overall decrease of \$38k, for lower property taxes received related to non-market change and the maximum allowable rate for Class 2 tax rates was over estimated offset by additional grant revenue. Overall expenses are forecasting an increase of \$59k, mainly attributed to increased costs for water main breaks, legal costs, IT equipment servicing and telecommunication costs, fire safe staffing overtime and addition of Front Street facility costs offset by savings from RCMP vacancies. While the overall increase for expenses are \$59k, the actual increased draw from operating surplus reserve is anticipated to be \$1.0M higher than the budget of \$0.1M, which is attributed to the year to date budget amendments of \$371k and forecasted increased costs totalling \$625k, for already noted items of legal costs, IT equipment servicing and telecommunication costs, fire safe staffing overtime, and addition of Front Street facility costs. The savings from RCMP vacancies reduced the budgeted draw from the RCMP Reserve.

Strategic Initiatives

The City of Penticton's 2025 - 2029 Financial and Corporate Business Plan outlines 39 initiatives that advance Council's Strategic Priorities as well as projects that have been identified by the Senior Leadership Team which will improve service delivery and business functions for the City.

- For the third quarter, staff are pleased to report 27 initiatives are on track to be completed by the end of 2025;
- At the end of the third quarter, six (6) initiatives are completed;
 - Valley First Frost Fest Winter Carnival
 - Fire Prevention Division Growth Strategy
 - Continuation of Sport and Recreational Needs Assessment
 - Procurement of an External Auditor
 - Safety and Security Enhancements for the RCMP Detachment
 - Regional Collection Agreement
- At the end of the third quarter, six (6) initiatives are considered delayed.
 - Accessibility Enhancements and Improvements for the Penticton Public Library
 - Voltage Conversion Study
 - Solar Feasibility Study and Implementation Project
 - Transportation Safety
 - Transit Network Expansion Plans
 - Advanced Waste Water Treatment Plant (AWWTP) Construction and Commissioning

Alternate recommendations

THAT Council direct staff to provide further information prior to receiving into record the report dated October 7, 2025, titled "2025 Q3 Financial and Corporate Business Plan Update".

Attachments

- Attachment A – Third Quarter 2025 Update

Respectfully submitted,

Courtney Jones

Courtney Jones
 Manager of Financial Planning

Concurrence

GM Corporate Services <i>AMC</i>	GM Infrastructure <i>KD</i>	GM Community Services <i>KJ</i>	GM Development Services <i>BL</i>	GM Public Safety & Partnerships JC	City Manager <i>SBH</i>
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2025–2029

Financial & Corporate Business Plan



City of Penticton

Financial and Corporate Business Plan
October 7, 2025

Third Quarter 2025
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. The Annual Report and summarizes the year in its totality and is published in June each year.

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.
4. Strategic Initiatives - includes progress update on the initiatives detailed in the City's Financial and Corporate Business Plan.

Financial Summary

The 2025 -2029 budget was adopted by Council on December 17, 2024, and Council received the first quarter update on May 13, 2025, and second quarter update on August 19, 2025. This third quarter report includes activities up to September 15, 2025. The City's financial position continues to remain steady, which allows for continued stability in the short and long term.

General Fund

The approved budgeted draw from General Fund surplus reserve was minimal for 2025, at \$113k, and after the third quarter, the 2025 forecasted draw is \$1.1M.

Operating - forecasted draw of \$1.1M

The forecasted draw from surplus is \$1.1M, an increase of \$1.0M over the approved budget of \$113k. This increase is related to the year-to-date amendments of \$371k detailed in Appendix B, and annual forecast updates of an additional \$625k in costs related to legal costs, IT equipment servicing and telecommunication costs, fire safe staffing overtime, and addition of Front Street facility costs.

Capital - \$14.6M

The General Fund 2025 Capital amended budget is \$14.6M, an increase of \$0.2M from the approved budget of \$14.4M, which is detailed below in the Capital Variance Analysis section.

Utilities

Electric Fund

Operating – forecasted draw of \$4.0M

The forecasted draw from surplus of is the same as the approved budget.

Capital - \$6.6M

The 2025 amended capital budget is \$6.6M, a decrease of \$0.4M from the approved budget of 7.0M.

Sewer Fund

Operating – forecasted draw of \$0.5M

The forecasted draw from Sewer surplus is \$0.5M, which is \$0.6M lower than the approved budget of \$1.1M, which is attributed to identified savings.

Capital - \$3.0M

The 2025 amended capital budget is \$3.0M a decrease of \$0.5M comparative to the approved budget of \$3.5M.

Water Fund

Operating – forecasted draw of \$1.5M

The forecasted draw from Water surplus is higher than the approved budget of \$1.2M, largely due to anticipated higher water main break costs in 2025 than budgeted.

Capital - \$12.2M

The 2025 amended capital budget is \$12.2M, which is \$6.9M more than the approved budget of \$5.3M due to the Ellis 4 Dam upgrade increased costs as presented and approved by Council earlier this year.

Cash & Investments

As of September 15, 2025, the City's cash and term deposit balance is \$146.5M, a decrease of \$0.7M over the beginning of year balance of \$147.2M. The decrease is related to the spending for the significant planned infrastructure projects.

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

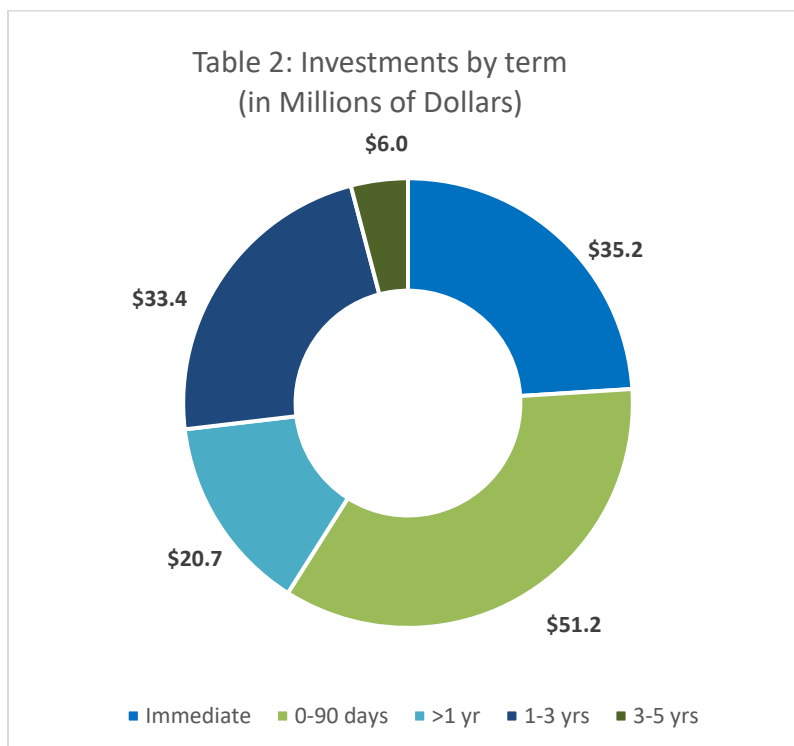
Table 1: Types of Investments (in millions)

Type of Investment	2024 Portfolio Amount	2024 Percentage	2025 Q3 Portfolio Amount	2025 Q3 Percentage
Cash	\$ 18.9	12.8%	\$ 10.6	7.2%
Municipal Finance Authority Investment funds	35.4	24.0%	36.2	24.7%
*Securities in a Chartered Bank	15.0	10.2%	21.0	14.3%
*Deposits in BC Based Credit Unions	36.4	24.7%	52.6	35.9%
*Deposits in Credit Unions based outside of BC	41.6	28.2%	26.1	17.8%
Total	\$ 147.2	100.0%	\$ 146.5	100.0%

**All are Guaranteed Investments/Term deposits*

In 2025, the City has a significant capital program, which requires readily available funds, with \$86.4M (59%) available within less than 90 days. Approved debt funding is awaiting to be received from the upcoming fall borrowing for completed projects. Staff monitor cash on hand comparative to cash flow requirements to enhance the City's returns, when possible. The table below show the investment terms of the City's current investment portfolio:

Table 2: Investments terms (in millions)

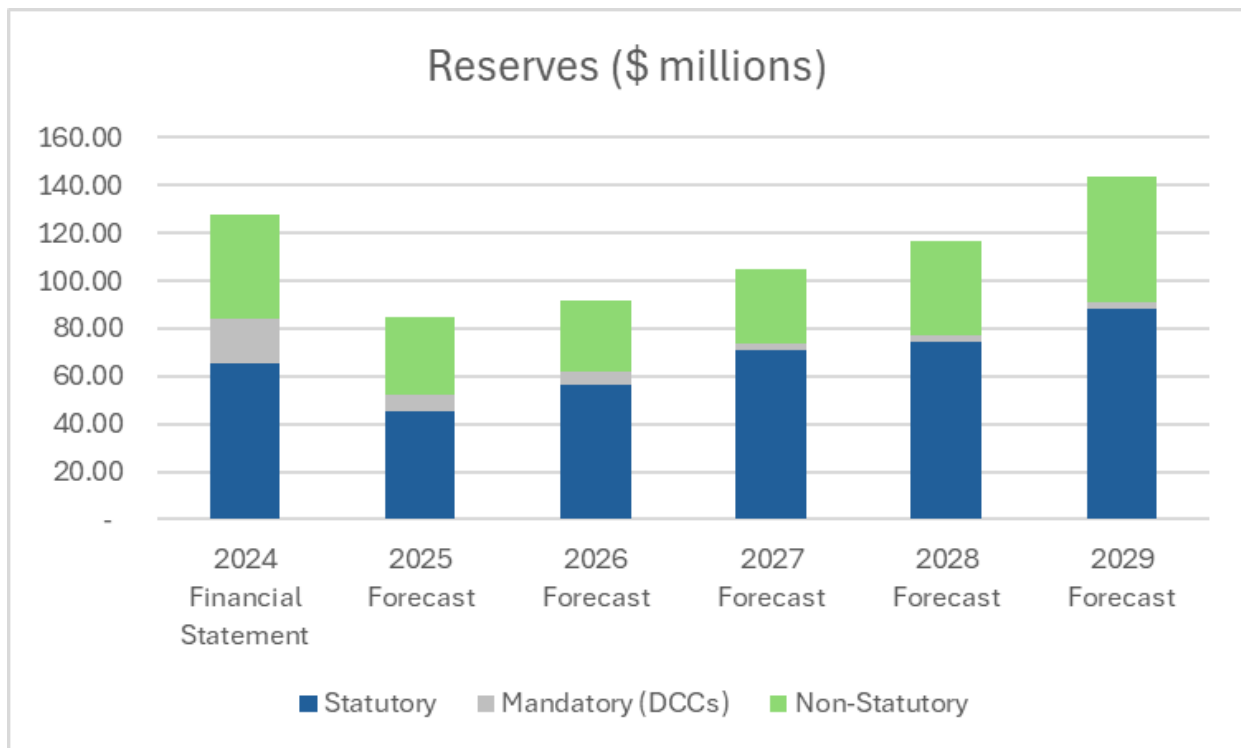


Reserves

The City's total reserve balances at the beginning of 2025 are \$128M and forecasted to be \$85M at the end of 2025, which includes budget amendments to date and forecasted variances. The anticipated reduction is largely due to the substantial planned capital program. Capital that is not fully expended by the end of the year, will continue to remain in reserve balances until spent, however those funds will remain committed for use in subsequent years when the projects are completed.

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 2025-2029 Financial Plan:

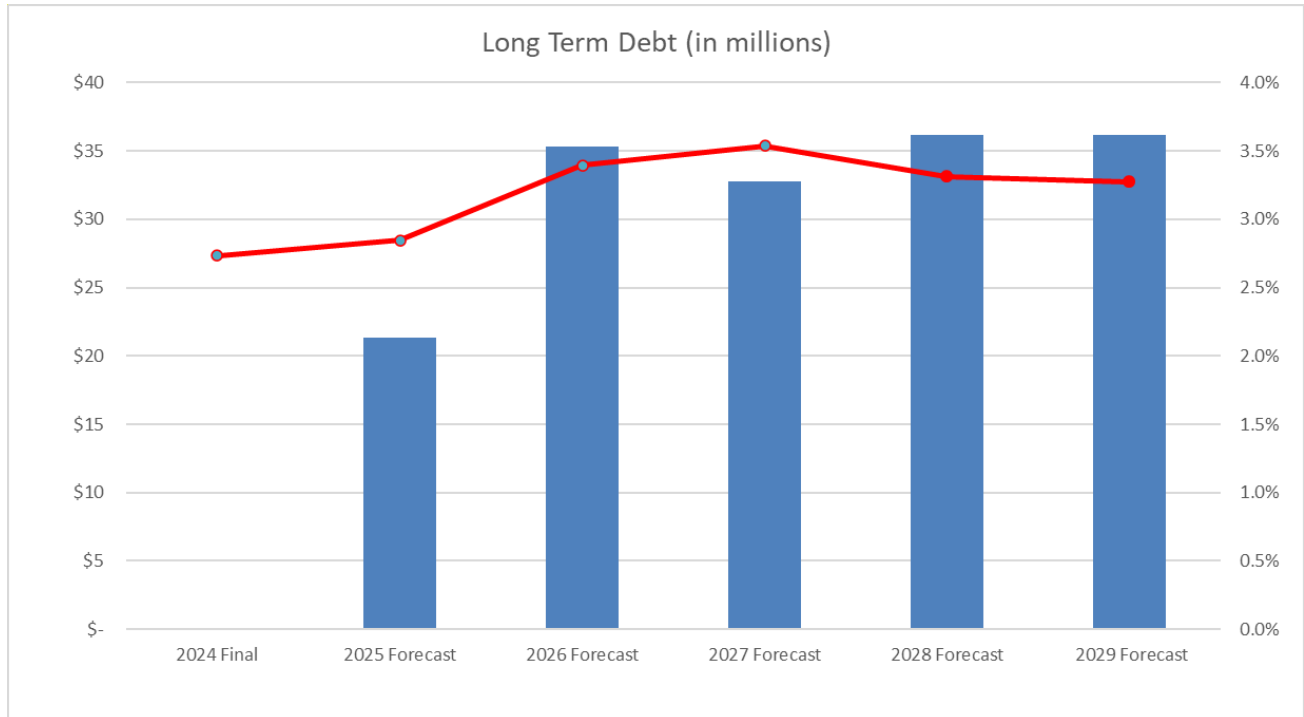
Table 3: Reserve Forecast Summary (in millions)



Debt

The City's debt balance at the end of 2024 was \$21M and forecasted to increase to \$35M by the end of 2025. Debt is currently represented by issues for the General, Water and Sewer funds. Municipalities can only obtain long-term borrowing for the purchase or construction of capital assets. A five-year forecast of long-term debt based on current and budgeted debt in the 2025-2029 Financial Plan is included in the table below, with the red line representing the updated liability serving costs:

Table 4: Long Term External Debt Budget Forecast (in millions)



On June 24, 2025, Council approved the Security Issuing Resolution (Council resolution 182/2025) to consent to borrow \$11.0M for the Ellis 4 Dam Upgrades as part of the Fall 2025 borrowing session.

Liability Servicing Cost is legislatively limited to 25%, where debt servicing costs cannot exceed 25% of specific municipal revenues of the previous year. Municipalities can borrow up to 10% of their annual revenue, without requiring public assent, which is otherwise known as the approval-free liability zone.

The estimated Liability Service Cost is noted in the table below:

Table 5: Liability Servicing Costs

	2024 Final	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Estimated Liability Servicing Cost %	2.7%	2.8%	3.4%	3.5%	3.3%	3.3%

Revenue & Expense Summary

	2025 Adopted Budget	2025 Q1 Budget Amendments	2025 Q2 Budget Amendments	2025 Q3 Budget Amendments	2025 Amended Budget	2025 Forecast	Amended Budget to Forecast Variance
Revenue							
Municipal Taxation	\$ (50,526,736)	\$ -	\$ -	\$ -	\$ (50,526,736)	\$ (50,399,819)	\$ 126,917
Sale of Services	(14,506,250)	-	(70,800)	-	(14,577,050)	(14,567,695)	9,355
Electric Utility Revenue	(51,784,235)	-	-	-	(51,784,235)	(51,784,235)	-
Sewer Utility Revenue	(10,856,090)	-	-	-	(10,856,090)	(10,882,710)	(26,620)
Water Utility Revenue	(11,482,739)	-	-	-	(11,482,739)	(11,482,739)	-
Storm Water Utility Revenue	(1,964,700)	-	-	-	(1,964,700)	(1,964,700)	-
Fiscal Services	(4,231,000)	-	-	-	(4,231,000)	(4,231,000)	-
Grants	(3,240,328)	(5,000)	(245,068)	-	(3,490,396)	(3,566,896)	(76,500)
Other Contributions	(5,519,145)	-	(270,702)	-	(5,789,847)	(5,787,347)	2,500
Development Cost Charges	(1,470,000)	-	-	-	(1,470,000)	(1,470,000)	-
Donations	(14,000)	-	(87,393)	-	(101,393)	(99,393)	2,000
Total Revenues	(155,595,223)	(5,000)	(673,963)	-	(156,274,186)	(156,236,534)	37,652
Operating Expenses							
General Operating	82,148,530	221,025	530,761	25,000	82,925,316	82,800,205	(125,111)
Storm Water	718,265	-	-	-	718,265	718,265	-
Electric Utility	45,673,818	-	-	-	45,673,818	45,673,818	-
Sewer System	7,506,034	(425,000)	-	-	7,081,034	7,051,650	(29,384)
Water Utility	7,185,440	-	-	-	7,185,440	7,399,340	213,900
Total Operating Expenses	143,232,087	(203,975)	530,761	25,000	143,583,873	143,643,278	59,405
Other Entities Net Taxes	-	-	-	-	-	-	-
Net Operating Surplus	(12,363,136)	(208,975)	(143,202)	25,000	(12,690,313)	(12,593,256)	97,057
Capital Expenses							
General Capital	14,413,318	293,000	754,605	(855,100)	14,605,823	14,605,823	-
Electric Capital	7,049,000	-	(408,683)	-	6,640,317	6,640,317	-
Sewer Capital	3,541,300	3,100	-	(565,000)	2,979,400	2,979,400	-
Water Capital	5,309,285	7,557,165	82,427	(713,800)	12,235,077	12,235,077	-
Total Capital Expenses	30,312,903	7,853,265	428,349	(2,133,900)	36,460,617	36,460,617	-
Debt Proceeds	-	(11,000,000)	-	-	(11,000,000)	(11,000,000)	-
Debt Servicing - Principal Repayments	2,100,119	-	-	-	2,100,119	2,100,119	-
Capital Grant Funding	(460,285)	(60,000)	205,072	-	(315,213)	(315,213)	-
Transfer To (From) Surplus/Reserve	(3,229,601)	3,415,710	(490,219)	2,108,900	1,804,790	1,707,733	(97,057)
Amortization Offset	(16,360,000)	-	-	-	(16,360,000)	(16,360,000)	-
Financial Plan Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Variance Analysis

Third Quarter Budget Amendments

The following summarizes the budget amendments for the quarter, with detailed items provided in the Appendix B – Detailed 2025 Budget Amendments.

- For the third quarter there were not any required budget amendments for the operating funds.

Forecast Variances

Each quarter, City staff review actual revenue and expenses, comparative to budget, and forecast any significant anticipated variances. The following items are reflected in the annual forecast.

Revenue - \$38k reduction

Overall revenues are trending on track to approved budgets at this time, with licensing revenue anticipated to be lower than budget, for the year, due to provincial legislative changes. The forecast for property tax revenue has been reduced by \$127k to reflect the actual revenue received, specific to non-market change which was lower than budget.

Expenses - \$59k increase

Expenses overall are trending on track with their respective budgets. The forecast has been updated to reflect anticipated savings for RCMP vacancies, offset by increases for higher expected costs for legal costs related to human resources investigations, IT equipment servicing and telecommunication costs, fire safe staffing overtime and addition of Front Street facility costs. The water fund forecast was increased for water main break repairs.

Capital Variance Analysis

Third Quarter Budget Amendments

The third quarter capital budget amendments total (\$2.1M), and are as follows (detailed items are in Appendix B – Detailed 2025 Budget Amendments):

- *General Capital (\$855k)*
 - Project Increases include:
 - PTCC heat pump failure requiring replacement \$15k, to be funded from the Asset Emergency Reserve;
 - Addition of roof structure to King's Park washroom with other facility project savings;
 - Failed screw compressor at the SOEC requiring replacement \$50k funded through other project savings;
 - Increase to cover inflationary impacts upon RFP of the Eckhardt Avenue Corridor Reconstruction project \$250k funded by the Growing Communities Fund;

- Required audio visual upgrades at the SOEC \$65k funded by dividend funding;
 - Increase to cover installation costs of new pay station \$3k from another facility project savings;
 - Unexpected early failure of Parks equipment requiring replacement \$9k, funded by the Equipment Replacement Reserve.
- Project returns include:
 - Community Centre Fire Suppression System Refurbishment under budget (\$300k);
 - City Yards Main Building project budget partially returned, to be budgeted in a future year once final scope and design determined (\$456k);
 - Outdoor Rink Connected Communities Project cancelled (\$189k);
 - City Hall Rolling Vault Shelves project cancelled as alternate storage solutions were secured (\$87k);
 - Replacement of Zamboni (Unit 331) deferred to a future year and budget returned (\$230k)
 - Churchill Avenue Storm Improvements design funds returned (\$35k)
- *Sewer Capital (\$565k)*
 - Project returns include:
 - City Yards Main Building project budget partially returned, to be budgeted in a future year once final scope and design determined (\$450k)
 - Return design funds of the SOEC List Station Wet Well Expansion, to be budgeted in future year (\$115k).
- *Water Capital (\$714k)*
 - Project returns include:
 - City Yards Main Building project budget partially returned, to be budgeted in a future year once final scope and design determined (\$450k).
 - Cancellation of Woodstock Road Water Main Replacement design project, to be budgeted in a future year (\$264).

Forecast Variances

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

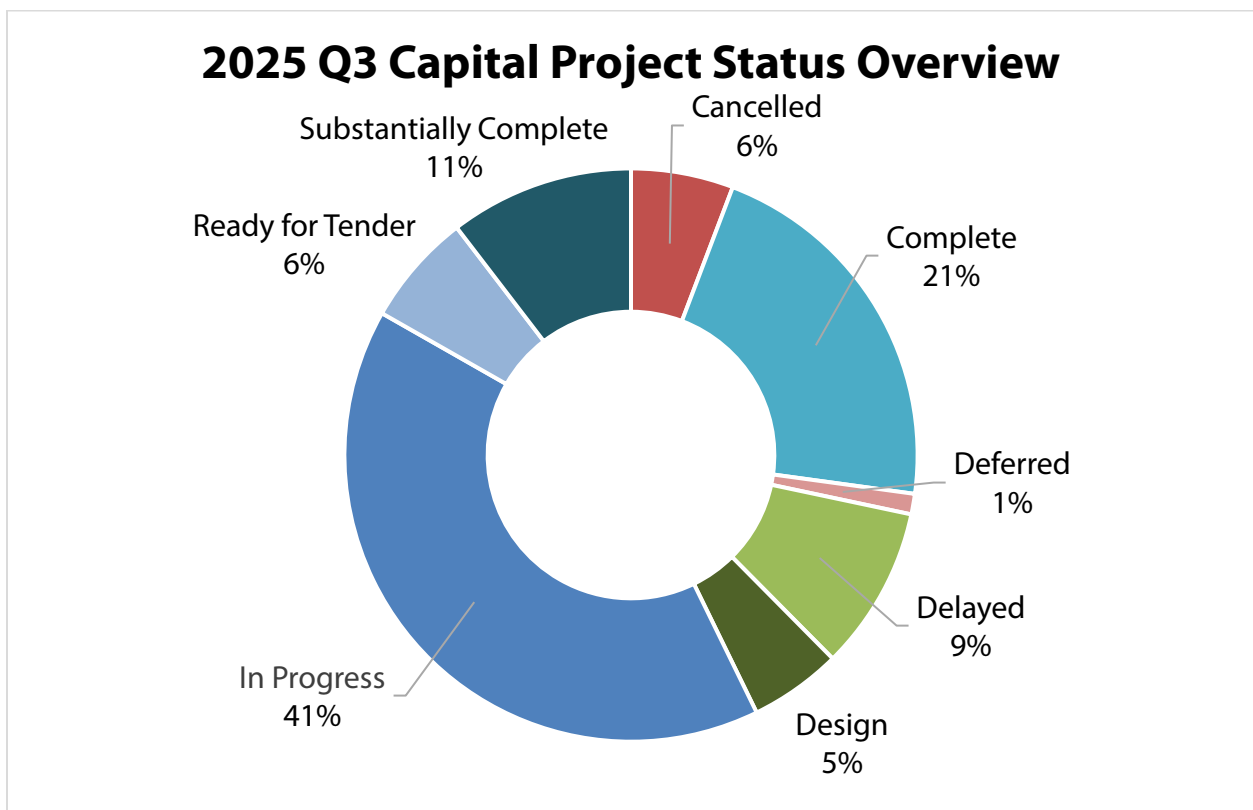
Capital Project Summary

Third Quarter Updates

The City currently has 173 capital projects with a combined budget of approximately \$96 million, including \$59.5 million in carry-forward projects and \$36.5 million in 2025 budget allocations. Total spending as of September 10, 2025 is \$29.0 million. The status of projects varies significantly across departments, with 32% of projects completed or substantially completed, 9% delayed, and the majority in progress.

A short update of select project highlights follows, with the full list of capital project status updates available in Appendix C - Capital Project Updates.

Capital Project Status Overview



Project Highlights

Infrastructure Projects

Following the installation of the final concrete cap, the Ellis 4 Dam Upgrade project is fully completed. This concludes this strategic infrastructure renewal initiative.

The Penticton Avenue PRV Upgrade is progressing on schedule. Work near Duncan Reservoir is advancing, and the project remains on target for completion by year-end. This upgrade will ensure

reliable water supply to 70% of Penticton properties. For safety reasons, traffic detours remain in place and trails within the green space are closed during construction.

Negotiations for the contract to construct the Eckhardt Avenue Corridor Reconstruction project have concluded successfully. Construction began in August and is scheduled for completion in August 2026, reflecting the comprehensive nature of this corridor improvement.

Parks Projects

The Water Supply, Refill, Wash & Cooling Stations project is substantially complete. The Gyro Park water station and misting/cooling feature is now fully operational with final elements including drainage adjustments and a seating wall to be completed at the end of September. This project has successfully expanded the community's network of water stations, such as supplementing the network of water stations added around the community, such as those located at Kinney Parklet, Library, Gyro Park, Lions Park, Kings Park, Riverside Park, and Skaha Park. As well, existing fill stations at Poplar Grove Pump Track and Skaha Lake Park have been upgraded.

The Lakawanna Spray Park & Splash Pad project is in progress with detailed drawings now 100% complete and RFP documents are being prepared, with construction anticipated to commence in the fall. Staff have met with neighbouring properties to update them on the current park plans. The final scope of this project is to be determined through a separate Staff report as part of this same Regular Council meeting on October 7, 2025.

The KVR Trail Planning & Improvements project is in progress. Phase 1 of engagement is now complete, having officially launched on June 21, 2025, to gather initial community input. Staff members have conducted various engagement sessions, including presentations to the Accessibility Committee and Parks and Recreation Advisory Committee (PRAC). Initial consultation with the Penticton Indian Band (PIB) has also been completed. Planning for Phase 2 of engagement is now underway.

Facilities Projects

Facility projects continued to progress across various sites. At the RCMP facility, the vestibule project is substantially complete with camera installation expected by the end of September. The boiler rebuild and belimo valves work remains in progress, pending fee proposals from contractors. Facility improvements including outdoor CCTV and cell booking area enhancements have been completed. The main distribution panel study has been completed, identifying the need for replacement in 2026.

At the Community Centre, the lap pool starting blocks replacement is progressing as scheduled with completion anticipated by the end of September. The fire suppression system refurbishment was successfully completed in late August. The Power Street Child Care Project continues to advance with estimated completion in Q1 of 2026.

The Kings Park/Sportsplex washroom project is substantially finished with full completion expected by mid-October.

Various emergency repairs are in progress, including work at the Community Centre, Cleland Theatre washroom repairs, and PTCC heat pump replacement. Several emergency repair projects have been completed, including the McLaren Arena brine header replacement, SOEC main rink chiller plates, Fire Hall 2 hose tower hoist, and the fire protection system at the Fiber Hub.

Connected Communities Projects

The Connected Communities portfolio shows continued progress in the third quarter of 2025. Two projects, Leir House Improvements and Lawn Bowling Improvements, have been successfully completed. The Skaha Park Pickleball Courts project is 95% complete, with courts open for public use as of September 2025. The Baseball Diamond Improvements project is nearly finished, with only the Kiwanis Park backstop fence expansion remaining, which is scheduled for after the baseball season ends. Safety Village improvements were temporarily on hold to accommodate summer programs, with major electrical work set to resume in November. The Outdoor Rink Improvements project has been deferred with the changeover of management of operations to the City.

Strategic Initiatives

Corporate Business Plan

Updates on the status of the City's strategic initiatives are published annually in the Corporate Business Plan to ensure transparency and keep residents informed. In 2025, City divisions and departments identified 39 strategic priorities and initiatives aimed at advancing Council's objectives and reinforcing the City's Mission, Vision and Culture. In the fall of 2024, Council completed a mid-term strategic planning session. As a result, Council re-focused their priorities for the remainder of their term from 2024 – 2026, these include:

- **Safe & Resilient** – Enhance and protect the safety of all residents and visitors to Penticton. Specific focus on reducing crime and enhancing safety; balanced response to safety and livability; facilitate support for public safety and partnerships; and preparedness and resiliency; and
- **Livable & Accessible** – Proactively plan for deliberate growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live. Specific focus on supporting attainable and accessible housing; minimizing environmental impact and adapting to climate change; supporting community vibrancy and culture; and community building partnerships.

In addition to Council's Priorities, identified projects and initiatives may also support advancement of the City's Mission, Vision and Culture:

- **Our Mission** – Penticton will serve its residents, businesses and visitors through organizational excellence, partnership and the provision of community focused services.
- **Our Vision** – Penticton is a connected, resilient and healthy waterfront city focused on safety, livability and vibrancy.
- **Our Culture** – We are committed to open communication, integrity and professionalism to build public trust through excellence in all that we do. We embrace modernization, innovation and adaptability to meet the evolving needs of our community, fostering a culture of engagement and purpose.

Q3 Update

In the third quarter of 2025, City Divisions reported 27 initiatives are on track to successfully complete within their stated timelines; six (6) initiatives have been completed, and six (6) initiatives are considered delayed at this time.

Below is a summary of completed projects:

- **Valley First Frost Fest Winter Carnival** – from January 17 to 19, 2025 downtown Penticton was transformed into a winter carnival featuring hot air balloon display, kids' zone, rail jam ski and snowboard competition, hockey games on the Activate Penticton outdoor rink and a movie night at the Cleland Theatre.

- **Fire Prevention Division Growth Strategy** – in the second quarter, a full staffing complement was obtained.
- **Continuation of Sport and Recreational Needs Assessment** – in the second quarter, the final report was presented to Council on June 24th.
- **Procurement of an External Auditor** – At the August 19, 2025, meeting, Council approved the appointment of BDO Canada LLP as the City’s Auditor for a three (3) year term with the option to extend the Service Agreement for up to two (2) additional years.
- **Safety and Security Enhancements for the RCMP Detachment** – All planned work for 2025 was successfully completed in Q3.
- **Regional Collection Agreement** – the new waste collection contract became effective July 2025; advanced contamination monitoring for the new trucks is in testing.

Delayed initiatives include:

- **Accessibility Enhancements and Improvements for the Penticton Public Library** – The project experienced vendor delays for the first and second quarter of 2025. The supplier issue was resolved in the third quarter. Delivery and installation of the planned improvements are expected to extend into the first quarter of 2026.
- **Voltage Conversion Study** - the project has not started in and is currently delayed due to resource constraints.
- **Solar Feasibility and Implementation Project** – In the third quarter the project focused on supporting private partners on feasibility for two community solar locations. The Water Treatment Plant solar installation remains delayed due to additional project coordination for air handling unit installation.
- **Transportation Safety** – Construction is currently underway for the “Friendly Streets” project in the McGraw/Paris/Cornwall neighbourhood. Additional planned project Request for Proposals (RFPs) are expected to be issued at the end of September 2025.
- **Transit Network Expansion Plans** - unfortunately the City was not successful in receiving the necessary provincial funding for expansion. The City will continue to advocate for transit expansion through future opportunities.
- **Advanced Waste Water Treatment Plant (AWWTP) Construction and Commissioning** – Invitation for Tenders (IFT) package was issued for internal review. Project was delayed due to additional archeological consultations required, the City is working through the final steps to secure the Heritage permit for the project. RFP for bioreactor is expected to be issued in the fourth quarter.

Advancing Council’s Priorities

Appendix A provides a summary of all 39 strategic priorities identified by City divisions to advance Council’s Priorities to build a stronger Penticton.

Appendices

Appendix A – Second Quarter Strategic Priority/Initiative Status Details

Safe & Resilient	
Enhance and protect the safety of all residents and visitors to Penticton	
Initiative	Status
<p>Implementation of the Updated City Hall Business Continuity Plan (BCP)</p> <p>Per the updates to the Emergency Disaster Management Act (EDMA) local governments are required to have business continuity and emergency management plans. For Q3, the updated plan is being revised to reflect operational changes impacting which departments are based out of City Hall.</p>	↑
<p>Advancement of Civic Places and Spaces Priority #1: Community Safety Building</p> <p>This is a continuing project. For 2025, Civic Places and Spaces will focus on fire hall renewals and the Community Safety Building. Final class D estimate completed and report to Council completed in Q3. Project will be included with 2026 budget for Council to consider approval to proceed with next steps in Integrated Project Delivery (IPD).</p>	↑
<p>Safety and Security Enhancements for the RCMP Detachment</p> <p>The RCMP detachment will receive security enhancements including the exterior fleet and parking area. In Q3, project successfully completed the work plan for 2025.</p>	☑
<p>Advanced Waste Water Treatment Plant (AWWTP) Construction and Commissioning</p> <p>This is a continuing multi-year project. In 2025 construction for works will commence including a new secondary clarifier, new nitrified mixed liquor pump and remediation of the headworks concrete and slide gate. The project remains delayed due to additional archaeological consultations required. In Q3, the Invitation for Tenders (IFT) package was issued for internal review. The bioreactor RFP will be issued in Q4.</p>	↓
<p>Developing and Maintaining Collaborative Partnerships</p> <p>Specific works have been identified for 2025 to continue to foster relationships and dedicated time and resources to create new and expanded initiatives with the business community, provincial government and regional partners. For Q3, Bylaw Services restarted school patrols for SD67. Bylaw Services also partnered with Facilities and Yards to develop a new process for sharps disposal. Lakeshore overnight parking initiatives were implemented. Bylaw Services participated in a number of interoperable initiatives including: Psychological Body Armour training, Nasal Narcan training, Step Up and Lead training, and expansion of the Graffiti Program.</p>	↑
<p>Development of the Community Safety and Wellbeing (CSWB) Plan</p> <p>A CSWB is a strategic initiative designed to enhance safety and quality of life for residents within the community. The focus of Penticton's CSWB is on prevention and intervention through targeted programs that address the root causes of safety and health issues. In Q3, the first phase of the project was completed which included a current state analysis. Project is moving into the second phase of engagement which will include key partners and the public.</p>	↑
<p>Intelligence Led Responses</p> <p>To increase efficiency and effectiveness, Bylaw Services is moving to implement intelligence-led responses and proactive patrols. The ability to harness data and focus resource deployment based on the data will elevate levels of service and call response. For Q3, Bylaw continues to use CPTED for Property Compliance. Bylaw continues to complete weekly outdoor sheltering and structure counts for Fairview. Bylaw continues to complete reviews of processes and Standard Operating Procedures (SOPs) to enhance and inform call response.</p>	↑
<p>Fire Prevention Division Growth Strategy</p> <p>Fire Prevention oversees property inspections, reviews business licenses and final occupancy permits, responds to Freedom of Information requests and public complaints as well as preparing Office of the Fire Commissioner reports. In 2025, Council approved an increase of a full-time prevention resource. The full complement of staffing was reached in Q2.</p>	☑

<p>Development of a Hazard Risk Vulnerability Analysis (HRVA)</p> <p>Utilizing a public grant, the PFD will work to develop an HRVA to focus on prevention and planning for the City and neighbouring communities per mutual aid agreements. In Q3, the project continues to progress in partnerships with the RDOS. Final HRVA will be available in 2026.</p>	↑
<p>Wildfire and FireSmart Planning and Mitigation Strategies</p> <p>PFD continues to explore and apply for grant-funded opportunities to maintain wildfire resiliency actions for the community. In Q3, the FireSmart Coordinator continues to conduct community assessments and attending events to increase awareness of the program. Planning for 2026 is underway including exploring FireSmart grant opportunities for City-owned properties.</p>	↑
<p>Fire Department Record Management Software (RMS) Enhancements</p> <p>The PFD has an identified need for a new RMS system to increase efficiencies, and end-user experience for coordination of scheduling, training, events and department activities. For Q3, the department has launched several new modules and continues to work towards the full implementation of all enhancements.</p>	↑
<p>Operational Risk Assessment</p> <p>An operational risk assessment compiles findings and identifies recommendations to guide operations for high-risk rescues, airports, water response and high-rise residential and commercial buildings. In Q3, the department continues with the assessment. Anticipate completion in Q4.</p>	↑
<p>Advancement of the 2024 – 2027 RCMP Strategic Plan</p> <p>The RCMP's Strategic Plan focuses on four key areas: Connect vulnerable people, Impact crime trends, Advance preparedness and Drive results. Key initiatives have been identified for 2025 focusing on creation of a Community Safety Unit; increased collaboration with RCMP Community Policing and Bylaw Services; proactive communication; inter-agency training; and an Operational Review Unit to lead enhanced investigation capacity. Objectives are on track.</p>	↑

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
<p>Advancement of Civic Places and Spaces Priority #2: Arenas</p> <p>This is a multi-year project. The project will realize work completed to-date for the Civic Places and Spaces project as well as consider directions and recommendations from the Arena Feasibility Study. For Q3, the final report was completed and a report to Council is planned for Q4.</p>	↑
<p>Continuation of Sport and Recreational Needs Assessment</p> <p>This is a multi-year project. Project milestones will be advanced in 2025 including presentation of the complete assessment report and associated recommendations to Council and the Parks and Recreation Advisory Committee. The report was received by Council on June 24.</p>	☑
<p>Frost Fest Winter Carnival Expansion</p> <p>Established in 2024, Frost Fest is a multi-event winter carnival to create an off-season event that would increase vibrancy and attract visitors and support a connected community. The event was successfully hosted in Q1 and featured a movie night, fundraising gala, hot air balloons, kids' zone, rail jam and polar dip.</p>	☑
<p>City Yards Upgrades</p> <p>This is a multi-year project. In 2024, construction on the Electric Utility Fleet storage building started. In 2025 the Facilities department will lead the design and construction of a Fleet Shop building. In Q3, discussions with user groups continue to determine fleet shop requirements. Project team working towards completion of shop requirements and location at end of Q4 with design planning to start in 2026.</p>	↑

<p>Accessibility Enhancements and Improvements</p> <p>Utilizing the Provincial Library’s Enhancement grant, the Library Board has approved engaging a consultant to develop a space plan for both public and work areas to enhance the appearance of the Library and improve accessibility of services and collections. In Q3, the supplier issue was resolved and final decisions on purchases are being made. Anticipate that delivery and installation for improvements will be completed in early 2026.</p>	<p>↓</p>
<p>Increase Water Service Quality and Reliability</p> <p>Penticton’s water supply and treatment systems have several projects planned for 2025 and onwards to support growth of water demand, improve water reliability and meet regulatory compliance targets. For Q3, the project milestones are being achieved, and the project is progressing on schedule.</p>	<p>↑</p>
<p>Eckhardt Avenue Corridor Reconstruction</p> <p>The Eckhardt Avenue project includes renewal of underground utilities from Government Street to Main Street. All road users will have safety enhanced through grade-separated bike lanes and enhanced lighting and crosswalk identification for KVR trail connectivity across Eckhardt Avenue. In Q3, construction commenced with the section from Ellis Street to Gahan Avenue scheduled for completion by end of 2025.</p>	<p>↑</p>
<p>Demand Side Management Pilot Project</p> <p>The City is piloting a Demand-Side Management (DSM) program with up to 1,000 volunteer customers to reduce energy use and peak demand costs. In Q2, the project team is pleased to report that 160 participants have signed up. Learning about the barriers to adoption and installation of equipment. For Q3, the project has been extended to collect data through Winter 2025/26 in an attempt to manage peak energy demand.</p>	<p>↑</p>
<p>Electrical Modern Metering Program</p> <p>This project would replace the Advanced Meter Reading (AMR) platform with Advanced Metering Infrastructure (AMI). AMI enables the collection of detailed and accurate energy usage data, which is then transmitted automatically, eliminating the need for manual meter reading. In Q3, the City is working with BC Hydro to explore options for support to the City’s meter upgrades. The City is also actively monitoring the RFP process for the City of Nelson, which also owns an electric utility.</p>	<p>↑</p>
<p>Voltage Conversion Study</p> <p>A voltage conversion study involves assessing the feasibility, impact and benefits of converting the City’s primary distribution system from 12.47kV to 25kV. For Q3, the project remains delayed due to resource constraints.</p>	<p>↓</p>
<p>Solar Feasibility and Implementation Project</p> <p>The City of Penticton will be conducting feasibility studies to identify appropriate corporate roof tops to install solar panels for the purpose of offsetting energy costs and reducing peak demand. This project is aligned with the Corporate Energy and Emissions Plan. In Q2, a partnership with Okanagan Community Solar was initiated to pilot multiple community solar sites. In Q3, the department is working to support private partners to determine feasibility of installing community solar. Solar installation at the Water Treatment Plant delayed for purchasing of air handling units on roof.</p>	<p>↓</p>
<p>Regional Collection Agreement</p> <p>The City of Penticton began negotiations in January 2024 for a new waste collection contract from July 2025 to June 2032. In negotiating the new contract, the City collaborated with the RDOS for a regional agreement which also serves Summerland, Oliver, Osoyoos and Keremeos. The new collection agreement has started. Education advertisements have gone out and residents are responding.</p>	<p>☑</p>
<p>KVR Trail Master Plan and Green Corridor Strategy</p> <p>The Parks department began work on the Master Plan in 2024. In 2025, the goal is to create a comprehensive green network by integrating existing green corridors, parks, trails and open areas throughout the City. In Q3, Phase 1 engagement completed. Planning for Phase 2 engagement is underway.</p>	<p>↑</p>

<p>Lakawanna Park Upgrades</p> <p>The City's parks department will lead the upgrade and replacement project at Lakawanna Park due to equipment end of life and compliance with health guidelines. In Q1 the final concept design was presented to Parks and Recreation Advisory Committee, Accessibility Committee and Council. In Q3, Detail design has been finalized, and staff have engaged Patio Burger and immediate neighbours on the proposed plan and upcoming works.</p>	↑
<p>Urban Forest Management Plan (UFMP) – Advancing CommuniTREE Plan</p> <p>In 2025, the department will continue works initiated to-date. A key component of the work in 2025 will be a Parks Technician role to advance key recommendations for a Green Future which will strive to increase urban forest canopy to 18-percent by 2045 with 25-percent canopy cover in urban areas by 2085. In Q3, the Parks Technician role was active and in partnership with IT, the Tree App was launched successfully. The City is awaiting a decision on the award of the Growing Canada's Community Canopy (GCCC) Grant.</p>	↑
<p>Transportation Safety</p> <p>After finalizing the updated neighbourhood traffic management policy, we plan to test various rapid implementation techniques to address concerns received from the public. Many of these concerns relate to local residential roads, indicating community support for lower speed limits to enhance overall road safety. In Q3, construction was underway for the McGraw/Paris/Cornwall neighbourhood and additional Safe Routes to School initiatives are planned to start this fall and early spring.</p>	↓
<p>Transit Network Expansion Plans</p> <p>For the 2025 budget year, staff are planning to conduct a review of bus stops along affected routes and planning for future infrastructure upgrades to support the revised routing and increased frequencies. This will be a multi-year project starting in 2025, in anticipation of the expanded service in 2026. For Q3, unfortunately the City was not successful in receiving the necessary provincial funding for expansion. The City will continue to advocate for transit expansion through future opportunities.</p>	↓
<p>Development of an Area Plan for Okanagan Lakeshore / Esplanade</p> <p>In response to community interests for the Okanagan Lakeshore and Esplanade areas, a comprehensive land use, park and infrastructure area plan is approved for the 2025 budget. In Q3, staff presented the Phase 1 Engagement Report to Council. Archaeological assessments were completed and planning for Phase 2 Engagement is underway.</p>	↑
<p>Advancing Housing Affordability</p> <p>This initiative supports and provides funding for four main projects: development of an affordable housing incentive policy; developing housing on City land; development of area plans for Transit Oriented Areas; and implementing the Social Housing and Infrastructure Plan (SHIP). In Q3, the City received pre-development funding for the non-profit housing concept at 216 Hastings Avenue. Progress continues for three City-owned sites for social housing. Council approved the re-zoning application for Galt Avenue and development applications were received for the BC Builds project on Eckhardt Avenue.</p>	↑
<p>North Gateway: Penticton Trade and Convention Centre Improvements</p> <p>Per direction received from Council in 2024, Development Services will lead internal planning work to develop a comprehensive land use and parkland plan in support of an attached hotel to the Penticton Trade and Convention Centre. In Q3, planning staff prepared for a Request for Quotation (RFQ) for architectural services to inform public engagement.</p>	↑
<p>Advancement of Actions in the Social Development Framework</p> <p>Social Development continues to advance the priorities laid out in the Social Development Framework. A continued priority is to make progress on those actions in the building of a healthy, safe and resilient community. In Q3, the new Social Development Manager started work which will strengthen leadership in the department. The department was successful in its grant application for Plan H to support the Cycling Without Age program. Anti-racism efforts progressed through collaboration with the Local Immigration Partnership. Public engagement was launched to gauge feedback on the Free Youth Transit program.</p>	↑

Accessibility Plan Implementation



The Plan contains 21 actions for making the City of Penticton more accessible. Social Development will continue to work with the Accessibility Committee on advancing these actions. For Q3, accessibility remains a central focus. The department facilitated a public engagement process to assess beach accessibility standards. The Accessibility Committee continues to advance local priorities. Finally, the department prepared for a Workplace Disability Management Assessment in partnership with the National Institute of Disability Management and Research.

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

Advocacy and Intergovernmental Relations Planning



The Advocacy Planning and Intergovernmental Relations (IGR) initiative aims to establish a proactive, sophisticated strategy for engaging local, provincial, federal and Indigenous governments and other key partners. This will enable the City to advance priority issues, secure funding and influence policies that directly benefit Penticton. Responsibility for this initiative has formally transferred to the new IGR Manager role. In Q3, work continued to support advancing the Heart & Hearth discussion and encampment response, and assisted with needs to support the SHIP plan. Planning and preparations continued for future minister meetings at the UBCM Convention from September 22 – 26, 2025.

Procurement of an External Auditor



The City will conduct the Request for Proposals process (RFP) to ensure that Council is able to make an informed decision when appointing a new auditor. This initiative was successfully completed in Q3 with the appointment of the auditor at the August 19, 2025 Council meeting.

Advancing Digital Transformation and Innovation Project



The IT/GIS department will continue to work to leverage available technologies to focus on increasing operational efficiencies, collaboration and new communication tools available within MS 365. Q3 focus shifted to upgrading operational systems and replacing outdated hardware ensuring stronger security and supporting the City's digital transformation.

Expansion of the Strategic Communications Program



A sophisticated, professional and knowledgeable approach to communications is essential for the City of Penticton to ensure that residents and visitors are informed and up-to-date on City operations. Attention will be given to investigating processes to monitor and collect citizen data and sentiment to inform strategic communication decisions. In Q1, an external consultant conducted an internal service audit with City departments. The final report was received in Q3 and actions and recommendations are being reviewed for implementation.

Status		Definition
<input checked="" type="checkbox"/>	Complete	Initiative was successfully completed
↑	On Track	Initiative is on schedule and progress continues towards milestones
↓	Delayed	Initiative is experiencing challenges or delays

Item	Quarter	Amount	Funding Source	Resolution
Capital Expenditures				
General				
Pickup (Replace Unit U202)	Q1	60,000	Asset Emergency Reserve Insurance Claim Revenue	134/2025
Rotary Point Site Improvements (Pier Multi-Use Path)	Q1	60,000	Grant	134/2025
Accessibility - Mobi Mats	Q1	60,000	Gaming Reserve	48/2025
RCMP - Facility Improvements	Q1	25,000	Facilities projects under budget	134/2025
RCMP - Vestibule	Q1	(25,000)	Transferred to other projects	134/2025
Truck (Replace Unit I-203)	Q1	45,000	Asset Emergency Reserve	134/2025
Community Centre - Starting Blocks	Q1	85,000	Facilities projects under budget KISU contribution	83/2025
Community Centre - Fire Suppression System Refurbishment	Q1	(45,000)	Transferred to other projects	83/2025
PTCC - Ride-On Floor Scrubber	Q1	28,000	Capital Reserve	134/2025
SOEC - Glass Washer in The Vault	Q2	15,000	Capital Reserve	219/2025
Official Community Plan Review	Q2	2,810	Canada-Community Building Fund	219/2025
Okanagan Lake Marina Public Dock Access Project	Q2	65,000	Marina Capital Reserve	115/2025
Complete Street Design - Skaha Lake Rd.	Q2	30,000	Developer Funded	139/2025
Acquisition of 97 Penticton Ave	Q2	505,000	Land Acquisition Reserve	IC38/2025
Utility Service Truck (Unit 51)	Q2	31,000	Equipment Replacement Reserve	219/2025
Community Centre - Door Repair	Q2	20,000	IT project under budget	219/2025
City Facilities Network Wiring Upgrades	Q2	(20,000)	Transferred to other projects	219/2025
Kings Park/Sportsplex - Washroom	Q2	100,000	Facilities project under budget	166/2025
Community Safety Buildings - Planning & Design	Q2	(280,000)	Transferred to other projects	166/2025
McLaren Arena - Brine Header Replacement	Q2	125,000	Facilities project under budget	166/2025
Community Centre - Fire Suppression System Refurbishment	Q2	(125,000)	Transferred to other projects	166/2025
Cleland Theatre - Washroom Repairs	Q2	180,000	Facilities project under budget	166/2025
Okanagan Lake Marina West Boat Launch	Q2	30,372	Asset Emergency Reserve	219/2025
Emergency Training Centre Upgrades	Q2	23,354	Fire Services project under budget IT project under budget	219/2025
Fire Hose Replacement	Q2	(5,354)	Transferred to other projects	219/2025
City Facilities Network Wiring Upgrades	Q2	(18,000)	Transferred to other projects	219/2025
SOEC - Replace Plate on Main Rink Chiller	Q2	100,000	Asset Emergency Reserve	219/2025
Fire Hall 2 - Hose Tower Hoist	Q2	10,500	Asset Emergency Reserve	219/2025
AAA Bike Network Plan - Lake to Lake Section 1 - Landscaping	Q2	150,000	Project re-prioritization	219/2025
Point Intersection Kinney & South Main - Landscaping	Q2	90,000	Project re-prioritization	219/2025
AAA Bike Network Plan - Lake to Lake Section 2 - Landscaping	Q2	60,000	Project re-prioritization	219/2025
Sidewalks, Curbs & Gutter Projects	Q2	(300,000)	Transferred to other projects	219/2025
Sidewalks, Curbs & Gutter Projects	Q2	(127,577)	Roads DCC Reserves	219/2025
Decorative Seasonal Lighting	Q2	130,000	Growing Communities Fund	207/2023
Cleland Theatre - Lighting	Q2	(287,500)	Grant	09/2025
Cleland Theatre - Lighting	Q2	200,000	Growing Communities Fund	09/2025
Bush Truck (Replace Unit B-201)	Q2	50,000	Equipment Replacement Reserve	219/2025
SOEC - Capital IT/AV	Q3	65,000	Dividend	
Sod Cutter (Replace Unit 9478)	Q3	9,000	Equipment Replacement Reserve	
Eckhardt Avenue Reconstruction	Q3	250,000	Growing Communities Fund	
Eckhardt Avenue Reconstruction	Q3	150,000	Project consolidation	
Intersection Improvements	Q3	(150,000)	Transferred to other projects	
Community Centre - Fire Suppression System Refurbishment	Q3	(300,000)	Funds returned to reserve Capital Working Group Annual Review	
City Yards - Fleet Shop Ventilation	Q3	(75,000)	Funds returned to reserve Capital Working Group Annual Review	
Zamboni (Replace Unit 331)	Q3	(230,000)	Funds returned to reserve Capital Working Group Annual Review	
Churchill Avenue Storm Improvements (Storm)	Q3	(35,000)	Funds returned to reserve Capital Working Group Annual Review	
Outdoor Rink - Connected Communities Project	Q3	(188,500)	Funds returned to reserve Capital Working Group Annual Review	
City Hall - Rolling Vault Shelves	Q3	(87,250)	Funds returned to reserve Capital Working Group Annual Review	
City Yards - Main Building Upgrades	Q3	(381,650)	Funds returned to reserve Capital Working Group Annual Review	
PTCC - Heat Pump	Q3	15,000	Asset Emergency Reserve	
Kings Park/Sportsplex - Washroom	Q3	50,000	Facilities project under budget	
Parking Pay Stations	Q3	3,300	Facilities project under budget	
SOEC - Screw Compressors	Q3	50,000	Facilities project under budget	

192,505

Capital Expenditures Cont'd

Electric

Carmi Substation Feeders	Q2	(44,369)	Project cancelled, funds returned to reserve	219/2025
Underground Residential Subdivision Rebuild	Q2	(364,314)	Project scope merged to Distribution System Rebuild, funds returned to reserve	219/2025
City Yards - Electric Utility Bay Office Space Conversion	Q2	250,000	Electric project under budget	166/2025
Reliability/Resiliency Improvements	Q2	(250,000)	Transferred to other projects	166/2025
Eckhardt Avenue Reconstruction	Q3	1,560,000	Consolidation of project budgets	
Downtown Underground Conversion	Q3	(195,000)	Transferred to other projects	
Main Street Underground Conversion	Q3	(1,365,000)	Transferred to other projects	
		(408,683)		

Sewer

1 Ton Truck with Winch Crane (Sewer)	Q1	3,100	Sewer Capital	134/2025
AWWTP Main Breaker PDC Replacement	Q3	300,000	Project re-prioritization	
AWWTP Motor Control Centers	Q3	(300,000)	Transferred to other projects	
SOEC Lift Station Wet Well Expansion	Q3	(115,000)	Funds returned to reserve Capital Working Group Annual Review	
City Yards - Main Building Upgrades (Sewer)	Q3	(450,000)	Funds returned to reserve Capital Working Group Annual Review	
		(561,900)		

Water

1 Ton Truck with Winch Crane (Water)	Q1	3,100	Water Capital	134/2025
Ellis 4 Dam Upgrades	Q1	11,000,000	External Debt Financing	50/2025
Ellis 4 Dam Upgrades	Q1	(3,445,935)	Water Capital	50/2025
Miscellaneous Dam Projects	Q2	82,428	Grant Funding	219/2025
Eckhardt Avenue Reconstruction	Q3	100,000	Consolidation of Project budgets	
Aging Raw Water Main Infrastructure Renewals	Q3	(100,000)	Transferred to other projects	
City Yards - Main Building Upgrades (Water)	Q3	(450,000)	Funds returned to reserve Capital Working Group Annual Review	
Woodstock Road - Water Main Replacement	Q3	(263,800)	Funds returned to reserve Capital Working Group Annual Review	
Ellis 4 Dam Upgrades	Q3	200,000	Water project under budget	
Ellis 2 Dam - Consulting & Upgrades	Q3	(200,000)	Transferred to other projects	
		6,925,792		
Total 2025 Amendments		5,820,538		

Appendix C – Capital Project Updates

General Government Services

Facilities Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
FA-78	VITAL	City Hall - HVAC Chiller Repair	RENEW	Complete
FA-07	OPTIMAL	City Hall - Rolling Vault Shelves	RENEW	Cancelled
FA-69	ESSENTIAL	City Hall - Server Room Renovations	RENEW	Delayed
FA-09	VITAL	City Wide Security - Major System Upgrade	RENEW	Substantially Complete
FA-70	ESSENTIAL	City Yards - Electrical Building	NEW	Substantially Complete
FA-10	ESSENTIAL	City Yards - Main Building Upgrades	RENEW	Delayed
FA-59	STRATEGIC	Civic Places & Spaces - Fire Hall Renewals	RENEW	Complete
FA-109	VITAL	Cleland Theatre - Lighting	RENEW	Substantially Complete
FA-23	ESSENTIAL	Community Centre - Energy & Emissions Reductions Retrofit	RENEW	Delayed
FA-22	VITAL	Community Centre - Facility Equipment Replacement	RENEW	Complete
FA-19	VITAL	Community Centre - Facility Improvements	RENEW	Complete
FA-16	VITAL	Community Centre - Fire Suppression System Refurbishment	RENEW	Complete
FA-71	STRATEGIC	Community Centre - Power Street Child Care Project	RENEW	In Progress
FA-66	VITAL	Community Centre - Replace Boiler	RENEW	Delayed
FA-120	DISCRETIONAR	Community Centre - Starting Blocks Replacement	RENEW	Substantially Complete
FA-CC3	STRATEGIC	Connected Communities - Lawn Bowling Improvements	RENEW	Complete
FA-CC2	STRATEGIC	Connected Communities - Leir House Improvements	RENEW	Complete
FA-911	VITAL	Facility Emergency Repairs	RENEW	In Progress
FA-118	ESSENTIAL	Fire Hall 2 - Heating & Cooling Equipment	RENEW	Complete
FA-64	ESSENTIAL	Kings Park/Sportsplex - Washroom	RENEW	In Progress
FA-117	OPTIMAL	Lakawanna - Washroom Accessibility Upgrades	RENEW	Delayed
FA-30	ESSENTIAL	Library/Museum - Replace Condensing Unit/Heat Pump	RENEW	Delayed
FA-29	VITAL	Library/Museum - Replace HVAC	RENEW	Delayed
FA-38	OPTIMAL	OHTC - Facility Equipment Replacement	RENEW	In Progress
FA-44	OPTIMAL	PTCC - Replace Small Wares	RENEW	Complete
FA-119	ESSENTIAL	PTCC - Ride-On Floor Scrubber	RENEW	Complete
FA-68	STRATEGIC	Public Washrooms - Okanagan Lake Park Renovations	NEW	Delayed
FA-48	ESSENTIAL	RCMP - Facility Improvements	RENEW	Complete
FA-49	VITAL	RCMP - Main Distribution Panel	RENEW	Complete
FA-115	VITAL	RCMP - Rebuild Boilers & Belimo Valves	RENEW	In Progress
FA-112	ESSENTIAL	RCMP - Secure Parking	NEW	Delayed
FA-111	VITAL	RCMP - Vestibule	NEW	Substantially Complete
FA-74	VITAL	Soccer Facility - Recover Roof Bubble	RENEW	Complete

FA-92	VITAL	SOEC - Cooling Tower Heat Exchanger Replacement	RENEW	Complete
FA-53	VITAL	SOEC - Facility Equipment Replacement	RENEW	Complete
FA-55	ESSENTIAL	SOEC - Replace Hallway Flooring	RENEW	Complete
FA-62	VITAL	SS Sicamous - Repairs & Abatement	RENEW	In Progress

Information Technology Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
IT-14	ESSENTIAL	City Facilities Network Wiring Upgrades	NEW	In Progress
IT-01	ESSENTIAL	Hardware - Audio Visual	RENEW	In Progress
IT-10	OPTIMAL	Hardware - Cleland Theatre	RENEW	In Progress
IT-02	ESSENTIAL	Hardware - Council Chambers	RENEW	Delayed
IT-03	VITAL	Hardware - Desktop & Cellular Telephones	RENEW	In Progress
IT-04	ESSENTIAL	Hardware - Desktop Computers, Laptops, Tablets	RENEW	In Progress
IT-05	ESSENTIAL	Hardware - Printers	RENEW	In Progress
IT-06	VITAL	Hardware - Servers & Appliances	RENEW	Design
IT-11	ESSENTIAL	Hardware - SOEC	RENEW	In Progress
IT-12	ESSENTIAL	Infrastructure - GIS	NEW	In Progress
IT-07	VITAL	Infrastructure - Local Area Network	RENEW	In Progress
IT-09	OPTIMAL	IT Strategy - System Reconfigurations	NEW	In Progress
IT-13	VITAL	Utility Billing Software Upgrade	NEW	Complete

Other General Government Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
LAND-01	STRATEGIC	Land Acquisitions	NEW	Complete
PL-01	STRATEGIC	Official Community Plan Review	RENEW	Complete

Protective Services

Fire Services Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
FS-01	ESSENTIAL	Emergency Training Centre Upgrades	RENEW	Complete
FS-03	VITAL	Equipment Replacement	RENEW	In Progress
FS-02	VITAL	Fire Hose Replacement	RENEW	Complete

Bylaw Services Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
BS-01	OPTIMAL	Downtown Parking Pay Stations	NEW	Complete

Fleet

Fleet Services Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
FLT-133	ESSENTIAL	1 Ton Pickup (Replace Unit 133)	RENEW	Complete
FLT-1TON	ESSENTIAL	1 Ton Truck with Winch Crane	NEW	Complete
FLT-L202	VITAL	100' Platform Fire Truck (Replace Unit L-202)	RENEW	In Progress
FLT-9429	ESSENTIAL	Aerator (Replace Unit 9429)	RENEW	Cancelled
FLT-9430	ESSENTIAL	Aerator (Replace Unit 9430)	RENEW	Cancelled
FLT-B201	ESSENTIAL	Bush Truck (Replace Unit B-201)	RENEW	In Progress
FLT-CAR.VAN	ESSENTIAL	Car & Van, New & Replacements	RENEW	In Progress
FLT-50	ESSENTIAL	Digger Derrick Aerial (Replace Unit 50)	RENEW	In Progress
FLT-TOOLS	VITAL	EV/Hybrid Tools	NEW	In Progress
FLT-BOAT	STRATEGIC	Fire Services Rescue Boat	NEW	Complete
FLT-9409	ESSENTIAL	Flail Mower (Replace Unit 9409)	RENEW	Cancelled
FLT-344	ESSENTIAL	Forklift (Replace Unit 344)	RENEW	Complete
FLT-GARAGE	ESSENTIAL	Garage Equipment, New & Replacements	RENEW	In Progress
FLT-9401	ESSENTIAL	Gravelly (Replace Unit 9401)	RENEW	Cancelled
FLT-129	ESSENTIAL	Hydrant Truck (Replace Unit 129)	RENEW	Complete
FLT-9460	ESSENTIAL	Overseeder (Replace Unit 9460)	RENEW	Cancelled
FLT-PARKS	ESSENTIAL	Parks Equipment, New & Replacements	RENEW	In Progress
FLT-53	ESSENTIAL	Single Dump (Replace Unit 53)	RENEW	In Progress
FLT-86	ESSENTIAL	Snow Plows/Sanders/Blades (Replace Unit 86)	RENEW	In Progress
FLT-91	ESSENTIAL	Tandem Dump Truck (Replace Unit 86)	RENEW	In Progress
FLT-TRAILER	ESSENTIAL	Trailer, New & Replacements	RENEW	In Progress
FLT-TRUCK	ESSENTIAL	Truck, New & Replacements	RENEW	Complete
FLT-TURF	STRATEGIC	Turf Tank (Autonomous Line Painter)	NEW	Complete
FLT-51	ESSENTIAL	Utility Service Truck (Replace Unit 51)	RENEW	Complete
FLT-331	ESSENTIAL	Zamboni (Replace Unit 331)	RENEW	In Progress

Transportation, Roads & Utilities

Transportation Network Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
TN-AT-01.2	OPTIMAL	AAA Bike Network - Lake to Lake Sections 1-4	GROWTH	Substantially Complete
ELEC-NE-10	ESSENTIAL	Accessible Pedestrian Signal Upgrades	NEW	In Progress
TN-AT-01A	STRATEGIC	Bike Network Improvements	RENEW	Substantially Complete
TN-TC-03	OPTIMAL	Crosswalk Improvement Program	NEW	Ready for Tender
PW-03	STRATEGIC	Decorative Seasonal Lighting	NEW	In Progress
TN-FS-01	STRATEGIC	Friendly Streets	NEW	In Progress
TN-MP-01	STRATEGIC	Intersection Safety Improvements	NEW	Design
LAND-03	VITAL	Okanagan Lake Marina Public Dock	RENEW	Complete
TN-IR-01	OPTIMAL	Pavement Management Rehabilitation Program	RENEW	Ready for Tender
TN-MP-03	STRATEGIC	Point Intersection	GROWTH	Substantially Complete

TN-TC-04	STRATEGIC	Safe Routes to School	NEW	Ready for Tender
TN-AT-03	OPTIMAL	Sidewalk Network Improvements	GROWTH	Ready for Tender
ELEC-NE-12	ESSENTIAL	Street Lighting	NEW	In Progress
ELEC-NE-06	VITAL	Traffic Detection & Controllers	RENEW	In Progress
ELEC-NE-09	ESSENTIAL	Traffic Signalization	NEW	In Progress

Neighbourhood Reconstruction Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
RC-16	STRATEGIC	Duncan Avenue East Corridor Reconstruction	RENEW	In Progress
RC-15	STRATEGIC	Eckhardt Avenue Corridor Reconstruction	RENEW	In Progress
RC-20	STRATEGIC	Westminster Avenue Corridor Reconstruction	RENEW	Design
RC-05	ESSENTIAL	Woodstock Road - Water Main Replacement	RENEW	Cancelled

Storm Water Management Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
DC-MP-01	ESSENTIAL	Dynes Lane Storm Diversion	NEW	Design
DC-NE-01	STRATEGIC	Miscellaneous Storm Projects	RENEW	Design
DC-NE-02	STRATEGIC	Okanagan Lake Channel Retaining Wall	RENEW	Deferred
PCR-R2	STRATEGIC	Penticton Creek Restoration - Reach 2	RENEW	In Progress
STC-02	STRATEGIC	Weather Monitoring Stations	NEW	Complete

Water & Sanitary Networks Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
WD-IR-02	ESSENTIAL	Aging & Undersized Water Infrastructure Renewals	RENEW	Ready for Tender
SC-IR-01	STRATEGIC	Aging Sanitary Sewer Infrastructure Renewals & Relining	RENEW	Design
WD-NE-02	DISCRETIONAR	Agricultural Irrigation Meter Program	NEW	In Progress
PW-04	VITAL	CCTV Video Inspection System	NEW	Complete
WD-NE-03	STRATEGIC	Ellis 2 Dam Upgrades	RENEW	Delayed
WD-NE-04	STRATEGIC	Ellis 4 Dam Upgrades	RENEW	Complete
WD-MP-01	OPTIMAL	Hydrant Installations	NEW	In Progress
WD-IR-03	ESSENTIAL	Industrial Area Fire Flow Upgrades	RENEW	In Progress
WD-NE-06	ESSENTIAL	Miscellaneous Dam Projects	NEW	Substantially Complete
WD-MP-09	VITAL	PRV & Altitude Valve Upgrades - Above Ground Vault Conversions	RENEW	Design
WD-IR-05	VITAL	Raw Water Main Replacements	RENEW	Design
G-WAT-01	STRATEGIC	Ridgedale Reservoir Upgrade	GROWTH	Delayed
ROW	STRATEGIC	Right of Way Acquisitions	NEW	In Progress
SC-MP-01	ESSENTIAL	SOEC Lift Station Wet Well Expansion	GROWTH	Cancelled

Parks

Parks & Cemetery Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
PK-2020-P2B	STRATEGIC	City-Wide Park - Lakawanna Spray Park & Splash Pad	RENEW	In Progress
PK-2020-P17	STRATEGIC	City-Wide Park - Rotary Point Site Improvements	RENEW	Ready for Tender
PK-2023-P40	STRATEGIC	City-Wide Park - Skaha Pedestrian Bridge Replacements	RENEW	Complete
PK-2020-P1	STRATEGIC	City-Wide Park - Skaha Upgrades	RENEW	Complete
PK-2022-P17	OPTIMAL	City-Wide Park - Sudbury Parking Lot Landscaping	RENEW	Substantially Complete
PK-2020-P14	STRATEGIC	City-Wide Park - Three Mile Beach Upgrades	RENEW	In Progress
PK-2020-P20	STRATEGIC	Community Park - Riverside Site & Entry Improvements	RENEW	Substantially Complete
PK-2020-P16	STRATEGIC	Community Park - Robinson Pickleball Courts	NEW	Substantially Complete
PK-CC3	STRATEGIC	Connected Communities - Baseball Diamond Improvements	RENEW	Substantially Complete
PK-CC2	STRATEGIC	Connected Communities - Safety Village Improvements	RENEW	In Progress
PK-CC1	STRATEGIC	Connected Communities - Skaha Park Pickleball Courts	NEW	Substantially Complete
PK-2020-P17A	STRATEGIC	Kiwanis Walking Pier Replacement	RENEW	Ready for Tender
PK-MISC	DISCRETIONAR	Miscellaneous Parks Projects	NEW	Complete
MISCP-02	STRATEGIC	Miscellaneous Projects - Dog Park Improvements	RENEW	In Progress
MISCP-06	STRATEGIC	Miscellaneous Projects - Sportsfield Development	NEW	In Progress
PK-2020-P6	STRATEGIC	Playground Equipment Replacements	RENEW	In Progress
SPP-02	STRATEGIC	Special Purpose - Lakeview Cemetery	RENEW	Delayed
P-DCC-04	STRATEGIC	Trail Corridors - KVR Trail Master Plan & Improvements	GROWTH	In Progress
PK-2023-P42	STRATEGIC	Water Supply, Refill, Wash & Cooling Stations	NEW	Substantially Complete

Energy & Environment

Electric & Sustainability Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
ELEC-NE-03	ESSENTIAL	Carmi Substation Feeders	NEW	Cancelled
ELEC-IR-03	ESSENTIAL	Distribution System Rebuilds	NEW	In Progress
ELEC-IR-05	ESSENTIAL	Downtown Underground Conversion	RENEW	Ready for Tender
SP-02	STRATEGIC	Electric Vehicle (EV) Rapid Charging Infrastructure	NEW	In Progress
ELEC-NE-11	ESSENTIAL	Electrical Inventory Storage Racks	RENEW	Substantially Complete
ELEC-NE-04	ESSENTIAL	Fiber Optic System Redundancy	NEW	In Progress
ELEC-ND-02	STRATEGIC	Flat Rate New/Upgrade Services	NEW	In Progress

ELEC-IR-02	STRATEGIC	Huth Substation Refurbishment	RENEW	Ready for Tender
ELEC-ND-05	STRATEGIC	Modern Metering Conversion	NEW	Delayed
ELEC-ND-01	STRATEGIC	New/Upgrade Services	NEW	In Progress
ELEC-ND-03	STRATEGIC	New/Upgrade Underground Services	NEW	In Progress
ELEC-NE-05	ESSENTIAL	Power Line Technician & Engineering Tools	NEW	In Progress
ELEC-NE-02	ESSENTIAL	Reliability/Resiliency Improvements	NEW	In Progress
ELEC-NE-01	ESSENTIAL	SCADA Improvements & System Automation	NEW	In Progress
ELEC-IR-01	VITAL	Substation Refurbishments	RENEW	Ready for Tender
ELEC-IR-04	ESSENTIAL	Underground Residential Subdivision Rebuild	NEW	Cancelled
ELEC-NE-08	ESSENTIAL	Utility Scale Battery Storage	NEW	In Progress

Treatment Plants

Advanced Waste Water Treatment Plant (AWWTP) Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
AWWTP-AM-01	ESSENTIAL	Asset Management Plant Renewals	RENEW	In Progress
AWWTP-AM-02	ESSENTIAL	Asset Management Lift Station Renewals	RENEW	Delayed
AWWTP-IR-03	ESSENTIAL	AWWTP - SCADA Upgrades	RENEW	In Progress
AWWTP-LWMP00	VITAL	Liquid Waste Management Plan Update	RENEW	Substantially Complete
AWWTP-20J	ESSENTIAL	Main Breaker PDC Replacement	RENEW	In Progress
AWWTP-LWMP01	ESSENTIAL	NMLR Pumps, Headworks, Bioreactor Gates & Third Secondary Clarifier	GROWTH	In Progress
AWWTP-LWMP04	ESSENTIAL	Second Fermenter	GROWTH	In Progress
AWWTP-20P	ESSENTIAL	Wilson & Marina Way Generators & Flow Meters	RENEW	Deferred

Water Treatment Plant (WTP) Capital Projects

Project ID	Capital Priority	Project Name	Capital Type	Q3 Status
WTP-NE-02	ESSENTIAL	Building Improvements	NEW	In Progress
WTP-NE-08	ESSENTIAL	Duncan Avenue Pump Station Roof Replacement	RENEW	Delayed
WTP-IR-03	ESSENTIAL	Equipment Replacement	RENEW	In Progress
WTP-IR-05	ESSENTIAL	Makeup Air Replacement	RENEW	In Progress
WTP-NE-07	ESSENTIAL	Okanagan Lake Pump Station Roof Replacement	RENEW	In Progress
WTP-IR-01	STRATEGIC	Penticton Avenue PRV Upgrade	GROWTH	In Progress
WTP-IR-02	VITAL	PLC & Communications Equipment Replacement	RENEW	In Progress
WTP-NE-05	ESSENTIAL	SCADA Upgrades	RENEW	Substantially Complete
WTP-NE-09	ESSENTIAL	Solar Panel Installation	NEW	Ready for Tender
WTP-NE-03	ESSENTIAL	UV Treatment Upgrade	NEW	Design