

2023-2027

Financial & Corporate Business Plan



City of Penticton

Financial and Corporate Business Plan
October 17, 2023

Third Quarter 2023 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.
4. Strategic Initiatives - includes progress update on the initiatives detailed in the City's Financial and Corporate Business Plan.

Financial Summary

The 2023 -2027 budget was adopted by Council on April 18, 2023, with the first quarter update received by Council on May 16, 2023 and the second quarter update received by Council on September 15, 2023. This third quarter report summarizes the City's overall financial activities up to September 30, 2023. The City's financial position remains stable through the third quarter with revenues remaining steady at \$143M overall and operating expenses are anticipated to be 1.4% lower than budget.

General Fund

After the third quarter, the 2023 forecasted draw from General Fund surplus reserve is lower than budget, with a draw of \$1.9M, compared to adopted budget draw of \$3.0M.

Operating - forecasted draw of \$1.9M

Third quarter revenue increases are attributed to successful grants. For expenses, cost savings are being forecasted for staffing and RCMP vacancies, offset by increased costs for interest paid by the City and higher insurance costs. The Operating Variance section below provides a more in-depth analysis of the variances.

Capital - \$16.4M

The General Fund 2023 Capital amended budget is \$16.4M, an increase of \$1.2M from the approved budget of \$15.2M, detailed below in the Capital Variance Analysis section. The Point Intersection Kinney and South Main project is underway, with completion planned for 2024, with the majority of the work to date occurring in the Galt/South Main/Pineview area. The AAA Lake to Lake Bike Network route will begin construction in 2024. The Penticton Creek rehabilitation in stream work is completed, with pathway and curbing completion anticipated late October 2023.

Utilities

Electric Fund

Operating – forecasted draw of \$2.4M

The forecasted draw from the Electric reserve has decreased by \$66k, compared to the adopted budget of \$2.5M, for higher than anticipated miscellaneous revenue.

Capital - \$5.3M

The 2023 amended budget is \$5.3M, same as the approved budget. The Point Intersection Kinney and South Main electrical portion \$2.5M, underground electric work is now mostly complete.

Sewer Fund

Operating – forecasted surplus of \$1.1M

The forecasted transfer to Sewer surplus is \$1.1M, a decrease of \$57k from the adopted budget of \$1.2M for planned trunk cleaning work that is not anticipated to complete in 2023.

Capital - \$3.3M

The 2023 amended budget was increased in the second quarter by \$100k to \$3.3M. The majority of the capital is for the Advanced Waste Water Treatment Plant upgrades which is currently in detail design phase with planned tendering late 2023, and construction in 2024.

Water Fund

Operating – forecasted surplus of \$179k

The forecasted transfer to Water surplus is \$179k, compared to the adopted 2023 budget transfer of \$783k, a decrease of \$605k overall which are attributed to capital amendments of \$344k detailed below in capital and a \$50k increase for higher than planned water main repairs and a reduction of \$200k for lower anticipated water revenue.

Capital - \$4.6M

The 2023 amended budget is \$4.6M, an increase of \$344k from the adopted budget of \$4.2M, for planned water capital works, waterline upgrades, and portable water supply station costs that are coming in higher than originally anticipated. The Ridgedale Reservoir \$4.2M is in predesign phase and awaiting land approvals before moving forward with tendering. Penticton Ave Pressure Reducing Valve (PRV) upgrade \$2.9M, design is complete, expected to tender in November 2023, with construction in 2024.

Cash & Investments

As at the end of September 2023, the City’s cash and term deposit balance is \$160.1M, an increase of \$26.8M over the beginning of year balance of \$133.3M. Approximately \$7.7M is attributed to capital project borrowing received that will be utilized when the project costs are incurred further in 2024. Each year, the City receives substantial funds prior to the property tax due date in July, which is utilized to fund operations into the next year.

During the third quarter the City increased total investments, locking in terms to tier future cash flows and capitalize on elevated interest rates, as well as increase overall diversification. These investments have earned approximately \$4.6M in investment income to date.

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

Table 1 Portfolio Allocations (in millions)

Financial Institution	2022 Portfolio Amount	2022 Percentage	2023 Q3 Portfolio Amount	2023 Q3 Percentage
MFA Pooled Investment Funds	\$ 41.1	30.8%	\$ 42.7	26.6%
DUCA Financial	16.4	12.3%	26.4	16.5%
Agrove	2.5	1.9%	2.5	1.6%
FNBK	2.5	1.9%	2.5	1.6%
Tandia Financial	5.0	3.8%	5.0	3.1%
Haventree Bank	5.0	3.8%	5.0	3.1%
Meridian Credit Union	9.1	6.8%	14.1	8.8%
Prospera Credit union	0.0	0.0%	6.0	3.7%
Scotiabank	0.0	0.0%	5.0	3.1%
Valley First Credit Union	51.7	38.8%	51.0	31.8%
Total	\$ 133.3	100.0%	\$ 160.1	100.0%

Reserves

The City’s statutory reserve balances at the beginning of 2023 were \$32M, and forecasted to be \$31M, at the end of 2023, and does not yet reflect the \$7.177M earmarked for disbursement from the Growing Community Reserve. Mandatory reserve balances at the beginning of 2023 were \$19M and are forecasted to be \$13M at the end of 2023 due to the Council resolution to withdraw up to \$4.1M from the Asset Emergency Reserve to fund the Community Centre facility condition improvements and upgrades. Non-statutory reserve balances at the beginning of 2023 were \$63M, and are forecasted to be \$44M at the end of 2023.

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 2023-2027 Financial Plan:

Table 2 Reserve Forecast Summary (in thousands of dollars)

Reserve	2022	2023	2024	2025	2026	2027
	Financial Statement	Forecast	Forecast	Forecast	Forecast	Forecast
Statutory	31,882	31,333	31,133	33,935	35,334	36,974
Mandatory	18,761	13,386	10,894	10,436	5,829	4,134
Non-Statutory	63,423	44,209	38,134	38,656	39,202	39,951
Total	114,067	88,928	80,162	83,026	80,365	81,060

Debt

The City's forecasted debt balance to the end of 2023 is \$27M. 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)

	2022	2023	2024	2025	2026	2027
	Financial Statement	Forecast	Forecast	Forecast	Forecast	Forecast
Opening balance		\$ 20.80	\$ 26.69	\$ 29.60	\$ 27.32	\$ 25.48
Principal Repayment		\$ 1.91	\$ 2.19	\$ 2.28	\$ 1.84	\$ 1.84
New debt		\$ 7.80	\$ 5.10	\$ -	\$ -	\$ -
Ending balance	\$ 20.80	\$ 26.69	\$ 29.60	\$ 27.32	\$ 25.48	\$ 23.64
Estimated Liability						
Servicing Cost %	2.8%	2.8%	3.6%	3.6%	3.5%	3.1%

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 have been issued and received. The remaining loan authorization of \$5.1M for the Penticton Ave PRV is expected to be drawn on in 2024. The Proposed borrowing in future years in the Financial Plan have not been incorporated into the above table at this time.

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. To date \$3.5M has been borrowed internally with the remainder anticipated to be drawn during 2023 and 2024. Repayments of this borrowing is will begin in 2023.

Operating Variance Analysis

Third Quarter Budget Amendments

Revenue - \$214k increase

- The City was successful in receiving the following operating grants:
 - Union of BC Municipalities 2023 Community Resiliency Investment grant of \$185k
 - Union of BC Municipalities Emergency Operation Center and Training grant of \$29k.

Expense - \$14.6M increase

- In efforts to more closely aligning the Financial Plan with the Annual Financial Statement reports, the 2023-2027 budget was amended to include the annual amortization expense which is recorded during the year end process. The total amount of this change is \$14.4M which is offset lower in the statement, creating a zero net change on the budget. The amendment in each fund is:
 - General \$10.6M
 - Electric \$1.6M
 - Sewer \$1.2M
 - Water \$1.0M
-
- General Operating, in addition to the amortization adjustment above, had a further \$217k in budget amendments for:
 - Increased expenses of \$214k for successful grants mentioned above.
 - Council approved draw from surplus for a civic grant increase of \$3k for the Penticton & Area Access Society.

Forecast Variances

Each quarter, actual revenue and expense are reviewed comparative to budget, and the forecast is updated to reflect anticipated changes, and highlights or specific items that are being monitored are noted below.

Revenue

- Sales of Service \$263k
 - Transit revenue and franchise fee revenue forecast increased to reflect the higher revenue as noted in second quarter report.
 - Building Permit revenue decreased by \$400k to reflect lower anticipated revenue due to apprehension in the market with the high costs of construction and increased borrowing rates.
- Water revenue was reduced by \$200k due to lower usage than anticipated.
- Fiscal Services is \$400k higher for increased interest revenue on cash and investments than budgeted.
- Grant revenue is forecasted \$228k lower, as revenue and expenses must be recorded in the same year, per accounting regulations, so projects that are carrying onto 2024, those revenues are deferred and are forecasted accordingly.
- Other contributions have increased by \$140k for online accommodation platform revenue higher than anticipated, these funds are transferred directly into the OAP Reserve.

Expenses

- General Fund
 - The forecast reflects anticipated savings for vacancies in various departments and the RCMP.
 - Savings of \$250k for SOEC event initiative not anticipated to occur in 2023.
 - Facilities forecasts are \$82k lower than budget for an updated estimate of anticipated work to be completed by end of year.
 - Recreation department is forecasting savings of \$125k for extended pool closure and staffing vacancies.
 - Grant expenses matching revenue deferred to 2024, as noted in the revenue section above.
 - Insurance premiums and claims are forecasted to be \$70k higher than budget.
 - Based on current interest rates, interest paid on monies held by the City is forecasted \$200k more than budget.
- Electric Utility
 - Bulk Energy purchases are anticipated to be similar to budget. Fortis BC was successful in their appeal for an additional 2023 rate increase, however we do not expect a retroactive increase in 2023, instead an adjustment to rates for 2024 and beyond is expected.

Capital Variance Analysis

Third Quarter Budget Amendments

The third quarter capital budget amendments total \$90k, and are as follows:

- *General Capital \$64k*
 - Facilities \$116k
 - SOEC Cooling Tower Heat Exchanger has significant pitting in the plates creating corrosion in building piping and requires replacement of \$75k.
 - City Yards Salt Shed Extension & Enclosure incurring additional costs of \$26k for the lock block wall construction
 - A portion of the Community Centre Retrofit grant funds budgeted for 2024, was moved to 2023 for consultant work of \$55k, in preparation of 2024 construction.
 - Overall facility expenses were reduced by deferral of facility projects of \$40k to future years.
 - Fleet (\$183k)
 - Fleet purchases were reassessed to determine immediate need based on delivery and availability, with projects identified for deferral to future years totaling \$356k. The savings will be offset by a replacement of a single-axel with hook lift truck of \$152k and additional costs of \$5k for light vehicle replacement.
 - Parks (\$64k) – project was deferred to a future year.
 - Public Works \$195k
 - Replacement of City Yards fuel storage and delivery system due to underground leaking and environmental concerns of \$150k.
 - Council approved the purchase and installation of decorative seasonal lights of \$45k (Res. 207/2023).
- *Water Capital \$26k*
 - Additional funds required to advance preliminary design for grant application decision for the Ellis 4 Dam upgrades.

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.

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 2023, there were a total of 35 strategic priorities and initiatives outlined for completion across City divisions and departments.

In 2023, Council introduced and adopted their strategic priorities to guide their four-year term from 2022 – 2026. Council's Priorities are:

- **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.

Q3 Update

In the second quarter, City Divisions reported 30 initiatives were on track to successfully complete within their stated timelines, with three (3) initiatives being considered delayed. For the third quarter update, 28 initiatives are on track to successfully complete within project schedules, five (5) initiatives have been completed and two (2) initiatives are considered delayed.

Completed initiatives include:

- **Develop a Privacy Management Program** – Under direction and in accordance to the Minister responsible for FOIPPA the Legislative Services department developed and introduced a privacy management program for the City of Penticton.
- **Increase Hours for Existing Library Pages** -- Staff schedules for the existing Library Pages have been adjusted to include expanded hours as approved by Council.
- **Serious Crimes Administrator** – Municipal RCMP position in the serious crimes section has been successfully hired and completed orientation. This position will oversee electronic disclosure best practices and support RCMP Members in electronic investigation work.
- **Increasing Bylaw Officer Authority** – Council's support of designating Bylaw Enforcement Officers as Peace Officers was successfully completed and these officers are now working with enhanced authority.
- **Improved Operational Readiness** – Penticton Fire Department is pleased to report that the additional four (4) officers completed their training program and are began working shifts in Q2. The positive impact of this additional resource is being evidenced in PFD operations for Q3.

Below is a summary of delayed projects:

- **Sport and Event Strategy Update** – This initiative is currently on hold due to staff vacancies and emerging priorities. Work is expected to resume on this initiative in Q4.

- **Collective Bargaining with IAFF Local 1399** – Due to a conflict in available schedules for the bargaining team, collective agreement bargaining is expected to resume in Q4.

Summary Tables Strategic Initiatives

Safe & Resilient	
Enhance and protect the safety of all residents and visitors to Penticton	
Initiative	Status
Community Safety Building Design Development Space planning has completed and final site selection recommendations are being compiled for Council. This facility will look at consolidating Fire, Emergency Operations, Bylaw, Community Safety Officers and a portion of RCMP detachment within one multi-use community safety centre	↑
Fire Hall #2 Renovations Apparatus storage building arrived at the end of July. Construction was delayed due to unforeseen site conditions however construction is planned to commence and complete in Q4. The construction of the new two-bay building at Fire Hall #2 will increase capacity for firefighting apparatus.	↑
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. Ellis 4 project nearing completion, Ellis 2 detail design underway and expected to continue into Q1 2024.	↑
Increase Resiliency and Reliability of the Electric Utility Options to increase the reliability and resiliency of the electrical utility have been analyzed and one recommendation is being investigated by staff to develop a Battery Energy Storage System (BESS) to increase resiliency against targeted and natural power interruptions. The Electric Utility is participating in the City's utility rate review.	↑
Increasing Officer Authority for Bylaw Services Bylaw Services is working towards several initiatives to increase the authority of BEOs and CSOs to reflect the expectations of Council and the community. Council endorsed the Bylaw Enforcement Officer Bylaw on April 3, 2023 to designate Bylaw Enforcement Officers as Peace Officers. Officers have received training related to peace officer authority in Q2. In Q3, Bylaw Enforcement Officers began working with increased authority as Peace Officers.	☑
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 Q3, partners have operationalized introductory programming and data collection is underway.	↑
Improved Operational Readiness of the Penticton Fire Department The Council-approved increase in four firefighters has brought the PFD's staffing model to the accepted best practice for the industry. In Q2, firefighters completed their six week training program and are on shift. For Q3, the department evidenced the positive impact of these additional firefighters for fire and medical response calls.	☑
First Responder Program Analysis The PFD continues to compile an analysis of all medical emergencies responded to for 2023, the study will continue to the end of Q4.	↑
Community Safety Team Council endorsed two additional RCMP members to establish a specialized team focused on non-enforcement response. Team is a collaborative partnership with the City's Community Safety Officers (CSOs). The team is working closely with community partners.	↑
Serious Crimes Administrator Council supported a new municipal staff position to oversee Electronic File Disclosure and Administrative Coordination. The position has been filled and is working with the Serious Crimes Team to enhance electronic disclosure best practices.	☑
Car40 Program	↑

Car 40 or the Integrated Crisis Response Team (ICRT) is a non-enforcement response to substance use, homelessness and mental health issues. The provincial government has announced funding for this program, timelines for implementation are in development.

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
Attainable and Affordable Housing Development The City is committed to reducing the impacts of the housing crisis by seeking affordable housing partners. The City's OCP Task Force has completed Penticton's Housing Needs Assessment as part of the CMHC Housing Accelerator Fund (HAF) application requirement. In Q3, Council provided direction to staff to submit a grant application to advance housing initiatives for Penticton.	↑
Develop an Urban Forestry Master Plan To further the goals outlined in the City's OCP and the Parks and Recreation Master Plan an urban forest master plan is required, this plan has been branded the ComunitREE Plan. Staff have completed the background report on the City's urban forest. As part of the public engagement and awareness for the program, a ceremonial tree planting took place in Q3.	↑
Sanitary Sewer Plant Residuals and Organics Waste Management This is a continuing, multi-year initiative for the City. The City has developed recommended options with the Regional District of the Okanagan Similkameen for this project. RDOS has taken recommendations to their Board with estimated completion in 2026.	↑
Climate Action and Sustainability Initiatives To advance the City's Corporate and Community Climate Action Plans, 2023 will focus on initiatives for emissions, recycling and EV charging. Blue Skies Transportation Fund is an ongoing success with 16 bike racks installed this year and 24 EV Ready Plans approved. 20 of 24 EV Ready Plans have been completed and are ready for stratas to begin installing infrastructure.	↑
Points Intersection and Lake-to-Lake All Ages and Abilities Bike Route Completion This project will reduce vehicle congestion along South Main Street and Kinney Avenue as well as improving safety for all road users while encouraging active transportation. In Q2, underground utility work for South Main Street, Galt Avenue and Pineview road was undertaken. Surface works are started with new curbing on South Main Street.	↑
Advanced Waste Water Treatment Plant (AWWTP) Upgrades The AWWTP is in need of upgrades to increase capacity, improve treatment processes and replace end-of-life infrastructure. In Q2, staff completed their first review of the detail design. For Q3, detail design was ongoing due to design changes. Tender is expected to be issued in Fall 2023.	↑
Transportation Safety and Choice This initiative seeks to improve safety for all road users. The Safe Routes to School pilot program is underway at Carmi and Uplands Elementary. Draft reports have been prepared by the consultant and the final consultant report will be available in Q4.	↑
Refinement of Permit and Education Programs The Development Services Division is working to update education and communication tools for developers and stakeholders to increase transparency and gain efficiencies in permit processing and file management. In Q2, the e-newsletter program continues as well as group and individual education session with building industry partners. Online stakeholder sessions conducted for new Cloud Permit software. Four education sessions scheduled for Q4.	↑
Official Community Plan Review The OCP requires updating to ensure our policies align with the new growth projections reflected in the 2021 Canadian Census Report. The OCP Task Force continues to meet and successful completed the Housing Needs Assessment report. Public engagement sessions started in Q3 and will continue into Q4 for a "Focus on Housing" engagement series.	↑

Vibrant & Connected	
Support vibrant and diverse activities creating opportunities for connection	
Initiative	Status
Sports and Event Strategy Update A review and update of this Strategy is required to ensure the City has a current framework that is aligned with Council and stakeholder priorities to direct support and investment into events in Penticton. This initiative is currently on hold due to staff vacancy and emerging priorities.	↓
Permanent Exhibit Revitalization – Museum Existing permanent exhibits are more than 20 years old and in need of revitalization to ensure they are relevant and remain an indispensable part of the City’s cultural life. The museum is working with fabricators and graphic designers, construction is still underway. Construction continues in Q3.	↑
Arena Use Analysis This initiative is in alignment with the Civic Places and Spaces report recommendations. Data collection is underway. User group engagement is underway and project is on track to complete by year-end.	↑
Increasing Digital Collections This expansion of materials is in response to growth in demand for digital and electronic items. This initiative will be on-going due to demand by patrons for e-content. May 2023 statistics show an increase by over 113% from May 2022.	↑
Skaha Splash Pad Replacement The existing splash pad at Skaha Park was constructed in 1996 and is due for replacement. Splash pad design concept is complete and project is on schedule for construction to start fall 2023. Team is currently working on riparian and splash pad approvals from Interior Health and the provincial government.	↑
Columbia Park Sports Court Upgrades Court requires upgrades to meet the growing demands of users and anticipated future use. RFP is complete and construction to start in August. Construction expected to complete in Q4.	↑
Social Development Framework The development of the Framework and five-year work plan will guide the City’s role and purpose in supporting the social well-being of the community. Social Development presented to Council in July to share preliminary results for the Social Framework. In Q3, engagement and consultation work with partners continued. Council will receive a final report for endorsement of the Framework in Q4.	↑

Organizational Excellence	
Support a culture of service excellence around governance, leadership and sound financial decisions	
Initiative	Status
Develop a Privacy Management Program Changes to the FOIPPA require public bodies to put into place a privacy management program, effective February 1, 2023. This initiative was successfully completed in Q1.	☑
Utility Benchmarking and Rate Review Benchmarking will allow the City to compare water and sewer operations against other similar utilities. The utility rate review will make recommendations for the City’s utilities over the next five years. Benchmarking data has been collected and compiled and public engagement completed in Q3. Staff will bring engagement results to Council on October 3, 2023.	↑

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
Expanded Customer Payment Options The addition to accept credit cards at City Hall for payments will be phased in over 2023 and 2024 to allow time for integration. Contract with the payment vendor has been signed and is scheduled for implementation in Q4.	↑
Implement Asset Retirement Obligations Asset Retirement Obligations (AROs) is a new accounting standard that affects municipalities. Accounting staff continue to advance this project in collaboration with City departments. Preliminary ARO values have been obtained and Financial Statements have been updated.	↑
Geographic Information Services (GIS) Upgrade A change in system architecture, product versions and integrations are required. Hardware architecture is up and running. Software upgrades expected to complete in Q4. Utility network modernizations will continue as needed for compliance requirements.	↑
Implement a Computerized Maintenance Management System (CMMS) CMMS will build a complete and current inventory of the City's physical assets and development of computerized scheduled for required maintenance and testing. CMMS was introduced in Q3. Final implementation work will occur in Q4 which will bring additional features online.	↑
Increase Hours for Existing Library Pages To manage growth in patron demand an increase in Senior and Junior Page position hours is required. This initiative was successfully completed in Q1.	☑
Collective Bargaining with IAFF Local 1399 Effective collective bargaining with the Penticton Professional Firefighters union (International Association of Fire Fighters) allows for a progressive and harmonious working environment. This initiative is delayed due to schedule coordination.	↓

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