

City of Kelowna

Regular Council Meeting

AGENDA



Thursday, December 12, 2019

9:00 am

Council Chamber

City Hall, 1435 Water Street

Pages

1.	Call to Order	
2.	Budget Discussion Schedule	
2.1	Opening Comments	9:00 AM - 9:15 AM
2.2	2020 Financial Plan - Provisional Volume	3 - 519
3.	Capital Program	
3.1	Airport - Operating and Capital Requests	9:15 AM - 9:35 AM
3.2	Fire - Operating and Capital Requests	9:35 AM - 9:45 AM
3.3	Information Services	9:45 AM - 9:50 AM
3.4	Real Estate & Parking	9:50 AM - 10:00 AM
3.5	Building	10:00 AM - 10:15 AM
3.6	Parks	10:15 AM - 10:50 AM
3.7	Vehicle & Mobile Equipment	10:50 AM - 10:55 AM
3.8	Combined Capital Projects	10:55 AM - 11:00 AM
3.9	Transportation	11:00 AM - 11:30 AM
3.10	Water	11:30 AM - 11:45 AM
3.11	Wastewater	11:45 AM - 11:50 AM
3.12	Solid Waste	11:50 AM - 12:05 PM

3.13	Storm Drainage	12:05 PM - 12:15 PM
4.	Lunch Break	12:15 PM - 1:00 PM
5.	Operating Program	
5.1	Planning & Development Services	1:00 PM - 1:10 PM
5.2	Partnerships & Investments	1:10 PM - 1:20 PM
5.3	Infrastructure	1:20 PM - 1:35 PM
5.4	Civic Operations	1:35 PM - 2:15 PM
5.5	Wastewater Utility	2:15 PM - 2:20 PM
5.6	Water Utility	2:20 PM - 2:30 PM
5.7	Active Living & Culture	2:30 PM - 2:40 PM
5.8	Human Resources & Risk Management	2:40 PM - 2:45 PM
5.9	Community Safety	2:45 PM - 2:55 PM
5.10	Corporate Strategic Services	2:55 PM - 3:05 PM
5.11	Financial Services	3:05 PM - 3:10 PM
5.12	Debt & Other	3:10 PM - 3:15 PM
5.13	General Revenues	3:15 PM - 3:20 PM
5.14	City Clerk	3:20 PM - 3:25 PM
6.	Wrap-Up & Discussion	3:25 PM - 4:00 PM
7.	Termination	



2020 Financial Plan

Kelowna, British Columbia

Provisional - Volume 1

Navigating the Provisional 2020 Financial Plan

This document has been hyperlinked for your convenience. You will be able to navigate to the necessary information by using one of the options below:

If reviewing online

Table of Contents

The table of contents is hyperlinked to each listed section within the Financial Plan. Guide your mouse cursor over the section title and click to be redirected.

To return to the beginning of the Financial Plan, click on the house icon that appears at the top of every page. 🏠

If reviewing as a downloaded PDF

Bookmarks (option 1)

Select the bookmark icon located on the left-hand side menu. A list of bookmarked pages will appear: click on the topic of interest to be taken directly to that section.

Table of Contents (option 2)

The table of contents is also hyperlinked to each listed section within the Financial Plan. Guide your mouse cursor over the section title and click to be redirected.

To return to the table of contents from any page within the document, click on the City of Kelowna text at the top right of all pages.

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CARRYOVER BUDGET

Report to Council	TBD
Financial summaries	TBD
Summary of 2020 large carryover projects ..	TBD
Carryover request three-year comparison ..	TBD
Operating budget	TBD
Summary of operating budgets	TBD
Summary of Utility operating budgets	TBD
Operating request details	TBD
Capital budget	TBD
Summary of capital budgets	TBD
Summary of Utility capital budgets	TBD
Capital request details.....	TBD

FINAL BUDGET

Report to Council	TBD
Financial summaries	TBD
Analysis of tax demand	TBD
General fund tax demand.....	TBD
Utility funds – Final Budget	TBD
Analysis of total revenues	TBD
Analysis of total expenditures	TBD
Use of tax dollar by service area	TBD
Ongoing budget impacts	TBD
Financial Plan 2019-2023	TBD
Operating & Capital budgets	TBD
Summary of Operating budgets	TBD
Operating request details	TBD
Summary of Utility operating budgets	TBD
Utility operating request details	TBD
Summary of capital budgets	TBD
Capital request details	TBD

FINANCIAL PLAN

Financial Plan	TBD
Five-Year Financial Plan summary	TBD
Operating summaries – General fund	TBD
Capital summaries – General fund	TBD
Operating summary – Utility funds.....	TBD
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About this document

About this document is intended to briefly describe the contents of each major section of this document.

Introduction & overview

This section includes an introductory message from the City Manager outlining the priorities for the 2020 Financial Plan while highlighting issues that matter to our residents. *Our Community* shines a light on what makes Kelowna a desirable place to live, *Our City* describes the municipal organization, government and structure, and *Our Citizens* presents the demographics of Kelowna residents. Delivering on Council Priorities, 2019 *CityWide accomplishments*, show how the work we do has served Council priorities. *Budget highlights* provides an at a glance summary of this year's financial plan.

Strong financial management

This section discusses the City of Kelowna organizational structure, funds, debt, financial principles, strategies and policies, and goes into detail about the budget process.

Financial summaries

This section provides financial analysis of the tax demand, revenues and expenditures. The Financial Plan is made up of three main parts; General Revenues are revenues not specifically attributable to or generated by any particular City of Kelowna division, Operating Budgets represent the total cost of operation offset by any direct revenues recognized in each division through user fees, provincial contributions or reserve funds, and Capital Budgets represent capital requirements for the year summarized by capital department and funding source. Funding from general taxation is also commonly known as pay-as-you-go capital.

Operating budget

Detailed descriptions of each division provides a comprehensive look at the City's organization. Divisional organization charts, drivers and activities planned for the budget year and performance measures are included, followed by a summary of operating budget requests. The provision of three years of financial information shows revenues and expenditures by category including capital expenditures to provide the total taxation impact of the division. Finally, a summary page highlights the changes to the operating budget for the current budget year.

The additional operating budget request information begins with an overview outlining Priority 1 (included in budget totals) and Priority 2 (not included in budget totals). Requests are shown in maintain, growth and new categories and contain a justification and the one- to three-year impact. The operating requests related to capital are included in the associated capital request and are marked on the operating summary with CAP.

Capital budget

This section starts with financial analysis of the capital program and a full summary of all capital requests. Each capital department is then presented in its own section and starts with a summary sheet listing the annual capital requests by Priority 1 and Priority 2. The requests are separated into the three categories: renew, growth and new. The number on the left side of the summary page indicates the page number to aid in locating specific requests. The detailed Priority 1 requests follow and are in order of the Capital Plan reference number. The operating impact is included in each capital request and are marked with an OP on the summary sheet to indicate which capital requests have ongoing operating impacts. Requests that are multi-funded are presented as a Combined Capital Project and are marked as CCP on the summaries.

Carryovers & Final Budget

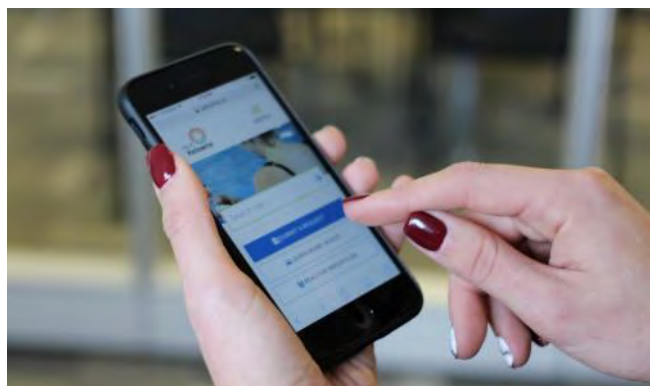
This section contains the carryover and final budget requests. Carryover budgets will be presented to Council in March, with the final budget presentation following in April.

Financial Plan

This section provides the consolidated Five-Year Financial Plan. This plan is mandated by the Community Charter to be adopted annually by bylaw before May 15 of the following year. The plan contains current year operating and capital costs along with projected future operating costs and revenues, and future capital improvements.

Appendix

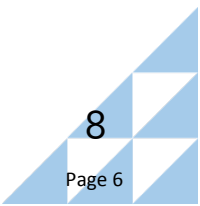
Supplemental information including the City's Citizen Survey results, Official Community Plan and Indicators Report, Community Trends report and various statistical information are provided for the reader's benefit. All the reports are also available on kelowna.ca. For clarity of terms throughout the Financial Plan, a glossary and acronyms list are provided.





This page to be replaced.

This Provisional volume was created prior to Council approval. The Financial Plan is presented in December with a preliminary tax rate, with the final tax rate calculated and presented in April. Once available, this page will be replaced with one that shows the changes that Council made during budget deliberation meetings.



Introduction & Overview





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Award for Financial Reporting



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Kelowna

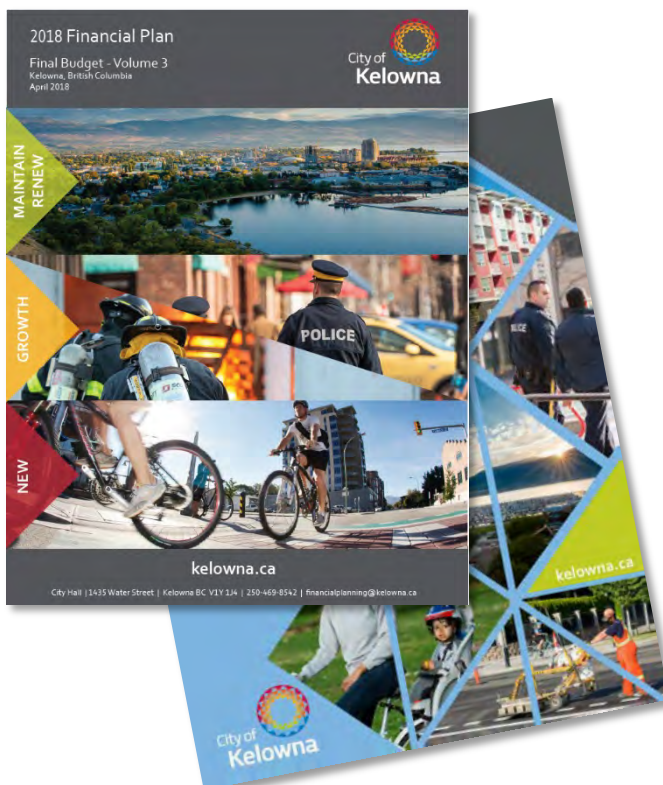
British Columbia

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrell

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Kelowna, British Columbia, for its Annual Budget for the fiscal year beginning January 1, 2018.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

The City of Kelowna has received the GFOA Distinguished Budget Presentation Award for 17 consecutive years. The 2019 Annual Budget is currently under review by GFOA for consideration of the award once again.

We believe the City's 2020 budget continues to conform to the program requirements and will be submitted to the GFOA to determine its eligibility for another award.

CITY MANAGER MESSAGE



I am pleased to present Council with the City's Budget 2020. Our budgeting process is a great opportunity to showcase to Kelowna citizens how we are taking action to achieve their vision for our community (*Imagine Kelowna*) and investing in *Council's priorities*. The funding requests within Budget 2020 will ensure we are: enhancing the most important services needed in our community, providing new and necessary programs, protecting our infrastructure and providing the best value to our citizens.

The principles of strong Financial management and transparency guide our budgeting process. Long-range planning documents and Council's priorities inform the recommendations and ensure we are allocating funding to the greatest needs. This approach continues to serve us well and has been validated in our 2018 Citizen Survey where we heard that nearly all citizens rate Kelowna's quality of life as very good or good (94 per cent). A strong majority (87 per cent) also say that they are satisfied with the overall levels and quality of services we provide. Perceptions of value for taxes also remains high, with 79 per cent of residents saying they receive good value for their municipal tax dollars.

Budget 2020 prioritizes keeping the taxation demand as low as possible while ensuring we keep pace with the cost increases required to maintain existing levels of service. Of the 2020 budget requests, 37 per cent are for maintaining levels of service and renewing existing infrastructure, while 39 per cent are to support growth.

We have an ongoing objective to seek partnerships and alternative sources of funding in order to reduce our reliance on taxation. Over the last five years, only a quarter of the City's budget has

The funding requests within Budget 2020 will ensure we are: enhancing the most important service needs in our community, providing new and necessary programs, protecting our infrastructure and providing the best value to our citizens.

been funded from taxation, with 75 per cent coming from other sources including grants, user fees and charges, and reserves.

We want all our residents and visitors to feel safe in Kelowna. While 87 per cent of residents indicate they feel Kelowna is safe, the increased impacts of complex social issues, drug and property crime offences have affected perceptions of community safety.

This year's budget prioritizes safety with investments in resources required to make a difference: RCMP officers, civilian support staff, security and street level maintenance. We know that we can't arrest our way out of the social challenges of today and it will require a sustained effort, in collaboration with community partners and the responsible Provincial agencies, to solve homelessness in Kelowna. At the same time, we must invest in the protection of our community and not permit lawlessness to overshadow the great community we have. Therefore Budget 2020 proposes a broad balance of investment in public safety and social responsibility.

In order to develop and maintain vibrant neighbourhoods this year's budget provides a specific focus on developing important parks and animating public spaces. In 2020 \$17.5 million is proposed to be invested in accelerating new park acquisitions and developments such as the Pandosy Waterfront Park Phase 1, completion of Rutland's Centennial Park and sports fields at the Ponds Community Park, which will bolster the livability of neighbourhoods and our growing urban centres. A total of \$22.4 million is proposed in park investments which also include the City Park promenade, completion of Boyce Gyro Beach Park and Phase 2 of the Glenmore Recreation Park improvements.

We're also committed to how people get around our city. Transportation investments include maintaining and replacing what we have, such as a \$9.4 million investment to rehabilitate the Lakeshore Road bridge over Bellevue Creek and KLO Road bridge over Mission Creek – key infrastructure projects that also include road, sanitary and watermain renewals. We will advance our overall network of active transportation corridors (ATCs) by extending the Ethel Street ATC and providing new multi-modal options.

We were grateful this year to not need to respond to environmental emergencies, such as the flooding and wildfires of the past. However, we must take proactive measures and commit to environmental sustainability. We will build on last year's designation of being named a *BC Climate Action Community Climate Leader* by investing in energy savings and environmental protection measures. This includes more electric vehicle charging stations as well as enhanced flood protection and storm drainage upgrades.

It is my pleasure and with confidence that I provide City of Kelowna Council with a budget for 2020 that responds to community and Council priorities, supports long-term strategic plans and helps build a city of the future that our citizens can take pride in.



DOUG GILCHRIST

 City Manager, Kelowna





Our community

Lifestyle

Kelowna is located along the beautiful shores of Okanagan Lake, in the heart of the stunning Okanagan Valley. With a four-season lifestyle, the lake offers opportunities for boating, swimming or fishing, while nearby mountains attract hikers, skiers and outdoor enthusiasts. From scenic golf courses to bustling urban centres with delectable restaurants, award-winning wineries and breweries, local shopping, museums, live entertainment and cultural festivals, residents and visitors enjoy it all in Kelowna.

Nearly all citizens (94 per cent) rate the quality of life in Kelowna as good or very good thanks to active/recreational opportunities, safety, its accessible location, job opportunities, and the great weather. We are active and we are drop-dead gorgeous.

Growth

As a desirable place to live, Kelowna remains one of Canada's fastest growing cities. By 2040, we expect a growth of more than 50,000 new residents who will call Kelowna home.

Jobs

Our economy is thriving, with employment keeping pace with population growth. In 2016, Kelowna ranked first in Canada for its job market due in part to a booming construction and real estate industry. The technology sector has been dubbed the silicone valley of the north and is a pillar of the regional economy. Dynamic tourism, post-secondary education, construction, healthcare and deep-rooted agriculture sectors are also drivers of our economy.

Airport

As the 10th busiest airport in Canada, YLW's total economic impact is 4.5K jobs and \$789M to the province of British Columbia. Serving over 2 million passengers in 2018, YLW offers more than 70 daily non-stop flights with nine airlines. ylw.kelowna.ca

Education

Kelowna is a hub of academic and trades training excellence, with the University of British Columbia Okanagan (UBCO) and Okanagan College experiencing exponential growth at their Kelowna campuses.

Health

With Interior Health Authority headquartered in downtown Kelowna and the Kelowna General Hospital serving as the leading health centre for the B.C. Interior and a teaching hospital for the UBCO medical school, our residents receive leading patient-care. The interior Heart and Surgical Centre is the province's fifth cardiac critical care centre.





Our City

The City of Kelowna is open to opportunities, open for business and open to new ideas from diverse residents. The organization is led by our dedicated City Manager, Mayor and Council. More than 900 employees deliver quality services to ensure our City is safe, vibrant and sustainable. A fiscally responsible municipality, the City provides core services, maintains existing infrastructure and builds new amenities when needed.

The public is kept informed of City projects and progress through an array of publications including the quarterly City Views newsletter and the Annual Report, as well as news releases and social media. In addition, the user friendly and mobile responsive kelowna.ca website allows residents to place service requests online and stay informed.

Mayor and Council

The City of Kelowna is governed by an elected Mayor and eight Councillors for a four-year term (2018-2022). Led by Mayor Colin Basran, Kelowna City Council is committed to building on the momentum of past Councils and being open for opportunity through community engagement and partnerships. It is consistent and transparent in decisions, creating a favourable environment for customer service, development and business in Kelowna.



Mayor Colin Basran



Maxine DeHart



Ryan Donn



Gail Given



Charlie Hodge



Mohini Singh



Brad Sieben



Luke Stack

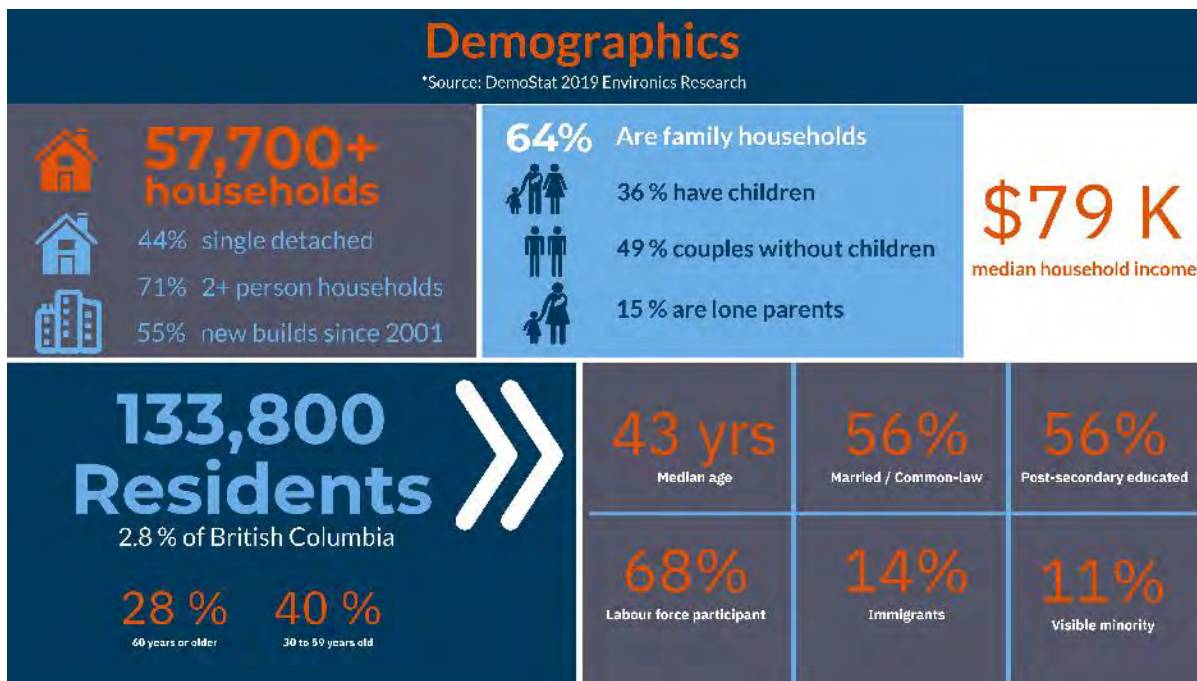


Loyal Wooldridge





Our citizens



The [2018 City of Kelowna Citizen Survey](#) helped gauge public satisfaction with municipal program and services, providing insights into citizens' service priorities. For more information about the Citizen Survey, see Appendix A (p.III)





KELOWNA
on the map

2019 by the numbers

Delivered Council Priorities 2019-2022

The results we want to achieve or advance.

6 Council
priority
areas

26 Council
results

3 Corporate
priority
areas

13 Corporate
results

Endorsed the Capri-Landmark Area Centre Plan

A strategy to enhance and redevelop one of Kelowna's central neighbourhoods over the next 20 years.



Investments in safety

7

RCMP officers

3

Bylaw officers

8

Firefighters
4 in 2019 4 in 2020

5

Safety support
staff

61
Council days
meetings &
public hearings

237,000
Landfill visits
generating \$16M
in revenue

\$22M
Federal funding
for the Mill Creek
Flood Protection
project

2M+
Passengers
at YLW
International
Airport

115 Active
neighbourhood
Block Watch
programs

4,549
City operated
pay parking stalls

204,106
Transit hours of service
region-wide



2,014 building permits issued

\$773,600,000
construction value



1,451
Multi family
units
75 %



476
Single detached
units
25%

Launched the 2020 - 2025 Cultural Plan

\$23.6
Estimated
per capita

invested in arts,
culture & heritage



Housing with supports approved

49
units

McCurdy Rd.
project

50
units

McIntosh Rd.
project

52
units

Agassiz Rd.
project



10,333
Business licences

2.27 %

Introduced an infrastructure levy

to address the nearly \$500M infrastructure deficit
identified in the 10-Year Capital Plan.

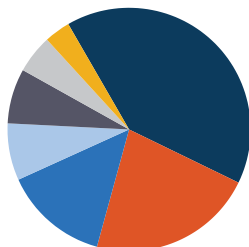


Reduced
corporate
GHG
emissions

4.4 %
from 2007 to 2018

\$182.1 M Capital construction projects

- Water \$73.8M
- Transportation \$40.2M
- Parks & public spaces \$25.4M
- Wastewater \$13.8M
- Solid waste \$13.3M
- Civic buildings \$9.3M
- Storm drainage \$6.3M



\$2M

Cost of
snow removal



Maintained

3,800
Trees

1,700
Road
lane KMs

365
Bike lane
KMs

68
Sports fields

imagineKelowna

THE VISION

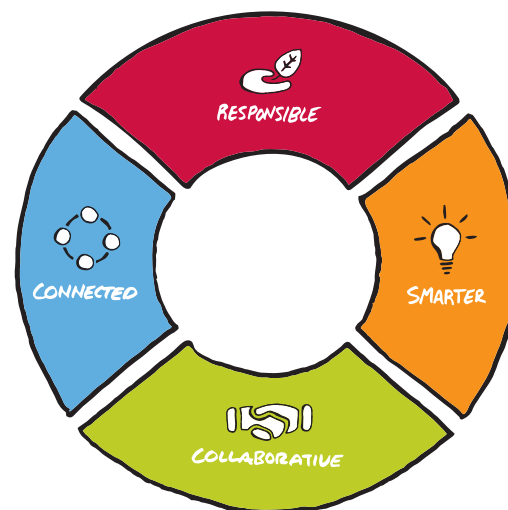
At-a-glance

In 2018, we are a city in transition and Imagine Kelowna is the community's vision for how to thrive in the face of unprecedented growth and change. The result of almost 4,000 resident contributions, this is a vision created by our community, for our community.

We need to be agile, resilient and unafraid to do things differently. The community has made it clear that as we grow, we need to look out for one another and protect the stunning environment that sustains us.

In 2040, Kelowna is a thriving mid-sized city that welcomes people from all backgrounds. We want to build a successful community that honours our rich heritage and also respects the natural wonders that contribute to our identity. As a place with deep agricultural roots, Kelowna understands the need to protect our environment, manage growth and be resilient as our future unfolds. We want a community that:

- **puts people first:** We try to balance the needs of everybody in our decision making. We recognize that inclusivity and diversity makes us a stronger and more innovative community.
- **values its history:** We celebrate our heritage, and learn from our past to reconcile it with a better, more inclusive future we see for ourselves.
- **encourages curiosity and creativity:** We learn continuously to respond and adapt to rapid change. We find innovative ways to meet social, economic and environmental challenges and opportunities.
- **recognizes the changing roles of individuals, businesses, governments and community organizations:** The well-being of our city is a shared responsibility and everyone needs to do their part to seize opportunities for improvement.



Principles

Principles and goals

The following principles and goals work together as a system to help the community achieve its vision.



Principle 1 – Collaborative: A community where people of all backgrounds work together to meet collective challenges.

Goal: Engage with the Okanagan's traditional past and heritage as foundations for building a fair and equitable community.

We will honour our rich heritage while also following the lead of our local Indigenous communities towards a path of reconciliation.

Goal: Nurture a culture of entrepreneurship and collaboration.

Entrepreneurship is woven into Kelowna's cultural fabric, making our community more creative, collaborative and better able to meet the challenges of the future.

Goal: Foster resident-driven solutions.

We unleash our community's hidden talents to solve the tough challenges of the future.

Draft principles and goals



Principle 2 – Smarter: A community willing to learn, adapt and grow so we can thrive amid rapid change.

SMARTER

Goal: Support innovation that helps drive inclusive prosperity.

We are building a nimble and resilient economy that doesn't leave anyone behind.

Goal: Take action and be resilient in the face of climate change.

We will seize the opportunity to face climate change head-on for a hopeful and sustainable future.

Goal: Build healthy neighbourhoods that support a variety of households, income levels and life stages.

Everyone in our community should be able to find stable and appropriate housing.



CONNECTED

Principle 3 – Connected: A community where residents are connected to their neighbours, their city and the wider world.

Goal: Embrace diverse transportation options to shift away from our car-centric culture.

Making it easy for people to choose non-driving options protects the beauty of Kelowna and makes getting around more enjoyable.

Goal: Create great public spaces that bring people together.

We need great public gathering places like parks, plazas and community centres where people can meet and connect with others.

Goal: Provide opportunities for people of all ages, abilities and identities.

We all benefit when everyone in the community has access to economic, recreational and social opportunities.

Goal: Cultivate an accessible and engaging arts and culture scene.

Everyone can find something that interests them to engage in, from grassroots initiatives to professional endeavours.



RESPONSIBLE

Principle 4 – Responsible: A community where decisions are made ethically and where social and environmental concerns are prioritized.

Goal: Concentrate on growing vibrant urban centres and limit urban sprawl.

Denser neighbourhoods make our city healthier, more sustainable and easier to get around. They make more financial sense, too.

Goal: Preserve Okanagan Lake as a shared resource.

Okanagan Lake is the jewel that makes Kelowna sparkle.

Goal: Strengthen the protection of our land, water and air resources.

Our stunning environment is the foundation that all of our other aspirations stand on.

Goal: Protect agricultural land and promote sustainable farming.

Supporting agriculture helps ensure food security while preserving vital green infrastructure.

Now what?

Under the banner of Imagine Next, the City will use Imagine Kelowna to help shape its priorities and provide the foundation for future strategies and projects such as the Official Community Plan (Our City as we Grow), the Transportation Master Plan (Our City as we Move), Intelligent City Strategy, and many others

The Imagine Kelowna goals are also aligned with the United Nation's Sustainable Development Goals, linking what we are doing locally with larger global efforts to shift the world onto a more equitable, sustainable and resilient path.

However, Imagine Next doesn't only involve the City. It also provides direction to our entire community to change the way we work together, how we make decisions, and how we engage with residents. Ultimately, Imagine Kelowna is the community's vision to ensure a vibrant and resilient future. It is up to all of us to imagine what's next and help make Imagine Kelowna a reality.

Stay informed about Imagine Kelowna by subscribing to e-updates or get involved by visiting imagine.kelowna.ca.



Council priorities 2019-2022



Imagine Kelowna: vision into action

Our six focus areas balance the need to address our community's immediate challenges and prepare us for the future. A progress report will be delivered each year, starting in spring 2020.

To see the specific 26 results Council wants to achieve in these six focus areas, read the full strategic direction document *Council priorities 2019-2022* online at kelowna.ca/councilpriorities.

Community safety

Goal: *Crime is reduced & residents feel safe*

- Data and analytics are used to understand crime, address challenges and target solutions
- Investments in safety resources

What we'll do

- Community Safety & Well-being Strategy and implementation
- Expand Police and Crisis Team (PACT) program

Social & inclusive

Goal: *Fewer people will experience homelessness & inclusion and diversity are increasing*

- Policy is guiding where the City invests resources
- Support the implementation of the Journey Home Strategy

What we'll do

- New supportive housing units
- Community for All implementation
- Territorial acknowledgments

Transportation & mobility

Goal: *Fewer trips are made by car & solutions are innovative*

- Emerging ride-sharing technologies make it easier to get around
- Travel times are optimized using data analytics

What we'll do

- Transportation Master Plan
- Ethel & Sutherland Active Transportation Corridors
- Central Green pedestrian bridge
- Downtown Parking Management Plan
- More community conversations

Vibrant neighbourhoods

Goal: *Affordable housing and higher density neighbourhoods*

- Highest quality architecture and site design
- Accessible community amenities
- Animated parks and public spaces

What we'll do

- Official Community Plan
- Healthy Housing Strategy implementation
- Affordable housing incentives
- Cultural Plan
- Advance Parkinson Recreation Centre
- Glenmore Recreation Park

Economic resiliency

Goal: *The infrastructure deficit is reduced & Kelowna is investment-friendly*

- The impact of key sectors is increased

What we'll do

- Intelligent Cities Strategy
- Asset Management System
- Software system replacement for land development

Environmental protection

Goal: *Adaptable in the face of climate change*

- Greenhouse gas emissions are decreasing
- Ensuring business continuity during extreme weather events

What we'll do

- Area Based Water Management Plan
- Community Climate Action Plan implementation



The way we work

Council is committed to working together to advance what is important to residents in the community.

Citizen focused

Multiple perspectives and productive dialogue make for better outcomes. Involving our diverse residents and communities in decision-making, alongside subject-matter experts, is important to create a community for everyone. Increasingly, the issues we face are part of complex systems that require us to work together with organizations across the community.

Accessible

Council wants to have constructive conversations through a variety of channels. Information is readily available to enable productive debate and our work is presented in plain language. Meaningful engagement is a foundation to empowering residents to be part of building solutions.

Balanced

Most decisions require trade-offs. To create a resilient and sustainable community we will seek to balance economic, financial, social and environmental considerations to achieve the short- and long-term goals of the community. We will focus on concrete actions and increase advocacy with other levels of government and organizations.

Fair and firm

Clear expectations and consistency help businesses make investment decisions. This will be important as Kelowna continues to grow. Council will set the tone for these conversations through respectful and constructive dialogue.

Continuous improvement

Council is united by its pragmatic leadership style and a desire to continuously improve beyond the status quo. Decisions grounded in evidence empower Council to be adaptable and open to adjusting the way forward as new information becomes available.

City administration

The City's administrative leadership will focus on three areas to support Council in delivering on their priorities.

Strong financial management

Clear direction

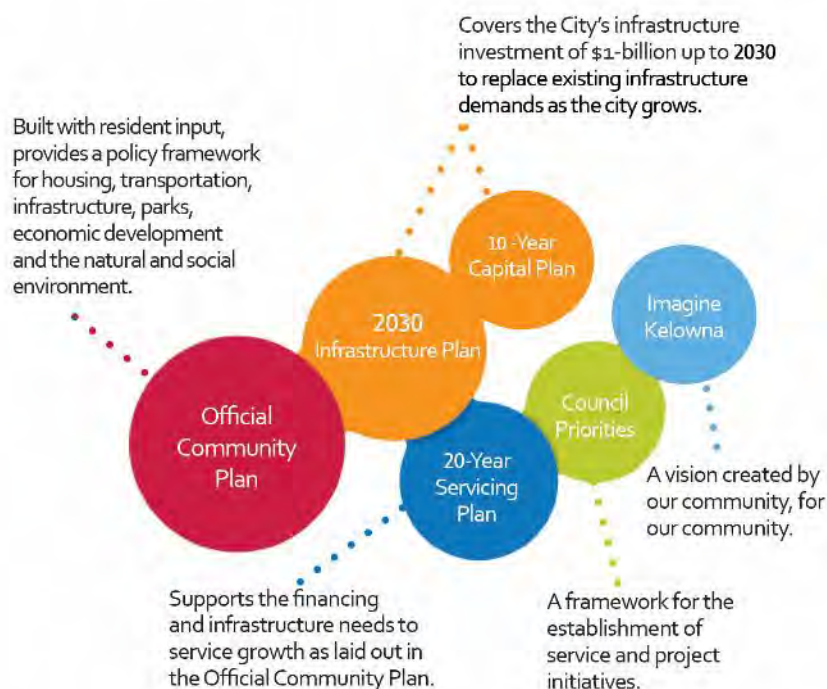
The right people



How do the City plans work together?



Plans that influence the Budget



Delivering on Council Priorities

City-wide accomplishments for 2019

Council Priorities 2019-2022 (Strategic Direction)

Imagine Kelowna: Vision into Action

- Delivered a four-year strategic direction for Kelowna: *Council Priorities 2019-2022* outlines the results we want to achieve or significantly advance during Council's term.
- It is an open and accessible commitment to how we will advance the Imagine Kelowna vision by focusing the work we do to serve our residents today and prepare for Kelowna's future.
- It is our commitment to report on our progress annually on the 26 Council Results and 13 Corporate Results included within the strategic direction.

Community Safety

- Completed the 2019 Public Safety and Crime Survey to better understand residents' perceptions of public safety and crime in the city and in specific regions to inform programs and services that best serve the community.
- Invested in front-line safety resources with the addition of seven RCMP members, eight firefighters and two Bylaw Officers in the 2019 Budget.
- Hired a new Community Safety Director, one of the key recommendations in the 2018 Public Safety Report. The role will increase engagement with partners and stakeholders and implement balanced strategies and solutions to address crime and perceptions of safety in the community.
- Supported the launch of the Kelowna RCMP's Online Crime Reporting pilot project which allows the general public to report non-emergency crimes online through the Kelowna detachment's website.
- Completed a reorganization of RCMP Downtown Enforcement Unit including the addition of new resources and an expanded mandate to support Community Policing efforts, Police and Crisis Team (PACT), Kelowna Outreach and Situation Table (KOAST) and the creation of a Foot Patrol team. The Unit was re-named the Community Safety Unit.
- Actively promoted bike theft prevention initiatives and the Project 529 bike registry resulting in over 4,000 bikes registered in the region.
- RCMP Crime Prevention Unit conducted more than 60 on site meetings with businesses to review crime prevention, and other education and awareness resources.
- Strong Neighbourhoods supported 24 Neighbourhood Events, the most annually to date, and provided resources to support 11 Neighbour Day activities, many included collaborations with the Community Policing team to educate residents about neighbourhood safety, Project 529 and Block Watch to create stronger and safer neighbourhoods.



- Council approved a public washroom downtown in the Queensway area as a three-month pilot project, staffed by individuals from the lived experience circle on homelessness. A key recommendation of the 2018 Public Safety Report was to increase access and availability of public washrooms within the downtown core.
- Security cameras installed in all City parkades have demonstrated an increased ability to intercept individuals prior to a disturbance/illegal activity taking place. Painting and enhanced lighting in the interior of Chapman and Memorial Parkades also increased visibility.
- Launched a voluntary CCTV camera registry pilot program in partnership with the Downtown Kelowna Association (DKA) and Kelowna RCMP to reduce the time it takes to find and access camera footage during criminal investigations.
- Conducted community engagement (called Design Jams) around property theft prevention that brought together stakeholders throughout the community to design solutions to this complex issue.
- Collaborated with enforcement and security partners to enhance street level and civic facility security on the Okanagan Rail Trail, Leon Avenue, City parkades and parks. Added a UTV/Gator to the Bylaw Services fleet to enhance accessibility to remote areas and visibility in problem areas.



Social and Inclusive

- Provided ongoing support for the Central Okanagan Journey Home Society, the non-profit established to implement the Journey Home Strategy, Kelowna's community-built and community-driven, five-year plan to address homelessness.
- Introduced the Community Inclusion Model, to enhance how housing with supports are introduced and integrated into neighbourhoods.
- Supported the opening of Hearthstone (46 units) and Heath House (40 units) housing with supports as well as the extension of the Cornerstone Emergency Shelter in partnership with BC Housing.
- Approved the McCurdy supportive housing project in Rutland that will provide 49 homes for individuals experiencing homelessness who are farther along in their recovery from substance use. Council also approved the design and issued the development permit of the 50-unit housing with supports on McIntosh Road, that is funded by BC Housing and will be operated by the John Howard Society of Central and South Okanagan.
- Supported BC Housing with the opening of Apple Valley Housing that provides 36 units of affordable rental housing for seniors and persons with diverse abilities.
- Continued to support the development of another 301 units of affordable housing for families, singles and seniors opening in the near future. These developments are in Rutland, Central Kelowna, Glenmore and Black Mountain.
- We are one of the first local organizations to hire PEOPLE (Paid Employment for People with Lived Experiences) to enhance cleanliness and assist in the beautification of the downtown.

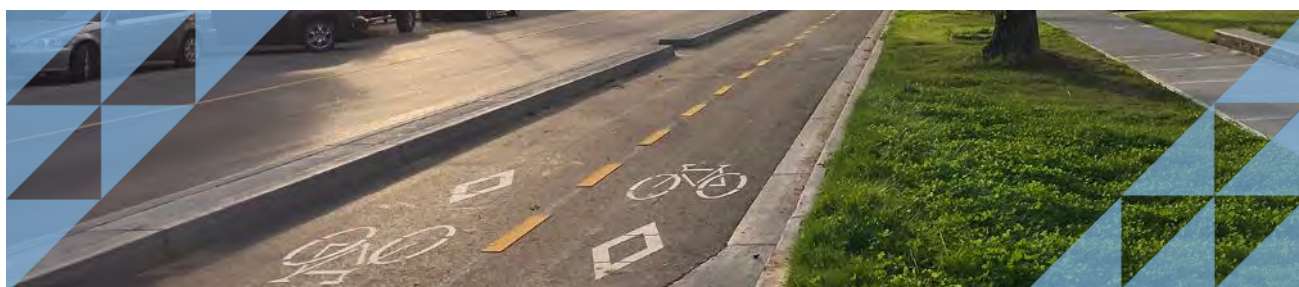


- Supported the launch of the Kelowna Outreach and Situation Table (KOaST) – led by the RCMP it is a collaborative team that identifies and provides support to individuals who are at acute risk in the community.
- Worked together with local First Nations for guidance and support as we established official Territorial Acknowledgment language and protocol.
- Collaborated with Westbank First Nation to reinstate and upgrade the First Nations display in the departures lounge at YLW. The area offers cultural experiences and kids active play.
- Partnered with Westbank First Nation to unveil a monument of historic syilx Chief, Charlie swkn'cut. Westbank First Nation commissioned the monument, which the City installed at the corner of the Kelowna Visitors Centre overlooking the lake.



Transportation & Mobility

- Opened the new two-way cycle tracks on Sutherland Avenue and Ethel Street, adding to the City's growing active transportation network.
- Completed the paving for the Rail Trail from Gordon Drive to Manhattan Drive.
- Endorsed recommendations of the Downtown Parking Plan, with the intent to improve availability of short-term parking spaces, ensure the system pays for itself so that general taxation is not impacted, improve customer service and provide a balanced transportation network for residents. Recommendations will be implemented through 2019 and 2020.
- Added new sidewalk sections including on Rutland Road near Belgo Elementary, between Venus Road and Holbrook Road West, on Gordon Drive between Clement Avenue and Trench Place, and on Hollywood Road between Highway 33 and Hollydell Road.
- With the endorsement of the Official Community Plan's land use scenario, the Transportation Master Plan process initiated in-depth technical analysis and public engagement initiatives on current and future conditions and transportation scenarios.
- The Sustainable Transportation Partnership of the Central Okanagan (STPCO) launched Let's Talk Transportation, a regional conversation event and online questionnaire, to understand the values and interests of Central Okanagan residents and obtain input on potential transportation options as part of the Central Okanagan's first Regional Transportation Plan, expected to be delivered in 2020.
- Kicked-off the Central Okanagan Regional Bicycling and Trails Master Plan, an update to the 2012 Regional Active Transportation Master Plan in collaboration with the local governments of the Central Okanagan.
- Initiated the Okanagan Gateway Transportation Study in partnership with the Kelowna International Airport, the University of British Columbia Okanagan and the Ministry of Transportation and Infrastructure to define future projects, programs and policies that support growth of the area.
- Launched a Bikeshare Permit Program that includes electric bicycles, electric scooters and pedal bikes, resulting in three to four times more utilization of each mode of transportation per day, compared to the previous year's only pedal bike program.



- Collaborated with the Province on their Active Transportation Strategy and possible changes to the Motor Vehicle Act to address the adoption and integration of micro-mobility modes of transport including electric scooters.
- Increased parking lot capacity by adding 600 valet parking stalls and enhanced security features by installing LED lighting, security cameras and phone stations.
- Added bike racks and a bike maintenance station, including tools and a bike pump, at YLW.



Vibrant Neighbourhoods

- Repaired, renovated and re-opened City Park Water Park, which was damaged during the 2017 flooding. Waterplay Solutions Corp. and RecTec Industries contributed an additional \$63,900 worth of features to the water park. Construction included an entirely new water delivery and disposal system that is now flood resistant.
- Completed upgrades at several parks, including Rowcliffe Park, Bankhead Park, Glenmore Recreation Park and Bellevue Creek Linear Park.
- Re-opened the Mission Creek Mountain Bike Skills Park following a \$60,000 investment to replace the old wood ramp and jump set with a dirt berm, adding three new professional jump line, signage, tree planting, irrigation improvements and garbage bins.
- Built a new pedestrian bridge at Bellevue Creek in Southeast Kelowna, thanks to a partnership with Partners in Parks and the Okanagan Mission Lions Club. The bridge improves access to Woodhaven Regional Park, Gordon Drive, and transit stops and will tie into the future Bellevue Creek Linear Trail.
- Opened a newly-improved section of Rutland Centennial Park, including pathways, bench seating, landscaping, expanded playground and planted a new multi-cultural garden.
- Improved public access at Poplar Point Drive Beach Access #1, Hobson Road Beach Access, Manhattan Drive Beach Access, and Bluebird Road North Beach Access.
- Endorsed the Capri-Landmark Area Centre Plan, establishing a strategy to enhance and redevelop one of Kelowna's central neighbourhoods over the next 20 years and beyond.
- Endorsed a growth scenario for Kelowna that will guide future growth and allow the City to achieve the community's vision of vibrant urban centres and diverse transportation options.
- The 2020-2025 Cultural Plan was launched during the annual Culture Days celebrations. The plan was developed with internal and external advisory groups, cultural organizations, the business sector and artists and the public to create a community-based plan for culture in Kelowna over the next six years.
- Hosted the 55+ BC Games from Sept. 10-14, welcoming over 4,000 participants and supporters to our community to celebrate sport and active living. The games set a record as the largest BC Games to date with support of over 1,500 volunteers.



- Adopted a new bylaw to allow and regulate short-term rental accommodation operations, following extensive public and stakeholder engagement that heard from more than 2,500 people. The final regulations reflect the community's diverse needs and interests, aiming to protect long-term rentals, limit impacts to neighbourhoods and ensure equity among all accommodation providers.
- Expanded the Strong Neighbourhoods Grant program with an increase in available matching funds from the Central Okanagan Foundation. This year's increase enabled residents to put more money towards creating vibrant neighbourhoods with \$8,877 provided through 10 Neighbourhood Grant projects and \$2,400 supporting three Youth Development and Engagement Projects.
- Central Green became the first neighbourhood, including Rowcliffe Park, to be LEED® Certified.
- Get active, we dare you: we added Parkrun, the Boyce-Gyro Swim Look, an 800m open water training facility, and a 5KM run in the Parkinson Recreation area, to the popular and stunning Active by Nature map network. We also introduced an interactive Paddle Quest that weaves together augmented reality with your latest active adventure using the QuestUpon app.



Economic Resiliency

- Introduced a 2.27 per cent infrastructure levy to ensure existing infrastructure is renewed, and new infrastructure is built cost effectively so that Kelowna continues to be a great place to live.
- Implemented Phase 1 of the Asset Management System that will track the performance, maintenance and conditions of the City's infrastructure assets valued at \$3.3 billion.
- Completed the City's first Intelligent Cities Strategy through collaboration with staff and community stakeholders. The strategy's vision is to find ways to improve the lives of residents through access to online services, technological innovation and collaborative problem-solving, creating local solutions to local problems. It will be presented to Council in early 2020.
- Substantially completed design for Phase 1, Phase North and Phase 2 of the terminal expansion at YLW. Between 2019 and 2029 YLW will invest over \$240 million in upgrades and construction of airport infrastructure, which includes the terminal expansion. This will be the largest terminal expansion to date, which includes expansions to the departures lounge, security screening, the relocated arrivals lounge and more food/beverage services. YLW's investment in its infrastructure is funded through airport revenues and has no impact on taxation.
- Commenced a ten-year plan to rehabilitate certain sections of airfield pavement at YLW, including the aprons, taxiways and runway. The infrastructure work is essential to today's airport operations and well into the future.
- Welcomed Swoop to YLW, offering new non-stop, seasonal air service to Winnipeg and non-stop, year-round service to Las Vegas.
- YLW hosted two aviation conferences and one aviation meeting that saw over 200 senior airport executives from across North America discuss opportunities and issues that affect the 140 million passengers who use Canada's airports every year.



- Plans for the development of YLW's East Lands were unveiled by KF Aerospace to develop a new state-of-the-art aviation themed exhibition and conference centre. The 50,000 sq. feet, \$25-million facility will celebrate the rich aviation history of the Okanagan and provide innovative, hands-on education to support future aerospace jobs. It will include groundside and airside access from YLW's main runway, a museum, aircraft hangars, conference suites, classrooms, a cafeteria and airfield viewing gallery. Ground-breaking is planned for spring 2020 with completion in 2022.
- Completed the Landfill's long-term plan and submitted it to the Ministry of Environment as a key condition of our Operational Certification. The Design, Operations and Closure Plan is a comprehensive look at current operations, regulatory framework, infrastructure needs, environmental practices, monitoring needs, design concepts, operational practices, as well as a long-term plan to progressively and ultimately close the landfill.
- Completed upgrades at the Landfill – including a new access road, new filling area, irrigation system upgrades, and a Surface Water Drainage Plan – as part of a \$9 M project to streamline customer experience and allow for better stewardship of the landfill and long-term waste handling.
- Acquired land in the Diamond Mountain and Capri-Landmark areas. Seventy-four hectares acquired on Diamond Mountain will provide a buffer to the landfill's potential dust, noise and odour. Land acquired around Sutherland Avenue and Lindahl Road will be developed into future parks as part of the City's park development strategy.
- Updated the Development Cost Charges (DCC) Bylaw to reflect current construction and land costs to ensure DCC revenue adequately funds infrastructure projects required to service growth.
- Updated the 10-Year Capital Plan and Financial Strategy that supports \$1.3 billion of infrastructure investment in the next 10-years.



Environmental protection

- Received a \$22 million funding contribution from the Government of Canada Disaster Mitigation and Adaption Fund to support the Mill Creek Flood Protection project. This eight-year program will result in added resiliency to floods throughout the city.
- Completed Kelowna Major Systems Flood Risk Assessment using a \$250k grant from the National Disaster Mitigation Program. This analysis of existing infrastructure and natural assets was conducted for potential flood events from Okanagan Lake, Mill Creek, Belleview Creek, Brandt's Creek and Gopher Creek.
- Started work on new and updated Flood Hazard Mapping to more precisely identify flood prone areas impacted by storms and climate change using a \$150k grant from Union of BC Municipalities (UBCM) and the Community Emergency Preparedness Fund (CEPF) program.
- New flow monitoring stations have been installed on Mill Creek and Scotty Creek. Both live and historical data will be available publicly on the City website.



- Initiated the Area Based Water Management Planning initiative: a strategic planning process that promotes the management and funding aspects of water supply and quality. This process provides the City an opportunity to lead and address issues related to climate change, flood mitigation, environmental flow needs, drought management, forest fire protection and long-term water supply resiliency.
- The 2019 Bike to Work Week saw participants travel 91,500 km by bike, saving 19,800 kg of greenhouse gases.
- Committed to support Provincial wildfire fuel mitigation (treating up to 1,000 hectares of interface area over the next two years) in South East Kelowna.
- Added four Electric Vehicle Direct Current Fast Charge stations at YLW in partnership with FortisBC.
- Maintained Level 1 Airport Carbon Accreditation at YLW.
- Partnered with the Okanagan Basin Water Board (OBWB) to help save City parks and sports fields irrigation operations 38 million litres of water and 1,320 hours of labour operations each year.
- Completed a large-scale Live Emergency Exercise at YLW to practice and improve emergency response in a plane crash scenario with a focus on multi-agency response and coordination.
- Led the response to address land stability risks within the community to protect public safety
- Replaced the Spencer Road culvert crossing of Mill Creek with an enhanced flood and debris resistant arched crossing using a \$750k grant from the UBCM Community Emergency Preparedness Fund.
- Installed watermain as part of the \$86M Kelowna Integrated Water Phase 1 project. The project will be complete, and SEKID customers connected to the City water utility, in 2020.
- Updated Water and Sanitary Sewer design standards in Subdivision Division Bylaw to reflect current best practice and environmental standards.
- Developed, in cooperation with Utilities Services, Integrated Risk Management plans for the water and waste-water utilities.



Corporate Results

Strong financial management, clear direction, people, corporate-wide base business

- Completed the expansion of the City's Dark Fibre network to total 9 km of conduit and 22 km of fibre optic cable. Revenues have increased by 30 per cent in 2019. UBC Okanagan and Okanagan College are now connected as well as four City facilities have been added to the service connection.
- Developed the Model City parcel-based GIS tool, a digital twin of Kelowna, to allow planners to better understand the city, both now and into the future. It leverages GIS, data analytics and predictive modelling to gain insights into the City's composition and to help support decision making using data analytics.
- Brought design thinking to the City through a service design pilot project to improve the City's e-notification service by involving users at every stage of the project.



- Launched a pilot chat bot on the Kelowna International Airport (YLW) website in order to improve customer service and reduce the demand on staff resources.
- Filled 60 per cent of full-time positions through internal promotions and transfers for continued strength in career development and succession planning programs.
- Awarded City of Kelowna Employee Development Scholarship awards to 13 employees, supporting them in partial funding as they pursue further education for career development.
- Successfully completed the WorkSafeBC Certificate of Recognition (COR) audit with an overall score of 89 per cent, earning an annual premium rebate of \$190,000.
- Completed a Corporate Training Gap Analysis to identify skills needed for the future, gaps in current training methods offered and best practice solutions on closing organizational training gaps.
- Genelle Davidson, Divisional Director Financial Services, was elected President of The Board of the Government Finance Officers Association of British Columbia. She has also been appointed the UBCM Select Committee on Local Government Finance.
- Sam Samaddar, Airport Director, continued as Chair of the Canadian Airports Council and was elected as Vice-Chair of the Airports Council International – North America Council.
- Shayne Dyrdal, Senior Airport Finance and Corporate Services Manager, was named Vice-Chair of the Canadian Airports Council Financial Affairs Committee.
- Completed the tri-annual Employee Engagement survey. A total of 771 employees participated and provided insights into internal opinions and knowledge of the organization.
- Developed a 5-year staffing plan for Human Resources to meet future organizational growth projections to ensure the City can attract and retain staff.





Awards & Recognition

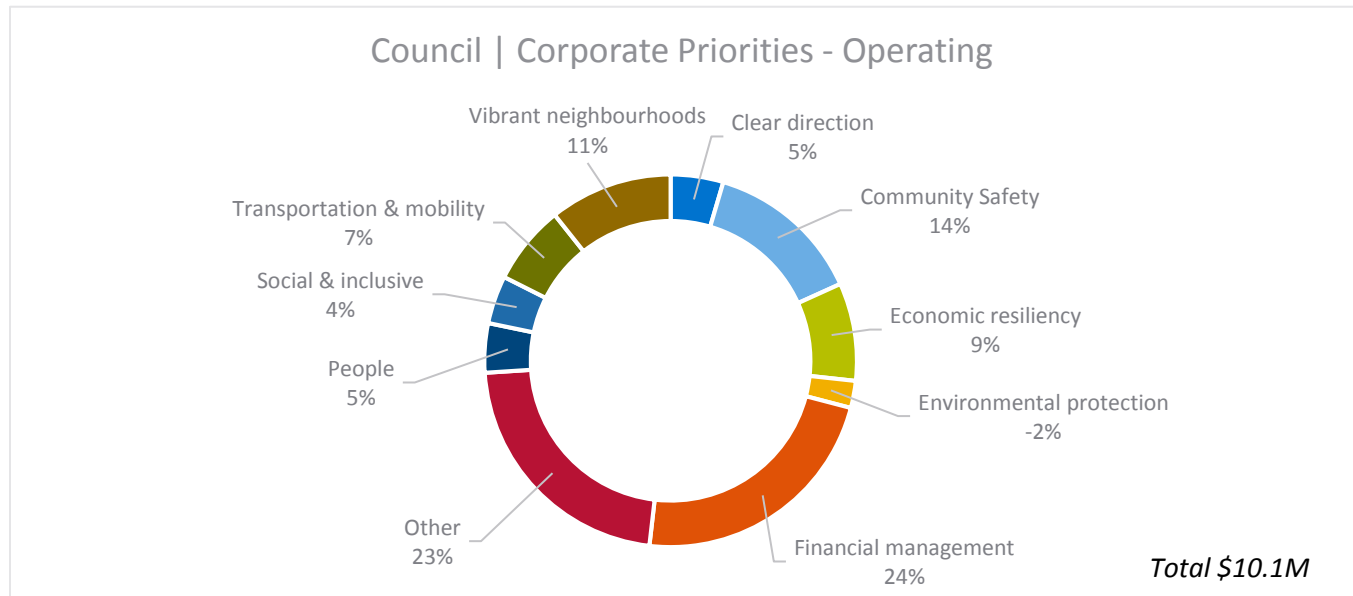
- For the 17th year in a row, received the [Government Finance Officers Association \(GFOA\) Distinguished Budget Award](#) for the 2018 Financial Plan. The 2019 Financial Plan is currently under review by the GFOA for this award.
- Received the [GFOA Canadian Award for Financial Reporting](#) for the 2017 Financial Statements within the Annual Report. It is the 16th consecutive year the City has received the award.
- Received the [Age-Friendly BC Recognition](#) from the BC Ministry of Health. The Province recognized the work of the Community For All Action Plan, and how Kelowna uniquely offers opportunities for seniors, people of all ages and abilities to stay active, enjoy good health and connect with their community.
- Recognized as a [BC Climate Action Community – Climate Leader](#) by the Union of British Columbia Municipalities (UBCM) Green Communities Committee (GCC) for efforts to undertake climate action to reduce greenhouse gas (GHG) emissions.
- Received [Esri Canada's Award of Excellence](#) for the development of the Model City parcel-based GIS tool that creates a digital twin of Kelowna to pool property data to advance evidence-based decisions.
- The *Pick Your Path to 2040* engagement exhibit received a [Gold Quill Award of Merit from the International Association of Business Communicators](#). More than 600 residents participated in the 'choose your own adventure' style engagement to give feedback on possible growth scenarios with results being used in the OCP and TMP updates.
- Received a [Gold Award for Excellence in Planning from the Planning Institute of British Columbia](#) for Kelowna's *Equity and Inclusion in Housing Needs Assessments*.
- Recipient of the [2019 Association of Consulting Engineering Companies BC Client of the Year Award](#) in recognition of industry best practices.
- Received the [2019 City of Excellence Award for Safety](#) around buried utilities, presented by the BC Municipal Safety Association. The City of Kelowna was presented with the *Education Award* in recognition of our collaborative efforts with FortisBC to promote safe excavation practices.

Budget highlights

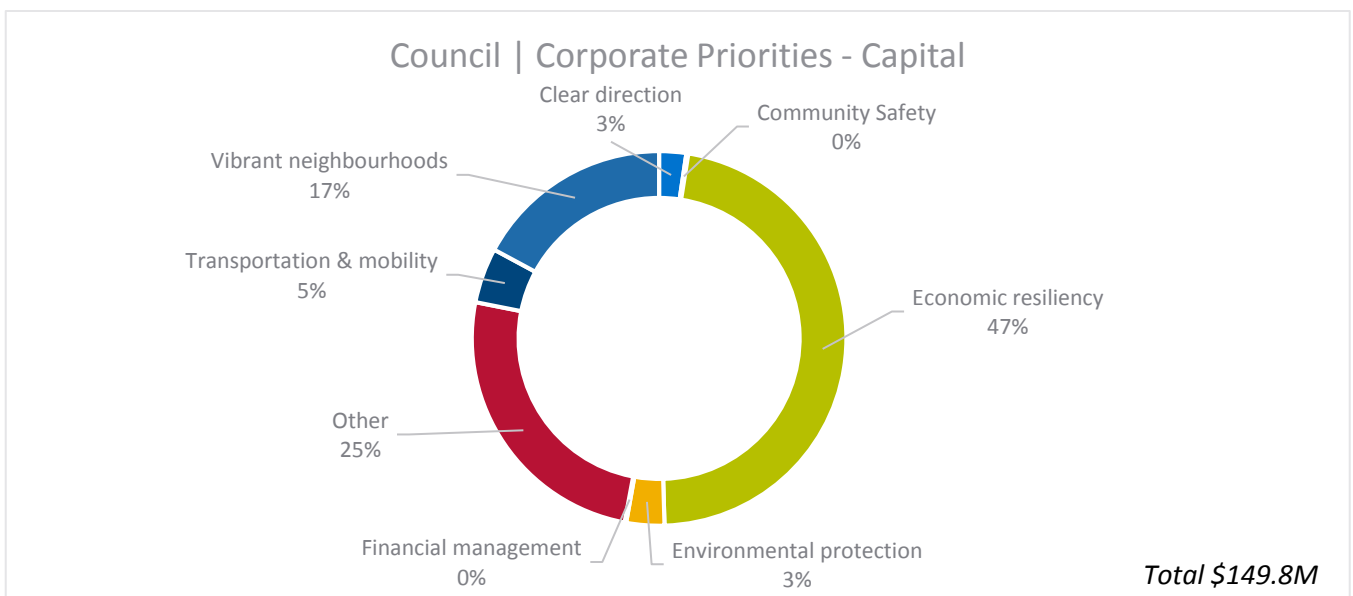
Budgeting for Council | Corporate Priorities

The following graphs depict the total dollars required as a percentage for both the operating and capital programs to support Council | Corporate priorities.

The 2020 operating program is spending \$2.42M or 24 per cent on projects that support Strong Financial Management and ensuring that the cost to deliver services is quantified, followed by \$2.35M or 23 per cent on extraordinary or unforeseen obligations and supporting base business.



The 2020 capital program is spending 47 per cent or \$70.5M on projects that support Economic Resiliency where key economic section impact is increasing, followed by \$37.7M or 25 per cent on extraordinary or unforeseen obligations and supporting base business.



Budget at a glance

City of Kelowna staff have worked to balance the City's current financial outlook with community needs and priorities established by Council for the years ahead.

While meeting financial commitments from previous budgets, the 2020 budget balances emergent issues faced by the community such as public safety and social responsibility, with taking action to achieve the vision for Kelowna set out in Imagine Kelowna. In 2020, the budget provides a specific focus on developing important parks and animating public spaces while continuing to deliver balanced transportation options. The City prioritizes keeping the taxation demand as low as possible while ensuring budgets keep pace with the cost increases required to maintain existing levels of service. The City will continue to seek partnerships and alternative sources of funding in order to reduce reliance on taxation.

Previous years' budgets include commitments that impact the 2020 Financial Plan, such as a provision for contractual obligations, the second year increase to the infrastructure levy that will reduce the infrastructure deficit faced by the City, and the addition of firefighters for the full-time fire station in Glenmore.

Operating

The Financial Plan's Priority 1 (P1) General Fund Operating Requests total \$8.2M, of which \$4M is being funded from taxation. Forty-one per cent of the \$8.2M comes from 3 significant requests: RCMP – 7 regular member positions, a provision for contractual obligations and pursuing a potential partnership for the Parkinson Recreation Centre joint education, health and wellness facility. The remainder of the City's divisional requests equal \$4.8M with a focus on addressing social challenges, enhanced security initiatives and an emphasis on staffing to meet the needs of a growing community.

For 2020, one expenditure reduction was submitted for the cost savings associated with the Library and Chapman Parkades LED Lighting Retrofit capital request totaling \$21k that will be used to offset costs in the Parking program.

In addition to the P1 Operating Requests, there are 31 Priority 2 (P2) requests totaling \$1.7M which are not included in the totals; however, these are included in the document for Council's consideration.

Capital

The 2020 General Fund Capital Expenditure Program (minus the Airport and Utilities) is \$68.8M, of which \$14.6M is requested to be funded from taxation. The general taxation contribution to the capital program has increased by \$792k compared to the 2019 Final Budget funding level. Funding from sources other than taxation is \$54.2M.

There are 36 P2 capital requests totaling \$14.8M which are not included in the budgetary totals, but are summarized in the document for Council's consideration.

General fund highlights

General Revenues

General Revenues are revenues that are not specifically attributable to or generated by any particular City of Kelowna division. The General Revenue portion of the 2020 Financial Plan is projected to be \$11.2M which is a \$10k increase from 2019.

The changes to General Revenues are mainly attributable to decreases of \$37k for the discontinuation of the Commercial Vehicle Licensing program, \$64k from the FortisBC Franchise Fee and \$13k in one per cent of sales in lieu of property taxes revenues received from utility companies, offset by increases of \$00k from traffic fine sharing revenue and \$12k from Provincial/Federal grant in lieu of taxes revenue, \$5k in School Site Admin fee revenue, and \$8k for penalties and interest revenue on utilities and property taxes. New to the budget is the \$400k revenue the City will be receiving from the Online Accommodation Platform program that will be contributed to reserve for future use in support of affordable housing initiatives.

Provincial Gaming revenues budgeted at \$4.07M in 2019 are expected to increase to \$4.17M in 2020. Although these revenues are 'general' in nature, they are included in the operating budget under the Police Services department as they are a conditional payment that must be allocated towards a specific Police Services program/project.

Taxation Revenues

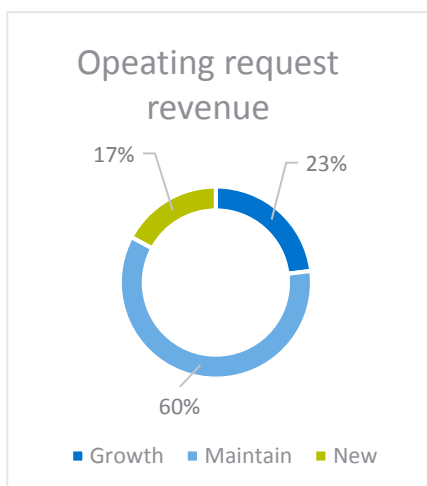
Taxation demand on existing property owners represents the difference between net operating and capital requirements offset by new general and divisional revenues and additional tax revenue generated through new construction.

A large number of the capital programs are funded from existing reserves such as Development Cost Charge (DCC) Reserves and Community Works Fund and do not impact directly on taxation.

- Taxation Revenue from new construction based on Preliminary Assessment Roll information, is projected at \$2.9M. The actual new construction assessments will not be available from BC Assessment (BCA) until the second quarter of 2020. New construction revenues are used to reduce the overall taxation demand.
- Although the overall taxation demand has increased from \$142.5M to \$151M, or 5.94 per cent, the average impact on existing property owners, taking into consideration the revenue generated from new construction, is 3.90 per cent.
- While it is possible to project the average property tax increase using the overall assessment base and the revenues required to operate the City, the impact on each individual property owner will vary depending on the relationship of their assessment change to the average. Further analysis will be required when BCA provides the Revised Assessment Roll in the second quarter of 2020.

Operating expenditures & revenues

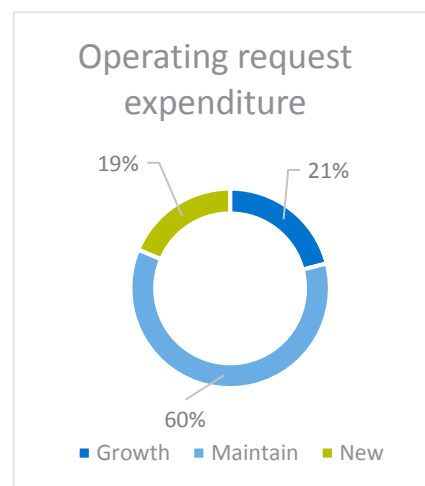
The 2020 Financial Plan categorizes each operating request into the categories maintain, growth and new. Maintain requests are the budgets requested to maintain current programs. Growth requests are the budgets requested for current programs due to increased demand. New requests are the budgets requested for new programs.



The City has a committed focus on maintaining and growth, with smaller investments in new operational requirements.

The 2020 new operating request revenues are largely due from maintain at 60 per cent, 23 per cent for growth in programs and 17 per cent for new initiatives.

The new requests for operating expenditures are primarily due to maintaining of current operations at 60 per cent followed by 21 per cent for growth and 19 per cent due to new.



The City operating structure is Division, Department and Branch. For example:

Division: Human Resources & Community Safety
Department: Community Safety
Branch: Police Services

The operating requests are presented under the requesting division and are presented in divisional rank order within the three categories. The exception is the Airport Fund, Wastewater Fund, Water Fund, Human Resources & Risk Management, Community Safety, Fire Department, General Revenues and Debt & Other which are presented on a department level.

Financial Plan impacts

The annualization of operating costs approved in previous budgets will add \$3.54M to the 2020 Financial Plan. The removal of one-time requests approved by Council in 2019 have reduced operating costs for 2020 by \$956k.

The 2020 Financial Plan includes \$1.1M in base adjustments and \$4.0M for net operating requests totaling \$5.1M.

Following is a summary of the net operating impacts for 2020 (\$ thousands):

2019 Net Operating Budget	\$139,922
Add: 2019 One-time Requests & Expenditure Reductions (net)	(956)
Add: Annualized Requests (prior years)	3,537
Add: 2020 Base Adjustments (detailed in the divisions)	1,081
Add: 2020 Requests (operating requests & expend. reductions)	4,017
2020 Net Operating Budget	\$147,601

Note: Totals may not add due to rounding

Salaries, wages and fringe benefits

The City of Kelowna CUPE agreement that was ratified in 2019, for 2019-2023, provides a 2 per cent increase in 2020 that is reflected in the budget. The collective agreements for the Airport CUPE employees and the Kelowna Fire Department employees (IAFF) are in place until December 31, 2019 and renewal negotiations are expected to begin in 2020.

Fringe benefit load factors that are reflected throughout the divisional operating budgets are reviewed annually.

RCMP Contract

The 2020 General Fund Police contract staffing is at 191 members with a budgeted vacancy factor for six members. The average cost per member has increased from \$173k in 2019 to \$180k in 2020. This is a difference of \$6k per member or a 3.5 per cent increase. This increase requires an additional \$1.1M for 2020. The main cost increase is for personnel costs.

Police services are also provided through the Reserve Policing program. The reserve program allows the department to quickly fill vacancies or staffing shortages by using a fully trained reserve officer. This program is valuable during the busy summer policing season. The reserve program does not have specific budget and is funded by vacancies within the regular member contingent, as needed.

Additional staffing - operating requests – all funds

The City continues to adhere to controlled recruitment practices by maintaining staffing levels and replacing vacant positions only on a priority basis. Staff additions require a formal business case and City Manager approval.

The 2020 Financial Plan contains 47 priority one requests for new staff positions which reflects the need to support core services to maintain current service levels, with investment in public safety and social responsibility. These positions are being requested at 50 per cent in 2020 to match hiring process timelines. The 2020 taxation impacts on the budget is \$906k.

The 42 on-going full time requests include the addition of seven RCMP Members to supplement existing units; one Crime Reviewer position; four Police Services Clerk positions to provide coverage to various Police Services departments; one Police Services Prosecutorial Disclosure Coordinator position to accommodate Provincial and Federal Court legislative changes and the resulting directives from Provincial and Federal Crown Council; one Police Services Watch Support Officer and one Water Clerk Supervisor position to assist operational members in 2020, and three additional Police Services Watch Support Officer positions in 2021; one Administration Clerk Position for the expanding Community Safety portfolio and to provide capacity for improved security services and corporate emergency preparedness; increase one part-time HR Administrative Clerk position to full time to support the compensation and benefits branch; one HR Coordinator position to

support increasing resourcing demands; one Safety Coordinator position moving from term to permanent within the Occupational Health and Safety branch to maintain staffing levels; one Business Systems Analyst (Analytics) position to help the City make better informed business decisions by enabling analysis of large volumes of data that may be untapped by conventional business systems; one Communications Consultant, Emerging Issues position to enable the communications team to be more flexible and adaptable to ensure the emerging and core issues receive the level of communications support required; equivalent of one Financial Analyst Position to increase support within the Airport Division and Corporate Finance; one Project Manager (Buildings) position to manage projects, issues and opportunities for City structures; two Utilities Foremen positions to provide support for the current foremen and for succession planning; one Parks and Landscape Planner position to provide valuable assistance in delivering promptly on Council's priority for animated parks, assisting in the proposed Parks Masterplan and developing smart alternate park solutions; one Planner II position to support the operations of the Policy and Planning Department with a focus on data analytics; one Water Quality & Customer Care – Water Meter Service Technician position to supplement water meter reading services and replacement projects; one Water Supply – Water Operator position in response to the operational need of the legacy South East Kelowna Irrigation District irrigation system; Water Supply – Control Systems Specialist position to ensure computer monitoring and control systems for the water utility are properly maintained and upgraded; one Community Development Coordinator – Strong Neighbourhoods position to expand the reach of the Strong Neighbourhood program into neighbourhoods with complex social issues and social development projects; one Coordinator – Social Development position to work with community groups and agencies to coordinate an integrated plan to address critical social issues and facilitate solutions; moving one casual Airport Operations Technician position to full-time to increase winter operations, summer airside maintenance and improve efficiencies; one Airport Terminal and Groundside Manager position to increase strategic direction and oversight for services and revenue streams; one Accountant Position to provide additional financial support for the Civic Operations Division; one Asset Management Coordinator position to support configuring the asset management system to optimize the operation and life cycle replacement of the City's assets; one Energy Specialist position to advance the work being completed under the Energy Management Program objectives of reducing energy and GHG emissions; one Heavy Duty Mechanic position to ensure service levels are maintained and fleet's readiness for projected fleet growth is met; one Landfill Equipment Operator IV position to accommodate for growth in Solid Waste; and one Solid Waste Supervisor position to maintain appropriate facility planning and effective operations due to increasing complexity in the operations and facilities.

Division	Full-time positions	Part-time positions	Term positions
General Fund			
City Administration	0	0	0
Planning & Development Services	1	0	1
Partnerships & Investments	1	0	0
Infrastructure	3	0	1
Civic Operations	6	3	0
Active Living & Culture	2	0	0
Human Resources & Community Safety			
Human Resources	2	0	0
Community Safety	19	0	0
Fire Department	0	0	0
Corporate Strategic Services	2	0	0
Financial Services	0	0	0
City Clerk	0	0	0
Total General Fund	36	3	2
Airport & Utility funds			
Kelowna International Airport	3	0	0
Water Utility	3	0	0
Wastewater Utility	0	0	0
Total Airport & Utility Funds	6	0	0
Total position requests	42	3	2

Within the operating program, three on-going part-time requests are included: one Commonage Term Labourer position to help with Ogogrow production and two Streetlight Student Term Labourer positions to maintain poles to extend the life of the assets and prevent premature failure of the structures. In addition, two term positions are being requested. The first is the extension of the Official Community Plan contract position to complete the major update to Kelowna's 2040 Official Community Plan and the second is one Co-op Student – Asset Management Data Analyst to collect asset information and enter into the new Corporate Asset Management System database.

There are a number of additional wage dollars being added throughout various operating requests either on an ongoing or one-time basis. These additional wage amounts result in an increase in the available hours for current and seasonal staff to work but also may result in additional hires as deemed necessary due to operational needs.

Other Division & Department operating highlights

The financial plan includes a number of P1 Operating Requests, of which \$4.0M is being funded from taxation. Listed below are some of the operating request changes to the divisional operating budgets for 2020:

Planning & Development Services Division

Planning & Development is requesting \$50k from reserve in 2020, and taxation thereafter, to allow the City to achieve key infrastructure upgrades in conjunction with development projects, as well as \$10k to update the 22-year-old Heritage Conservation Guidelines.

Partnership & Investments Division

The Partnership & Investments Division is pursuing a potential partnership to replace the Parkinson Recreation Centre and build a new high school as a shared facility with School District 23 with a \$200k contribution from the School District and \$300k from reserve. \$100k from reserve has been requested for a formal review of how to best meet the complex housing needs of the community in conjunction with BC Housing, Interior Health and other service providers as well as \$100k funded from reserve for consulting and project management to optimize the delivery of shelter services. Other notable requests include an accessible parking program review for \$30k and the development of a comprehensive master plan of the City's active parks for \$100k, both projects funded from reserve.

Infrastructure Division

Infrastructure is requesting \$70k funded from varying City sources to develop a corporate asset management plan that details the asset renewal needs for all service areas to ensure the City's \$3.2B in infrastructure assets are well maintained and resilient. Transportation requests include: \$65k to collect, analyze and report out on traffic and transit volumes across major screen lines throughout the City; \$25k to be pooled together with the other owner jurisdictions for operational funding and engagement of support resources for the Okanagan Rail Trail; and \$45k for implementation of the Transportation Master Plan that will develop a strategy for improved safety in the network and development of a program to assess transportation performance.

Kelowna Regional Transit requests include: \$100k from reserve for traffic engineering and design to assess the feasibility of transit priority infrastructure and understand traffic impacts and technology options for the Midtown core; \$150k from reserve for preliminary design development for the Orchard Park Exchange which has reached its capacity; and \$250k from reserve to undertake preliminary site layout, facility design, site servicing and costing to refine recommended site scope and cost for a new Regional Transit maintenance facility.



Utility Planning is requesting \$200k in 2020 and \$150k in 2021, funded from utilities, for an Area Based Water Management Plan which is a strategic process that develops the policies, strategies, goals and budgetary needs to address water management through the City; \$66k is requested to create a North End Industrial Area Servicing Plan which will seek engagement from the north industrial area (Jim Bailey), Okanagan Indian Band, Lake Country and development community; and \$50k from the Landfill reserve to address environmental considerations at the Landfill for Robert Lake and its related hydrology.

Civic Operations Division

Building Services is requesting \$125k from taxation and \$125k from external contributions for a second year of dredging at the Cook Road boat launch under a three-year permit obtained from the Province. Annual energy program funding of \$50k has been requested for research, development and execution of key initiatives and projects. One-time funding of \$150k from reserve will help alleviate the backlog of facility condition assessment reports which are a key component of the City's asset management strategy for buildings.

Parks Services requests include: \$56k for beach cleaning due to increased inventory and changes in the service contract to better accommodate safety needs; \$69k for additional portable toilets and increased washroom servicing to meet the demand from public requests; and \$63k for 65 additional planters to be placed along center medians of major cross streets along Highway 97 and Springfield Rd helping to improve safety and beautification in nine major intersections.

Public Works is requesting the operating cost savings from the LED street light project be contributed to the Energy Reserve on an annual basis to fund large scale energy and greenhouse gas emission reduction projects. This will result in a tax savings of \$400k and a contribution to reserve of \$500k. In addition, \$35k is requested for increased street sweeping, purchasing replacement garbage receptacles and ongoing maintenance for maintaining a clean town center.



Throughout the Civic Operations Division, \$220k has been requested for the operating impact for various capital requests for sidewalk, park and active transportation corridor operating and maintenance, new vehicle internal equipment charges and Commonage misting system.

Active Living & Culture Division

Active Living is requesting \$30k for increased funding for the City's expanding role in community social issues. The additional funding will support community education and awareness initiatives, seed funding to encourage cross agency projects and efforts, providing leverage to access funding programs to address community priorities, and conducting and supporting community engagement.



Sport & Event Services is requesting \$15k ongoing for event procurement and hosting to enhance the evaluation and procurement of major events and supporting the ongoing maintenance and development of the hosting resource kit.

Cultural Services is requesting \$15k ongoing for an Artist-in-Residence program to engage the work of a series of professional artists to support a 3-year pilot program with artists selected on an annual basis. \$10k for three years has been requested to continue partnership development with the syilx/Okanagan People to support initiatives that build understanding among City staff about reconciliation, building relationships with syilx leaders, in particular artists and cultural leaders, and work together on projects of joint meaning and purpose. Ongoing funding of \$25k has been requested to increase professional arts funding for the addition of Opera Kelowna and New Vintage Theatre into the program.

Human Resources

Human Resources Risk Management Branch is requesting \$250k for continued security services to provide enhanced capacity to respond to community concerns and trouble-spots. Security Patrols of public spaces is valued by the community and provides a visible presence, increased responsiveness and improved reporting. Human Resources is requesting \$88k for a Learning Management Software System that allows for training to be developed and delivered in an online format to meet specific corporate training needs.

Community Safety

Community Safety is requesting \$100k, one-time, to continue a pilot project for pick-up and disposal of materials as well as cleaning and sanitation on streets, sidewalks, parks and corridors frequented or inhabited by people living without homes. \$75k from reserve has been requested to develop and implement a Community Safety and Well-Being Strategy. This development phase of the strategy will include planning, project management, public engagement, strategy development and costing.

Additional funding is requested for: Bylaw Services enhanced training for re-certification of current public safety skills in addition to obtaining enhanced social, mental health awareness and cultural sensitivity training for \$20k; \$75k for an operating budget for the Council endorsed Supportive Housing Community Integration Model for expenditures that will arise from assessments relating to safety and security, neighbourhood engagement, as well as community education and awareness activities; and \$78k from reserve for 2020 maintenance and operation funding for the pilot Queensway washroom.

The Fire Department is requesting \$15k ongoing funding for a mental health program that will continue to support the Kelowna Fire Department members through prevention and response to mental health injuries as a result of workplace exposure. Funding for this initiative will come from reserve in 2020 and then taxation thereafter.

Corporate Strategic Services Division

Information Services is requesting an increase of \$100k for annual support and maintenance fees for new and existing software and hardware. Corporate Strategy and Performance is requesting \$35k for the purchase of a public facing online dashboard housed on the City of Kelowna's website that would report on the 39 Council and corporate priorities including both quantitative and qualitative information.



Financial Services Division

Financial Services is requesting \$60k for a digital strategy for replacement of the current excel and legacy based budget system with a robust financial planning software product. This strategy will summarize the current state and provide recommendation and a roadmap for the next phases of this project.

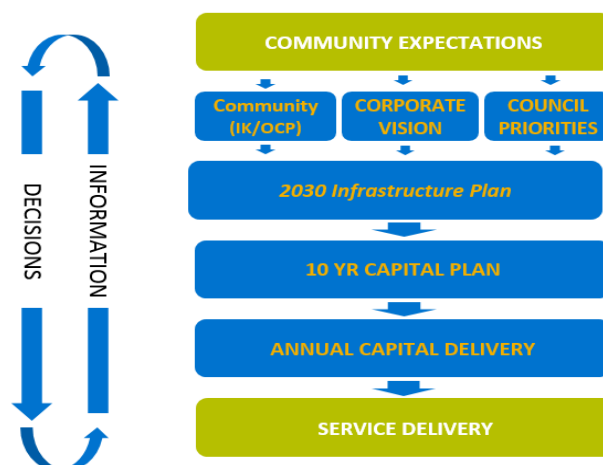
City Clerk Division

City Clerks is requesting \$12k for the addition of closed captioning (cc) to the live webcasting of Council meetings. Closed captioning is commonly utilized by those with hearing problems, however, it is also a feature that makes video recordings more inclusive and accessible to all members of the public.

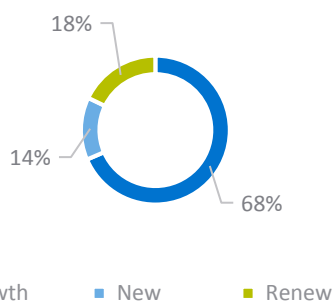
Capital expenditures

The 10-Year Capital Plan and the annual capital program are coordinated by the Infrastructure Division with the integral involvement of all divisions with capital needs. The Infrastructure Division uses a long-term approach for capital planning that strikes a balance between renewing existing infrastructure and investing in new infrastructure to support growth and improved services. The Infrastructure Division is responsible for planning, designing and building all capital assets.

In April 2016, Council endorsed the 2030 Infrastructure Plan, which set the direction for infrastructure investment until 2030, including a funding strategy to support the projected one-billion-dollar infrastructure investment. The Council endorsed 10-Year Capital Plan is guided by the direction set in the 2030 Infrastructure Plan and is updated annually to be responsive and practical. The annual capital program is directed by the 10-Year Capital Plan but is responsive to emerging issues and priorities.



All funds - capital by request type



The Infrastructure Division uses a long-term approach for capital planning that strikes a balance between renewing existing infrastructure and investing in new infrastructure to support growth and improved services. The 2020 capital program includes 14 per cent for new infrastructure, 18 per cent renewal projects and 68 per cent related to growth. In comparison, the 10-Year Capital Plan attributes 25 per cent of capital toward new infrastructure, 50 per cent to support growth and 25 per cent for renewal projects.

The Infrastructure Division uses a multiple bottom line approach for infrastructure investment decision making and is moving towards a full life cycle cost analysis where capital, operating and maintenance costs are determined over the life cycle of assets. The operating and maintenance costs are requested alongside the related capital request. The capital requests that have operating impacts are marked with OP on the capital summary sheet at the beginning of the cost centre. All capital submissions from departments

were evaluated against Tangible Capital Asset criteria. Where submissions were deemed to not meet the criteria, requests are included in the operating program.

At the top right-hand side of each 2020 capital request, readers will find the year the project was included in the Council endorsed 10-Year Capital Plan, capital reference along with the corresponding dollar amount. The 2020 General Fund Capital Expenditure Program (not including the Airport and Utilities) is \$68.8M of which \$14.6M is requested to be funded from general taxation sources.

The 2020 general taxation contribution to the capital program (as described above) has increased by \$792k over the 2019 Final Budget funding level of \$13.8M.

The following are some of the other highlights of the 2020 Capital Expenditure Program:

General Fund Program

The *general taxation* expenditure of \$14.6M has been allocated to departmental budgets as follows (\$ thousands):

Department	Description	Amount
Real Estate & Parking	Land acquisition & parking infrastructure	737
Building	Facilities & improvements	1,635
Parks	Park land/trail/area development	3,152
Transportation	Roadways/pathways/traffic signals/public transit	6,909
Storm Drainage	Drainage systems/freshet recovery	275
Information Services	Communication hardware/software	1,329
Vehicle & Mobile Equipment	Vehicles & equipment	497
Fire	Vehicles & equipment	60
Total		14,594

Note: Totals may not add due to rounding

Capital program funding from sources other than taxation is \$54.2M.

Real Estate capital program requests include \$2M for varying land acquisitions for widening of roads and expansion of sidewalks as well for strategic and time-sensitive opportunities funded \$737k from taxation with remaining from reserve; \$1.1M is requested from Parking reserves for various parkade upgrades including HVAC infrastructure renewal at Chapman parkade, accessible door openers on all doors with access to elevators or directly to the exterior at the Library and Chapman parkades and an LED lighting retrofit at the Library and Chapman parkades to improve security and reduce operational and replacement costs, as well as to continue supporting the expansion of electric vehicle usage by increasing the number of charging stations with installing up to eight level two stations in the downtown area.

The Building capital program is proposing a partnership with the Central Okanagan Rugby Enthusiasts to construct and operate a multi-sport fieldhouse at the Rutland Recreation Park with \$3.1M of community contributions and \$900k requested from taxation; \$230k of taxation is requested to consult and prepare a program and schematic design for the expansion of the Capital News Centre to provide two new ice sheets and additional sports facilities; \$345k from reserve is requested for a new sound and hearing loop system, dance floor and stage riser replacement at the Kelowna Community Theatre; design for the proposed partial renovation of the level one of City Hall as well as the renovation of the City Yards Office is requested for \$525 of taxation; and \$2M from reserve has been requested for various infrastructure renewal projects including Memorial Arena chiller and dehumidifier replacement, roofing renewal at the Art Gallery and Rutland Firehall, H₂O Centre heating plant upgrades and Rotary Centre for the Arts boiler replacement.

The 2020 Parks capital program includes a mixture of land acquisition, park development/improvements as well as park renewal. \$8M from reserve and \$565k taxation is requested for DCC parkland acquisition of land to be used for neighbourhood, community, city-wide, recreation and linear type parks. The budget also includes requests for the development of Rowcliffe Park, Rutland Centennial Park, Pandosy Waterfront Park, Ponds Community Park and Gopher Creek Linear Park development with funding of \$8.1M from reserve and \$813k taxation. Funding of \$260k from reserve and \$200k taxation is requested to complete the off-site improvements of Rowcliffe Park (Central Green) including curbing, road drainage, road crossings, parallel parking, a landscaped boulevard and the heritage plaza in the southeast corner.



City-wide Park Development program projects include City Park promenade design and construction phase 2 for the replacement of the waterfront walkway in City Park from the Hot Sands Washroom past the Point with shoreline restoration on either side of the Point for \$2.1M with \$1.9M reserve funded and \$185k taxation and Sarson's beach park expansion to open up the park and expand the amenity area for \$230k taxation. The Recreation Park Development program requests \$156k from reserve and \$34k from taxation to provide off-site roadway improvements for the Glenmore Recreation Park and \$100k taxation for protective netting at Lombardy Park.

Shoreline restoration works of \$600k from reserve will help to avoid further erosion and permanent loss of land at several locations, and \$595k taxation with \$200k from reserve is requested for renewal and rehabilitation projects including Parkinson Recreation Park hammer/discus cage replacement, various irrigation renewal projects, improvements at the Kelowna Memorial Cemetery and Boyce-Gyro Beach Park final improvements for hard landscaping in the central plaza area.

Transportation capital projects included in combined capital requests are Lakeshore 1 DCC upgrades for urbanization of the bridge approach from Collett Rd to north of the bridge, an active transportation corridor and bridge replacement for \$1.3M with \$86k funded from taxation and remaining from reserve, and KLO Mission Creek bridge replacement with improved road approaches for \$6.8M funded from reserve and \$2.2M of taxation. Additional DCC projects for the Active Transportation program include the construction of the Houghton Road active transportation corridor funded \$1.75M from reserve and \$750k from taxation and the continued construction of separated bike lanes on Ethel Street south from Guisachan to Raymer funded \$1.3M from reserves and \$1.4M taxation. Non-DCC Roads program projects include Burtch and Harvey intersection improvements funded \$50k from taxation and \$50k from contributions and \$350k for roadway urbanization funded from developer contributions.

The Transportation System Renewal program includes sidewalk and bikeway renewal \$155k, street light pole and wiring renewal \$270k, traffic signal and communication upgrades and renewals \$260k, roads resurfacing \$3.7M, transit – bus stop renewal \$110k and urban centre improvements including gravel shoulder paving and streetscaping in urban centers \$200k with total funding of \$3.5M from reserve and \$1.5M from taxation. The Bicycle Network program requests \$200k from taxation for additional active transportation corridors and \$130k taxation with \$195k from reserve for detailed design and construction of the Okanagan Rail Trail from west of Ellis to Sunset Drive and then connecting to the Waterfront Park pathway. Sidewalk Network program includes \$300k from taxation for sidewalk network expansion identified in the Pedestrian and Bicycle Master Plan and \$500k of reserve funding for the Central Green pedestrian/Cyclist overpass design. \$325k taxation is requested for various pedestrian and road Safety projects and the Transit Facilities program requests \$135k from reserve for various new transit bus stop projects.



Solid Waste capital includes \$300k for new curbside carts as part of the City of Kelowna's curbside refuse, recycling and yard water program funded from reserve; Site Improvement program requests funded from reserve include \$2.3M for design and installation of the liner system for Area 2 as per the updated fill plan, \$200k for installation of water mains within the landfill areas for fire protection and to maintain operational needs and \$100k for general site works and investigations for addressing the regulatory requirements; the Gas Management program includes \$300k for leachate and Landfill gas header and \$400k for Landfill gas and leachate recirculation laterals projects both funded from reserve; the Recycling and Waste Management program requests included for the Regional Composting Facility - Commonage site are exterior biosolids tipping bay improvements \$75k, pavement repairs \$500k, pond pump kiosk \$100k and secondary odour control misting system \$75k with all projects within the program funded one-third from the City of Vernon and two-thirds from the Wastewater Utility.



Storm Drainage Capital is requesting in the Hydraulic Upgrading Program, \$2.6M to initiate the planning, design and construction of storm retention facilities on Mill Creek downstream of the Kelowna International Airport and a channel, intake structures and access road constructed downstream of Postill Lake and Bullman Lake funded \$1.5M from reserve, \$1.0M from grants and \$75k from taxation. Additional \$200k taxation is requested for containment devices as part of the Storm Drainage Quality Program.

Information Services capital is requesting \$424k from taxation for the renewal of desktop computers as part of the Front Office Equipment program; \$290k from taxation for server and data storage equipment for the renewal of the application and database services as well as corporate data storage needs for the City; a Major Systems Project for electronic records management is requested to acquire and implement an electronic document and records management system to manage the creation, use maintenance, storage, security, retrieval and disposition of records and information funded \$690k from reserve and taxation of \$485k; and the Communications Systems program includes requests of \$130k taxation for network renewal and expansion of the City's communication network environment and \$50k for installation of fibre optic lines for new optic service lines funded from new customers.

Vehicle & Mobile Equipment is requesting \$4.9M for vehicle and equipment renewal and fleet growth purchases funded primarily from the Equipment Replacement Reserve at \$4.1M with \$26.7k from contributions, \$243k from the Water and Wastewater Utilities and \$497k from taxation.

Fire capital is requesting the replacement of a fire engine with apparatus for \$867k and \$129k for equipment replacement funded from the Fire Department's equipment reserve, as well as \$39k for self-rescue devices that firefighters use to rescue themselves in case they become trapped in multi-level building and \$22k for replacement of the fire extinguisher training system used throughout the community to learn how to properly and safely use a fire extinguisher.

Airport and Utility fund highlights

Two major utilities are operated within the City of Kelowna providing Water and Wastewater service with the ongoing operations, maintenance and capital improvements funded entirely by user rates in the form of annual parcel taxes and/or monthly user fees. The Airport operates similar to a utility and is funded by user fees. Capital investments that are required to service renewal and new growth is identified in the 10-Year Capital Plan.

Airport

Kelowna International Airport (YLW) operates on a financially self-sufficient basis, and in compliance with Federal regulations as part of the National Airport System. YLW's passenger traffic exceeded two million passengers in 2018, two years ahead of passenger forecasts in the Airport's 2045 Master Plan and is anticipated to remain above two million passengers in 2019.

The 2045 Airport Master Plan identifies the ideal development options, facilities and systems needed to meet forecasted levels of passenger and aircraft traffic over the next thirty years. In 2016, the Master Plan was finalized and approved by key stakeholders, including City Council, the Airport Advisory Committee and the Airline Consultative Committee. As one of the single largest economic drivers for jobs and revenues in B.C.'s southern region, YLW's total economic impact is 4,545 jobs and \$789M in output to the province.

Airport - Financial Outlook – 2020

In 2020, gross revenues from Airport operations are projected to be \$46.9M, which includes \$23.8M in Airport Improvement Fee (AIF) revenue. Total operating expenditures and debt repayments from Airport operations are projected to be \$21.5M in 2020. The Airport contributes excess revenue to its reserves for future use. In 2020, \$24.4M is anticipated to be contributed to the Airport's reserves with the remaining \$932k falling to accumulated surplus.

The Airport has budgeted for new capital expenditures of \$73.1M, which will be funded from the Airport's reserves and debt. There will be a carry-over of 2019 budgeted capital expenditures for the completion of the Flight to 2020 and Soaring Beyond 2.5 Million Passengers AIF Capital Programs, and certain non-AIF capital projects.

New 2020 capital projects include Phase 1 and Phase 2 North of the Air Terminal Building (ATB) Expansion at a combined budgeted cost of \$67.3M.



In 2020, a total of \$2.5M of debt principal and interest repayment is anticipated to be paid from the Airport's AIF reserve. The Airport also anticipates repaying \$900k of long-term debt from its Groundside Reserve in 2020.

Wastewater utility - collection & treatment

The Wastewater Utility provides a safe, reliable and efficient sanitary sewer collection system and treatment facility to ensure the protection of Okanagan Lake and the connected waterways. The utility will accommodate the City's sewer servicing needs for present and future populations through sound operations, innovative technologies and continued environmental responsible practices in combination with effective long-range planning. Efficient and cost-effective approaches are used in asset management in order to protect and manage all wastewater infrastructure.

Wastewater Utility - Financial Outlook - 2020

In 2020 the budgeted surplus for the Wastewater Utility is \$3.8M. Operating Revenues are projected to be \$22.8M with approximately \$15.2M required for operating expenditures of the collection system and debt repayment. The total Wastewater Capital Program is \$4.1M with funding from current year utility revenues of \$3.7M and \$359k from reserves. A further \$566k is required for utility contributions in the General Fund capital program for improvements at the Regional Compost Facility and vehicle purchases.

Operating increases for 2020 to maintain current programs are a lift stations radio communications review to highlight needed changes/upgrades and explore the possibility of connecting a portion of the sewer lift stations to the dark fibre network for \$25k and mechanical equipment replacement for installation of a new transformer and propeller at the Trade Waste Treatment Facility for \$87k. Increases due to growth total \$103.5k for additional sewer lift stations being added to the collection network. New program expenditures include a Burtch sewer condition assessment to identify the condition and expected life of the pipeline for \$100k and the purchase of six smart manhole covers units for \$30k.



Included in this year's capital program for DCC capital projects is \$312k for installation of the twinning of the Water Street force main and the Offsite and Oversize program will upsize/extend infrastructure for future development requirements that will accommodate RU7 zoning changes impacting future fire flow needs for \$110k.

Capital projects for the Network and Facility Renewal program includes the sewer lift station supervisory control and data acquisition (SCADA) to operate on the same platform as the wastewater division's SCADA

system to create efficiencies for \$200k, sanitary sewer replacement for Manhattan Drive, Flintoff Avenue and Bay Avenue to replace older asbestos cement pipe with PVC sewer pipe to improve grades and system operation by increasing depth for \$2.1M and replacement of vitrified clay pipe with locations to be aligned with the 2020 roads resurfacing projects for \$350k.

The Transportation and Wastewater capital programs are closely interrelated. In 2020, KLO Rd Mission Creek Bridge Sanitary Main will be presented as a Combined Capital Project request titled KLO Mission Creek Bridge, Road and Sanitary Main. The Wastewater utility portion of the project is to extend sanitary sewer pipe beneath Mission Creek and to the edge of the bridge project limits for \$1M. Additional work being completed is bridge replacement, accommodations for the Mission Creek Greenway and improved the safety for the road approaches.

The anticipated accumulated surplus position at the end of 2020 for the Wastewater Utility will be \$41.5M.

Water utility

The Water utility is dedicated to providing quality drinking water through ensuring the potable water supply meets existing and future domestic agricultural, industrial, commercial and fire-protection requirements while also providing its customers with value for service through efficient and effective use of resources and program management. With a commitment to protecting public, environmental and economic health, the utility has adopted a source-to-tap water management approach that includes watershed protection, water quality monitoring, treatment, distribution system maintenance, cross-connection control and water-use efficiency through the Water Smart Program.

The utility ensures City-supplied water meets [Canadian Drinking Water Quality Guidelines](#) and provincial [Safe Drinking Water Regulations](#), as well as incorporating the principles of risk management into all utility functions to minimize potential water quality events and water supply interruptions.

As of June 2018, the City of Kelowna now owns and operates the Southeast Kelowna Irrigation District (SEKID). Customers in this area will receive City water by 2021 as part of Phase 1 of the Kelowna Integrated Water Project.

Water Utility - Financial Outlook - 2020

In 2020 the Water Utility is budgeting for a \$1.4M surplus. Operating revenues are projected at \$19.5M with approximately \$14.8M required to cover operating expenditures and debt repayment. Total capital expenditures are \$3.9M funded from current year utility revenues of \$3.4M, reserves allocations of \$355k and developer contributions of \$150k. An additional \$253k of water utility funding will be used to fund projects in the General Fund capital program for vehicle purchases and the City Yards office renovations.

Operating increases to maintain current programs include: a chlorine gas safety system for the South East Kelowna Irrigation system to add emergency shut-off actuators that will shut off the chlorine cylinders in the event of a chlorine leak from the system for \$100k, replacement of the electrical motor at Poplar Point pump station for \$57k, additional funds required to complete the data radio replacement project for \$65k, a condition assessment of the transmission mainline from Poplar Point pump station along the downtown line to Ellis Street for \$125k and phase 2 of the Water Shortage Management Plan that will include a decision making matrix for both agricultural and City water utility requirements for \$150k.

Program increases due to growth include: an increase in operation and maintenance costs from the additional water systems related to development growth for \$21.4k, the addition of a dedicated Control Systems Specialist position to ensure computer monitoring and control systems for the water utility are properly maintained and upgraded for \$46.7k and an additional Water Distribution & Sewer Collection Operator in response to the operational needs of the legacy SEKID irrigation system for \$51.6k. A new addition to the program is for an additional Meter Service Technician to supplement water meter reading services, complete water meter replacement project work, install and test cross connection backflow devices for \$56.2k.

Included in this year's capital program under the DCC Water programs is a complete design of the water supply from Poplar Point to the Dilworth reservoir for \$300k and the Offsite and Oversize program will upsize/extend infrastructure for future development requirements that will accommodate RU7 zoning changes impacting future fire flow needs for \$117k.

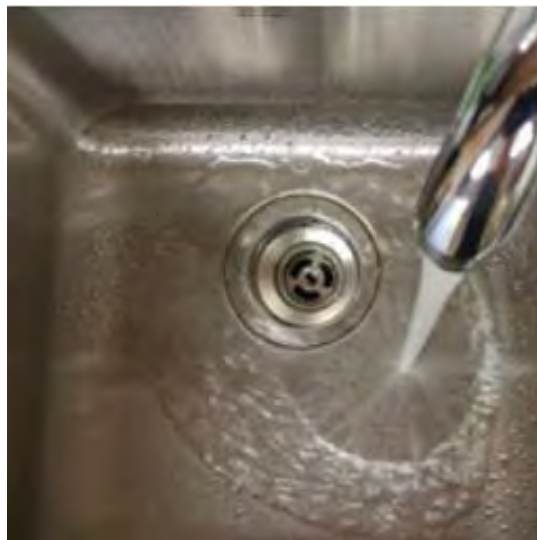
Capital projects for the Network and Facility Renewal program include: Poplar Point UV system assessment and modifications for \$150k, Water Meter Replacement Program to replace all water meters in the City by 2026 for \$1.45M and Watermain Renewals to replace two sections of old cast iron watermain on Glenwood Ave to increase fire flow to the area and on Cadder Ave between Ether and Richter in conjunction with Ethel 5 construction for \$900k.

The Network and Facility Improvements program project is to continue to install new water meters as a result of new development within the City of Kelowna as the City is responsible to supply and install all water meters purchased by developments as part of their site requirements for \$150k.

Projects included in the Irrigation Network Improvements program include \$250k for dam repairs at McCulloch Dam, infill hydrant installation throughout the City for \$20k and improvements to 13 sites for safety access of the irrigation system pressure reducing valve stations for \$200k.

The Water and Transportation capital programs are closely interrelated. In 2020, Lakeshore Road upgrades will be presented as a Combined Capital Project request titled Lakeshore 1, Bridge, Road, ATC and Watermain. The Water utility portion is for watermain replacement at Lakeshore Rd between Bellevue Creek – Collett for \$350k. Watermain replacement work will be completed in conjunction with the urbanization of Lakeshore Road approaching the bridge, an active transportation corridor and bridge replacement.

The anticipated accumulated surplus position at the end of 2020 for the Water utility will be \$15.9M and is supported by reserves for future expenditures.

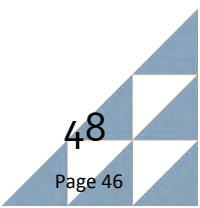


Strong Financial Management



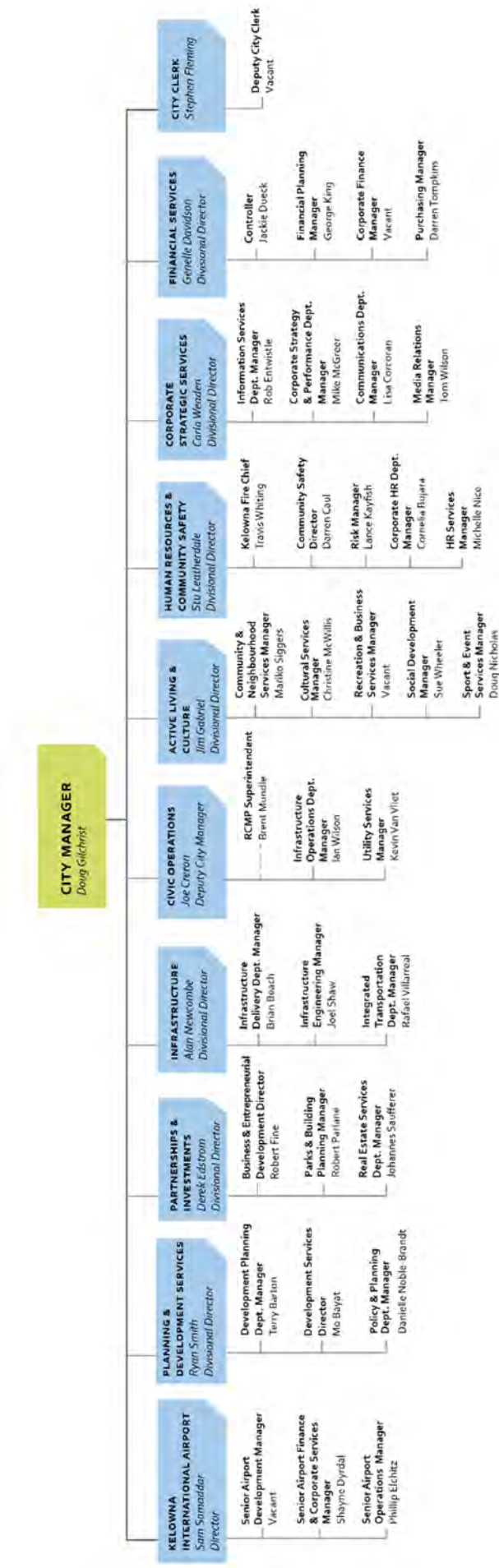


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STRONG FINANCIAL MANAGEMENT

Organizational chart



Budget process

City plans that influence the budget are:

- Council Priorities
- Official Community Plan
- 10-Year Capital Plan
- 2030 Infrastructure Plan
- 20-Year Servicing Plan
- Community Trends report

Input from City staff, City Council, outside agencies funded by the City, citizens, various City committees, in addition to the guidance of the newly adopted Imagine Kelowna community vision, all helps to build a solid annual and five-year financial plan that meets the needs of our growing community.

Budget cycle & timeline

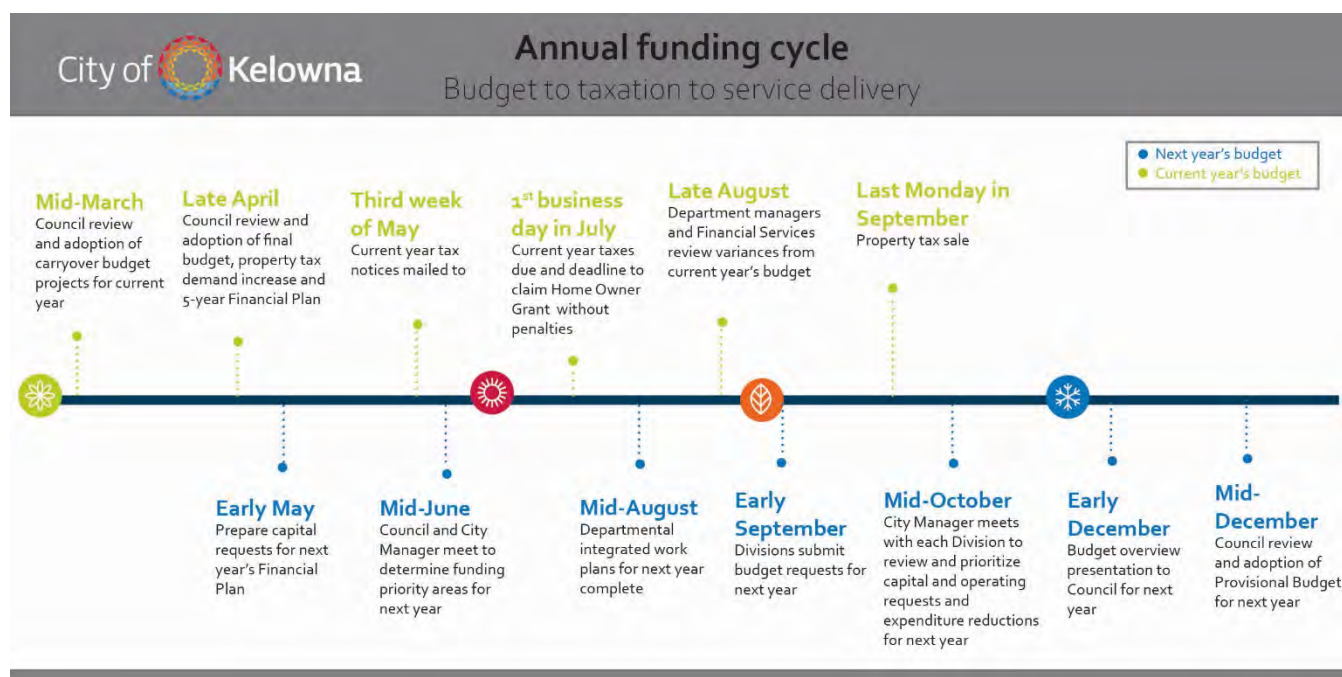
The City uses a line item approach to budgeting, supplemented with program budgets in operational, service-oriented departments. Base budgets are subject to annual review and scrutiny to identify need in relation to approved service level requirements.

A year-round process

The fiscal year begins January 1 and ends December 31. City budgeting is a near year-round process. The City Manager and Council meet in June each year to determine priority areas for the following budget year. This information is shared with all divisions to assist with the preparation of department goals and objectives, and the review and analysis of budget requirements to ensure they align with Council priorities.

In October, the City Manager meets with each division to go over budget adjustments and requests. After this review, requests are ranked on a City-wide basis and reviewed by the Senior Leadership Team. The divisional information and budget requests are then consolidated into the Provisional Financial Plan and prepared for review by Council in mid-December.

Projects not completed in the previous year (carryovers) are reviewed by Council in March after accounts are finalized at year-end. Final adjustments to the Financial Plan, including requisition amounts from other taxing jurisdictions, are reviewed by Council in late April, and the final Financial Plan and appropriate Tax Rate Bylaws are adopted by May 15.



The budget cycle is also guided by the requirements of the Community Charter as described in [Section 165](#) and [Section 166](#).

Budget transfers & amendments

As per section 165 (2) of the Community Charter, the Financial Plan may be amended by bylaw at any time. A bylaw amendment is planned for April 2020 for changes to the Financial Plan for all 2019 year-end requirements. Council Policies 261 & 262 cover the budget transfer and amendment procedures. A formal policy is in place to ensure that the City's overall internal control objectives are maintained and that there are no material changes to the original budget approved by Council. Appropriate signatures and back-up documentation are required with the transfer or amendment forms.

Budget transfers involve the re-allocation of existing approved budget and do not change the overall budget total. Operating budget transfers in excess of \$50,000 and capital transfers greater than \$75,000 must be approved by the City Manager. Council approval is required to cancel an approved project or to add a new capital project greater than \$15,000. Budget amendments do increase the City's budget total and must be approved by Council prior to entry.

2020 budget calendar

Description	Required Date
2019	
Prepare capital requests for 2020 Financial Plan	June 7
Establish City priorities for the 2019 budget year, based on discussion with Council & City Manager	June 19
Departmental Work Plans complete	Aug. 16
City Manager meets with each department to review and prioritize capital requests, operating requests and expenditure reductions	Oct. 8-10
Council receives overview presentation of the Provisional 2020 Financial Plan	Dec. 9
Council reviews and adopts the Provisional 2020 Financial Plan	Dec. 12
2020	
Council reviews and adopts carryover projects from 2019	March 23
Council reviews and adopts final budget requests, property tax rates and the five-year Financial Plan	April 27

Prioritization

There are two priority levels used for operating requests and expenditure reductions:

- **Priority 1 (P1)** items have been added to the budget and are typically required to introduce new programs, maintain a current level or standard of service, or support existing programs experiencing growth, and
- **Priority 2 (P2)** items are the same types of request as P1; however, they have been omitted from the budget totals in order to present an acceptable level of general tax demand/utility user rate.

P1 requests are included in the division totals but the P2 requests are not. The priority of each operating request is included in the top right-hand corner of the page. Requests are shown as one-, two- or three-year financial impacts and are marked as ongoing or one-time costs. Changes in years two or three of ongoing requests are made to the base budget of future years.

Capital requests are only marked as P1 or P2. There are no ongoing capital requests. Multi-year capital projects may be budgeted in their entirety or in phases.

Budget development

The City of Kelowna's annual budget aims for a balance between setting a reasonable tax rate and delivering services expected by residents and businesses. As the City is limited by the amount of resources available, the budget helps in determining which objectives have the highest priority and will produce the greatest positive impact in the community.

Every year City Council, the City Manager and City staff work together to develop the annual budget. Several plans are used as the basis for the development of the Financial Plan, including the Official Community Plan (OCP), 2030 Infrastructure Plan, 20-year Servicing Plan, 10-year Capital Plan and Council Priorities.

Linking to strategic plans

All operating and capital requests strive to support Council | Corporate Priorities and therefore, have been specifically linked to a Strategic Direction and Result Statement.

Divisional Directors have outlined the drivers that guide their departments and managers have provided their action plans, or activities, that will be undertaken in the current year to support the Council | Corporate Priorities. These "drivers and activities" can be found in the first few pages of each Division's operating section and are tied back to a specific goal. Through the use of department work plans, the City will embark on a purposeful effort to effectively coordinate human and financial resources to achieve the priorities as set by Council and the community.

Performance measurement

The City of Kelowna has a corporate-wide performance measurement program that is integrated into the annual Financial Plan and Annual Report in accordance with the Province of British Columbia's requirements under its Community Charter.

Corporate performance management is inherent in good governance and management. It is both an integral part of how we work and key to achieving our desired results. Performance measures provide us the evidence of results that informs our management decisions and actions.

Measuring our corporate performance allows us to evaluate our programs, services and processes to ensure that we are providing quality programs and services that best serves our citizens. Performance measurement is also used by City staff as a tool for continuous improvement.

Reporting divisional corporate performance measures is a part of the City's financial planning process and is included in the City of Kelowna Annual Financial Plan. Divisional performance measures provide information by division/department under six measurement categories:

- Program Inputs – measures the resources used to provide a specific program or service;
- Outputs (activity levels) – measures the quantity of activities or services provided;
- Outcome (results) – measures if programs or services are meeting their goals and intended objectives i.e., they measure the effect of programs or services;
- Process efficiency (productivity) – measures the cost per unit of output or outcome;
- Customer service – measures customers satisfaction with programs or services; and
- Innovation & learning – measures of learning and continuous improvement efforts.

The performance measures are directly linked to operational goals and/or Council priorities. Actual results are reported for the preceding year, estimated results for the current year, and projected results for the coming year.

Basis of accounting/budgeting

Basis of accounting

Definition

The basis of accounting refers to when revenues and expenditures are recognized (recorded) in the accounts and reported in the financial statements. The basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The focus within the budget process is that all interfund transactions are budgeted, but in the financial statements all material interfund entries are eliminated in preparation of the consolidated financial statements.

Modified accrual basis of accounting

City of Kelowna revenues and expenditures are recognized on a modified accrual basis of accounting. Revenues and related accounts receivable are recognized in the accounting period in which they become earned and measurable.

- Expenditures are recognized in the accounting period in which the liability is incurred.
- Inventory is valued at the lower of cost or replacement cost.
- Temporary investments are recorded at cost.
- Tangible capital assets on the balance sheet will be shown at cost, less amortization, less disposal.
- Tangible capital assets will be written down when non-contributing.
- Amortization and write-downs of tangible capital assets will be a charge against annual income.

Basis of budgeting

The basis of budgeting is also on the modified accrual basis. The acquisition of capital assets and the repayment of long term debt are considered as expenditures in Municipal Fund Accounting and are required to be included in the Financial Plan. Revenues are budgeted in the year they become measurable and available to finance expenditures. Proceeds from borrowing are considered to be revenues. Proceeds from the sale of assets are considered to be revenues and the related gain or loss is not.



Principles & Strategies for Financial Strength & Stability

August 2015



PRINCIPLES



PRAGMATIC. Financial decisions take measured risks while ensuring appropriate service levels are protected



FLEXIBLE. Financial policies allow for opportunities and changing circumstances



SUFFICIENT. Revenues and expenses support the City's service levels and long-term goals



TRANSPARENT. Financial strategies, plans and processes are accessible and visible



BALANCED. Service levels are affordable and appropriate

STRATEGIES

User Fees & Charges

Everyone will pay a fair amount for the services they receive

Services will be reasonably accessible by all citizens

User fees will be transparent and easy to understand

Reserves & Surplus Funds

The purpose of each reserve will be documented and reviewed regularly

Ongoing operating requests will not be funded from reserves

Accumulated surplus will only be used as an emergency funding source

Assets - Renew

The City will invest in existing infrastructure renewal in accordance with the long-term capital plan

Funding for asset renewal will be balanced against service levels and risk tolerance

Life cycle costs should be managed through preventative maintenance and renewal strategies

Assets - New

Expenditures for new assets will be prioritized based on social, economic and environmental factors and life cycle cost implications

Emergent opportunities will be evaluated against existing priorities

Investment in new assets should follow the long-term capital plan

The decision-making process for new asset investment will be documented, transparent and clearly communicated to Council, staff and the community

Development Financing

Developers will pay their fair share for growth-related infrastructure through DCCs and other tools

Where appropriate, other funding can be used to provide additional capacity over and above the current OCP horizon

Taxation-funded DCC's through grant programs may be used to encourage economic development and community projects

Principles & Strategies for Financial Strength & Stability

August 2015



STRATEGIES

Partnership & Enterprise

The City will pragmatically partner with other entities to deliver community services and amenities

The City will explore access to new sources of capital and revenue streams

The City will leverage the expertise of outside partners

The City will leverage existing assets to attract private sector involvement

Services from partnerships will be reviewed regularly to ensure the needs of the City continue to be met

The City supports organizations within the community that enhance the quality of life

Debt

General Fund debt servicing costs will be maintained at or below a targeted level of annual taxation demand

The City's debt capacity will be preserved by limiting the use of debt to fund only one-time major capital projects

If possible & when beneficial, debt will be paid down earlier

Financing for less than a five-year term will be completed through internal financing

Impacts on overall City debt levels from "self-funded" cost centres and Funds will be reviewed and understood

Operations

All services, including new services, must be aligned with the City's priorities and reviewed regularly

The full financial cost of service and staff requirements will be understood by Council and administration

Future changes in operating costs, including personnel resourcing requirements, will be considered in long-term capital and financial planning

Ongoing operating activities will only be funded through taxes, fees and charges

Property Taxation

Property taxes will remain as stable as possible over time

Property taxes will be comparative with similar communities

Increases to property taxes will be balanced among assessment classes

Property tax information will be transparent and easy to understand

Property taxes will reflect the infrastructure, services and service levels that the community believes are important

Grants

Grants will only be pursued for the City's priority projects

Grant funding will not increase the scope of a project without Council endorsement

Annual project funding must be sufficient without conditional grants

Long-term financial planning will rely on unconditional grant opportunities only

Policies

The City of Kelowna is committed to a regular review and updating of the following Council & Corporate policies that guide the preparation of the Financial Plan.

Financial planning policies

Balanced Budget | The Financial Plan is developed for the City of Kelowna to operate within its means. Each department is expected to operate within the limits of the financial resources identified, maintaining a balanced budget for the year. The Utility Funds will have planned deficits some years based on large capital projects in that year. When over-expenditures are known the department must first investigate transfer of budget from other sources within their area. Use of surplus or reserve accounts is available under special circumstances to cover budget shortfalls.

Long Range Planning | The Community Charter mandates that a Five-Year Financial Plan is prepared. The plan contains current year operating and capital costs along with projected future costs. It includes estimated operating costs and revenues of future capital improvements. The plan is adopted by bylaw in May after Final Budget requests are considered by Council. The 20-Year Servicing Plan and Financing Strategy also provides capital details for the long-term plans. Development cost charge rates are based on the requirements of the 20-Year Servicing Plan. Ten-year models are developed for the utilities to ensure that rates and fees are set at a level that allows the funds to be self-supporting (without taxation assistance). There is a strong link between the various plans as they flow from the future right into the current year requirements.

Asset Inventory | Civic facilities are reviewed on an annual basis to determine the requirements for maintaining the asset. Funding is included in the base operating budget in Building Services which supports maintenance projects. The amount included in the base is reviewed annually to ensure it is adequate to address the facilities requirements.

A portion of the road network is assessed each year under the Pavement Management Program. The condition assessment is updated and a listing of priority road improvements for the next five years is prepared. Works are coordinated with the various utilities to provide the most cost effective service with the least disruption on the community.

Water, wastewater and storm drainage systems are reviewed annually to determine the priority for replacement of the older infrastructure.

The PSAB (Public Sector Accounting Board) Section PS 3150 outlines standards on how to account for and report tangible capital assets in government financial statements. Department requests are measured against Tangible Asset Criteria and where they do not meet the criteria, are reported as operating expenses of the current year.

Revenue & expenditure policies

Revenue | A diversity of revenue sources is encouraged and appropriate recovery levels should be established for municipal services. The level of community resources that the City dedicates toward municipal services should be directly related to the extent of benefit to the community and the City's ability to pay. Higher rates of cost recovery for certain services will be achieved by charging fair market value for services when it is appropriate to do so and by using prudent cost control measures. Fees and charges should be reviewed annually for the level of cost recovery and reasons for not recovering full costs should be identified and explained.

One-time revenues should not be used for ongoing costs except in the case of startup costs for a new program. These programs should be carefully reviewed and justified through the budget process.

Expenditure | Regular monthly and annual financial reports are prepared that compare the actual revenues and expenditures to budgeted amounts. These reports are distributed to management at various times of the year. Budget must be in place for all expenditures at the Division level for operating costs and at the program level for capital projects. An expenditure may be made for an emergency that was not contemplated in the financial plan but the plan must be amended, as soon as practical, to include the expenditure and the funding source.

Debt | All borrowing, debt, or liabilities must adhere to legislative requirements and be in compliance with the relevant Community Charter regulations. Debt must only be undertaken if it balances sustainability, flexibility and will not be used to fund current operating expenses. Debt is one component of capital financing structure and must be integrated into realistic long-term financial plans. For capital financing, it is preferred that the debt term be less than the probable life of the asset, if it is affordable. The maximum debt servicing should not exceed 15 per cent of City own source revenues or eight per cent of annual tax demand and cannot exceed debt servicing limits established by the Province.

Reserves | The City will maintain a surplus account within the general fund of five per cent of the previous year's taxation requirement to assist with the expenses of unforeseen emergencies and to ensure a continued strong financial position. Additional reserve accounts should be maintained for revenue and expenditure stabilization including reserves for snow removal/street cleaning, flood control, insurance deductible and permit revenue averaging. Under expenditures in these areas should be placed into reserve at year end and over expenditures should be funded from the reserve to avoid the requirement to reduce service levels or raise taxes/fees for a temporary issue.

Surplus Allocation | Any surplus generated in a year will be allocated to reserves as recommended by the City's Audit Committee. Consideration to be given to the requirements identified in the 2030 Infrastructure Plan, the area where the surplus was generated, future capital requirements or to offset funding shortfalls from other anticipated funding sources.

Investment & cash management policies

The City will maintain sufficient short term liquid assets to enable it to meet its annual operating budget as required. Due to the uncertain nature of future expenses, the portfolio will focus on high quality, liquid securities. The goal is to maximize the investment return on the fund, while ensuring that the liquidity, quality and diversification requirements are satisfied. The primary performance objective is to achieve a rate of return greater than the Canada Consumer Price Index for all items. Additionally, the fund's performance should match or exceed the Municipal Finance Authority of BC Intermediate Fund and Money Market Fund for the same period. Permitted investments in the fund are eligible securities defined in Section 183 of the Community Charter and investments in internally financed City of Kelowna projects. The portfolio of invested funds will be diversified into AAA, AA, or A rating investments and is restricted to a maximum of 60% A rated investments. Maximum exposure to a single government (Government of Canada, BC MFA, Provincial, and Municipal) or corporation, as a per cent of the total portfolio will be as follows:

Rating	Government	Corporation
AAA	70%	40%
AA	50%	30%
A	30%	20%

In addition, the maximum exposure for a single internally financed project is 15 per cent of the total portfolio and the maximum exposure for all internally financed projects is 30 per cent of the total portfolio. Funds will also not be borrowed to acquire securities or otherwise deal in margin trading. Reports on the fund's performance will be provided annually to Council in the first quarter of the following year and will include investment information on: cash assets relating to cash flow demands of the City, the City Cemetery Care Maintenance Funds and the Legacy Fund.

Capital Strategies

Previous Councils approved the following 10 major corporate strategies to provide direction for long term capital plans.

- **Park Acquisition Strategy** | This plan provides for the park land acquisition standard of 2.2 hectares per thousand of population and the acquisition of natural space by means other than cash outlay.
- **Parks Development Strategy** | Parks development costs will be a function of the capital allocation deemed reasonable annually and are to be shared by the community rather than through increased development cost charge fees.

- **Waterfront Amenities Strategy** | An annual allocation is provided for some waterfront land acquisitions but the emphasis is on private enterprise or community contributions to develop other amenities.
- **Major Recreational Facilities Strategy** | Major recreational/cultural facilities are budgeted with substantial emphasis on funding from public private partnerships, public sector partnering and other contributions. Pay-as-you-go capital and reserve funding will be required to minimize long-term debt financing.
- **Civic Buildings Strategy** | Buildings will be planned and constructed as required, subject to funding availability, with a focus on Public Private Partnerships in the development of these future civic buildings.
- **Pavement Management Strategy** | Annual general revenue contributions are to increase from the baseline of \$1.9M over the 10-year program to achieve an overall roads condition of 73 out of 100.
- **Storm Drainage Retrofit Strategy** | Annual general revenue contribution of \$1.6M to this program over the 10-year plan.
- **Generation/Disposition of Surplus Strategy** | \$1.0M is to be allocated to reserves each year from annual surplus in order to mitigate the need for abnormal tax increases or incurring of new debt and to provide for capital expenditure opportunities which might otherwise require an alternative approval and/or referendum process.
- **Capital Pay-As-You-Go Strategy** | 40 per cent of new construction taxation revenue each year is to be allocated to capital, increasing the percentage of capital to Municipal Taxation to a maximum of 30 per cent.
- **Debt Management Strategy** | The existing strategy of using alternative funding for discretionary expenditures, capitalizing on debt reduction opportunities and using short term borrowing has been maintained. Maximum debt servicing should not exceed 15 per cent of City own source revenues or eight per cent of annual tax demand.

Funds & departmental relationship

Municipal funds

The City's resources and operations are separated into various funds. Each fund is a separate fiscal and accounting entity organized by their intended purpose. They are segregated to comply with finance related legal and contractual provisions. The use of these funds is restricted by the Community Charter and associated municipal bylaws.

The following funds are used for accounting and financial reporting purposes:

General Fund | This is the largest fund and covers all municipal operations aside from the utilities and airport funds. This fund is not allowed to operate at a deficit. The difference between annual expenditures and other revenues generated by the fund forms the annual property tax levy.

Water Fund | This fund provides for the capital construction, operation and maintenance of a water utility within specific areas of the City not served by water districts. Revenues within this fund, or prior years' surplus, must be sufficient to cover all operating and capital costs of this utility on an annual basis.

Wastewater Fund | This fund provides for the capital construction, operation and maintenance of wastewater treatment including sewer mains, lift stations and treatment facilities. Revenues generated in this fund, or prior years' surplus, must be sufficient to offset all operating and capital costs of this utility on an annual basis.

Airport Fund | The Kelowna International Airport operates within this fund, and is responsible for capital construction and ongoing administration, operation and maintenance. This fund is required to be self-sufficient so that revenues generated must offset all operating and capital expenditures.

The following table lists the City's Divisions and the funds they use:

	General Fund	Water Fund	Wastewater Fund	Airport Fund
City Administration	✓			
Kelowna International Airport				✓
Planning & Development Services	✓			
Partnerships & Investments	✓			
Infrastructure	✓	✓	✓	
Civic Operations	✓	✓	✓	
Active Living & Culture	✓			
Human Resources & Community Safety	✓			
Fire Department	✓			
Corporate Strategic Services	✓			
Financial Services	✓			
City Clerk	✓			

Revenues used for projects in these funds may also come from the City's Statutory Reserve Funds:

Land Sales Reserve Fund | This fund was established in accordance with Provincial Legislation. Sales proceeds from all properties disposed by the City are required to be placed in this reserve fund. Council may, by bylaw, use this fund to purchase land for general municipal or utility purposes.

Parking Reserve Fund | This fund was established to provide funds to purchase land for parking lots, develop on-street parking and to construct parking lots or parkades. The General Fund contributes net revenues from the operations of parking lots, parkades and parking meters to the Parking Reserve Fund. Both the revenues and expenditures relating to the collection and use of these funds will be found in the General Fund Financial Plan.

Capital Works, Machinery and Equipment Reserve Fund | This reserve fund was established by the City to provide funds for such items as the purchase of replacement equipment, retirement of capital debt and replacement of cemetery property. Revenue for this reserve is provided from various sources within the General and Utility Funds. The estimated amounts of the revenue to be contributed may be found in the General or Utilities Funds Financial Plans along with the budgeted use of these funds.

Non-statutory reserves | The City of Kelowna also maintains reserves for future expenditures. These are non-statutory reserves (reserve funds are 'statutory' reserves) which represent a contribution of surplus for specific purposes. In the financial plan the use of these reserves for future expenditures is shown under 'Accumulated Surplus' for either revenues or expenditures.

Deferred Development Cost Charges | Development Cost Charge revenues are collected to provide funding for required expansion of roads, water works, sewer works, parkland acquisition and wastewater treatment facilities resulting from new development. Monies collected may only be used for the specific purpose and in the specific area for which the funds were collected. The financial plan budget for the use of these funds will be reflected in the appropriate fund.

Reserves & fund equity

The City maintains reserves and fund equity in order to protect the current and future financial viability of the municipality. Proper reserve management recognizes the need to stabilize taxation and utility rates, and to prevent annual taxation fluctuations as a result of capital expenditure requirements.

The following are audited reserve and fund equity balances at Dec. 31, 2018 and projected balances to the end of 2020. The projected balance to the end of 2020 assumes all 2019 budgeted expenditures will be completed and funded (even though some of the projects will not be completed in 2019).

	Actual Balance Dec. 31/18	Projected Balance Dec. 31/19	Projected Balance Dec. 31/20
(\$ thousands)			
<u>General Fund</u>			
Fund Equity	4,466	3,399	3,399
Statutory Reserve Funds	72,167	49,313	49,065
Legacy Reserves	94,835	97,873	101,330
Reserves for Future Expenditures	92,070	66,082	62,741
	263,538	216,666	216,535
<u>Water Fund</u>			
Fund Equity	13,086	4,025	5,402
Statutory Reserve Funds	154	154	154
Reserves for Future Expenditures	28,094	16,022	19,645
	41,334	20,201	25,201
<u>Wastewater Fund</u>			
Fund Equity	35,148	37,695	41,532
Statutory Reserve Funds	11,374	11,630	11,786
Reserves for Future Expenditures	12,154	6,483	6,735
	58,676	55,808	60,053
<u>Airport Fund</u>			
Fund Equity	1,475	2,407	3,339
Reserves for Future Expenditures	25,734	11,333	(37,194)
	27,209	13,740	(33,855)
Total Reserves & Fund Equity	390,758	306,415	267,935
Deferred Development Cost Charges	66,834	56,134	57,890

*Fund equity is also referred to as accumulated surplus

Note: Totals may not add due to rounding.

The Development Cost Charges are shown separately from other reserves and fund equity as they are revenues received for specific projects and cannot be used for any other expenditures. Some of the Deferred Development Cost Charge balances include a receivable portion which is not available for use at Dec. 31, 2020.

New in 2020, is a Parks Development Reserve. This reserve, along with changes to the existing Parks DCC Reserve, will ensure adequate funding for growth related infrastructure.

The impact of the 2020 general and utility fund operating and capital requests on the reserve balances in terms of contributions to, and expenditures from reserves, are highlighted on the following schedule.

The Multipurpose Facility Investment reserves contain the funds committed by the City for investment into the downtown multi-purpose facility (Prospera Place).

Reserve & fund equity summary

(\$ thousands)	Actual Balance Dec. 31, 2018	Projected Balance Dec. 31, 2019	Contribution to Reserve	Budget Expend	Projected Balance Dec. 31, 2020
General Fund Equity	4,466	3,399	0	0	3,399
General Reserves					
Planning Initiatives - Corporate	5,339	4,932	830	(82)	5,680
Major Facilities	10,901	9,403	1,125	(1,480)	9,049
Misc. Recreation Facilities	903	1,427	1,155	0	2,583
Park Development/Other Land	5,760	2,928	200	(1,219)	1,908
Upgrades/Mntc. Existing Assets	9,938	6,359	735	(1,720)	5,375
Operating Exp. Equalization	19,964	17,579	449	(2,309)	15,720
Operating Rev. Equalization	7,028	4,590	288	(15)	4,863
Transportation & Drainage Capital	7,465	6,332	395	(1,895)	4,832
Debt Equalization Reserve	84	87	3	(50)	40
Multipurpose Facility Investment	6,457	6,616	246	0	6,863
Unspent Budget Reserve	18,233	5,829	0	0	5,829
General Reserves Sub-Total	92,072	66,082	5,426	(8,770)	62,741
Statutory (CWME, Land, Pkg)	83,695	61,097	26,949	(27,040)	61,006
Legacy Reserves	94,835	97,873	5,107	(1,650)	101,330
Water/SEKID Utility Reserve	41,179	20,046	5,000	0	25,046
/Fund Equity					
Sewer Utility Reserve/Fund Equity	47,302	44,178	4,092	(2)	48,268
Airport Reserve/Fund Equity	27,209	13,740	32,197	(79,792)	(33,855)
Total Reserves & Fund Equity	390,758	306,415	78,771	(117,254)	267,935
Deferred Development Cost Charges	66,834	56,134	22,820	(21,065)	57,890

Note: Totals may not add due to rounding.

The Reserve and Fund Equity Summary assumes all projects budgeted will be completed in that year, however, actual expenditures on some of the larger projects may be over several years so the reserve balance at the end of 2019 and 2020 should be higher than indicated above.

Debt management

The City of Kelowna has various options available to obtain, through borrowing, funds necessary to acquire assets. Debt financing will only be undertaken in compliance with the relevant sections of the Community Charter and related regulations. Policy has been established to ensure that debt financing is used strategically to maintain the City's financial strength and stability and aligns with the principles laid out in the Council adopted Principles & Strategies for Financial Strength and Stability document. The following section describes each borrowing option, the City's legal limits, and the estimated outstanding debt balances at Dec. 31, 2019.

Under the *Community Charter* (C.C.) legislation, the provincial regulations establish a limit based on the cost of servicing the aggregate liabilities of the municipality. The cost of servicing the liabilities cannot exceed 25 per cent of the total revenues for the previous year (excluding revenue received for another taxing jurisdiction, tax sharing revenues paid to another municipality, revenue from the disposition of assets, Federal or conditional grants such as water/sewer infrastructure grants and Municipal Finance Authority actuarial adjustments). To further ensure debt affordability and sustainability, the City of Kelowna debt policy also includes internal municipal debt limits of 15 per cent of City own source revenues and 8 per cent of annual tax levy revenues for tax supported debt.

General Fund debt servicing costs

Net Debt Servicing Costs are budgeted at **\$4.5M in 2020** (2.9 per cent of taxation demand). This represents a decrease of \$16k from the 2019 budgeted amount. The current net general debt (including internal financing) as a percentage of taxation demand is 3.9 per cent in 2020, as compared to 4.2 per cent of taxation demand in 2019.

Long Term Debenture (C.C. Section 174 & 179)

Long Term Debenture borrowing involves the repayment of both principal and interest over a period not to exceed 30 years. The City of Kelowna has undertaken to limit the term on long term borrowing to 20 years wherever possible. Debenture borrowing for most long-term needs requires the assent of electors through an alternative approval process and/or the passing of a referendum.

The outstanding debenture borrowing for all funds at Jan. 1 of each year (\$ thousands) is:

	2018 Balance	2019 Balance	2020 Est. Bal.
General Capital Fund	74,381	70,045	65,360
Water Utility Capital Fund	6,657	6,240	5,755
Wastewater Utility Capital Fund	20,732	14,882	8,811
Natural Gas Utility Capital Fund	4,527	-	-
Airport Fund	22,036	18,178	16,153
Library Fund	-	-	-
Total Debenture Debt	\$128,333	\$109,345	\$96,079

Liabilities Beyond the Current Year (C.C. Section 175)

Under an agreement, Council may incur a liability payable after the current year as long as it is not a debenture debt and the liability does not exceed the life expectancy of the activity. If the agreement is for longer than five years or contains a right of renewal that could exceed five years, an alternative approval process must be provided. This borrowing method is used by the City of Kelowna to secure the purchase of land from a vendor.

Short Term Borrowing (C.C. Section 178)

Short Term Borrowing is used to undertake minor capital works programs and must be repaid over a period not to exceed five years. The City of Kelowna's short term borrowing legal capacity is approximately \$6.8M based on \$50 per capita and a 2020 population estimate of 135,354. The City uses this borrowing method for the upgrade or construction of facilities and the purchase and development of parks. There are no projects currently funded through short term borrowing.

Revenue Anticipation Borrowing (C.C. Section 177)

Operating loans may be required to meet current expenditures pending receipt of taxation revenue. This most often occurs in the few months prior to the annual July due date for tax payment and is repaid once tax revenue is received. To transact operating loans, a Revenue Anticipation Borrowing Bylaw must be approved by Council and is limited to 75 per cent of taxes due in the preceding year. The City of Kelowna had no operating loans outstanding at Dec. 31, 2019.

Loan Guarantees & Commitments (C.C. Section 179)

The City of Kelowna has a loan guarantee in place for the Kelowna Family Y Centre (\$1.8M).

Internal Financing

The City of Kelowna may borrow funds from its own general reserves with repayment of principal and interest in order to finance capital projects. This may relate to projects that are pending debenture issues and require interim financing or to projects that make use of reserve funds not required in the near future. There is no statutory limit to this borrowing as it is offset by existing reserve balances. It is an effective financing tool, especially when investment interest is low. Use of statutory reserves is more restricted and is not designed for lending from one reserve fund to another. There are currently six capital projects that are being internally financed and their estimated balances at the end of 2019 are:

- Mission Recreation Park Facilities - \$2.1M
- Protective Services Site Acquisition - \$504k
- Airport - 3770 Bulman Road - \$1.8M
- Dewdney Park - \$3.0M
- Diamond Mountain - \$3.7M
- Wastewater – Commonage - \$110k

Internal financing is also used in the Development Cost Charge program where a deficit in one reserve can be temporarily offset by a surplus in another reserve. Repayment to the reserve includes any interest charge.

Borrowing over the next five years will be determined by the 10 Year Capital Plan.

Further detailed debt repayment information for 2020 and future years is illustrated on the following pages.



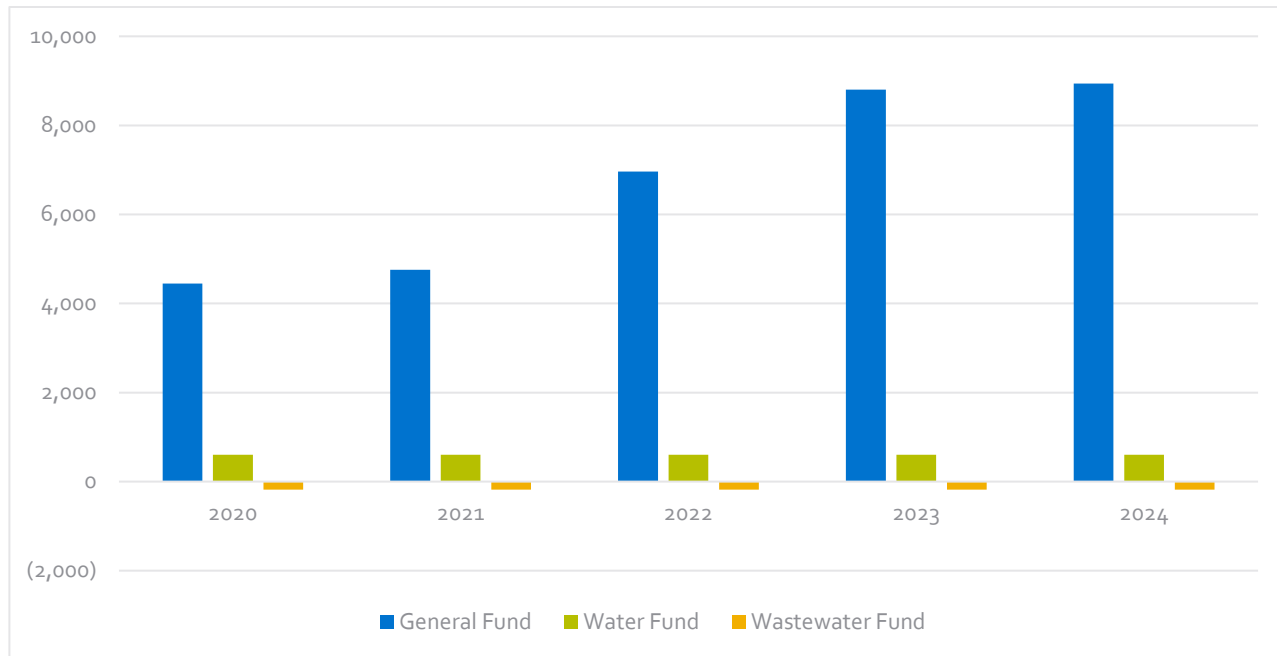
10-year debt repayment schedule (\$ thousands)

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Fund											
Debtenture											
Principal		3,168	3,473	5,666	7,383	7,516	7,529	7,980	7,980	7,030	7,097
Interest		2,347	2,347	2,339	2,247	2,247	2,247	2,247	2,247	1,610	1,552
Total Expenditures		5,516	5,820	8,005	9,630	9,763	9,776	10,227	10,227	8,640	8,650
Recoveries		(1,248)	(1,248)	(1,224)	(1,010)	(1,010)	(1,010)	(1,010)	(1,010)	(965)	(1,065)
Net Debtenture Debt		4,267	4,572	6,780	8,620	8,753	8,767	9,217	9,217	7,675	7,585
Other Debt											
MFA Levy		8	8	8	8	8	8	8	9	9	9
Short Term Borrowing		0	0	0	0	0	0	0	0	0	0
Temporary Debt		175	175	175	175	175	175	175	175	175	175
TOTAL NET DEBT (General)		4,450	4,755	6,964	8,803	8,937	8,950	9,401	9,401	7,859	7,768
Water Fund											
Debtenture											
Principal		335	335	335	335	334	333	333	333	333	69
Interest		296	296	296	296	295	295	295	295	295	67
Total Expenditures		632	632	632	632	629	628	628	628	628	135
Recoveries		(25)	(25)	(25)	(25)	(23)	(22)	(22)	(22)	(22)	(3)
Net Debtenture Debt		606	606	606	606	606	606	606	606	606	132
Wastewater Fund											
Debtenture											
Principal		1,596	763	763	762	762	655	381	191	191	0
Interest		934	561	560	560	560	489	355	232	232	0
Total Expenditures		2,529	1,323	1,323	1,321	1,321	1,145	736	423	423	0
Recoveries		(2,712)	(1,506)	(1,506)	(1,504)	(1,504)	(1,281)	(743)	(429)	(429)	0
Net Debtenture Debt		(183)	(183)	(183)	(182)	(182)	(136)	(6)	(6)	(6)	0
Airport Fund											
Debtenture											
Principal		1,897	2,455	3,088	3,088	3,200	3,609	2,970	2,410	1,712	1,712
Interest		584	992	1,079	1,079	1,161	1,460	1,208	988	876	876
Total Expenditures		2,481	3,448	4,167	4,167	4,360	5,069	4,178	3,397	2,588	2,588
Recoveries (AIF Revenue)		(2,481)	(3,448)	(4,167)	(4,167)	(4,360)	(5,069)	(4,178)	(3,397)	(2,588)	(2,588)
Net Debtenture Debt		0	0	0	0	0	0	0	0	0	0
Total net debt payment		4,874	5,179	7,387	9,227	9,361	9,420	10,001	10,001	8,459	7,900

Note: Totals may not add due to rounding.

Five-year net debt repayment (\$ thousands)

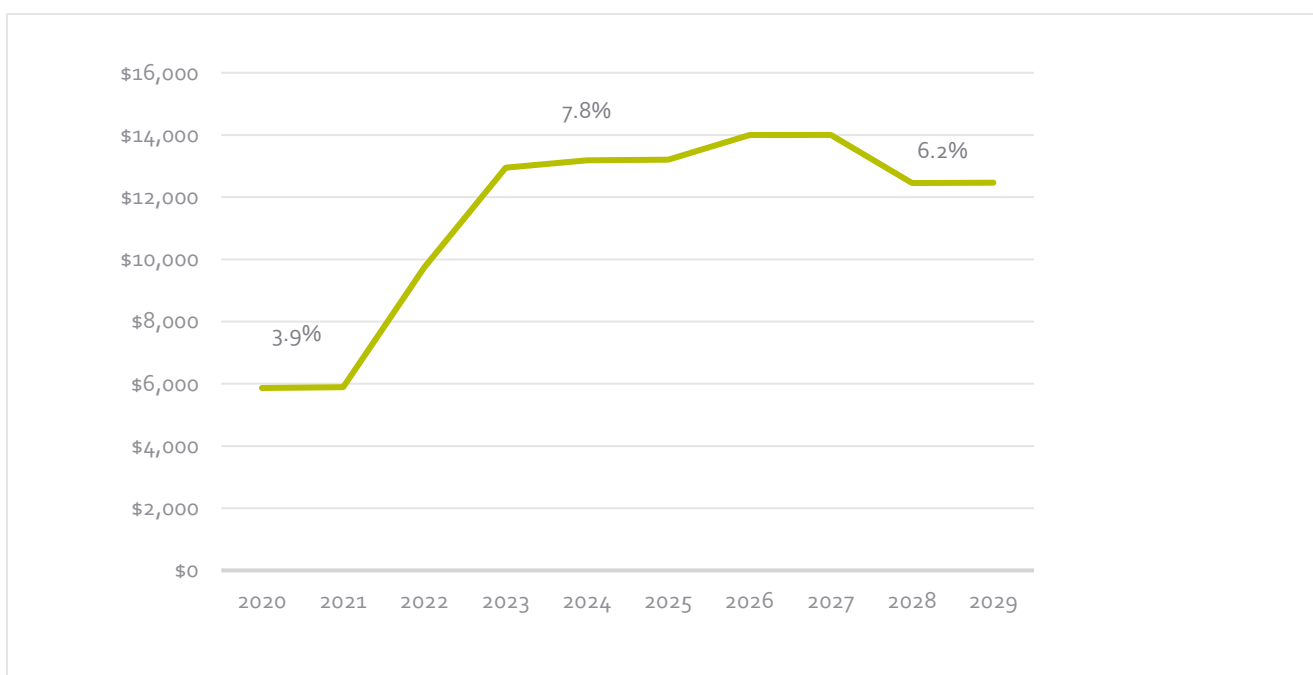
Over the next five years, the City's net debt in the general fund is expected to increase as the Parkinson Recreation Centre building is replaced and two new ice sheets and a full-size indoor soccer field is added to the Capital News Centre. Further details on these projects can be found in the 10-Year Capital Plan.



Taxation funded debt (\$ thousands)

Council policy has set internal debt limits based on debt servicing costs at 15 per cent of City own source revenues, and 8 per cent of annual tax levy revenues for tax supported debt. Net debt repayment for 2020 will be 3.9 per cent and is anticipated to reach a maximum of 7.8 per cent over the next five years; decreasing to 6.2 per cent by 2029. This includes debt for internal financing and the debt repayment for both the Mission Aquatic Centre and Police Services facility.

The following chart illustrates the annual debt repayment and the per cent of taxation for the next 10 years:

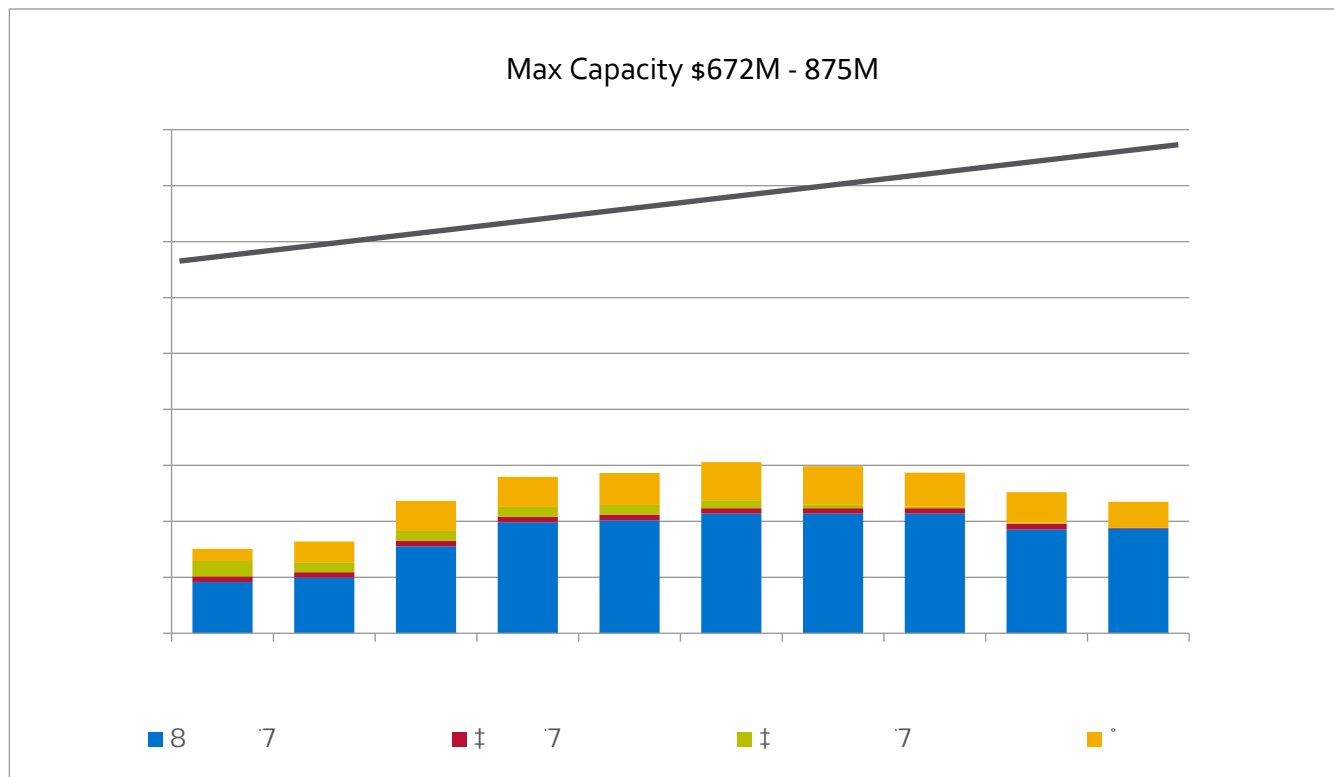


Existing Debt – All Funds

The maximum debt that can be undertaken by the City in a given year is based on 25 per cent of previous year revenues. Using 2018 revenues, the current liability servicing limit is \$79.5M of which \$36.1M of this capacity has been used, leaving an available capacity of \$43.4M. While \$36.1M represents approved debt capacity, the total debt servicing cost payable (principal and interest) is \$28.7M. The balance of \$7.4M represents guarantees and commitments as well as approved borrowings which have not been issued. Using current Municipal Finance Authority (MFA) lending rates and a 15-year repayment term the unused borrowing capacity of \$43.4M for 2020 is approximately **\$521M**.

The following chart shows the borrowing by various funds and the maximum borrowing limit by the solid line.

Existing debt & maximum borrowing



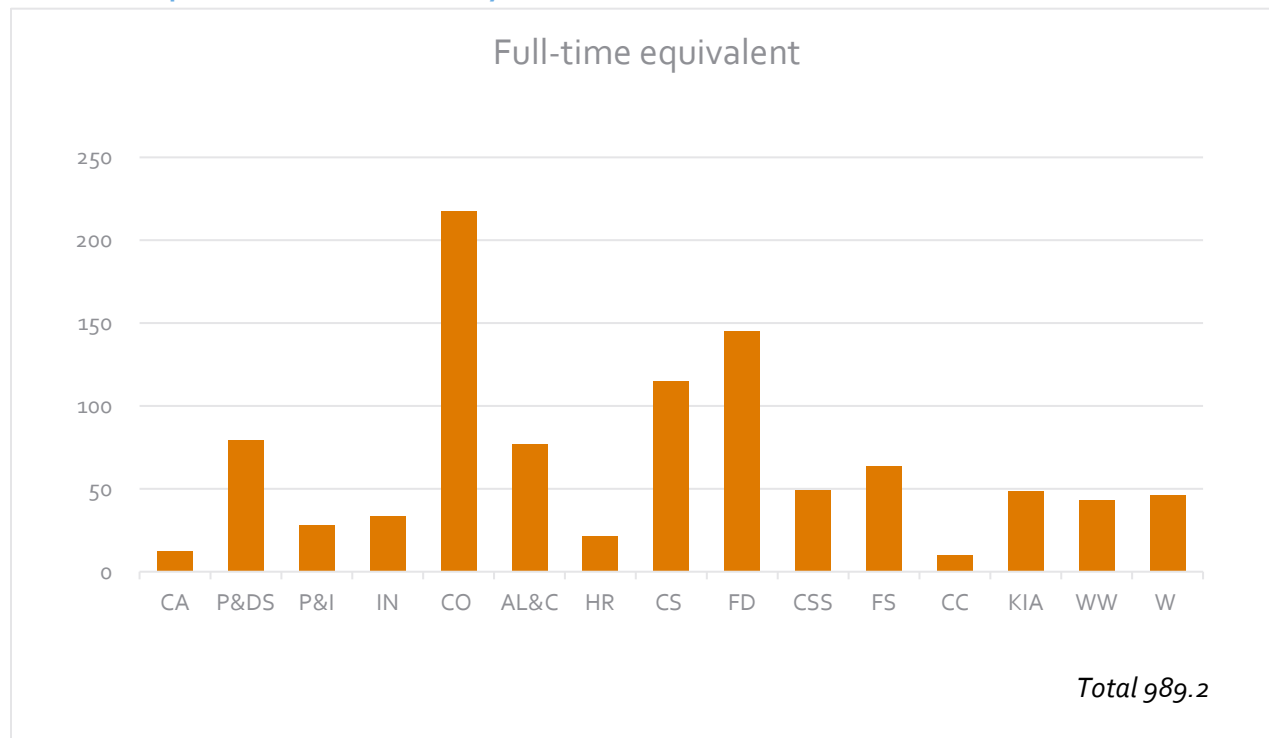
(Based on current estimated borrowing rates)

Debt charges analysis – General Fund (\$ thousands)

	Revised 2019		Provisional 2020	
Debentures				
Parkade Extension & Memorial Parkade MFA 133	943		943	
Local Improvements - MFA 70	4		0	
Local Improvements - MFA 130	22		22	
South Pandosy Spec Area 1 & 2 - MFA 71	35		0	
Kokanee Gymnastic Facility - MFA 75	24		24	
Chapman Parkade - MFA 78	215		215	
Okanagan Gymnastics - MFA 102	45		45	
Mission Aquatic Centre - MFA 102&104	1,667		1,667	
Police Facilities	2,600		2,600	
Automated Collection Carts	599	6,154	0	5,516
Debenture recoveries				
Local Improvement Levies	(26)		(22)	
Kokanee Gymnastic	(28)		(28)	
- Appropriation to Major Facilities Res.	4		4	
Okanagan Gymnastics	(45)		(45)	
South Pandosy Spec Area 1 & 2	(35)		0	
Parking Reserve	(1,158)		(1,158)	
Landfill Reserve (Auto. Carts)	(599)	(1,886)	0	(1,248)
Net debenture debt		4,267		4,267
Short term borrowing				
MFA levy	8		8	
Net short term debt		8		8
Temporary debt				
Interest on prepaid taxes	125		150	
Bank charges/local improvements	85	210	101	251
Temporary debt - recovery				
Parking Reserve		(60)		(76)
Net temporary debt		150		175
Net debt - General		4,425		4,450
Dollar change			25	0.6%
Internal borrowing				
Mission Recreation Park Facilities (est. completion 2023)		940		940
Protective Services Property		504		504
Net internal borrowing		1,444		1,444
Total including internal financing		5,869		5,894

Note: Totals may not add due to rounding.

Full-time equivalent (FTE) summary



	Budget 2018	Actual 2018	Revised 2019	Provisional 2020
General Fund				
City Administration (CA)	12.2	12.1	12.2	12.2
Planning & Development Services (PDS)	73.6	72.4	76.9	79.1
Partnerships & Investments (PI)	22.6	21.2	26.7	27.9
Infrastructure (IN)	27.6	31.2	31.2	33.6
Civic Operations (CO)	209.2	186.3	212.0	217.4
Active Living & Culture (AL&C)	76.3	76.2	74.8	77.0
Human Resources				
Human Resources (HR)	17.7	20.8	19.0	21.3
Community Safety (CS)	102.1	99.3	106.8	114.9
Fire Department (FD)	132.0	132.6	141.0	145.0
Corporate Strategic Services (CSS)	46.2	48.7	47.7	49.2
Financial Services (FS)	60.5	56.3	62.7	63.5
City Clerk (CC)	9.1	11.2	10.5	10.1
Total General Fund	789.1	768.3	821.5	851.2
Airport & Utility Funds				
Kelowna International Airport (KIA)	45.5	45.7	47.7	48.4
Wastewater (WW)	42.0	38.9	42.8	43.2
Water (W)	37.8	33.6	42.6	46.4
Total Airport & Utility Funds	125.3	118.2	133.1	138.0
Total FTEs	914.4	886.5	954.6	989.2

General Fund

City Administration

2018 Addition 0.1 FTE for additional part-time wage coverage

Planning & Development Services

2018 Addition 0.5 FTE for annualization of 2017 operating requests
 Addition 0.8 FTE for 2040 Official Community Plan Update Position operating request
 Addition 0.8 FTE for Engineer-in-Training Position operating requests
 Addition 0.5 FTE for Planner Specialist Position operating request
 Addition FTE 0.4 for Building Inspector/Plan Checker Position operating request
 Addition 1.0 FTE for Community Energy Specialist Term Position
 Movement for Part-time Clerk Positions budget transfer, 1.0 FTE from salary to 0.5 FTE hourly

2019 Addition 0.3 FTE for 0.5 Plumbing & Gas Inspector Position operating request
 Addition 1.0 FTE for Property Information Request with Full-time Term Position operating request
 Addition 0.5 FTE for Planning Technician II Position operating request
 Reduction 1.0 FTE for Community Energy Specialist Term Position
 Addition 1.0 FTE for annualization of 2018 operating requests
 Addition 0.5 FTE for Environmental Coordinator Position operating request
 Addition 1.0 FTE for Cannabis Regulation & Short Term Rental Compliance & Positions operating request
 Addition 1.0 FTE for Climate Action Plan carryover request
 Reduction 1.0 FTE for new Partnership & Investment Divisional Director position

2020 Addition 0.4 FTE for annualization of 2018 operating requests
 Reduction 1.0 FTE for removal of 2019 carryover request
 Addition 0.5 FTE for Development Services Clerk Part-time to Full-time request
 Addition 1.0 FTE for Development Clerk Temporary to Permanent Position request
 Addition 0.8 FTE for Official Community Plan Contract Position Extension operating request
 Addition 0.5 FTE for Planner II Position operating request

Partnership & Investments

2019 Addition 0.8 FTE for Administrative Clerk Position - Parking Services operating request
 Addition 0.3 FTE for Parking Services-Summer Student Position operating request
 Addition 0.5 FTE for Sponsorship & Advertising Advisor Position operating request
 Addition 1.5 FTE transferred from Active Living & Culture Division
 Addition 1.0 FTE for new Partnership & Investment Divisional Director position

2020 Addition 0.7 FTE for annualization of 2019 operating requests
 Addition 0.5 FTE for Parks and Landscape Planner Position operating request

Infrastructure

2018 Addition 0.3 FTE for annualization of the 2017 Transit Service Coordinator Term Position
 Addition 1.0 FTE from various 2018 budget amendments

2019 Addition 0.2 FTE for annualization of 2017 and 2018 operating requests
 Addition 1.0 FTE for ongoing Transit Service Coordinator Position operating request
 Addition 0.5 FTE for Senior Transportation Engineer Position operating request
 Addition 0.5 FTE for Utility Planning Engineer Position operating request
 Addition 0.1 FTE for Time Series Data Extraction from SCADA operating request
 Addition 0.9 FTE for Roadways Construction Reorganization from Civic Operation Division
 Addition 0.4 FTE Transportation Master Planning Program carryover request

2020 Reduction 0.4 FTE Transportation Master Planning Program carryover request
 Addition 1.0 FTE for annualization of 2019 operating requests
 Addition 0.3 FTE for Co-op Student - Asset Management Data Analyst operating request

Addition 0.5 FTE for Project Manager (Buildings) Position operating request
 Addition 1.0 FTE for Utilities Foremen Positions operating request

Civic Operations

2018 Reduction 0.2 FTE for annualization of 2017 requests one-time and ongoing wages
 Reduction 1.8 FTE for removal of 2017 one-time budget transfers
 Addition 0.3 FTE for annualization 2017 salary operating requests
 Addition 1.0 FTE from various 2018 ongoing operating requests for wages
 Reduction 0.5 FTE from 2018 one-time reduction requests for wages
 Addition 0.8 FTE for 2018 operating request Corporate Energy Specialist Position
 Movement for Fleet Supervisor budget transfer, 1.0 FTE from hourly to salary
 Movement from Parks Reorg budget transfer, 1.0 FTE from hourly to salary
 Addition 1.5 FTE from Landfill position one-time budget transfers
 Addition 0.2 FTE from Co-op Student Research Assistant Term Position budget transfer

2019 Addition 0.4 FTE for annualization of 2018 operating positions
 Reduction 1.5 FTE from 2018 Landfill position one-time budget transfers
 Addition 3.6 FTE from various 2019 ongoing operating requests for wages
 Reduction 0.2 FTE for Parks Operating Budget Reduction one-time request
 Addition 1.4 FTE for additional staffing at the Landfill Scale House operating request
 Reduction 0.9 FTE for Roadways Construction Reorganization to Infrastructure Division
 Addition of a Building Technician Position operating request funded from existing wages

2020 Addition 0.5 FTE for annualization of 2018 operating requests
 Reduction 0.3 FTE for reversal of 2019 operating requests
 Addition 1.2 FTE for various 2020 ongoing operating requests for wages
 Addition 0.5 FTE for Accountant Position operating requests
 Addition 0.5 FTE for Solid Waste Supervisor Position operating request
 Addition 0.5 FTE for Asset Management Coordinator Position operating request
 Addition 0.5 FTE for Energy Specialist Position operating request
 Addition 0.5 FTE for Commonage Term Labourer Position operating request
 Addition 0.5 FTE for Heavy Duty Mechanic Position operating request
 Addition 0.5 FTE for Streetlight Student Term Labourer Position operating request
 Addition 0.5 FTE for Landfill Equipment Operator IV Position operating request

Active Living & Culture

2018 Reduction 1.0 FTE for reversal of 2017 one-time operating requests
 Addition 0.1 FTE for annualization of Partnership Manager Position 2017 operating request
 Reduction 0.1 FTE for annualization of 2017 operating request - wages
 Addition 0.2 FTE for Arena/Stadium wages operating requests

2019 Addition 0.2 FTE for annualization of 2018 Kelowna Community Theatre - Technician Position
 Reduction 0.2 FTE for reversal of 2018 one-time request for Homeless-Serving Strategy
 Movement from Recreation Clerk Position operating request, 0.8 FTE from hourly to salary
 Reduction 1.5 FTE transferred to Partnership & Investment Division

2020 Addition 0.7 FTE for Arena & Stadium Staff part-time wages
 Movement of part-time Recreation Clerk 0.3 FTE wages to full-time salary
 Addition 0.2 FTE for Community Development Coordinator - Strong Neighbourhoods Position operating request
 Addition 1.0 FTE for Coordinator - Social Development Position operating request
 Addition 0.2 FTE for Recreation Technician - Outdoor Events operating request
 Addition 0.1 FTE for Strong Neighbourhoods Block Connector Program operating request

Human Resources & Community Safety

Human Resources & Risk Management

- 2018 Addition 0.4 FTE for Safety Management System Co-op Student Position operating request
 Addition 0.5 FTE for Recruitment Coordinator Term Position operating request
 Addition 0.1 FTE for reversal of 2017 one-time operating requests
 Reduction 0.3 FTE for reversal of 2017 one-time operating requests
 Addition 0.1 FTE for annualization of 2017 operating requests
 Addition 0.4 FTE for Kelowna Integrated Water Project budget amendment
- 2019 Addition 0.5 FTE for Security & Business Continuity Manager Position operating request
 Addition 0.4 FTE for Disability and Benefits Coordinator Position operating request
 Addition 0.4 FTE for General Duties Assistant Position operating request
- 2020 Reduction 0.4 FTE for reversal of 2019 carryover requests
 Addition 0.3 FTE for annualization of 2018 operating requests
 Addition 0.4 FTE for HR Administrative Clerk Position 0.4 Increase operating request
 Addition 1.0 FTE for HR Coordinator Position operating request
 Addition 1.0 FTE for Safety Coordinator Position operating request

Community Safety

- 2018 Addition 0.8 FTE for Police Services Secretary Position operating request
 Addition 4.0 FTE for Police Services - Data Processor Position operating request
 Addition 0.4 FTE for annualization of 2017 operating requests
 Reduction 0.2 FTE for Bylaw Enforcement Clerk Position operating request
 Addition 0.3 FTE for Bylaw Enforcement Clerk Position operating requests
 Addition 2.0 FTE for Community Response Unit operating request
- 2019 Addition 2.3 FTE for annualization of 2018 operating request
 Addition 0.5 FTE for Administrative Clerk Position operating request
 Addition 1.0 FTE for Operational Intelligence Clerk Positions operating request
 Addition 0.5 FTE for Bylaw Enforcement Officer Position operating request
 Addition 0.4 FTE for Bylaw Enforcement Officer Position - Sign Compliance operating request
- 2020 Addition 2.6 FTE for annualization of 2019 operating requests
 Addition 0.4 FTE for increased part-time hours for Police Services
 Addition 1.0 FTE for a Forensic Video Analyst position
 Addition 0.5 FTE for Administration Clerk Position operating request
 Addition 0.5 FTE for Crime Reviewer Position operating request
 Addition 1.6 FTE for Police Services Clerk Positions (4) operating request
 Addition 0.5 FTE for Police Services Prosecutorial Disclosure Coordinator Position operating request
 Addition 1.0 FTE for Police Services Watch Support Officers and Supervisor Position operating request

Fire Department

- 2018 Addition 9.0 FTE for Firefighters - 12 Positions operating request
- 2019 Addition 3.0 FTE for annualization of 2018 operating requests
 Addition 4.0 FTE for Firefighters - Eight Positions operating request
 Addition 2.0 FTE for Fire Dispatch and Casual Fire Dispatch Positions operating request
- 2020 Addition 4.0 FTE for annualization of 2019 operating requests

Corporate Strategic Services

- 2018 Addition 1.0 FTE for Communication Consultant Position operating request - salary
 Reduction 0.6 FTE for Communicaiton Consultant Position operating request - hourly
 Addition 1.3 FTE for annualizing 2017 operating requests
 Addition 0.5 FTE from 2017 one-time budget transfer reversals
 Addition 0.3 FTE to remove Communications Advisor allocation from the Water Fund

- Addition 0.8 FTE for Kelowna Integrated Water Project budget amendment
- Addition 0.6 FTE from Part-time Clerk budget transfer
- 2019 Addition 0.6 FTE for annualization of 2017 operating requests
- Addition 0.5 FTE for Network Systems Analyst Position operating request
- Addition 0.4 FTE for Asset Management System position realignment
- 2020 Addition 0.5 FTE for Business Systems Analyst (Analytics) Position operating request
- Addition 0.5 FTE for Communications Consultant, Emerging Issues Position operating request
- Addition 0.5 FTE for annualization of 2019 operating request

Financial Services

- 2018 Addition 1.1 FTE for annualization of 2017 operating requests
- Addition 4.0 FTE from 2017 operating request Utility Billing and Property Tax System annualization
- Addition 2.3 FTE for Financial Analyst Position operating request
- Reduction 0.2 FTE for removal of 2017 one-time budget transfer
- Addition 0.3 FTE for Senior Buyer Position operating requests
- 2019 Addition 1.7 FTE for annualization of 2018 operating requests
- Addition 0.5 FTE for Financial Analyst Position - Infrastructure operating request
- 2020 Reduction 0.2 FTE for Corporate Purchasing Card Program Term Position 2017 request
- Addition 0.5 FTE for annualization of 2019 operating request
- Addition 0.3 FTE for Financial Analyst position operating request

City Clerk

- 2019 Addition 0.5 FTE for Legislative Coordinator (FOI) Position operating request
- Addition 0.9 FTE for SEKID Transition Team
- 2020 Reduction 0.9 FTE for 2019 SEKID Transition Team
- Addition 0.5 FTE for annualization of 2019 operating request

Airport & Utility Funds

Airport

- 2018 Addition 1.7 FTE for Senior Buyer, Operations Technician and Project Manager operating requests
- 2019 Addition 0.9 FTE for annualization of 2018 operating requests
- Addition 0.5 FTE for Airport Operations Technician Position operating request
- Addition 0.8 FTE for Manager of Airport Technology Position operating request
- 2020 Addition 0.2 FTE for annualization of 2019 operating requests
- Addition 0.5 FTE for Airport Terminal and Groundside Manager Position operating request
- Addition 0.2 FTE for Financial Analyst position operating request
- Movement from Airport Operations Technician operating request, 0.5 FTE from hourly to salary

Wastewater

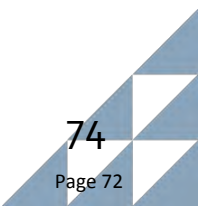
- 2018 Addition 1.1 FTE for Summer Co-op Student Position, Wastewater Operations Developer Capital Growth, Pump Operations - Instrument Electrician Term Position and Water & Wastewater Collections Operator Position operating requests
- Addition 0.1 FTE for annualization of 2017 operating requests
- 2019 Addition 0.3 FTE for annualization of 2018 operating requests
- Addition 0.5 FTE for Wastewater Treatment I/E Technician Term Position operating request
- 2020 Addition 0.2 FTE for annualization of 2019 operating request
- Addition 0.2 FTE for Wastewater Lift Station Capital Growth operating request

Water

- 2018 Reduction 0.4 FTE to remove Communications Advisor water allocation
- Addition 0.1 FTE for annualization of 2017 operating requests
- Addition 1.2 FTE for various 2018 operating requests
- Addition 4.3 FTE from SEKID Transition Operating Expense budget transfer - hourly
- Addition 3.0 FTE from SEKID Transition Operating Expense budget transfer - salary
- 2019 Addition 0.9 FTE for annualization of 2017 and 2018 operating requests
- Addition 2.4 FTE for Domestic Water System Expansion (SEKID) Operating Costs and Positions request
- Addition 1.5 FTE for Water Meter Reading and Servicing Repatriation with Positions operating request
- 2020 Addition 2.0 FTE for annualization of 2019 operating requests
- Addition 0.2 FTE for Data Radio Replacement - Water operating request
- Addition 0.1 FTE for Water Operations Capital Growth operating request
- Addition 0.5 FTE for Water Quality & Customer Care - Meter Service Technician Position operating request
- Addition 0.5 FTE for Water Supply - Control Systems Specialist Position operating request
- Addition 0.5 FTE for Water Supply - Water Operator Position operating request



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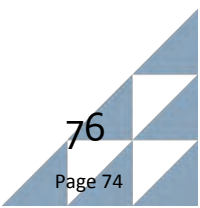


Financial Summaries





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FINANCIAL SUMMARIES

Financial Plan summary (\$ thousands)

The following table reports the actual results for the previous year, the revised budget for the current year, and the proposed budget for the Financial Plan year. The net impact to property owners, or the change to the property tax rate, is based on the annual taxation demand less the new construction tax revenue.

	Actual 2018	Revised 2019	Provisional 2020
General revenues	(13,616)	(11,199)	(11,209)
Net operating budget	133,677	139,922	147,601
2018 surplus	876		
Pay-as-you-go capital	12,544	13,802	14,594
Taxation demand	133,481	142,525	150,986
New construction tax revenue	(2,600)	(3,570)	(2,900)
Infrastructure Levy		2.27%	1.82%
Municipal		1.83%	2.08%
Net property owner impact	2.99%	4.10%	3.90%

Note: Totals may not add due to rounding

Analysis of tax demand (\$ thousands)

This next table goes into further detail comparing the proposed property owner impact to the previous year and provides the percentage change.

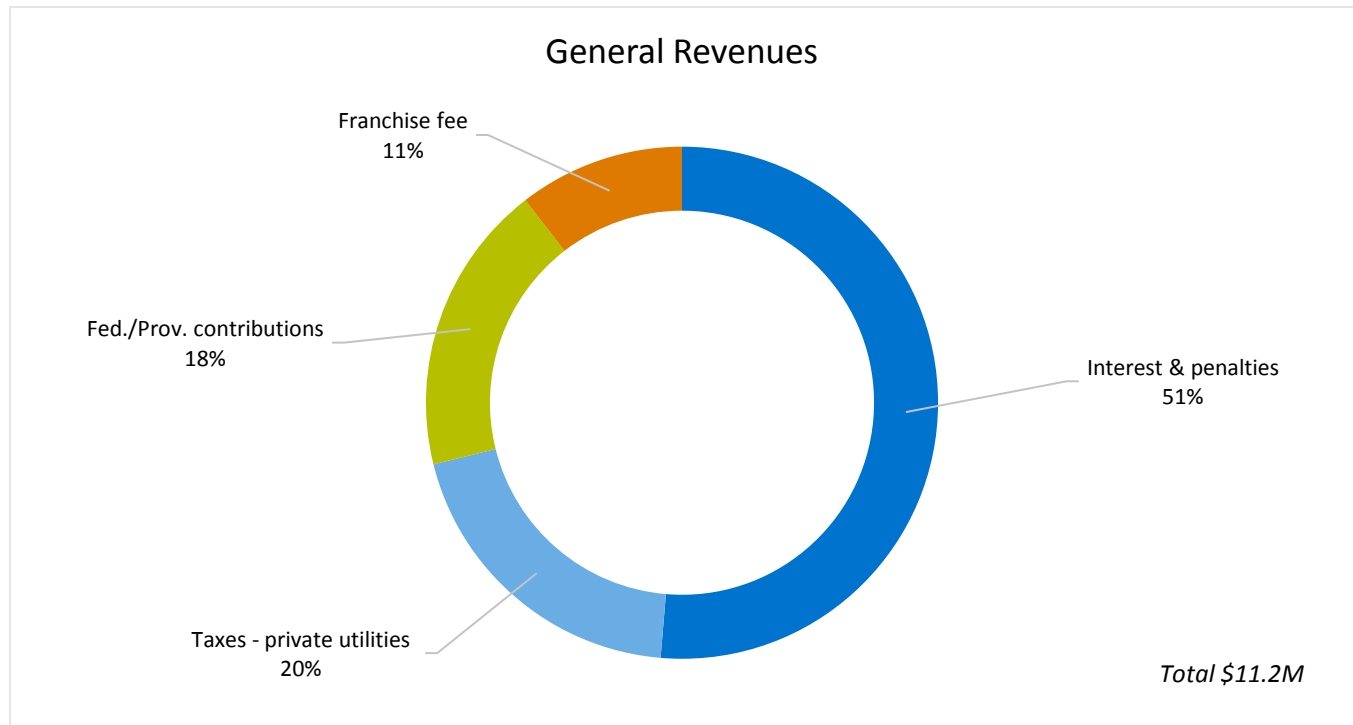
	2019	2020	Change	% change
Gross departmental operating expenditures	250,960	246,620	(4,340)	(1.73%)
Net departmental revenue	(115,463)	(103,469)	11,994	(10.39%)
Net departmental operating expenditure	135,497	143,151	7,654	5.65%
Net general debt	4,425	4,450	25	0.56%
Capital expenditures from general taxation	13,802	14,594	792	5.74%
General revenue	(11,199)	(11,209)	(10)	0.09%
Gross tax demand	142,525	150,986	8,461	5.94%
Less estimated new construction revenue	(3,570)	(2,900)		
Net property owner impact	4.10%	3.90%		(0.20%)

Note: Totals may not add due to rounding

Revenues & expenditures

General revenues (\$ thousands)

The City of Kelowna receives revenues from various sources. The graph below summarizes the City's general revenues type by percentage.



The table below details the dollar value of City's general revenues (by type) and includes property taxation revenue.

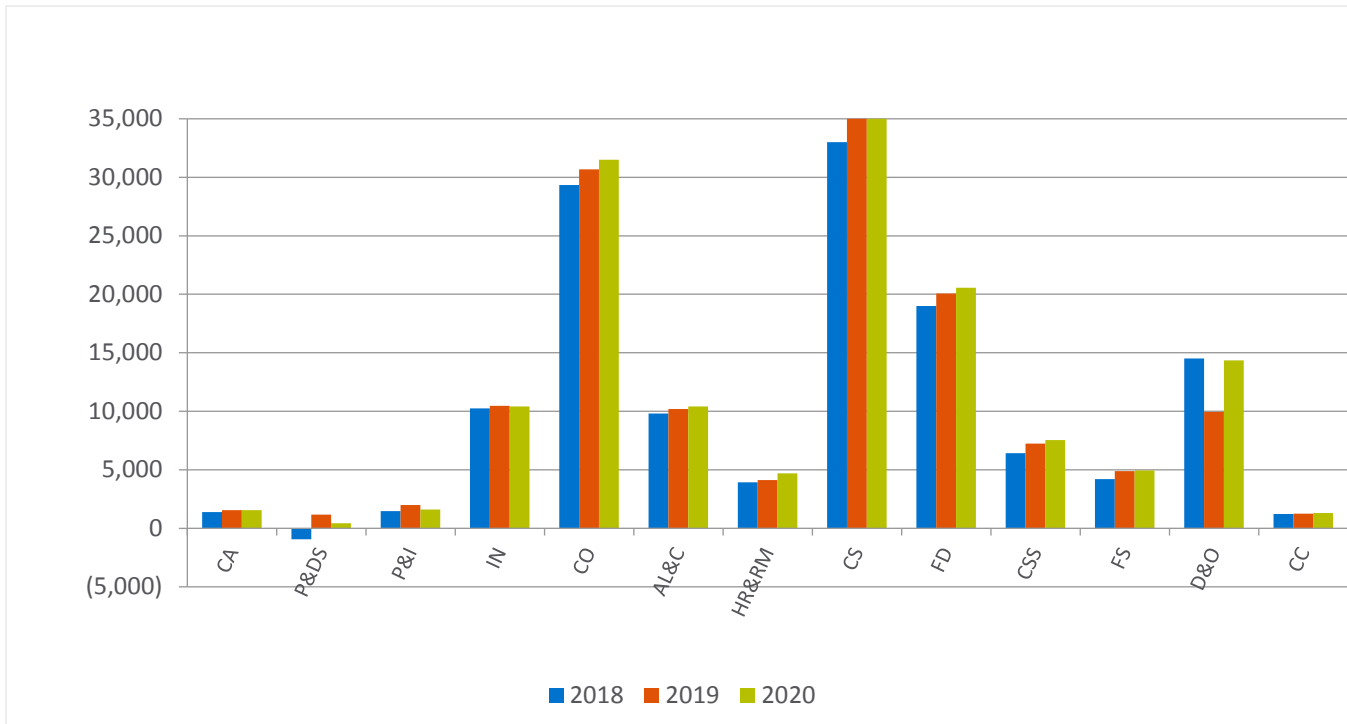
	Actual 2018	Revised 2019	Provisional 2020
Taxes - private utilities	2,090	2,262	2,249
Licences & permits	1,588	40	3
Franchise fee	1,254	1,255	1,190
Interest & penalties	7,055	5,824	5,832
Miscellaneous revenues	(376)	(161)	(155)
Fed./Prov. contributions	1,985	1,979	2,090
Municipal contributions	20	0	0
Total General Revenues	13,616	11,199	11,209
Property taxation	133,481	142,525	150,986
Total General Revenue & taxation	147,097	153,724	162,195

Note: Totals may not add due to rounding

General Fund – net operating expenditure by division (\$ thousands)

The Financial Plan expenditure analysis uses divisional reporting with the exception of Human Resources and Risk Management, Community Safety, Fire Department and Debt & Other. Depicted in the graph and table below are the net operating expenditures of each over the three-year period.

Net expenditures by year



	Actual 2018	Revised 2019	Provisional 2020
City Administration	1,394	1,546	1,566
Planning & Development Services	(932)	1,167	418
Partnerships & Investments	1,478	1,999	1,602
Infrastructure	10,261	10,467	10,413
Civic Operations	29,334	30,678	31,506
Active Living & Culture	9,814	10,206	10,418
Human Resources & Community Safety			
Human Resources & Risk Management	3,923	4,125	4,701
Community Safety	32,992	36,332	38,272
Fire Department	19,008	20,080	20,551
Corporate Strategic Services	6,434	7,231	7,555
Financial Services	4,213	4,883	4,952
Debt & Other	14,528	9,951	14,341
City Clerk	1,232	1,257	1,305
Total Division Net Operating Exp.	133,677	139,922	147,601

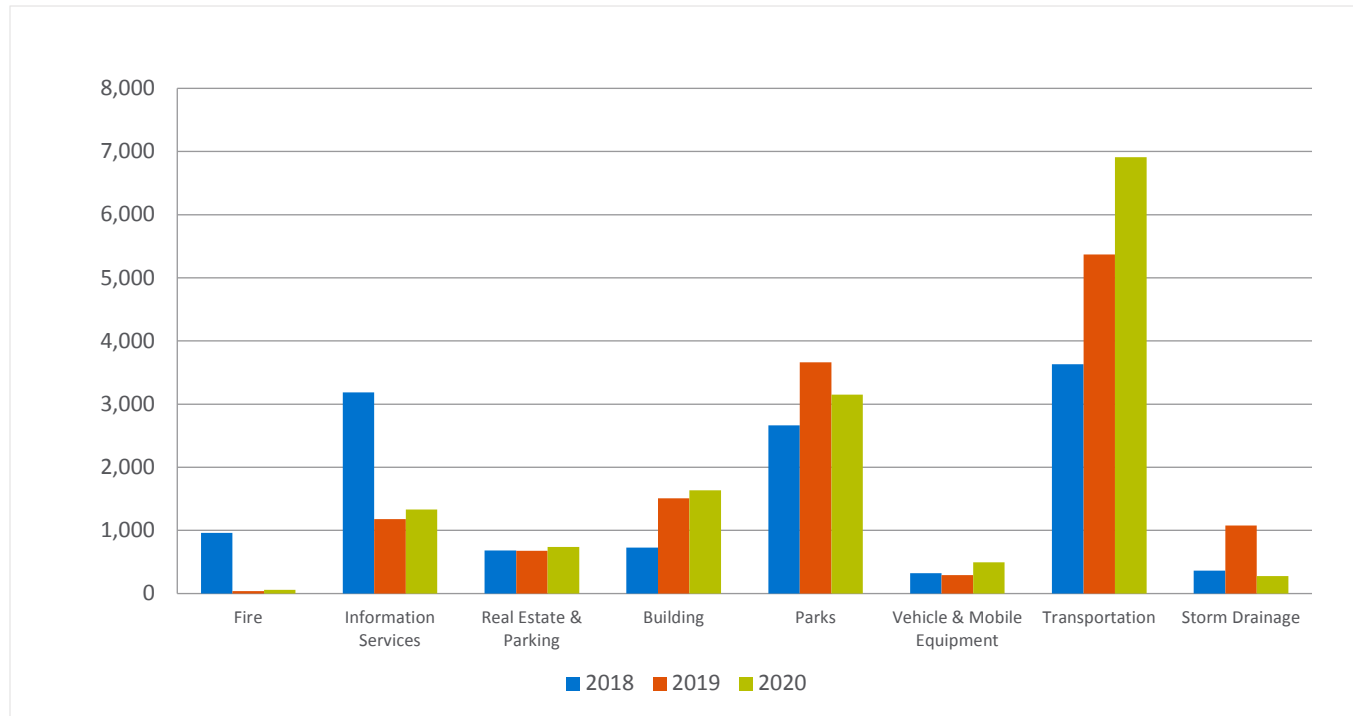
* *City Administration includes City Management and Mayor & Council*

Note: Totals may not add due to rounding

General Fund – taxation capital summary (\$ thousands)

The taxation capital summary information below is separated into eight capital infrastructure departments. The graph and table illustrate total tax capital expenditures of each infrastructure cost centre over a three-year period showing the actual amount used in the previous year, the revised budget of the current year, and the proposed use for the Financial Plan year.

Pay-As-You-Go Capital Expenditure by Department



	Actual 2018	Revised 2019	Provisional 2020
Fire	962	38	61
Information Services	3,186	1,177	1,329
Real Estate & Parking	684	676	737
Building	728	1,509	1,635
Parks	2,665	3,660	3,152
Vehicle & Mobile Equipment	323	294	497
Transportation	3,632	5,369	6,909
Storm Drainage	364	1,080	275
Total Taxation Capital	12,544	13,802	14,594

Note: Totals may not add due to rounding

General Fund excluding General Revenue

Revenues/Expenditures by Category (\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	(158)	(4)	0
Parcel Tax	(35)	(35)	0
Fees and Charges	(77,745)	(68,724)	(63,395)
Other Revenue	(67,462)	(40,806)	(35,306)
Transfers from Funds			
Special (Stat Reserve) Funds	(1,395)	(1,603)	(1,608)
Development Cost Charges	(1,402)	(654)	(1,449)
Accumulated Surplus	(12,710)	(5,587)	(3,039)
Total Revenue	(160,907)	(117,413)	(104,797)
<u>Expenditures</u>			
Salaries and Wages	73,011	78,789	80,807
Internal Equipment	8,096	6,426	7,497
Material and Other	46,148	51,415	37,792
Contract Services	69,923	74,878	76,896
Debt Interest	3,118	2,686	2,497
Debt Principal	7,417	6,564	6,935
Internal Allocations	2,324	5,359	4,477
Transfers to Funds			
Special (Stat Reserve) Funds	27,395	24,311	26,560
Development Cost Charges	2,495	0	0
Accumulated Surplus	54,657	6,907	8,937
Total Expenditures	294,584	257,335	252,398
Net Operating Expenditures	133,677	139,922	147,601
<u>Capital Expenditures</u>			
Gross Expenditures	83,559	118,087	68,804
Other Funding Sources	(71,015)	(104,285)	(54,210)
Taxation Capital	12,544	13,802	14,594
Net Operating & Tax Capital Exp.	146,221	153,724	162,195

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	521.8	496.3	547.2	572.4
Hourly	267.3	272.0	274.3	278.8

Note: Totals may not add due to rounding

Utility Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(3,203)	(3,088)	(3,133)
Fees and Charges	(70,234)	(73,778)	(81,577)
Other Revenue	(14,021)	(2,852)	(3,007)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	(5,461)	(4,971)	(1,570)
Accumulated Surplus	(13,242)	(8,443)	(6,714)
Total Revenue	(106,161)	(93,132)	(96,001)
<u>Expenditures</u>			
Salaries and Wages	10,640	12,758	13,362
Internal Equipment	1,202	1,383	1,477
Material and Other	17,422	18,945	18,654
Contract Services	568	651	186
Debt Interest	5,483	2,642	1,662
Debt Principal	10,550	7,472	4,794
Internal Allocations	34,464	9,066	7,882
Transfers to Funds			
Special (Stat Reserve) Funds	180	156	156
Development Cost Charges	0	0	0
Accumulated Surplus	38,893	33,778	40,742
Total Expenditures	119,402	86,851	88,915
Net Operating Expenditures	13,241	(6,281)	(7,086)
<u>Capital Expenditures</u>			
Gross Expenditures	61,955	123,789	81,030
Other Funding Sources	(84,113)	(117,508)	(73,944)
Utility Capital	(22,158)	6,281	7,086
Net Operating & Utility Capital Exp.	(8,917)	0	0

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	61.5	59.9	63.8	64.1
Hourly	63.8	58.3	69.3	73.9

Note: Totals may not add due to rounding

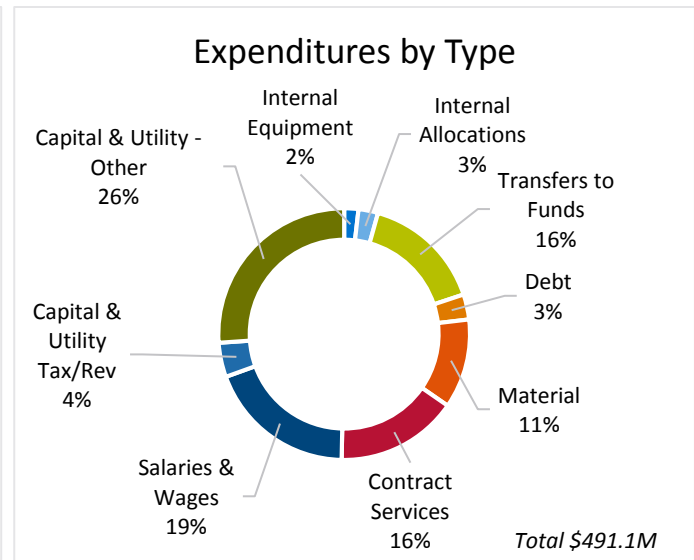
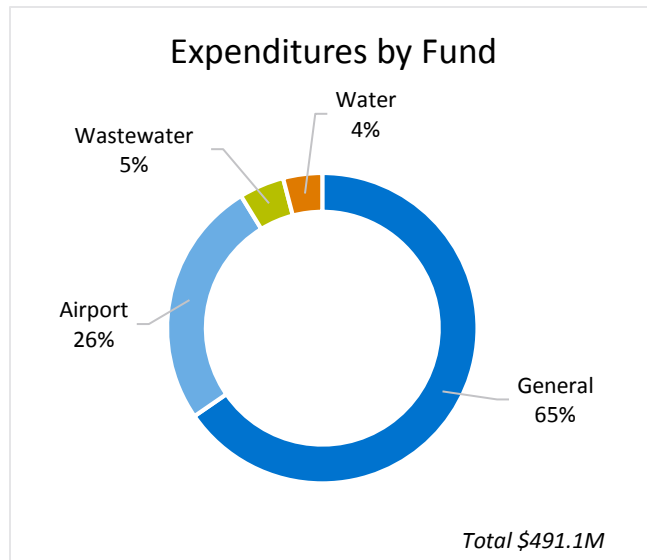
All funds – revenue/expenditure (\$ thousands)

This table is a high level summary that includes all revenues and expenditures. The General fund is reported separately. The Utility fund amounts are made up of the Airport, Wastewater and Water.

	Actual 2018	Revised 2019	Provisional 2020
Revenues			
General Fund			
Taxation	(133,481)	(142,525)	(150,986)
General Revenues	(13,616)	(11,199)	(11,209)
General Fund Revenues	(160,907)	(117,413)	(104,798)
Other Capital Funding	(71,015)	(104,285)	(54,210)
	(379,019)	(375,422)	(321,202)
Utility Funds			
Utility Fund Revenues	(106,161)	(93,132)	(96,001)
Other Capital Funding	(84,113)	(117,508)	(73,944)
	(190,275)	(210,640)	(169,945)
Total Revenues	(569,293)	(586,062)	(491,147)
Expenditures			
General Fund			
General Fund Expenditures	294,584	257,335	252,398
Capital Exp. from Tax Demand	12,544	13,802	14,594
Other Capital Expenditures	71,015	104,285	54,210
	378,143	375,422	321,202
Utility Funds			
Utility Fund Expenditures	119,402	86,851	88,915
Capital Exp. from Utility	(22,158)	6,281	7,086
Other Capital Expenditures	84,113	117,508	73,944
	181,358	210,640	169,945
Total Expenditures	559,500	586,062	491,147
Note: Totals may not add due to rounding	(9,793)		
*Difference in 2018 actuals due to:			
General Fund Surplus	(876)		
Utility Funds Surplus	(8,917)		
	(9,793)		

Analysis of total expenditures

The graphs below illustrate the total proposed expenditure budgets first by fund, and then by expenditure type.



Expenditures by Fund (\$ thousands)

This table reports the dollar value of the expenditure budget for each fund, separating the operating and capital information for the proposed Financial Plan year.

	Actual 2018	Revised 2019	Provisional 2020	
			Operating	Capital
General	378,143	375,422	252,398	68,804
Airport	60,721	84,036	53,724	73,080
Wastewater	28,945	36,177	19,053	4,062
Water	60,452	90,427	16,138	3,887
Natural Gas	31,240	0	0	0
Subtotal			341,313	149,833
Total	559,500*	586,062	491,147	

* Net of Surplus \$9,800k

Note: Totals may not add due to rounding

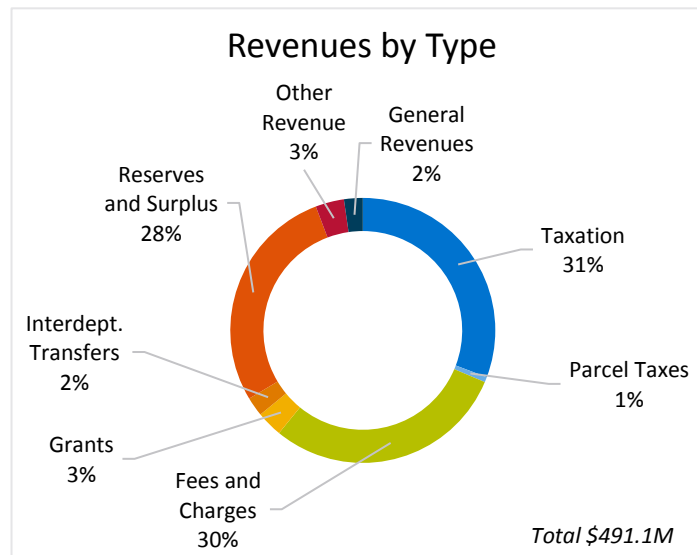
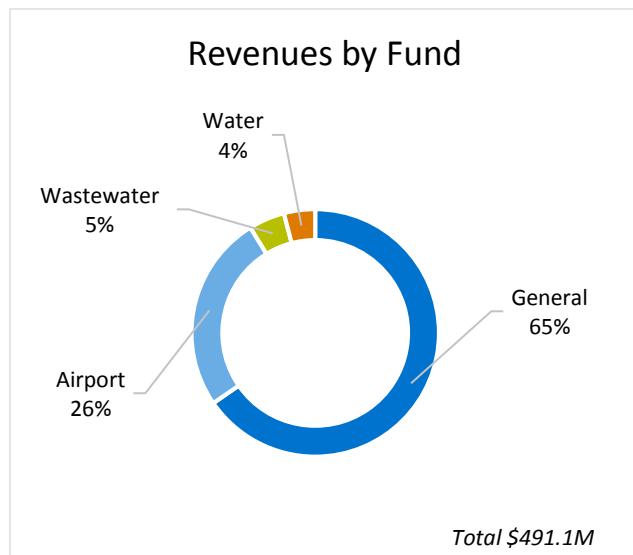
Expenditures by Type (\$ thousands)

The table below presents the same total operating and capital expenditures information for each expenditure type.

	Actual 2018	Revised 2019	Provisional 2020
Internal Equipment	9,298	7,809	8,974
Internal Allocations	36,788	14,425	12,359
Transfers to Funds	123,620	65,153	76,396
Debt	26,568	19,363	15,887
Material	63,570	70,360	56,445
Contract Services	70,491	75,528	77,083
Salaries & Wages	83,651	91,547	94,169
Capital & Utility Tax/Rev	(9,614)	20,083	21,680
Capital & Utility - Other	155,128	221,793	128,154
Total	559,500	586,062	491,147

Analysis of total revenues

The City of Kelowna has multiple revenue sources. Depicted in the graphs below are the proposed revenue budgets first by fund, and then by revenue type.



Revenues by Fund (\$ thousands)

This table reports the dollar value of the revenue budget for each fund, separating the operating and capital information for the proposed Financial Plan year.

	Actual 2018	Revised 2019	Provisional 2020	
			Operating	Capital
General	379,019	375,422	252,398	68,804
Airport	61,600	84,036	53,724	73,080
Wastewater	33,572	36,177	22,756	359
Water	63,863	90,427	19,520	505
Natural Gas	31,240	0	0	0
Subtotal			348,399	142,748
Total	569,293	586,062	491,147	

Note: Totals may not add due to rounding

Revenues by Type (\$ thousands)

The table below presents the same total operating and capital revenues information for each revenue type.

	Actual 2018	Revised 2019	Provisional 2020
Taxation	133,480	142,525	150,986
Parcel Taxes	3,397	3,127	3,133
Fees and Charges	147,979	142,501	144,972
Grants	46,467	71,484	15,520
Interdept. Transfers	35,638	12,293	11,495
Reserves and Surplus	106,824	168,451	136,699
Debtenture/Borrowing	7,713	10,434	0
Other Revenue	74,178	24,048	17,133
General Revenues	13,616	11,199	11,209
Total	569,293	586,062	491,147

Revenues – total general & utility (\$ thousands)

	Revised 2019	Provisional 2020
Net General Operating		
General Licences	40	3
Franchise Fee	1,255	1,190
General Interest & Tax Penalties	5,824	5,832
Federal Contribution - In Lieu	118	129
Provincial Contributions		
Traffic Fine Revenue	1,415	1,513
In Lieu	446	448
Municipal Contributions		
Natural Gas	0	0
Miscellaneous Revenue	(161)	(155)
Municipal Taxation Revenues - 1% In Lieu	2,262	2,249
Municipal Taxation Revenues	142,525	150,986
Sub-Total	153,724	162,195
Capital Funding Source		
Arterial Roads Reserve		900
CWME - Cemetery Replacement		200
CWME - Community Works Fund		7,035
CWME - Fire Equipment		996
CWME - Municipal Works		1,055
CWME - Sanitary Landfill		3,900
CWME - Vehicle and Equipment Replacement		4,176
DCC - Park A		7,631
DCC - Park D		6,037
DCC - Road A		1,510
DCC - Road B		927
DCC - Road I		1,227
Electrical – Electrical Expenditure Reserve		270
Finance/Major System Software		690
Flood Control Averaging		600
H2O Center		650
Infrastructure Levy Reserve		5,602
Land Sales Reserve		1,415
Major Bridge Maintenance		600
Major Recreation Facilities		350
Parking Reserve		1,084
Parks Development		1,081
Theatre Improvement		345
Transit Facility Enhancement		245
Various other funding sources		5,684
Sub-Total (2019 various Other Funding Sources)	104,285	54,210
Net General Operating & Capital Revenue	258,009	216,404
Utilities		
Airport	36,248	73,080
Wastewater	10,153	359
Water	71,107	505
Total Utilities	117,508	73,944
Total General & Utilities Operating & Capital	375,517	290,349

(Excluding Library, School, Hospital, B.C. Assessment Authority & Regional District)

Note: Totals may not add due to rounding

Expenditures – total general & utility (\$ thousands)

	Revised 2019	Net Operating	<u>Capital Expenditures</u>		Provisional 2020
			General/ Utility Revenue	Other Funding Sources	
General					
City Administration	1,546	1,566	0	0	1,566
Planning & Development Services	1,167	418	0	0	418
Partnerships & Investments	7,225	1,602	737	2,402	4,741
Infrastructure	10,467	10,413	0	0	10,413
Civic Operations	132,776	31,506	12,468	50,073	94,047
Active Living & Culture	10,206	10,418	0	0	10,418
Human Resources & Community Safety					
Human Resources & Risk Management	4,125	4,701	0	0	4,701
Community Safety	36,332	38,272	0	0	38,272
Fire Department	22,107	20,551	61	996	21,608
Corporate Strategic Services	15,967	7,555	1,329	740	9,624
Financial Services	4,883	4,952	0	0	4,952
Debt & Other	9,951	14,341	0	0	14,341
City Clerk	1,257	1,305	0	0	1,305
Net General Operating & Capital Expenditures	258,009	147,600	14,595	54,211	216,406
Utilities					
Airport	36,248	0	0	73,080	73,080
Wastewater	10,153	(3,703)	3,703	359	359
Water	71,107	(3,383)	3,383	505	505
Net Utilities Operating & Capital Expenditures	117,508	(7,086)	7,086	73,944	73,944
Total Expenditures	375,517	140,514	21,681	128,156	290,350

(Excluding Library, School, Hospital, B.C. Assessment Authority & Regional District)

Note: Totals may not add due to rounding

Ongoing budget impacts – General Fund (\$ thousands)

Operating requests and expenditure reductions submitted in the Financial Plan are projected over a three-year period. This impact summary analyzes the impacts from current and prior year ongoing and one-time operating requests and expenditure reductions for dollar value changes between the current and subsequent two years. Adoption of this Provisional volume includes the approval of these changes from year-to-year.

The information in the table also includes yearly estimated contract increases and a provision for ongoing operating requests expected for the 2021 and 2022 budgets. Growth and inflation have been included to forecast future years' budgetary requirements.

The impact on 2021 and 2022 from the adoption of the Provisional 2020 Financial Plan as submitted is project as a 5.16 per cent increase for 2021 and a 5.69 per cent increase for 2022.

	2020	2021	2022
General revenues	(11,209)	(11,437)	(11,672)
Net operating budget	147,601	155,473	165,159
Pay-as-you-go capital	14,594	15,343	16,151
Taxation demand	150,986	159,379	169,639
New Assumptions	0	2,304	4,150
New Taxation demand	150,986	161,683	173,788
New construction tax revenue	(2,900)	(2,900)	(2,900)
Net property owner impact	3.90%	5.16%	5.69%

Note: Totals may not add due to rounding

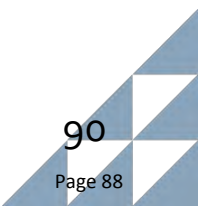


Operating Budget





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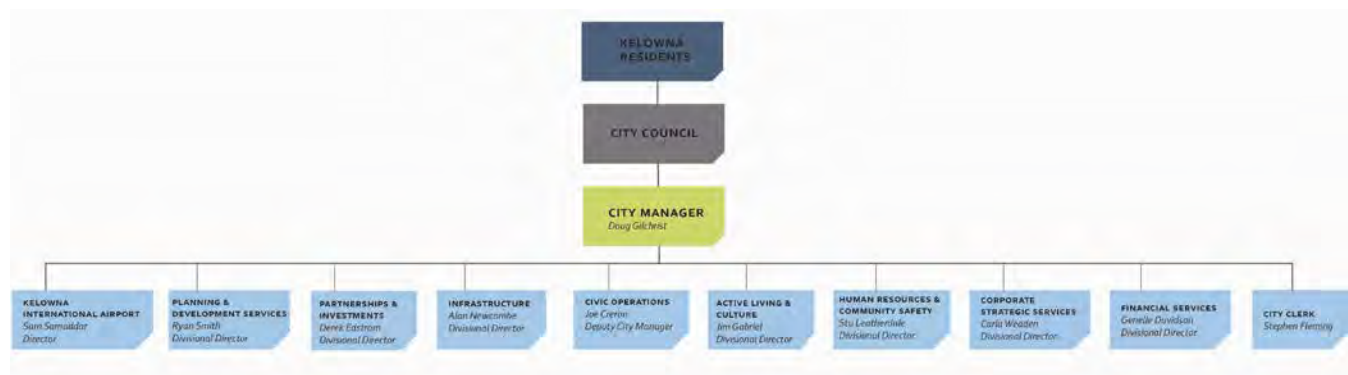


OPERATING BUDGET

The City & its divisions

The City of Kelowna is governed by an elected Mayor and eight Councillors for a four-year term (2018 – 2022). City Council, which represents the City at large and our residents, has one employee – the City Manager—who administers City operations.

The 10-member Senior Leadership Team reports to the City Manager: seven Divisional Directors, the Deputy City Manager, the Kelowna International Airport Director and the City Clerk. Divisional teams deliver civic services based on a plan, build and operate model, or corporate services that support the organization.



Operating budget financial analysis

Division/Department Operating Requests Funding Sources (\$ thousands)

The following table provides a summary of the divisions/departments priority one and priority two operating request totals highlighting the amount coming from taxation or utility fees versus other funding sources. Other funding sources could include reserves, user fees, grants or community/developer contributions.

<i>Funded from</i>	Priority 1			Priority 2		
	Taxation	Other Sources	Total	Taxation	Other Sources	Total
City Administration	0	0	0	0	0	0
Planning & Development Services	162	50	212	40	0	40
Partnerships & Investments	166	1,077	1,243	80	0	80
Infrastructure	343	873	1,216	102	0	102
Civic Operations	310	490	800	255	90	345
Active Living & Culture	197	44	241	57	0	57
Human Resources & Community Safety						
Human Resources & Risk Management	479	83	562	25	0	25
Community Safety	553	746	1,299	763	0	763
Fire Department	10	15	25	84	0	84
Corporate Strategic Services	241	0	241	130	0	130
Financial Services	26	60	86	0	0	0
Debt & Other	1,518	750	2,268	0	0	0
General Revenue	0	0	0	0	0	0
City Clerk	12	0	12	48	0	48
Total General Fund	4,017	4,188	8,205	1,585	90	1,675
<i>Funded from</i>	Priority 1			Priority 2		
	Utility	Other Sources	Total	Utility	Other Sources	Total
Airport	0	867	867	0	0	0
Wastewater	259	87	346	0	0	0
Water	673	6	679	0	0	0
Total Utilities	931	960	1,891	0	0	0
Total All Funds Operating	4,948	5,148	10,096	1,585	90	1,675

Note: Totals may not add due to rounding

Net operating budgets by Division (\$ thousands)

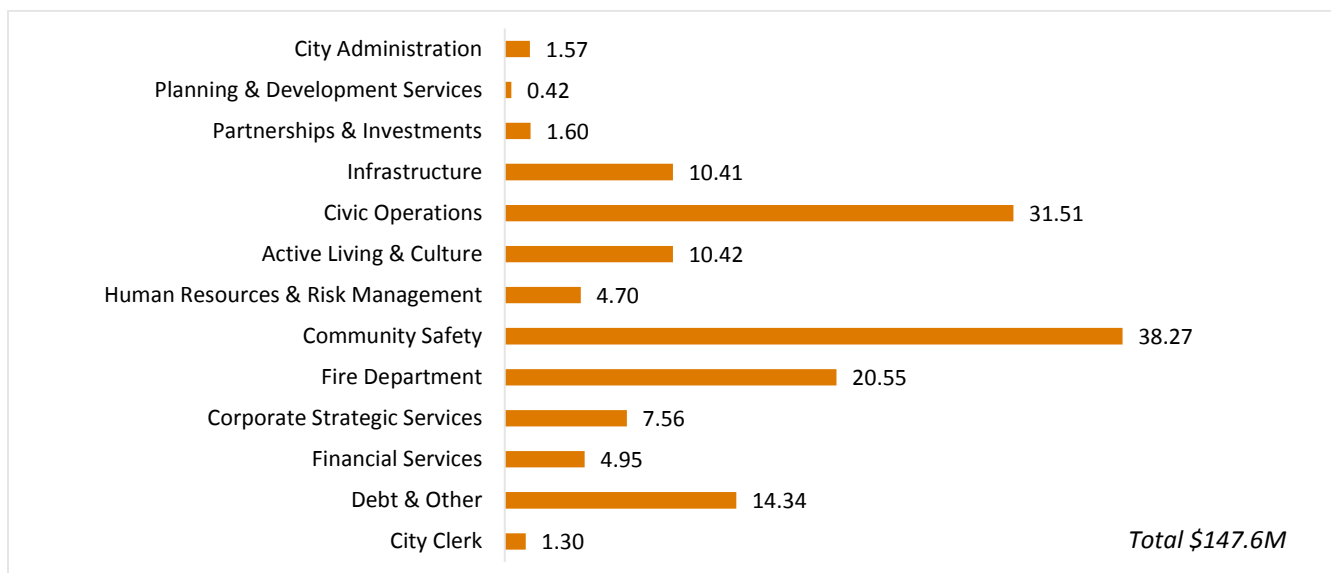
The table below displays the General, Airport and Utility Funds net operating budget by division/department including the priority one requests from above.

	Expend/ Other	Revenues	Net	Per cent of Total
City Administration	1,566	0	1,566	1.1%
Planning & Development Services	9,120	(8,701)	418	0.3%
Partnerships & Investments	11,212	(9,610)	1,602	1.1%
Infrastructure	29,835	(19,423)	10,413	7.1%
Civic Operations	65,657	(34,151)	31,506	21.3%
Active Living & Culture	15,380	(4,962)	10,418	7.1%
Human Resources & Community Safety				
Human Resources & Risk Management	4,845	(144)	4,701	3.2%
Community Safety	45,049	(6,777)	38,272	25.9%
Fire Department	23,258	(2,707)	20,551	13.9%
Corporate Strategic Services	7,911	(356)	7,555	5.1%
Financial Services	6,491	(1,540)	4,952	3.3%
Debt & Other	30,678	(16,337)	14,341	9.7%
City Clerk	1,395	(90)	1,305	0.9%
Total Net Operating Budget - General Fund	252,398	(104,798)	147,601	100.0%
Airport	53,724	(53,724)	0	0.0%
Wastewater	19,053	(22,756)	(3,703)	52.3%
Water	16,138	(19,520)	(3,383)	47.7%
Total Net Operating Budget - Airport and Utility Funds	88,915	(96,000)	(7,086)	100.0%

Note: Totals may not add due to rounding

General Fund - net operating budgets by Division/Department (\$ millions)

This bar graph is a visual comparison of the level of spending for each General Fund operating division in millions. Airport and Utility Funds are not included as these are self-funding areas.



2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Maintain									
138	Planning - Consulting Services	10,000	0	0	0	0	0	(10,000)	OG
138	Neighbourhood and Suburban Planning Initiatives	10,000	0	0	0	0	0	(10,000)	OG
139	Heritage Conservation Guidelines Update	10,000	0	0	0	0	0	(10,000)	OG
	Total Maintain	30,000	0	0	0	0	0	(30,000)	
Growth									
139	Official Community Plan Contract Position Extension	82,900	0	0	0	0	0	(82,900)	OG
140	Offsite & Oversize Account Growth	50,000	(50,000)	0	0	0	0	0	OG
	Total Growth	132,900	(50,000)	0	0	0	0	(82,900)	
New									
140	Planner II Position	49,500	0	0	0	0	0	(49,500)	OG
	Total New	49,500	0	0	0	0	0	(49,500)	
	Division Priority 1 Total	212,400	(50,000)	0	0	0	0	(162,400)	

Partnerships & Investments Division

Maintain									
154	Parkinson Recreation Centre – Joint Education, Health and Wellness Facility	500,000	(300,000)	0	0	(200,000)	0	0	OT
154	Housing For Those With Complex Needs	100,000	(100,000)	0	0	0	0	0	OT
155	Parks Master Plan	100,000	(100,000)	0	0	0	0	0	OT
155	Provision of Shelter Services - Optimization of Physical Locations	100,000	(100,000)	0	0	0	0	0	OT
156	Strategic Land Development Projects	190,000	(190,000)	0	0	0	0	0	OT
156	Parks and Landscape Planner Position	27,100	0	0	0	0	0	(27,100)	OG
157	Accessible Parking Program Review	30,000	(30,000)	0	0	0	0	0	OT
	Total Maintain	1,047,100	(820,000)	0	0	(200,000)	0	(27,100)	
Growth									
157	Lease and Building Costs	138,400	0	0	0	0	0	(138,400)	OG
158	Parking Strategy - Capri-Landmark Area Plan Development	38,000	(38,000)	0	0	0	0	0	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
158	Parking Analytics System	40,000	(40,000)	0	0	0	0	0	OG
	Total Growth	216,400	(78,000)	0	0	0	0	(138,400)	
<hr/>									
	Division Priority 1 Total	1,263,500	(898,000)	0	0	(200,000)	0	(165,500)	

Infrastructure Division

Maintain

174	Project Manager (Buildings) Position	21,900	0	0	0	0	0	(21,900)	OG
174	Preliminary Design Program	100,000	0	0	0	0	0	(100,000)	OT
175	Traffic / Transit Screen Line Counts	65,000	0	0	0	0	0	(65,000)	OT
175	Utilities Foremen Positions	27,500	0	0	0	0	(19,000)	(8,500)	OG
176	Environmental Management	50,000	(50,000)	0	0	0	0	0	OG
	Total Maintain	264,400	(50,000)	0	0	0	(19,000)	(195,400)	

Growth

176	Active Transportation Maintenance	10,000	0	0	0	0	0	(10,000)	OG
177	North End Industrial Area Servicing Plan	66,600	0	0	0	0	(66,600)	0	OT
177	Transit Maintenance Facility	250,000	(250,000)	0	0	0	0	0	OT
178	Orchard Park Exchange	150,000	(150,000)	0	0	0	0	0	OT
178	Midtown Core Optimization	100,000	(100,000)	0	0	0	0	0	OT
	Total Growth	576,600	(500,000)	0	0	0	(66,600)	(10,000)	

New

179	Transportation Master Plan Implementation	45,000	0	0	0	0	0	(45,000)	OT
179	Co-op Student - Asset Management Data Analyst	14,600	0	0	0	0	0	(14,600)	OT
180	Asset Management Consulting Support	70,000	(12,500)	0	0	0	(25,000)	(32,500)	OT
180	Survey Data Classification	20,000	0	0	0	0	0	(20,000)	OT
181	Area Based Water Management Plan	200,000	0	0	0	0	(200,000)	0	OG
181	Okanagan Rail Trail Operational Activities	25,000	0	0	0	0	0	(25,000)	OG
	Total New	374,600	(12,500)	0	0	0	(225,000)	(137,100)	

	Division Priority 1 Total	1,215,600	(562,500)	0	0	0	(310,600)	(342,500)	
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Civic Operations Division

Maintain

198	Westside Gravel Pit Mine Plan	0	0	0	0	0	0	0	OT
198	Edith Gay Park Sewer Connection	38,500	(38,500)	0	0	0	0	0	OT
199	Parks Service Contracts	110,900	(10,900)	0	0	0	0	(100,000)	OG
199	Streetlight Underground Wiring	40,000	(40,000)	0	0	0	0	0	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Repairs									
200	Contract Services - Fleet	50,000	(50,000)	0	0	0	0	0	OG
200	Facility Condition Assessments	150,000	(150,000)	0	0	0	0	0	OT
201	Irrigation Materials	50,000	0	0	0	0	0	(50,000)	OG
201	Streetlight Student Term Labourer Positions	11,000	0	0	0	0	0	(11,000)	OG
202	Asset Management Coordinator Position	48,000	(7,200)	0	0	(800)	(40,000)	0	OG
202	Kelowna Family YMCA Pool Filter Replacement	29,500	(29,500)	0	0	0	0	0	OT
203	Storm Lift Station Mechanical/Electrical Parts - Support	18,500	0	0	0	0	0	(18,500)	OG
203	Accountant Position	41,400	(20,800)	0	0	0	(20,600)	0	OG
204	Energy Specialist Position	52,100	(22,100)	0	(30,000)	0	0	0	OG
204	Kelowna Memorial Cemetery - Business Review	50,000	(50,000)	0	0	0	0	0	OT
205	Energy Program Funding	50,000	(50,000)	0	0	0	0	0	OG
205	Energy Reserve Contribution	(900,000)	500,000	0	0	0	0	400,000	OG
CAP 454	Roadway Urbanization	2,000	0	0	0	0	0	(2,000)	OG
206	Portable Toilets and Washroom Servicing	69,400	0	0	0	0	0	(69,400)	OG
206	Cook Rd. Boat Launch Dredging	250,000	0	0	0	(125,000)	0	(125,000)	OG
207	Rail Trail Maintenance	12,200	0	0	0	0	0	(12,200)	OG
Total Maintain		173,500	31,000	0	(30,000)	(125,800)	(60,600)	11,900	
Growth									
207	Heavy Duty Mechanic Position	48,300	(48,300)	0	0	0	0	0	OG
208	New Park Inventory	38,000	0	0	0	0	(4,800)	(33,200)	OG
CAP 460	Crosswalk Safety Signals and Flashers	500	0	0	0	0	0	(500)	OG
208	Landfill Equipment Operator IV Position	38,300	(38,300)	0	0	0	0	0	OG
209	Solid Waste Supervisor Position	56,000	(56,000)	0	0	0	0	0	OG
209	Commonage Term Labourer Position	24,300	0	0	0	(8,100)	(16,200)	0	OG
CAP 453	Ethel 3C ATC (Rose - Raymer)	3,200	0	0	0	0	0	(3,200)	OG
CAP 444	Fleet Growth	100,600	0	0	0	(4,300)	(8,700)	(87,600)	OG
CAP 459	Okanagan Rail Trail - Connection to Waterfront Park Pathway	2,100	0	0	0	0	0	(2,100)	OG
CAP 453	Houghton 1 DCC (Nickel - OK Rail Trail), ATC	13,300	0	0	0	0	0	(13,300)	OG
CAP 448	Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC	1,300	0	0	0	0	0	(1,300)	OG
CAP 448	McCulloch Area DCC (KLO/Hall/Spiers)	1,000	0	0	0	0	0	(1,000)	OG
CAP 434	Ponds Community Park - Sports Field Construction	0	0	0	0	0	0	0	OG
CAP 455	Sidewalk & Bikeway Renewal	1,000	0	0	0	0	0	(1,000)	OG
CAP 457	Transit - Bus Stop Renewal	200	0	0	0	0	0	(200)	OG
CAP 436	Sarson's Beach Park - Expansion	10,000	0	0	0	0	0	(10,000)	OG
CAP 459	Sidewalk Network Expansion	700	0	0	0	0	0	(700)	OG
CAP 461	Transit - New Bus Stops	400	0	0	0	0	0	(400)	OG

	Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
CAP	434	Pandosy Waterfront Park, Phase 1	0	0	0	0	0	0	0	OG
CAP	432	Rowcliffe Park – DCC Park Development	8,500	0	0	0	0	0	(8,500)	OG
Total Growth			347,700	(142,600)	0	0	(12,400)	(29,700)	(163,000)	
New										
	210	Commonage - Odour Management Plan Update	50,000	0	0	0	(16,700)	(33,300)	0	OT
CAP	489	Commonage - Secondary Odour Control Misting System	70,000	0	0	0	(23,300)	(46,700)	0	OG
	210	Beach Cleaning Contract Service Increase	55,600	0	0	0	0	0	(55,600)	OG
	211	Downtown Litter Control	35,000	0	0	0	0	0	(35,000)	OG
CAP	458	Active Transportation Corridor	0	0	0	0	0	0	0	OG
CAP	433	Rutland Centennial Park - DCC Park Development	5,000	0	0	0	0	0	(5,000)	OG
	211	Highway Median Planter Beautification	63,200	0	0	0	0	0	(63,200)	OG
Total New			278,800	0	0	0	(40,000)	(80,000)	(158,800)	
Maintain										
	271	* Safety Coordinator Position	0	0	0	0	0	0	0	OG
	176	* Environmental Management	0	0	0	0	0	0	0	OG
Total Maintain			0	0	0	0	0	0	0	
New										
	180	* Asset Management Consulting Support	0	0	0	0	0	0	0	OT
Total New			0	0	0	0	0	0	0	
Division Priority 1 Total			800,000	(111,600)	0	(30,000)	(178,200)	(170,300)	(309,900)	

Active Living & Culture Division

Maintain

253	Social Development Working Funds	30,000	0	0	0	0	0	0	(30,000)	OG
253	Online Application System Upgrade	25,000	(25,000)	0	0	0	0	0	0	OG
Total Maintain		55,000	(25,000)	0	0	0	0	0	(30,000)	

Growth

254	Coordinator - Social Development Position	83,900	0	0	0	0	0	0	(83,900)	OG
254	Community Development Coordinator - Strong Neighbourhoods Position	21,200	0	0	0	0	0	0	(21,200)	OG
255	Recreation Technician - Outdoor Events	8,800	0	0	0	0	(8,800)	0	0	OG
255	Cultural Grant Program Increase	25,000	0	0	0	0	0	0	(25,000)	OG
256	Event Procurement and Hosting Resources	15,000	0	0	0	0	0	0	(15,000)	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
	Total Growth	153,900	0	0	0	(8,800)	0	(145,100)	
New									
256	Artist-in-Residence Program	15,000	0	0	0	0	0	(15,000)	OG
257	Strong Neighbourhoods Block Connector Program	7,000	0	0	0	0	0	(7,000)	OG
257	Partnership Development - syilx Arts and Culture	10,000	(10,000)	0	0	0	0	0	OG
	Total New	32,000	(10,000)	0	0	0	0	(22,000)	
Division Priority 1 Total									
	Division Priority 1 Total	240,900	(35,000)	0	0	(8,800)	0	(197,100)	

Human Resources & Community Safety Division

Human Resources & Risk Management

Maintain

270	HR Coordinator Position	91,000	0	0	0	0	0	(91,000)	OG
270	Security Initiatives	250,000	0	0	0	0	0	(250,000)	OG
271	Safety Coordinator Position	84,200	(21,000)	0	0	0	(42,000)	(21,200)	OG
271	HR Administrative Clerk Position - o.4 FTE Increase	28,900	0	0	0	0	0	(28,900)	OG
272	Learning Management System and Contractor	88,000	0	0	0	0	0	(88,000)	OG
	Total Maintain	542,100	(21,000)	0	0	0	(42,000)	(479,100)	

New

272	Enterprise Risk Management Software and Consulting	20,000	(20,000)	0	0	0	0	0	OG
	Total New	20,000	(20,000)	0	0	0	0	0	

Department	Priority 1 Total	562,100	(41,000)	0	0	0	(42,000)	(479,100)	
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Human Resources & Community Safety Division

Community Safety

Maintain

284	Administration Clerk Position	31,700	0	0	0	0	0	(31,700)	OG
284	Police Services Clerk Positions (4)	101,800	0	0	0	0	0	(101,800)	OG
285	Community Safety Clean-Up Leon Avenue	100,000	0	0	0	0	0	(100,000)	OT
	Total Maintain	233,500	0	0	0	0	0	(233,500)	

Growth

285	RCMP - 7 Regular Member Positions	628,600	(628,600)	0	0	0	0	0	OG
286	Crime Reviewer Position	40,000	0	0	0	0	0	(40,000)	OG
286	Provincial Keep of Prisoners	0	0	0	0	35,000	0	(35,000)	OG
	Total Growth	668,600	(628,600)	0	0	35,000	0	(75,000)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
New									
287	Police Services Prosecutorial Disclosure Coordinator Position	43,200	0	0	0	0	0	(43,200)	OG
287	Community Safety & Well-Being Strategy	75,000	(75,000)	0	0	0	0	0	OT
288	Bylaw Services Enhanced Training Program	20,000	0	0	0	0	0	(20,000)	OG
288	Police Services Watch Support Officer Positions and Supervisor Position	106,600	0	0	0	0	0	(106,600)	OG
289	Supportive Housing Community Inclusion	75,000	0	0	0	0	0	(75,000)	OG
289	Washroom at Queensway - Operations	77,500	(77,500)	0	0	0	0	0	OT
Total New		397,300	(152,500)	0	0	0	0	(244,800)	
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Department Priority 1 Total		1,299,400	(781,100)	0	0	35,000	0	(553,300)	

Human Resources & Community Safety Division

Fire Department

New									
305	Mental Health Program	15,000	(15,000)	0	0	0	0	0	OG
305	Fire Department Management Mobile Inspections Application	10,000	0	0	0	0	0	(10,000)	OG
Total New		25,000	(15,000)	0	0	0	0	(10,000)	
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Department Priority 1 Total		25,000	(15,000)	0	0	0	0	(10,000)	

Corporate Strategic Services Division

Growth									
320	Hardware and Software Maintenance	50,000	0	0	0	0	0	(50,000)	OG
Total Growth		50,000	0	0	0	0	0	(50,000)	
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New									
CAP 401	Major Systems Project - Electronic Records Management	50,000	0	0	0	0	0	(50,000)	OG
320	Communications Consultant, Emerging Issues Position	41,100	0	0	0	0	0	(41,100)	OG
321	Council Priority Reporting - Online Dashboard	35,000	0	0	0	0	0	(35,000)	OG
321	Business Systems Analyst (Analytics) Position	54,200	0	0	0	0	0	(54,200)	OG
322	Imagine Kelowna - Partnerships	6,000	0	0	0	0	0	(6,000)	OG
305	* Fire Department Management Mobile Inspections Application	5,000	0	0	0	0	0	(5,000)	OG
Total New		191,300	0	0	0	0	0	(191,300)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
	Division Priority 1 Total	241,300	0	0	0	0	0	(241,300)	
Financial Services Division									
New									
336	Financial Planning System and Process Review	60,000	(60,000)	0	0	0	0	0	OT
	Total New	60,000	(60,000)	0	0	0	0	0	
Growth									
126	* Financial Analyst Position	26,400	0	0	0	0	0	(26,400)	OG
	Total Growth	26,400	0	0	0	0	0	(26,400)	
	Division Priority 1 Total	86,400	(60,000)	0	0	0	0	(26,400)	
Financial Services Division									
<i>Debt & Other</i>									
Maintain									
342	Other Working Capital	2,267,700	(750,000)	0	0	0	0	(1,517,700)	OG
	Total Maintain	2,267,700	(750,000)	0	0	0	0	(1,517,700)	
	Department Priority 1 Total	2,267,700	(750,000)	0	0	0	0	(1,517,700)	
Financial Services Division									
<i>Revenue & Fees</i>									
New									
348	Online Accommodation Platform (OAP) Tax	0	400,000	0	(400,000)	0	0	0	OG
	Total New	0	400,000	0	(400,000)	0	0	0	
	Department Priority 1 Total	0	400,000	0	(400,000)	0	0	0	
City Clerk									
New									
357	Webcasting - closed captioning	11,500	0	0	0	0	0	(11,500)	OG
	Total New	11,500	0	0	0	0	0	(11,500)	
	Division Priority 1 Total	11,500	0	0	0	0	0	(11,500)	
	Total Priority 1 Operating	8,225,800	(2,904,200)	0	(430,000)	(352,000)	(522,900)	(4,016,700)	

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Growth									
142	Community Amenity Contributions Analysis Project	40,000	0	0	0	0	0	(40,000)	OT
	Total Growth	40,000	0	0	0	0	0	(40,000)	
Division Priority 2 Total									
		40,000	0	0	0	0	0	(40,000)	
Partnerships & Investments Division									
Maintain									
160	Long-term Shoreline Plan	80,000	0	0	0	0	0	(80,000)	OT
	Total Maintain	80,000	0	0	0	0	0	(80,000)	
Division Priority 2 Total									
		80,000	0	0	0	0	0	(80,000)	
Infrastructure Division									
Maintain									
183	Project Manager (Environmental) Position	25,200	0	0	0	0	0	(25,200)	OG
183	Bike Lane Snow Clearing Study	20,000	0	0	0	0	0	(20,000)	OT
	Total Maintain	45,200	0	0	0	0	0	(45,200)	
New									
184	Transportation Public Education	45,000	0	0	0	0	0	(45,000)	OG
184	Shared Mobility Dashboard	12,000	0	0	0	0	0	(12,000)	OG
	Total New	57,000	0	0	0	0	0	(57,000)	
Division Priority 2 Total									
		102,200	0	0	0	0	0	(102,200)	
Civic Operations Division									
Maintain									
213	Edith Gay Protective Netting Replacement	35,000	0	0	0	0	0	(35,000)	OT
213	Durable Road Marking Materials	80,000	0	0	0	0	0	(80,000)	OG
214	HVAC Technician Position	61,800	0	0	0	0	0	(61,800)	OG
214	Parking Lot Maintenance	25,000	0	0	0	0	0	(25,000)	OG
215	Landfill - Pump Rental	90,000	(90,000)	0	0	0	0	0	OT
215	Ben Lee Park: Temporary Youth	27,500	0	0	0	0	0	(27,500)	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Soccer Field									
	Total Maintain	319,300	(90,000)	0	0	0	0	(229,300)	
New									
216	Urban Forestry Student Position	25,600	0	0	0	0	0	(25,600)	OT
	Total New	25,600	0	0	0	0	0	(25,600)	
Division Priority 2 Total									
		344,900	(90,000)	0	0	0	0	(254,900)	
Active Living & Culture Division									
Growth									
259	Recreation Technician - Sport & Scheduling Position	16,400	0	0	0	0	0	(16,400)	OG
259	Event Hosting Grant Program Increase	25,000	0	0	0	0	0	(25,000)	OG
	Total Growth	41,400	0	0	0	0	0	(41,400)	
New									
260	Neighbourhood Association Development Program	16,000	0	0	0	0	0	(16,000)	OG
	Total New	16,000	0	0	0	0	0	(16,000)	
Division Priority 2 Total									
		57,400	0	0	0	0	0	(57,400)	
Human Resources & Community Safety Division									
Human Resources & Risk Management									
New									
274	People Admin: Position Management Module	25,300	0	0	0	0	0	(25,300)	OG
	Total New	25,300	0	0	0	0	0	(25,300)	
Department Priority 2 Total									
		25,300	0	0	0	0	0	(25,300)	
Human Resources & Community Safety Division									
Community Safety									
Maintain									
291	Outreach Support & Cart Storage at Kelowna Gospel Mission	40,000	0	0	0	0	0	(40,000)	OG
	Total Maintain	40,000	0	0	0	0	0	(40,000)	
Growth									
291	RCMP - 1 Regular Member Position	89,800	0	0	0	0	0	(89,800)	OG
292	RCMP - 3 Regular Member Positions	269,400	0	0	0	0	0	(269,400)	OG
292	Police Services Exempt Position	40,000	0	0	0	0	0	(40,000)	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
293	Community Policing Information Clerk Position	34,600	0	0	0	0	0	(34,600)	OG
293	Crime Reviewer Position	40,000	0	0	0	0	0	(40,000)	OG
294	Court Liaison Officer Positions (2)	80,000	0	0	0	0	0	(80,000)	OG
294	Cells Guards - Contracted Services	120,000	0	0	0	0	0	(120,000)	OG
	Total Growth	673,800	0	0	0	0	0	(673,800)	
New									
295	Community Policing Coordinator Position	49,500	0	0	0	0	0	(49,500)	OG
	Total New	49,500	0	0	0	0	0	(49,500)	
Department Priority 2 Total									
		763,300	0	0	0	0	0	(763,300)	

Human Resources & Community Safety Division

Fire Department

Growth

307	Fire Inspector Position	84,000	0	0	0	0	0	(84,000)	OG
	Total Growth	84,000	0	0	0	0	0	(84,000)	
Department Priority 2 Total									
		84,000	0	0	0	0	0	(84,000)	

Corporate Strategic Services Division

Growth

324	Professional and Consulting Services	20,000	0	0	0	0	0	(20,000)	OG
	Total Growth	20,000	0	0	0	0	0	(20,000)	

New

324	Client Support Technician Position	46,900	0	0	0	0	0	(46,900)	OG
325	Geographic Information Services (GIS) Manager Position	63,100	0	0	0	0	0	(63,100)	OG
	Total New	110,000	0	0	0	0	0	(110,000)	

Division Priority 2 Total		130,000	0	0	0	0	0	(130,000)	
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City Clerk

Growth

359	Corporate Information Analyst (EDRMS)	47,900	0	0	0	0	0	(47,900)	OG
	Total Growth	47,900	0	0	0	0	0	(47,900)	

Division Priority 2 Total		47,900	0	0	0	0	0	(47,900)	
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Total Priority 2 Operating	1,675,000	(90,000)	0	0	0	0	(1,585,000)
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CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'*'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Reduction Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
<u>Partnerships & Investments Division</u>									
CAP 411	Library and Chapman Parkades - LED Lighting Retrofit	(20,940)	20,940	0	0	0	0	0	OG
	Department Priority 1 Total	(20,940)	20,940	0	0	0	0	0	
	Total Priority 1 Reduction Requests	(20,940)	20,940	0	0	0	0	0	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

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where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Requests

Provisional Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Maintain								
238	Chlorine Gas Safety System - South East Kelowna Irrigation System	100,000	0	0	0	0	(100,000)	OT
238	Poplar Point Electrical Motor Replacement	57,000	0	0	0	0	(57,000)	OT
239	Data Radio Replacement - Water	65,000	0	0	0	0	(65,000)	OT
239	Downtown Transmission Main Condition Assessment	125,000	0	0	0	0	(125,000)	OT
240	Water Shortage Management Planning	150,000	0	0	0	0	(150,000)	OT
	Total Maintain	497,000	0	0	0	0	(497,000)	
Growth								
240	Water Supply - Control Systems Specialist Position	46,700	0	0	0	0	(46,700)	OG
241	Water Operations Capital Growth	21,400	0	0	0	0	(21,400)	OG
241	Water Supply - Water Operator Position	51,600	0	0	0	0	(51,600)	OG
	Total Growth	119,700	0	0	0	0	(119,700)	
New								
242	Water Quality & Customer Care - Water Meter Service Technician Position	62,500	0	0	0	(6,300)	(56,200)	OG
	Total New	62,500	0	0	0	(6,300)	(56,200)	
Maintain								
271	* Safety Coordinator Position	0	0	0	0	0	0	OG
175	* Utilities Foremen Positions	0	0	0	0	0	0	OG
202	* Asset Management Coordinator Position	0	0	0	0	0	0	OG
203	* Accountant Position	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
Growth								
177	* North End Industrial Area Servicing Plan	0	0	0	0	0	0	OT
208	* New Park Inventory	0	0	0	0	0	0	OG
	Total Growth	0	0	0	0	0	0	
New								
180	* Asset Management Consulting Support	0	0	0	0	0	0	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
181	<i>* Area Based Water Management Plan</i>	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
Department Priority 1 Total		679,200	0	0	0	(6,300)	(672,900)	

Wastewater

Maintain

225	Lift Stations Radio Communications Review	25,000	0	0	0	0	(25,000)	OT
225	Mechanical Equipment Replacement - Trade Waste Treatment Facility	87,000	0	0	0	(87,000)	0	OT
	Total Maintain	112,000	0	0	0	(87,000)	(25,000)	

Growth

226	Wastewater Lift Station Capital Growth	103,500	0	0	0	0	(103,500)	OG
	Total Growth	103,500	0	0	0	0	(103,500)	

New

226	Burtch Sewer Condition Assessment	100,000	0	0	0	0	(100,000)	OT
227	Smart Manhole Covers	30,000	0	0	0	0	(30,000)	OT
	Total New	130,000	0	0	0	0	(130,000)	

Maintain

271	<i>* Safety Coordinator Position</i>	0	0	0	0	0	0	OG
175	<i>* Utilities Foremen Positions</i>	0	0	0	0	0	0	OG
202	<i>* Asset Management Coordinator Position</i>	0	0	0	0	0	0	OG
203	<i>* Accountant Position</i>	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	

Growth

177	<i>* North End Industrial Area Servicing Plan</i>	0	0	0	0	0	0	OT
209	<i>Commonage Term Labourer Position</i>	0	0	0	0	0	0	OG
CAP 444	<i>* Fleet Growth</i>	0	0	0	0	0	0	OG
	Total Growth	0	0	0	0	0	0	

New

210	<i>* Commonage - Odour Management Plan Update</i>	0	0	0	0	0	0	OT
CAP 489	<i>* Commonage - Secondary Odour Control Misting System</i>	0	0	0	0	0	0	OG
242	<i>* Water Quality & Customer Care - Water Meter Service Technician Position</i>	0	0	0	0	0	0	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
180	<i>* Asset Management Consulting Support</i>	0	0	0	0	0	0	OT
	Total New	0	0	0	0	0	0	
<hr/>								
	Department Priority 1 Total	345,500	0	0	0	(87,000)	(258,500)	

Airport

Maintain

123	Finance and Administration	40,000	(40,000)	0	0	0	0	OG
123	Airside	606,000	(526,000)	0	(100,000)	20,000	0	OG
124	Groundside	0	12,000	0	0	(12,000)	0	OG
124	Terminal	138,000	(150,000)	0	0	12,000	0	OG
125	Airport Improvement Fee	0	130,000	0	0	(130,000)	0	OG
	Total Maintain	784,000	(574,000)	0	(100,000)	(110,000)	0	

Growth

125	Airport Terminal and Groundside Manager Position	56,800	(56,800)	0	0	0	0	OG
126	Financial Analyst Position	25,900	(25,900)	0	0	0	0	OG
126	Airport Operations Technician Position	0	0	0	0	0	0	OG
	Total Growth	82,700	(82,700)	0	0	0	0	

	Department Priority 1 Total	866,700	(656,700)	0	(100,000)	(110,000)	0	
<hr/>								
	Total Priority 1 Operating	1,891,400	(656,700)	0	(100,000)	(203,300)	(931,400)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

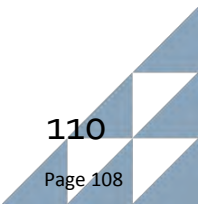
where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

City Administration





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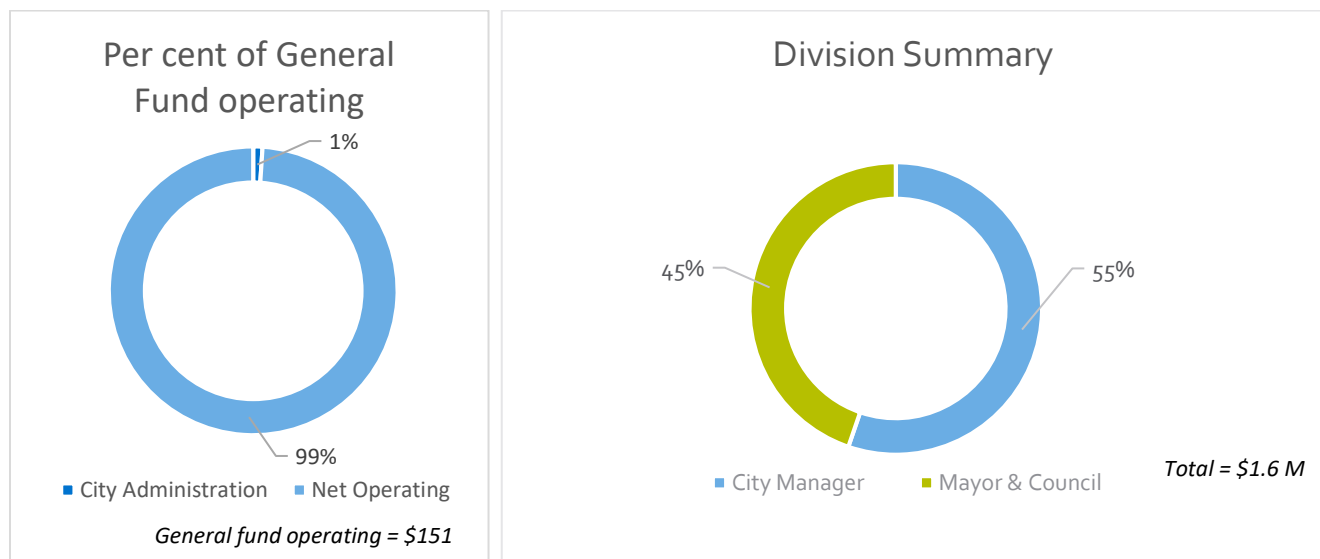
City Administration

The City's administration is responsible for delivering the right infrastructure, skills, services and processes to meet Council priorities and community goals. Adopted in 2018, *Imagine Kelowna* is an over-arching vision for the community, by the community, with principles and goals to help Kelowna thrive in the face of unprecedented growth and change. Building on *Imagine Kelowna*, Council Priorities 2019-2022 are the results Council and the organization want to achieve or significantly advance during Council's term. The guiding strategic document includes six focus areas with 26 results for Council, and three focus areas with 13 Corporate results for the City's administration.

Divisional drivers and activities in the 2020 Financial Plan show how the City's administration serves to meet *Imagine Kelowna* principles and Council Priorities results.

View the 2019 City-wide accomplishments demonstrating how staff delivered on Council Priorities on page 22.

Budget overview



Net Divisional expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Mayor & Council					
103 Council	394	446	458		
104 Mayor	217	239	242		
	611	685	701	15	2.3%
City Manager					
100 City Manager	784	861	865		
	784	861	865	4	0.5%
Net operating expenditure	1,394	1,546	1,566	20	1.3%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	1,394	1,546	1,566	20	1.3%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	1,546	12.2
2020 net impacts		
One-time operating requests		
One-time operating requests	0	
One-time expenditure reductions	0	
Prior years ongoing adjustments	0	
Divisional adjustments	20	
	1,566	12.2
2020 Program additions (P1)		
2020 operating requests:		
2020 expenditure reductions:	0	0
Total	1,566	12.2
Unfunded 2020 requests (P2)		
2020 operating request	0	
2020 expenditure reductions	0	0
Total unfunded requests for 2020	0	0.0

Note: Totals may not add due to rounding.

City Administration

City Manager, Council and Mayor - General Fund

Revenues/Expenditures by Category(\$ thousands)

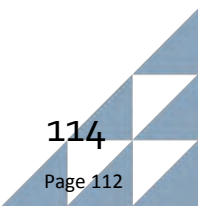
	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	0	(4)	0
Other Revenue	(2,872)	(3,152)	0
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Revenue	<u>(2,872)</u>	<u>(3,156)</u>	<u>0</u>
<u>Expenditures</u>			
Salaries and Wages	797	926	937
Internal Equipment	7	7	7
Material and Other	3,118	3,424	276
Contract Services	344	346	346
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Expenditures	<u>4,266</u>	<u>4,703</u>	<u>1,566</u>
Net Operating Expenditures	1,394	1,546	1,566
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	<u>0</u>	<u>0</u>	<u>0</u>
Net Operating & Tax Capital Exp.	<u>1,394</u>	<u>1,546</u>	<u>1,566</u>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	12.0	12.0	12.0	12.0
Hourly	0.2	0.1	0.2	0.2

Note: Totals may not add due to rounding



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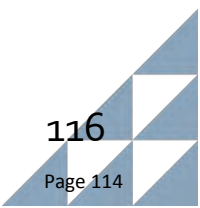


Kelowna International Airport





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Kelowna International Airport

Kelowna International Airport (YLW) plays a vital part in the economic development and prosperity of the Okanagan Valley. YLW's total economic impact is 4,545 jobs and \$789 million in total economic output to the province of British Columbia. Serving over 2.0 million passengers in 2018, YLW offers more than 70 daily non-stop commercial flights with Air Canada, Air North - Yukon's Airline, Alaska Airlines, Central Mountain Air, Flair Airlines, Swoop, Pacific Coastal Airlines and WestJet to Calgary, Cranbrook, Edmonton, Prince George, Seattle, Winnipeg, Toronto, Vancouver, Victoria and Whitehorse, plus seasonal service to Cabo San Lucas, Las Vegas, Phoenix, Cancun, Puerto Vallarta and Varadero.



Kelowna City Council has established an Airport Advisory Committee, which is led by the Mayor of Kelowna and includes representation from municipalities throughout the Okanagan Valley, to encourage participation from neighbouring communities. The aim is to provide high quality airport facilities in a safe and cost effective manner and assure the capability and flexibility to meet future changes in air transportation, technology and operations.

Airport Development is responsible for overseeing all capital projects at the Airport from the planning phase to the handover to Airport Operations. These capital projects include, but are not limited to, construction and renovation.

Airport Finance & Corporate Services is responsible for overseeing the financial well-being of the Airport including, but not limited to, budgeting, analytics and forward-looking modelling. Finance and Corporate Services also oversees significant purchasing projects, contracts and acquisitions.

Airport Operations is responsible for the management, operations and maintenance of the day-to-day operations of the Airport. This includes, but is not limited to, management of the airlines and terminal building, management of groundside operations including parking, car rentals and ground transportation, safety and security, air service development, non-aeronautical business development, the customer experience, emergency preparedness and Airport fire and rescue.

2020 Divisional drivers & activities

Drivers

- Operate and maintain safe and secure best in class facilities and services
- Foster economic development for the region
- Act in a financially responsible and sustainable manner
- Exceed the customer service expectations of the travelling public in collaboration with airport partners and the community

Activities

Community Safety

- Residents Feel Safe
 - Commencement and completion of improvements to the intersection of Airport Way and Aerospace Drive to further improve the safety of pedestrians and cyclists
 - Purchase of airside equipment to maintain the airfield during snow operations and to support increased aircraft movements
 - Accomplish the goals set out in the Airport's safety management system

Social & Inclusive

- Inclusivity and diversity are increasing
 - Working in partnership with the Canucks Autism Network to provide a more inclusive airport environment for families living with autism
 - Working in partnership with Pets and People to provide a more calming airport environment for travelers
 - Initiate a plan to implement the recommendations from the Rick Hansen Foundation audit

Transportation & Mobility

- People of all ages and abilities can easily get around
 - Commencement of construction of Phase 1 and Phase North of the Airport's terminal expansion
- Investments are connecting high density areas
 - Develop a plan to action the recommendations from the Okanagan Gateway Study

Vibrant Neighbourhoods

- Site design and architecture is high quality, context sensitive and key sites are proactively planned
 - Commencement of construction of Phase 1 and Phase North of the Airport's terminal expansion
- Accessible and multi-purpose amenities
 - Working with the Rick Hansen foundation to audit the existing facility and to provide input on the design of Phase 1 and Phase North of the Airport's terminal expansion

Economic Resiliency

- Key economic sector impact is increasing
 - Continue to develop and retain air service
 - Leasing and development of the East Lands airside lots
 - Commencement of construction of Phase 1 and Phase North of the Airport's terminal expansion
 - Commencement of design of the expansion of Gate 10 and addition of Gate 11
 - Leasing and development of the West Lands groundside lots

Environmental Protection

- Greenhouse gas emissions are decreasing
 - Working towards obtaining Airport Carbon Accreditation Level 2
 - Employment of sustainable principles and building performance improvements as a part of the construction of Phase 1 and Phase North of the Airport's terminal expansion
 - Continued implementation of the Airport's environmental management system

Financial Management

- Non-tax revenues are increasing
 - Increase in payment to the General Reserve

People

- Ability to attract, select and retain talent
 - Hiring of the Airport Terminal and Groundside Manager
 - Moving the part-time Financial Analyst to full-time

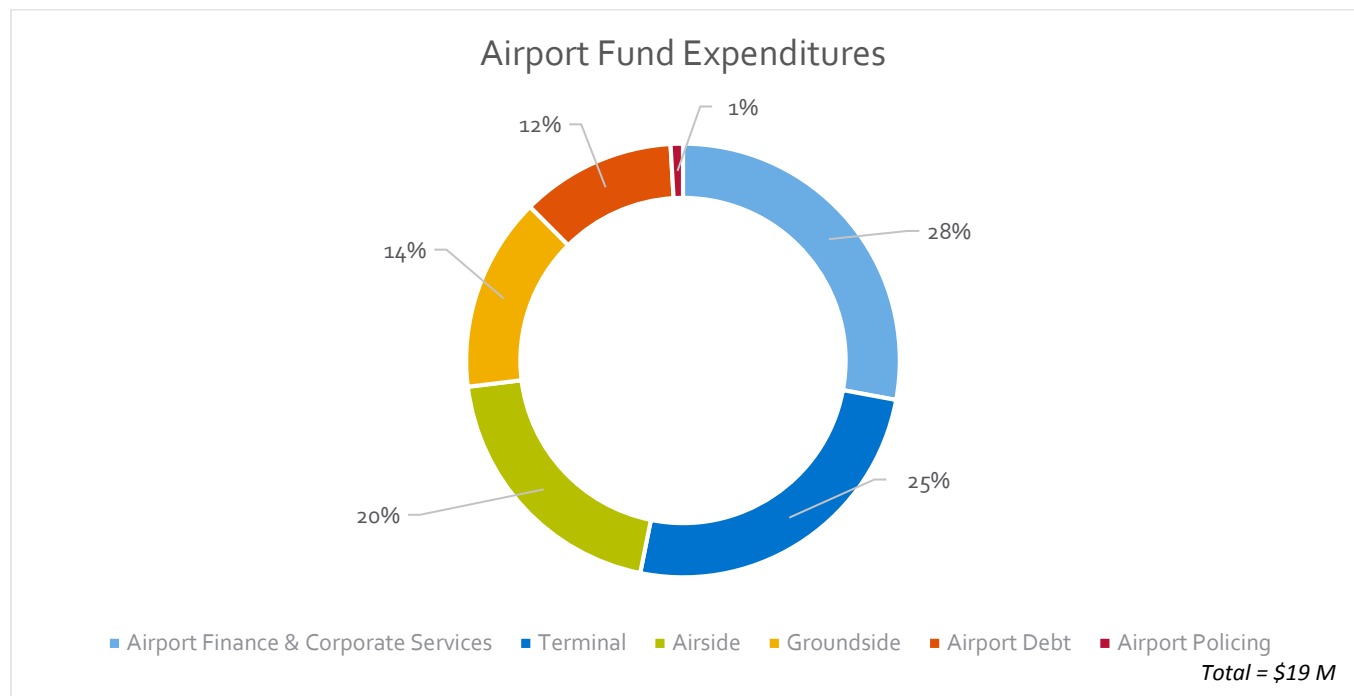
Base Business

- Completion of phase two of a three phase rehabilitation of taxiway Delta
- Replacement of certain components of the passenger bridges to extend the useful lives of the bridges
- Completion of phase four of a six phase roof replacement program for the air terminal building
- Replacement of the Airport's existing security network with a modern digital system to enhance the network's capabilities and allow the interface of new technology devices and inputs
- Renovation and relocation of the RCMP offices, renovation and expansion of the CBSA offices, and renovation of the inbound domestic oversized baggage area
- Modifications and updates to the older areas of the terminal building and aging terminal building systems and equipment to ensure proper maintenance of infrastructure

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Economic Resiliency – Key Economic Sector Impact is Increasing			
Meet long-term medium passenger activity forecast to 2025: 2.25M	2.08M	2.05M	2.05M
Environmental Protection – Greenhouse Gas Emissions Are Decreasing			
Carbon Accreditation Level	1	1	2
Financial Management - Non-tax Revenues Are Increasing			
Payment to City of Kelowna (\$)	1.28M	1.34M	1.53M
Financial Management – Cost to deliver services is quantified			
Airplane enplaned cost per passenger (\$)	8.17	8.33	8.36
Base Business - Customer satisfaction			
Airport service quality benchmark rating (out of 5.0)	4.22	4.25	4.25

Budget overview



Net Department expenditures (\$ thousands)

Departments		Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:						
Airport						
	Airport Finance & Corporate					
106	Services	3,304	5,971	5,933		
230	Airside	(1,164)	(1,744)	(1,739)		
231	Groundside	(1,603)	(2,243)	(2,229)		
232	Terminal	(1,603)	(2,176)	(2,162)		
233	Airport Improvement Fee	0	0	0		
234	Airport Policing	189	193	197		
Net operating expenditures		(879)	0	0	0	0.0%
Capital cost centres:						
312	Airport Capital	0	0	0		
Net capital expenditures		0	0	0	0	0.0%
Total Department net expenditures		(879)	0	0	0	0.0%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	0	47.7
2020 net impacts		
One-time operating requests	0	
One-time expenditure reductions	0	
Prior years ongoing adjustments	0	0.2
Divisional adjustments	0	
	0	47.9
2020 Program additions (P1)		
2020 operating requests:	0	0.5
2020 expenditure reductions:	0	
Total	0	48.4
Unfunded 2020 requests (P2)		
2020 operating request	0	
2020 expenditure reductions	0	
Total unfunded requests for 2020	0	0.0

Note: Totals may not add due to rounding.

Comparison of 2019 and 2020 operating revenues and expenditures (\$ thousands)

	2019 Revised Budget	Variance	2020 Provisional
Revenues			
Airport Administration	101	(1)	100
Airport - Airside Operation	5,618	(160)	5,458
Airport - Groundside Operation	11,964	5	11,969
Airport - Terminal Operation	5,697	(161)	5,536
	23,379	(317)	23,062
Expenditures			
Airport Administration	5,139	(38)	5,101
Airport - Airside Operation	3,837	440	4,278
Airport - Groundside Operation	3,307	(196)	3,111
Airport - Terminal Operation	5,507	(79)	5,427
Airport Policing	193	5	197
Airport debt	900	0	900
	18,883	132	19,015
Net of Revenue and Expenditures	4,496	(448)	4,047
Net Contribution to Reserve	3,564	(448)	3,115
Non-AIF Capital Expenditures			
From Airport Fund	14,564	(11,394)	3,170
Airport Improvement Fee Debt			
Revenues			
Airport Improvement Fee	18,104	5,706	23,810
	18,104	5,706	23,810
Expenditures			
Administration	31	0	31
Airport debt	1,897	0	1,897
Interest expense	584	0	584
	2,512	0	2,512
Net of Revenue and Expenditures	15,592	5,706	21,298
Net Contribution to Reserve	15,592	5,706	21,298
AIF Capital Expenditures			
From Airport Fund	19,131	50,779	69,910
From Other Funding Sources	2,553	(2,553)	0
Surplus/(Deficit)	932	0	932
Projected Accumulated Surplus	2,407	932	3,339

Note: Totals may not add due to rounding.

Airport Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(35,814)	(41,119)	(46,639)
Other Revenue	(917)	(504)	(373)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(7,063)	(6,164)	(6,712)
Total Revenue	(43,794)	(47,788)	(53,724)
<u>Expenditures</u>			
Salaries and Wages	4,388	5,142	5,406
Internal Equipment	31	47	47
Material and Other	9,977	11,084	10,814
Contract Services	118	154	55
Debt Interest	816	584	584
Debt Principal	4,130	2,797	2,797
Internal Allocations	1,646	1,728	1,964
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	21,810	26,252	32,057
Total Expenditures	42,916	47,788	53,724
Net Operating Expenditures	(879)	0	0
<u>Capital Expenditures</u>			
Gross Expenditures	17,805	36,248	73,080
Other Funding Sources	(17,805)	(36,248)	(73,080)
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	(879)	0	0

	Budgeted	Actual	Revised	Provisional
Authorized FTE	2018	2018	2019	2020
Positions	41.7	40.2	43.9	44.6
Salaried	3.8	5.5	3.8	3.8
Hourly				

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Airport								
Maintain								
123	Finance and Administration	40,000	(40,000)	0	0	0	0	OG
123	Airside	606,000	(526,000)	0	(100,000)	20,000	0	OG
124	Groundside	0	12,000	0	0	(12,000)	0	OG
124	Terminal	138,000	(150,000)	0	0	12,000	0	OG
125	Airport Improvement Fee	0	130,000	0	0	(130,000)	0	OG
	Total Maintain	784,000	(574,000)	0	(100,000)	(110,000)	0	
Growth								
125	Airport Terminal and Groundside Manager Position	56,800	(56,800)	0	0	0	0	OG
126	Financial Analyst Position	25,900	(25,900)	0	0	0	0	OG
126	Airport Operations Technician Position	0	0	0	0	0	0	OG
	Total Growth	82,700	(82,700)	0	0	0	0	
	Department Priority 1 Total	866,700	(656,700)	0	(100,000)	(110,000)	0	
	Total Priority 1 Operating	866,700	(656,700)	0	(100,000)	(110,000)	0	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	City Manager	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Finance and Administration		PROVISIONAL

Justification:

Airport finance and administration budgeted expenditures have increased due to the update to YLW's Economic Impact Study in 2020.

This request is funded equally from the Airport Airside, Groundside and Terminal Reserves.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	40,000	(40,000)	0	0	0	0	0
2021	40,000	(40,000)	0	0	0	0	0
2022	40,000	(40,000)	0	0	0	0	0

Division:	City Manager	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Airside		PROVISIONAL

Justification:

The Airport's Airside budgeted expenditures have increased more than the Airside budgeted revenues for 2020. Revenues and expenditures both increased by \$100K due to YLW becoming involved with the Western Diversification project in 2019, which would reimburse YLW for certain expenditures. The increase in expenditures is mainly due to the planned development of the East Lands in 2020 combined with the upgrading of a security gate on the apron, the potential need to replace foam for fire fighting due to environmental best practices, the purchase of spare parts to help reduce the amount of time it takes to repair critical infrastructure, working towards obtaining Airport Carbon Accreditation Level 2, and completion of a Rick Hansen audit of the terminal building.

This request is funded from the Airport Airside Reserve.

Strategic Direction: Economic resiliency - Key economic sector impact is increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	606,000	(526,000)	0	(100,000)	0	20,000	0
2021	606,000	(526,000)	0	(100,000)	0	20,000	0
2022	606,000	(526,000)	0	(100,000)	0	20,000	0

2020 Operating Request Details

Division:	City Manager	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Groundside		PROVISIONAL

Justification:

The increase in Airport Groundside revenues is due to Ebus commencing service at YLW.

These revenues will be contributed to the Airport Groundside Reserve.

Strategic Direction: Financial management - Non-tax revenues are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	0	12,000	0	0	0	(12,000)	0
2021	0	12,000	0	0	0	(12,000)	0
2022	0	12,000	0	0	0	(12,000)	0

Division:	City Manager	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Terminal		PROVISIONAL

Justification:

The Airport's budgeted Terminal revenues have decreased while the Airport's budgeted Terminal expenditures have increased. The increase in budgeted Terminal expenditures is due to the purchase of spare parts to help reduce the amount of time it takes to repair critical infrastructure. The decrease in budgeted Terminal revenues is due to Swoop commencing and Air Transat ceasing air service at YLW in 2019.

This request will be funded by the Airport Terminal Reserve.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	138,000	(150,000)	0	0	0	12,000	0
2021	138,000	(150,000)	0	0	0	12,000	0
2022	138,000	(150,000)	0	0	0	12,000	0

2020 Operating Request Details

Division:	City Manager	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Airport Improvement Fee		PROVISIONAL

Justification:

The Airport's budgeted AIF revenues have increased due to Swoop commencing and Air Transat ceasing air service at YLW in 2019.

These revenues will be contributed to the Airport AIF Reserve.

Strategic Direction: Financial management - Non-tax revenues are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	0	130,000	0	0	0	(130,000)	0
2021	0	130,000	0	0	0	(130,000)	0
2022	0	130,000	0	0	0	(130,000)	0

Division:	City Manager	Priority: 1	Growth
Department:	Airport		ON-GOING
Title:	Airport Terminal and Groundside Manager Position		PROVISIONAL

Justification:

The Airport Terminal and Groundside Manager would be responsible for the oversight and management of the Airport's terminal building and groundside operations including ground transportation, parking, car rentals, and food and beverage concessions. These aspects of the Airport's business are currently managed on a day-to-day basis by the Airport Duty Managers. The 38% growth in passengers that YLW experienced between 2013 and 2018, has significantly increased the need for oversight, long-term planning and strategic engagement with these partners. The addition of the Airport Terminal and Groundside Manager would increase strategic direction and oversight of these important services and revenue streams, while providing the Duty Managers with the ability to focus on the increasing requirements of daily operations. The Airport Terminal and Groundside Manager would be a full-time position reporting in to the Airport Operations Manager.

Strategic Direction: Financial management - Non-tax revenues are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	56,800	(56,800)	0	0	0	0	0
2021	110,400	273,600	0	0	0	(384,000)	0
2022	110,400	292,600	0	0	0	(403,000)	0

2020 Operating Request Details

Division:	City Manager	Priority: 1	Growth
Department:	Airport		ON-GOING
Title:	Financial Analyst Position		PROVISIONAL

Justification:

The part-time Airport Financial Analyst has been with the Airport since the summer of 2018 with the other 50% of their time spent on Corporate Financial Services. The addition of a part-time Financial Analyst has been of great value to the Airport. Moving this position to full-time would allow the Airport to further improve its financial stewardship, move strategic initiatives forward more quickly and strengthen the Airport's succession plan. This position would continue to report to the Financial Services Supervisor with their day-to-day work managed by the Senior Airport Finance and Corporate Services Manager. The Airport Financial Analyst would continue to be funded from the Airport. The Financial Services Financial Analyst will move to full-time. The 50% additional time will be used to support and mitigate risk in the Treasury and Banking functions of Corporate Finance. The City must protect its financial assets through enhanced internal and external controls and management.

Strategic Direction: People - Ability to attract, select & retain talent

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Taxation
2020	52,300	(25,900)	0	0	0	0	(26,400)
2021	102,700	(51,000)	0	0	0	0	(51,700)
2022	102,700	(51,000)	0	0	0	0	(51,700)

Division:	City Manager	Priority: 1	Growth
Department:	Airport		ON-GOING
Title:	Airport Operations Technician Position		PROVISIONAL

Justification:

The Airport's significant growth in the past five years has put pressure on the Airport Operations Specialist/Firefighter (AOS/FF) program for winter operations, summer airside maintenance, and increased responsibilities running the Airport Operations Centre. The hiring of an Airport Operations Technician (AOT) instead of a winter casual position would reduce the annual training and escorting requirements, and increase the time spent on winter operations, summer airside maintenance as well as efficiencies in the Airports Operations Centre. This position would result in a \$42K reduction in budget for casual salaries and wages in 2020, which is equal to the increased cost for the AOT in 2020. This position would be funded equally from the Airside, Groundside and Terminal Reserves.

Strategic Direction: People - Ability to attract, select & retain talent

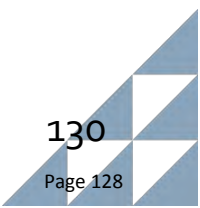
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	0	0	0	0	0	0	0
2021	36,000	(36,000)	0	0	0	0	0
2022	36,000	(36,000)	0	0	0	0	0

**Planning & Development
Services**





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Planning & Development Services

The Planning & Development Services division focuses on long-term planning and development-related planning and services. The division has three departments: Policy & Planning, Development Planning and Development Services.



Development Planning is a progressive department that reviews, plans, promotes and advocates change that moves the city towards the Kelowna envisioned by Imagine Kelowna and the policy direction of the Official Community Plan. The work of this Department is focused on processing land use and development permit applications, and providing advice and information on planning processes to Council and the public.

Development Services develops and implements operational policies, processes and practices to ensure compliance with bylaws, codes, regulations and Council policies with respect to building/development approvals and business licensing in the City. These rules govern the development process for road construction, utilities installation, building construction and the licensing of businesses in buildings through to completion and occupancy.

Policy & Planning is a future-forward department that sets the course for Kelowna's future by anticipating trends, understanding best practices and shaping innovative policy for short and long-term community goals. It develops leading-edge planning policy based on extensive research in land use, housing, built and natural environments, heritage, and data analytics that builds a foundation for strong and diverse community neighbourhoods. Research outputs are also used to help inform the work undertaken by other City Divisions.

2020 Divisional drivers & activities

Drivers

- Quality Results
- One Team approach
- Adding value for citizens and customers
- Innovating through measured risk taking

- Collaborating and communicating effectively
- Following through – a focus on results
- Balancing facilitation and regulation

Activities

Community Safety

- The newly adapted *Building Act* requires the mandatory certification of building officials to ensure safety compliance through implementation of a training program
- Perform approximately 26,500 onsite inspection visits in 2020 for plumbing, gas and building applications
- Continue to implement Retail Cannabis zoning regulations to support this emerging new business category

Social & Inclusive

- Administer the City's Rental Housing Grants totaling \$320,000 to support the City's most pressing housing needs. An annual target of 400 purpose-built rental units is required to meet the need for future rental housing
- Develop an 'Affordable Housing Land Acquisition Strategy' as part of the action items to deliver on the City's Healthy Housing Strategy implementation
- Continue to implement the Healthy Housing Strategy actions through policy amendments, programs, and services to increase the City's housing affordability and tenure
- Host an annual Housing Symposium and Housing Collaboration to raise the common education of housing resources to various stakeholders and nurture external relationship networks
- Continue to implement the actions of the 'Community for All' strategic plan
- Continue to strengthen partnerships with Interior Health Authority (IHA), Okanagan College and UBCO to share data and research, and collaborate on joint initiatives where feasible

Transportation & Mobility

- Continue leadership on the Okanagan Rail Trail Interjurisdictional Committee for the protection, enhancement and optimization of this regional asset
- Acknowledge the importance of Rail Trail Land Use Planning by reviewing existing land uses along rail trail and update the Zoning Bylaw to increase building setbacks and landscape standards along rail trail corridor

Vibrant Neighbourhoods

- Continue the multi-year process of the 2040 Official Community Plan update that will serve as the City's growth strategy. This Master Plan is a long-term community document that will help align the City's short and long term planning priorities, as well as develop an implementation plan that identifies phasing of actions to respond to an expanding population with evolving needs and priorities

Economic Resiliency

- Review existing liquor policies related to liquor retail sales, liquor primary establishments, and liquor licensing for commercial and agricultural areas
- Administer the Heritage Building Tax Exemption Program to encourage the ongoing restoration, rehabilitation and maintenance of the community's heritage buildings
- Administer the Revitalization Tax Exemption Program to encourage new residential and commercial development to locate within the City's urban centers and promote attractiveness of these locations to existing and potential residents

Environmental Protection

- Investigate a Tree Protection Bylaw for the preservation and protection of trees on private property to help to maintain the City's existing urban tree canopy and increase its capacity over time
- Scope the options to develop a Community Electric Vehicle Strategy
- Explore the development of a Community Energy Retrofit Strategy that would target existing building stock to address energy efficiency and GHG emission reductions in existing buildings
- Develop an Energy Step Code Implementation Strategy for Part 3 Buildings and to help prepare the building industry for the expected changes to the BC Building Code
- Implement the Energy Step Code Strategy for Part 9 Residential Buildings
- Implement activities in the *Community Climate Action Plan* to continue to meet the updated GHG community reduction target

Financial Management

- Implement the Deferred Revenue, Performance Bonding & Letter of Credit Action Plan to ensure that infrastructure commitments are achieved in a timely manner
- Report on the Climate Action Revenue Incentive Program with respect to the climate progress made in 2019 and the plans for 2020, including the latest corporate GHG emissions data and to highlight GHG emissions reduction projects

Clear Direction

- Advance progress on Bylaw 7900 Updates, Council Policy 265 & 266 Renewal & Streamlined Application Process
- Continue to refine regulations for retaining walls and corresponding slope stability assurances
- Improve the application process for building strata process conversions
- Review residential hillside zones to identify improvements based on feedback from developers and builders, and overall outcomes of the zones as developed and consider opportunities to meet hillside development objectives related to steep slopes, visual impact, wildfire mitigation, environmental protection, etc.

Base Business

- Continue the methodical execution of the City's Land Use Contract Termination strategy as per legislative requirements
- Initiate a Community Outreach Strategy to improve community engagement and education about current planning initiatives and developments
- Publish the City's Annual Housing Report to keep the community informed about the evolving housing trends for our City
- Publish the City's Annual Community Trends Report that is a future-forward examination of emerging trends that our community needs to be responsive to
- Execute the final stages of the Planning and Development Services software replacement to improve functional file management of land development, construction activity, business licencing and other permitting functions that the Division is accountable for
- Continue to implement the Agriculture Plan to ensure advancement of agricultural policy is achieved.
- Administer the Heritage Advisory Committee and Agricultural Advisory Committee to support the heritage and agricultural development application review process through various external technical perspectives
- Update the Heritage Conservation Area Development Guidelines to acknowledge the evolution of this important community asset and to provide elevated guidance for heritage development application review

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of business licenses	9,672	10,650	10,800
# of business license applications	3,528	4,123	3,750
# of licensing compliance files	343	413	450
# of development applications processed	877	800	750
# of development files authorized by Council	234	225	210
Construction value of building permits (\$)	913M	840M	700M
# of building permits	2,574	2,320	2,150
# of gas permits	4,256	4,020	3,900
# of plumbing permits	1,864	1,816	1,800
Total # of building inspections	13,376	12,119	12,005
Total # of plumbing & gas inspections	14,784	14,050	14,010
# of development applications reviewed	430	420	410

Continued			
# of engineering construction drawings reviewed	112	105	100
# of utility drawings reviewed	294	310	297
# of building permit applications reviewed by Development Engineering	81	75	60
# of strata applications reviewed by Development Engineering	10	8	7
# of road release reviewed	20	16	15
# of deferred revenue releases	24	30	75
# of 3 rd Party release of Right of Ways	39	36	35
# of As-Builts drawings reviewed	15	25	16
Total # of site inspections conducted by Development Engineering	30	31	35
Program outcomes			
# of staff initiated Zoning Bylaw amendments (improvements)	6	5	5
# of Community Heritage Commission meeting (staff supported)	8	3	9
# of Agricultural Advisory Committee meetings (staff supported)	7	6	9
1-2 family building permit applications approved for issuance within 10 working days (%)	96	96	97
Inspections made within 48 hours or request (%)	95	96	97
Building permit applications for commercial, multi-family, industrial and institutional approved for issuance within 20 working days (%)	84	85	85
Open files that were processed to completion (%)	68	60	55
# of Director approved development/heritage permits	134	100	90
# of total mobile licences by year	1,179	1,202	1,230
# of total new licences by year	1,546	2,358	1,700
Efficiency measures			
# of development applications per planner	80	76	68
Average number of inspections per inspector per day	12.06	12.5	12
Inspection costs recovered by permit revenues (%)	100	100	100
Building permits issued within 2 days or less (%)	21	25	25
Ensuring timely and complete inspections and license release within 2 weeks (%)	75	76	80

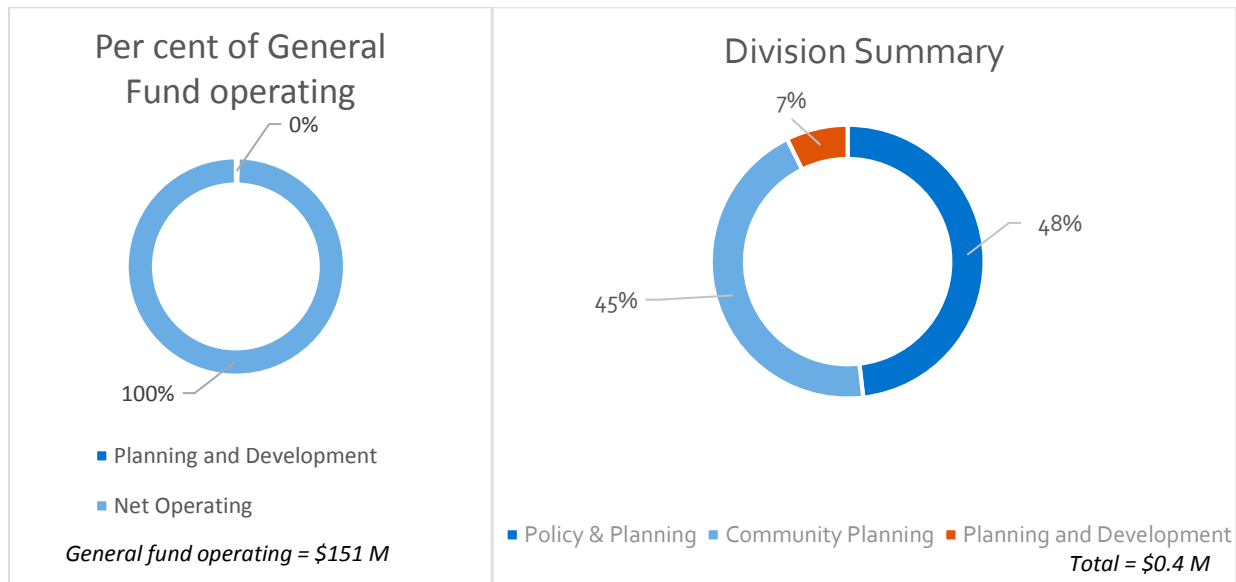
Continued**Customer satisfaction**

of closed service requests:

Development Planning	93	102	115
External stakeholder & community meetings	101	85	85
Consultation	3,070	1,050	1,000

Innovation & learning

# of information booklets/bulletins created by Building & Permitting	6	8	6
# of new (or renewed) partnerships formed (Policy & Planning)	6	7	7

Budget overview**Net Divisional expenditures (\$ thousands)**

Departments		Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:						
Planning and Development						
144	Planning and Development	262	235	226		
		262	235	226	(8)	(3.5%)
Development Services						
148	Development Services	(7,441)	(3,930)	(5,079)		
138	Business License	319	(1,498)	(1,416)		

Continued					
	Building, Plumbing & Gas				
149	Inspections	1,389	1,471	1,497	
151	Building & Permitting	1,826	2,008	2,050	
178	Development Engineering	160	257	261	
		(3,747)	(1,692)	(2,687)	(995) 58.8%
Policy & Planning					
153	Policy & Planning	1,137	1,109	1,130	
235	Long Range Policy Planning	284	319	367	
		1,421	1,428	1,496	69 4.8%
Community Planning					
146	Urban Planning management	746	738	749	
147	Development Planning	(342)	(430)	(348)	
181	Suburban & Rural Planning	644	750	805	
253	Community Planning Services	85	139	177	
	Net operating expenditures	1,132	1,197	1,383	186 15.5%
	Net operating expenditures	(932)	1,167	418	(749) (64.2%)
Capital cost centres:					
		0	0	0	
	Net capital expenditures	0	0	0	0 0.0%
	Total Division net expenditures	(932)	1,167	418	(749) (64.2%)

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	1,167	76.9
2020 net impacts		
One-time operating requests	(70)	(1.0)
One-time expenditure reductions	0	
Prior years ongoing adjustments	187	0.4
Divisional adjustments	(1,028)	1.5
	256	77.8
2020 Program additions (P1)		
2020 operating requests:	162	1.3
2020 expenditure reductions:	162	
Total	418	79.1
Unfunded 2020 requests (P2)		
2020 operating request	40	
2020 expenditure reductions	0	40
Total unfunded requests for 2020	40	0.0

Note: Totals may not add due to rounding.

Planning & Development Services - General Fund **Revenues/Expenditures by Category(\$ thousands)**

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(10,032)	(7,630)	(8,652)
Other Revenue	(138)	(206)	0
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(431)	(441)	(50)
Total Revenue	<u>(10,601)</u>	<u>(8,276)</u>	<u>(8,702)</u>
<u>Expenditures</u>			
Salaries and Wages	6,813	7,542	7,625
Internal Equipment	87	102	106
Material and Other	1,236	1,526	1,114
Contract Services	32	17	19
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	55	55	55
Transfers to Funds			
Special (Stat Reserve) Funds	14	200	200
Development Cost Charges	0	0	0
Accumulated Surplus	1,432	0	0
Total Expenditures	<u>9,669</u>	<u>9,443</u>	<u>9,120</u>
Net Operating Expenditures	(932)	1,167	418
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	<u>0</u>	<u>0</u>	<u>0</u>
Net Operating & Tax Capital Exp.	<u>(932)</u>	<u>1,167</u>	<u>418</u>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	70.8	62.0	72.2	75.2
Hourly	2.8	10.4	4.7	3.9

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Maintain									
138	Planning - Consulting Services	10,000	0	0	0	0	0	(10,000)	OG
138	Neighbourhood and Suburban Planning Initiatives	10,000	0	0	0	0	0	(10,000)	OG
139	Heritage Conservation Guidelines Update	10,000	0	0	0	0	0	(10,000)	OG
	Total Maintain	30,000	0	0	0	0	0	(30,000)	
Growth									
139	Official Community Plan Contract Position Extension	82,900	0	0	0	0	0	(82,900)	OG
140	Offsite & Oversize Account Growth	50,000	(50,000)	0	0	0	0	0	OG
	Total Growth	132,900	(50,000)	0	0	0	0	(82,900)	
New									
140	Planner II Position	49,500	0	0	0	0	0	(49,500)	OG
	Total New	49,500	0	0	0	0	0	(49,500)	
	Division Priority 1 Total	212,400	(50,000)	0	0	0	0	(162,400)	
	Total Priority 1 Operating	212,400	(50,000)	0	0	0	0	(162,400)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Development Planning		ON-GOING
Title:	Planning - Consulting Services		PROVISIONAL

Justification:

Consulting services funding increase requested to create additional budget for urban planning initiatives and projects to support the department's five year work plan. The proposed funding will allow priority projects to move forward. In 2020 those projects include a Liquor Policy update and Zoning Bylaw update.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	10,000	0	0	0	0	0	0	(10,000)
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Development Planning		ON-GOING
Title:	Neighbourhood and Suburban Planning Initiatives		PROVISIONAL

Justification:

Additional funding is requested to increase the capacity of the professional consulting services budget for neighbourhood and suburban planning initiatives over the coming years to align with work planning objectives. The proposed budget increase will allow the following priority projects to be implemented including the Tree Protection Bylaw and Hillside Zone review.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	10,000	0	0	0	0	0	0	(10,000)
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)

2020 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Policy & Planning		ON-GOING
Title:	Heritage Conservation Guidelines Update		PROVISIONAL

Justification:

The City has designated Heritage Conservation Areas (HCA) to provide long-term protection for distinctive areas that are known to contain special heritage value and/or heritage character. Heritage Conservation Areas are used to protect the buildings, other structures, land or features that contribute to the overall heritage character of a neighbourhood. The current Guidelines are outdated (22 years since their last publication) and a review and update will help to improve the results of the development process for changes in the City's Heritage Conservation Area.

Strategic Direction: Vibrant neighbourhoods - Site design & architecture is high quality, context sensitive

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	10,000	0	0	0	0	0	0	(10,000)
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)

Division:	Planning & Development Services	Priority: 1	Growth
Department:	Policy & Planning		ON-GOING
Title:	Official Community Plan Contract Position Extension		PROVISIONAL

Justification:

The planned major update to Kelowna's 2040 Official Community Plan is underway. This contract position is leading the plan update project. An extension to the contract is required to complete the project. It is anticipated that the position is required for an additional 15 months.

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	82,900	0	0	0	0	0	0	(82,900)
2021	55,270	0	0	0	0	0	0	(55,270)
2022	0	0	0	0	0	0	0	0

2020 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Growth
Department:	Development Services		ON-GOING
Title:	Offsite & Oversize Account Growth		PROVISIONAL

Justification:

Offsite & Oversize account funds are a critical tool to achieving key infrastructure upgrades in conjunction with development projects. Funds are leveraged in combination with deferred revenue to complete missing sidewalk and infrastructure connections not covered by development projects. Directly linked to volume of construction activity, construction activity has significantly increased and increases are requested so that Offsite and Oversize account funding can keep pace. A budget increase in this account will allow the City to reduce the amount of cash-in-lieu (deferred revenue) held by helping translate it into completed frontage (sidewalk and related infrastructure) improvement projects.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	(50,000)	0	0	0	0	0	0
2021	50,000	0	0	0	0	0	0	(50,000)
2022	50,000	0	0	0	0	0	0	(50,000)

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ON-GOING
Title:	Planner II Position		PROVISIONAL

Justification:

Budget is requested for a Planner II position to support the operations of the Policy and Planning Department. This Planner II position will focus on the role of data analytics to assist planning efforts to understand the impacts of population density, transportation, the public realm and visualization of density. The use of analytics in community planning will aid the Department's strategies to turn data findings into solutions and responses. When used and analyzed from the appropriate professional lens, reliable data can facilitate interagency collaboration, improve partnerships with the private sector, and expand public engagement. Innovative uses of data will advance the City's efforts in long range planning, development application review, urban centre and neighborhood planning, and aid in the optimization of capital expenditures for infrastructure investment.

Strategic Direction: Clear direction - Innovation is encouraged & supported

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	49,500	0	0	0	0	0	0	(49,500)
2021	96,900	0	0	0	0	0	0	(96,900)
2022	96,900	0	0	0	0	0	0	(96,900)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Growth									
142	Community Amenity Contributions Analysis Project	40,000	0	0	0	0	0	(40,000)	OT
	Total Growth	40,000	0	0	0	0	0	(40,000)	
Division Priority 2 Total									
	Division Priority 2 Total	40,000	0	0	0	0	0	(40,000)	
Total Priority 2 Operating									
	Total Priority 2 Operating	40,000	0	0	0	0	0	(40,000)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'*'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Planning & Development Services	Priority: 2	Growth
Department:	Policy & Planning		ONE-TIME
Title:	Community Amenity Contributions Analysis Project		PROVISIONAL

Justification:

Provincial legislation allows local government to apply Community Amenity Contributions for development that is seeking a change in zoning. This project would examine the introduction of a Community Amenity Contribution program to advance opportunities to obtain additional community benefits.

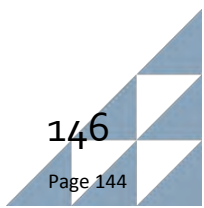
Strategic Direction:	Social & inclusive - Policy guides where the city invests resources							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	0	0	0	0	0	0	(40,000)

Partnerships & Investments





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Partnership & Investments

The **Partnership & Investment division** focuses on strategic investments in real estate, including investment in parks and city buildings. The division has an expanded mandate which includes a partnership office (initiatives to bring new revenue, partnership opportunities and grants to the City), as well as a new focus on intergovernmental affairs. The division has three departments: Real Estate, Parks & Building Planning and Business & Entrepreneurial Development.



Business & Entrepreneurial Development is the business arm of the City that seeks innovative opportunities to achieve community goals. Business and economic development, financial and business investment evaluation, strategic negotiations and governance advisory services are the strategies employed to achieve the defined goals of this program.

Parks and Buildings Planning anticipates future park, facility and public art needs with a view to providing the best value to our citizens. Individual projects are prioritized with a multiple bottom line approach that includes financial, social, cultural and environmental aspects. The department develops asset management plans for each asset class as well as short and long-range capital and related financial plans based upon new, renewal and growth requirements.

Real Estate Services serves to maximize the value and utility of Kelowna's Real Estate Assets to a standard that sets the benchmark for the best mid-sized city in North America. In order to accomplish our corporate vision, we are committed to being fair, equitable and efficient when acquiring, developing, managing, maintaining and disposing of the City's real estate and building assets.

2020 Divisional drivers & activities

Drivers

- Quality
- Adding value for citizens and customers
- Innovating through measured risk taking
- Collaborating and communicating effectively
- Following through – a focus on results

Activities

Community Safety

- Lighting upgrades to City parkades to improve visibility
- Feasibility study for a purpose built shelter based on industry best practices in design and operations
- On-going dialogue with BC Housing to explore land acquisition opportunities that can be used in partnership with BC Housing to meet our community's affordable housing needs

Social & Inclusive

- Review and update of the City's accessible parking permit program
- Installation of automatic door controllers at the Library and Chapman Parkades
- Feasibility study for a housing facility to accommodate those with the most complex needs within our community

Transportation & Mobility

- Implementation of recently completed downtown area Parking Plan/Strategy
- Completion of Parking Plan/Strategy for the Capri-Landmark area
- Formalization of a new transit facility at 4690 Highway 97 N
- Completion of land requirements associated with an overpass linking Central Green to the downtown
- Acquisition of key land holdings as required to construct transportation initiatives scheduled for 2020 and 2021

Vibrant Neighbourhoods

- Formalize 2020 City Park waterfront activity concession
- Research and recommend best practices for downtown mobile food vendor program
- Prepare redevelopment plan for key municipal sites in the downtown area/Harvey Ave corridor
- Pursue acquisition of various key park properties through the City's DCC program
- Development of a parks masterplan that establishes priorities between the various park types and addresses future park development and renewal based on the needs of the community and stakeholder groups
- Confirm 2040 park strategy in conjunction with the 2040 Official Community Plan
- Review the City's 10-Year Capital Plan in light of the newly implemented Parks Development DCC
- Update Bylaw 7900 to include specific trails and parks requirements
- City Park promenade design and construction
- Exploration of alternatives to typical bare earth, fenced enclosure dog parks, and implementation of additional off-leash dog parks within the parks system to meet demand
- Expansion of Sarson's Beach to provide additional waterfront park capacity
- Joint Education, Health & Wellness Facility & Apple Bowl
- Explore a viable partnership model with School District #23 regarding the construction and operation of the Joint Education, Health and Wellness Facility
- Prepare schematic design of enhancements to Boyce Gyro Beach Park in conjunction with neighborhood development partners
- Prepare schematic design for Canyon Falls parking lot adjacent to South Perimeter Road.
- Prepare schematic design for Knox Mountain Park entrance area

- Develop a masterplan to identify goals, locations, and funding for the public art program, and define parameters for partnerships
 - Public Art
 - Installation of various public art pieces at Interior Health building, Kelowna Police Services Building and Boyce-Gyro Beach Park
- Development of a multi-sport fieldhouse at Rutland Recreation Park
- Housing needs assessment / affordable housing feasibility study for tourism sector employees
- Feasibility for development and operation of cultural hub as part of re-development of 350 Doyle Avenue

Economic Resiliency

- Explore alternative revenue generation opportunities through the lease/license of City lands
- Work with internal City divisions and departments to identify new assets to continue to establish new non-taxation revenue streams
- Establishment of a program to connect local start-up community to solving city challenges through a request for proposal process
- Development, adoption and implementation of an Unsolicited Bid Proposal policy to enhance opportunities to provide services in a different way

Environmental Protection

- Installation of electric vehicle charging stations at various municipal parking lots
- Conclusion of the long term shoreline plan with consensus between all parties, and an agreed plan for the section of shoreline between Mission Creek and Rotary Beach, including a preferred model for Cook Rd boat launch

Financial Management

- Lease out recently subdivided Kelowna International Airport groundside west lands
- Create a cellular tower lease policy
- Assist with the redevelopment of Kelowna International Airport east lands in a manner that maximizes value to the city
- Establish and maintain contact with agencies that provide grants to local government
- Identify available grant opportunities and advise applicable department personnel of grant opportunities
- Maximize revenue generation through a coordinated corporate program (including tiered bundling) to grow the sponsorship and advertising program at a rate that encourages community acceptance
- Continue to grow revenue thru marketing of the City's Dark Fibre network
- Develop and implement advanced course in strategic negotiations training to facilitate better deals and financial outcomes

Clear Direction

- Finalization of Parking Governance review, along with implementation of any associated action items
- Finalization of the long-term Civic Accommodation Plan, including a review of accommodation impacts on City Hall

- Drafting of a long-term City Yards Accommodation Plan to assess the needs and capacity associated with the Civics Works Yard and Waste Water Treatment Facility
- Consult and prepare a program and schematic design for the expansion of the Capital News Centre to provide two new ice sheets and additional sports facilities
- Design and implement foundational program administration tools for successful fulfillment of the Sponsorship and Advertising program within the Partnership and Investment department
- Build a prospect clearance process and interdepartmental sponsorship coordination team.
- Tourism Kelowna Destination Management Plan / allocation of City funding
- Partnership Inventory / Partnership Reporting Framework
- Development and implementation of innovation-based training program to senior staff to encourage new and creative approaches to doing business at City Hall

People

- Implementation of corporate and branch employee engagement action items
- Provision of staff coaching and/or professional development opportunities
- Schematic design for the next phase of City Hall renovations
- Build and establish long term positive relationships with sponsors and partners to ensure prospect pipeline transitions to renewals
- Complete accreditation as a professional Partnership Broker

Base Business

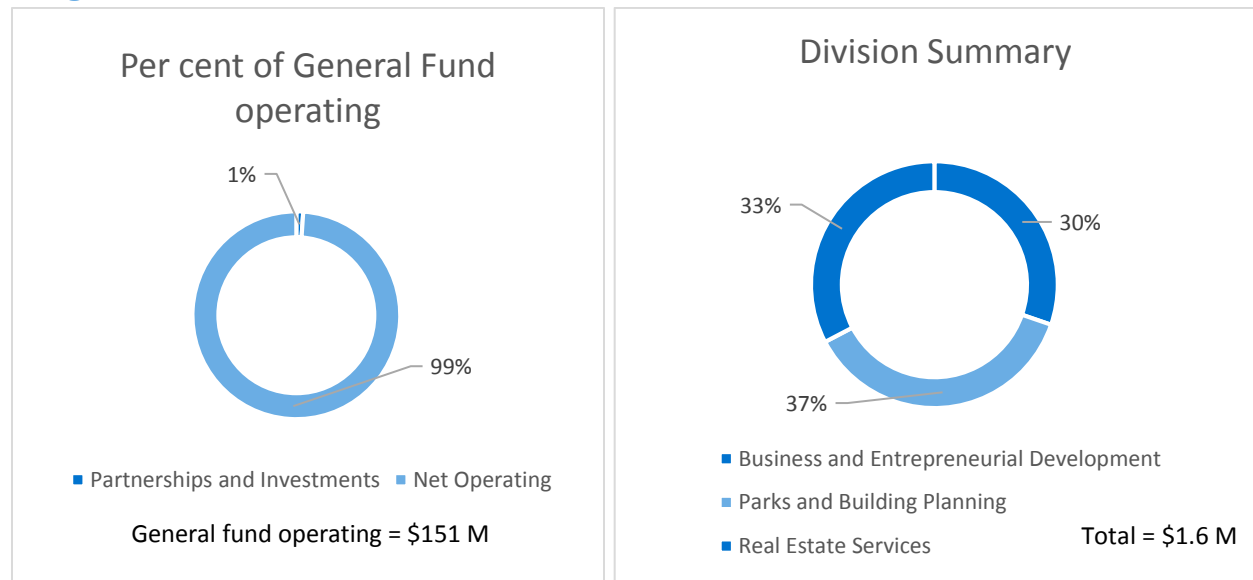
- Residential Parking Permit program update and system replacement to offer online application and renewal options
- Administer a preventative maintenance program for the residential rental portfolio
- Assess and act on land acquisition opportunities that align with the Land Strategy and maximize triple-bottom line returns for the city
- Continue to share information internally about the mandate and role of the Partnership Office as a corporate resource

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of fibre network customers	9	14	16
# of business enquiries handled	464	662	500
# of key employer site visits	18	16	16
# of Mayor company site tours	8	6	6
Property acquisition			
Value (\$)	10M	12M	10M
Area (acre)	300	65	70

# of parcels acquired	50	45	50
Park property acquisition			
Value (\$)	5.0M	7M	7M
Area (acre)	50	45	55
# of parcels acquired	15	8	10
Arrears ratio building (amount collected / amount due) (%)	98	99	99
Rental vacancy rate (%)	1.5	0.5	0.5
# of residential parking permits issued	2,528	2,900	3,000
# of accessible parking permits issued	3,667	3,700	3,800
# of PayByPhone system transactions	379,942	535,350	580,000
# of online payment transactions	22,481	23,400	24,000
# of monthly parking wait list entries (end of year)	269	300	400
# of grant applications submitted	22	24	24
Value of grant applications submitted (\$)	95M	137M	
# of grant applications awarded funding	10	6	10
Value of grant applications awarded funding (\$)	2M	23M	
# of grant applications denied	7	10	
Value of grant applications denied (\$)	11M	56M	
# of sponsorships and advertising cold calls		25	50
# of sponsorship contract renewals		3	2
# of new sponsorship prospects		6	12
# of new sponsorship contracta		2	6
Program outcomes			
Assessed value of City real estate (\$)			
Land	1.15B	1.40B	1.50B
Improvements	325M	432M	500M
Efficiency measures			
# of service requests per staff member – Parking Services	147	210	210
Customer satisfaction			
# of closed service requests - Parking Services	1,380	2,500	2,600
Innovation & learning			
# of scheduled training/education sessions provided by staff	85	10	10

Budget overview



Net Divisional expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Real Estate Services					
155 Real Estate Services Department	237	252	253		
252 Parking Services	(150)	(150)	(150)		
157 Property Management	(164)	(246)	(105)		
116 Real Estate Services manager	316	395	398		
118 Strategic Land Development	128	128	128		
	367	379	523	144	38.0%
Business and Entrepreneurial Development					
250 Business and Entrepreneurial Development	354	539	539		
273 Sponsorship & Advertising	79	(21)	(283)		
276 Partnerships and Investments	0	226	229		
	433	744	485	(260)	(34.9%)
Parks and Building Planning					
173 Parks and Building Planning	678	875	594		
	678	875	594	(282)	(32.2%)
Net operating expenditure	1,478	1,999	1,602	(397)	(19.9%)
Capital cost centres:					
300 Real Estate and Parking Capital	684	676	737		
Net capital expenditures	684	676	737	61	9.0%
Total Division net expenditures	2,162	2,675	2,338	(337)	(12.6%)

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		1,999	26.7
2020 net impacts			
One-time operating requests	(311)		
One-time expenditure reductions	0		
Prior years ongoing adjustments	(264)		0.7
Divisional adjustments	12	(563)	
		1,436	27.4
2020 Program additions (P1)			
2020 operating requests:	166		0.5
2020 expenditure reductions:		166	
Total		1,602	27.9
Unfunded 2020 requests (P2)			
2020 operating request	80		
2020 expenditure reductions	0	80	
Total unfunded requests for 2020		80	0.0

Note: Totals may not add due to rounding.

Partnership & Investments - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(9,791)	(7,777)	(8,540)
Other Revenue	(14)	(84)	(212)
Transfers from Funds			
Special (Stat Reserve) Funds	(43)	(86)	(268)
Development Cost Charges	0	0	0
Accumulated Surplus	(250)	(493)	(590)
Total Revenue	(10,098)	(8,440)	(9,610)
<u>Expenditures</u>			
Salaries and Wages	2,062	2,796	2,883
Internal Equipment	52	54	55
Material and Other	2,129	2,699	3,140
Contract Services	1,221	1,406	1,370
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	217	198	198
Transfers to Funds			
Special (Stat Reserve) Funds	5,433	3,273	3,553
Development Cost Charges	0	0	0
Accumulated Surplus	462	14	14
Total Expenditures	11,576	10,439	11,212
Net Operating Expenditures	1,478	1,999	1,602
<u>Capital Expenditures</u>			
Gross Expenditures	17,365	5,226	3,139
Other Funding Sources	(16,681)	(4,550)	(2,402)
Taxation Capital	684	676	737
Net Operating & Tax Capital Exp.	2,162	2,675	2,338

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	16.5	14.9	20.3	21.5
Hourly	6.1	6.3	6.4	6.4

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
Maintain									
154	Parkinson Recreation Centre – Joint Education, Health and Wellness Facility	500,000	(300,000)	0	0	(200,000)	0	0	OT
154	Housing For Those With Complex Needs	100,000	(100,000)	0	0	0	0	0	OT
155	Parks Master Plan	100,000	(100,000)	0	0	0	0	0	OT
155	Provision of Shelter Services - Optimization of Physical Locations	100,000	(100,000)	0	0	0	0	0	OT
156	Strategic Land Development Projects	190,000	(190,000)	0	0	0	0	0	OT
156	Parks and Landscape Planner Position	27,100	0	0	0	0	0	(27,100)	OG
157	Accessible Parking Program Review	30,000	(30,000)	0	0	0	0	0	OT
	Total Maintain	1,047,100	(820,000)	0	0	(200,000)	0	(27,100)	
Growth									
157	Lease and Building Costs	138,400	0	0	0	0	0	(138,400)	OG
158	Parking Strategy - Capri-Landmark Area Plan Development	38,000	(38,000)	0	0	0	0	0	OT
158	Parking Analytics System	40,000	(40,000)	0	0	0	0	0	OG
	Total Growth	216,400	(78,000)	0	0	0	0	(138,400)	
	Division Priority 1 Total	1,263,500	(898,000)	0	0	(200,000)	0	(165,500)	
	Total Priority 1 Operating	1,263,500	(898,000)	0	0	(200,000)	0	(165,500)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'**'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Parks & Buildings Planning		ONE-TIME
Title:	Parkinson Recreation Centre – Joint Education, Health and Wellness Facility		PROVISIONAL

Justification:

The City and School District 23 have been pursuing a potential partnership to replace Parkinson Recreation Centre and build a new high school as a shared facility. This opportunity seeks to integrate the operations between the two organizations for the mutual benefit of both parties through increased recreation spaces and shared programming. Most significant would be the greater focus for all Kelowna residents on healthy living across generations. Budget is requested for staff time and associated consultant work prior to finalizing an agreement, prepare for grants, and initial preparation for an Alternate Approval Process and Ministry of Education submission. All consulting costs will be shared with the School District.

Strategic Direction:	Vibrant neighbourhoods - Accessible and multi-purpose amenities							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	500,000	(300,000)	0	0	0	(200,000)	0	0

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Real Estate		ONE-TIME
Title:	Housing For Those With Complex Needs		PROVISIONAL

Justification:

With the increasing level of demand for shelter services, key stakeholders - including BC Housing and Interior Health - have acknowledged the need for specialized shelter resources allocated to clients with complex and unique needs (e.g. mental health needs, alcohol and drug dependency needs, etc.). As the current inventory of shelter units is not equipped to house individuals with these types of challenges, staff are requesting budget dedicated to resourcing a formal review of how to best meet the complex housing needs of our community in conjunction with BC Housing, Interior Health, and other service providers.

Strategic Direction:	Social & inclusive - Homelessness is decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,000	(100,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Parks & Buildings Planning		ONE-TIME
Title:	Parks Master Plan		PROVISIONAL

Justification:

Budget is requested to develop a comprehensive Master Plan for our active parks. The Master Plan will establish priorities between five park types: city-wide, recreation, community, neighbourhood and linear. As well the Plan will identify needs of different stakeholder groups, and create a plan for future park development and renewal moving forward. Development of the Master Plan will include public consultation and a statistically valid survey in order to accurately define City priorities for the parks system.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,000	(100,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Real Estate		ONE-TIME
Title:	Provision of Shelter Services - Optimization of Physical Locations		PROVISIONAL

Justification:

The City is in on-going discussions with a variety of organizations and community groups to optimize the delivery of shelter services in a coordinated and strategic manner. The budget associated with this request will be used for consulting and project management to support different models for shelter sites and a review of how existing shelter resources could be allocated in a manner that best meets the needs of our community.

Strategic Direction:	Social & inclusive - Homelessness is decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,000	(100,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Real Estate		ONE-TIME
Title:	Strategic Land Development Projects		PROVISIONAL

Justification:

The realization of the Official Community Plan and corporate objectives through creative real estate strategies encompass the mandate of this branch. Several initiatives have been identified that have the potential of returning social, economic, environmental, and cultural benefits to the City. To deliver many of these projects, budget is requested to cover expenditures on legal advice, property appraisal, urban design, surveying, and other professional services. These costs will often be recovered through redevelopment and disposition.

Key projects undertaken with this funding will include the Harvey Avenue redevelopment sites, and various site redevelopment.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	190,000	(190,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Parks & Buildings Planning		ON-GOING
Title:	Parks and Landscape Planner Position		PROVISIONAL

Justification:

Parks planning staff currently cover a wide portfolio of work, and the Parks Development DCC in 2020 will significantly increase the workload for this team. This new position will provide valuable assistance in delivering promptly on this Council's priority for animated parks, assisting in the proposed Parks Masterplan in 2020/21, and developing smart alternate park solutions as the City moves towards a more urban model in the proposed 2040 Official Community Plan.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	27,100	0	0	0	0	0	0	(27,100)
2021	52,100	0	0	0	0	0	0	(52,100)
2022	52,100	0	0	0	0	0	0	(52,100)

2020 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Real Estate		ONE-TIME
Title:	Accessible Parking Program Review		PROVISIONAL

Justification:

Misuse of accessible parking spaces, abuse of permits and the quantity/design of accessible stalls on City property were identified as concerns during the public consultation phase of the downtown area parking plan.

This request will allow for a review and update to the accessible parking program and related policies, bylaws and systems.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	30,000	(30,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	Growth
Department:	Real Estate		ON-GOING
Title:	Lease and Building Costs		PROVISIONAL

Justification:

Budget is requested for the ongoing lease and maintenance costs of the existing City offices at off-site locations, including the recently acquired strata units at Ellis St. The offices currently accommodate Infrastructure Delivery, Purchasing, and Integrated Transportation. The budget request is for continuation of the lease pending completion of the City Hall Garden Level renovation and confirmation of the long term accommodation strategy for the affected departments.

Strategic Direction: People - Organizational values prepare us for the future

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	138,400	0	0	0	0	0	0	(138,400)
2021	138,400	0	0	0	0	0	0	(138,400)
2022	95,400	0	0	0	0	0	0	(95,400)

2020 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Growth
Department:	Real Estate		ONE-TIME
Title:	Parking Strategy - Capri-Landmark Area Plan Development		PROVISIONAL

Justification:

The Citywide Parking Strategy identified Capri-Landmark as a neighborhood that requires a detailed Parking Management Area Plan to deal with current and emerging/future issues. This project will allow for development of a detailed area plan, including stakeholder consultation.

Strategic Direction:	Transportation & mobility - Investments are connecting high density areas							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	38,000	(38,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	Growth
Department:	Real Estate		ON-GOING
Title:	Parking Analytics System		PROVISIONAL

Justification:

Council approved the introduction of variable parking rates in 2019 which will require ongoing monitoring to support future changes. The request is for a parking analytics system that will aggregate data from several existing systems and allow for ongoing analysis to maximize parking availability and allow for well informed, evidence based decision making.

Strategic Direction:	Financial management - Non-tax revenues are increasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	(40,000)	0	0	0	0	0	0
2021	40,000	(40,000)	0	0	0	0	0	0
2022	40,000	(40,000)	0	0	0	0	0	0

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
Maintain									
160	Long-term Shoreline Plan	80,000	0	0	0	0	0	(80,000)	OT
	Total Maintain	80,000	0	0	0	0	0	(80,000)	
	Division Priority 2 Total	80,000	0	0	0	0	0	(80,000)	
	Total Priority 2 Operating	80,000	0	0	0	0	0	(80,000)	

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2020 Operating Request Details

Division:	Partnerships & Investments	Priority: 2	Maintain
Department:	Parks & Buildings Planning		ONE-TIME
Title:	Long-term Shoreline Plan		PROVISIONAL

Justification:

The City committed to working with the Province to develop a longer term more sustainable approach to managing the shoreline, as part of the conditions from the Province in gaining the Section 9 Approval for the Cook Road Boat Launch dredge. Additional funding is requested to continue the detailed analysis of different design scenarios for a shoreline plan between Mission Creek and Rotary Beach Park. The outcomes of the study will provide a suitable foundation to proceed with detailed design of the selected conceptual design and will form the basis for obtaining future environmental permits.

Strategic Direction:	Environmental protection - Predictive modelling & forecasting							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	80,000	0	0	0	0	0	0	(80,000)

2020 Reduction Requests

Provisional Budget

Summary - All Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
<u>Partnerships & Investments Division</u>								
CAP 411	Library and Chapman Parkades - LED Lighting Retrofit	(20,940)	20,940	0	0	0	0	OG
Department Priority 1 Total		(20,940)	20,940	0	0	0	0	
<hr/>								
Total Priority 1 Reduction Requests		(20,940)	20,940	0	0	0	0	

CCP - Combined capital project

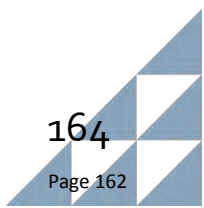
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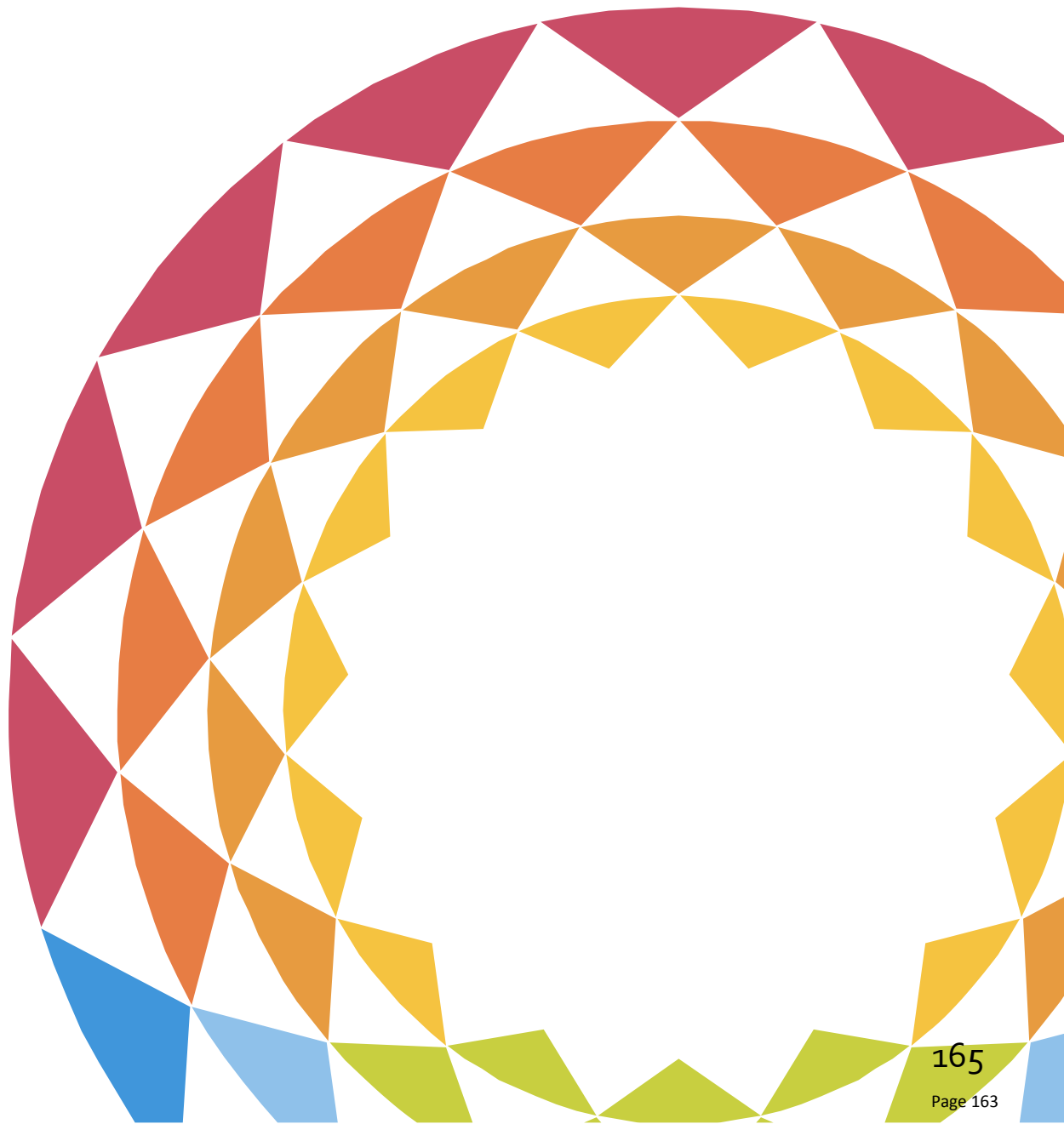
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Infrastructure





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Infrastructure

The Infrastructure Division is responsible for the planning, design and construction of all infrastructure required by the community as well as the long term replacement of aging assets. Asset preservation and replacement is essential to a sustainable community and the division establishes systems to maintain and report on the state of the community's infrastructure and plan for its replacement. The planning role involves anticipating future infrastructure needs by ensuring overall system integrity and a multiple bottom line perspective that considers the financial, social, cultural and environmental aspects of each project. The division develops short and long range capital plans and related financial plans. The design and construction arm of Infrastructure uses best practices in all aspects of project delivery, including engaging stakeholders for the appropriate level of input.



Infrastructure Delivery manages the delivery of City infrastructure projects. Project delivery is provided by specialist consultants where appropriate. Projects include new construction and rehabilitation. A key focus of project delivery is to develop thoughtful and innovative processes and procedures to minimize the impact of City projects on residents and visitors, while ensuring compliance with Council approved policies and all applicable acts and regulations.

Infrastructure Engineering coordinates the annual and long-term capital plans including water, wastewater, drainage and solid waste, as well as the City's asset management plans for infrastructure renewal and the 20-Year Servicing Plan for infrastructure required to support growth. Infrastructure Engineering provides administrative and financial support services for the Division and administers the Development Cost Charge program. Infrastructure Engineering strives to guide all Division staff to understand and comply with corporate policies and best practices for capital planning, project accounting, document management and budgeting. Infrastructure Engineering also includes utility planning.

Integrated Transportation provides a strategic multi-dimensional approach to manage and plan transportation systems. The three branches of this department - *Transit & Transportation Programs*, *Strategic Transportation Planning* and *Transportation Engineering* - are responsible for transit administration, transit service and infrastructure planning, transportation demand management and shared mobility programs, strategic multi-modal transportation planning and prioritization, data collection, monitoring and analytics, corridor conceptual planning, network planning, major

traffic impact reviews and road safety planning. This department also provides regional administration and inter-governmental collaboration to transportation planning and programs through management of the *Sustainable Transportation Partnership of the Central Okanagan (STPCO)*. As well, regional air quality planning and coordination is provided under contract to the Regional District of the Central Okanagan.

2020 Divisional drivers & activities

Drivers

- The Infrastructure Division contributes to many of the Council and Corporate priorities, with particular emphasis on delivering results for transportation & mobility, vibrant neighborhoods, economic resiliency and environmental protection
- The Division plans, designs and delivers infrastructure projects worth up to \$100 million every year, resulting in value laden quality infrastructure that meet the community needs
- Plan for future infrastructure needs and develop strategies for funding and implementation
- Coordinate capital plans, budgets and funding sources to maximize the investment in the community where and when it is most needed
- Continue to improve the Asset Management Program that supports sustainable service delivery through efficient operation, maintenance and renewal of the City's \$3 billion in infrastructure assets
- Engage the community and stakeholders in project development and delivery;
- Foster and maintain regional partnerships through the Sustainable Transportation Partnership of the Central Okanagan (STPCO)
- Focus on value for project and program delivery
- Build awareness, support and utilization of practices and programs through social media and communications
- Utilize evidence-based and transparent decision making
- Monitor performance through data gathering and analytics
- Continue to improve our resilience for extreme weather events related to climate change by updating bylaws and upgrading infrastructure and waterways for flood protection

Activities

Transportation & Mobility

- Update the of Transportation section of Bylaw 7900
- Develop the first Transportation Safety Strategy for the City
- Complete the Transportation Master Plan and the Regional Transportation Plan
- Complete the Okanagan Gateway Transportation study to support the success of the Airport and University area
- Prepare for major transit grants – planning and feasibility studies for the Mid Town (Orchard Park) Exchange and the Transit Garage and Operations Facility
- Start demolition and re-construction of Lakeshore Road bridge at Bellevue Creek (to be completed in 2021)
- Develop a communications strategy to elevate the conversation around city-wide transportation and mobility
- Develop a Curbside Management Strategy to respond to the emergence of shared mobility
- Initiate the KLO Road bridge crossing of Mission Creek and related roundabout project (to be completed in 2021)
- Continue the construction of the Ethel Active Transportation Corridor from Rose to Raymer
- Begin development of the Houghton Active Transportation Corridor connecting Rutland to the Okanagan Rail Trail (to be completed in 2021)

Vibrant Neighbourhoods

- Deliver active transportation corridors and expansion of the sidewalk network
- Design Central Green Pedestrian/Bicycle overpass across Highway 97 / Harvey Avenue
- Initiate the construction of upgraded sewer mains and lift station in the Guy Street and Flintoft Avenue residential area
- Continue to upgrade and improve our major community parks, with projects planned for City Park Promenade, Rowcliffe Park frontage improvements, final phase of Rutland Centennial Park, and development of Dehart Community Park

Economic Resiliency

- Okanagan Rail Trail – complete the connection to the waterfront park pathway
- Initiate the process of proactive engineering design for priority transportation projects facilitating land acquisition, adjacent development coordination and support funding opportunities from senior levels of government
- Conduct condition assessments on a problematic sewer main on Burtch Road and an aging water transmission main serving a large portion of the city core
- Update the 10-Year Capital Plan and Financial Strategy that supports a \$1.3 billion infrastructure investment over the next 10-years
- Implement Phase 2 & 3 of the Asset Management System that will track the performance, maintenance and condition of the City's infrastructure assets valued at over \$3 billion
- Develop the 2040 Infrastructure Plan and Financial Strategy in conjunction with the 2040 OCP that will detail infrastructure investments required to support growth, enhance services and renew existing assets. To be finalized in 2021

Environmental Protection

- Mill Creek Flood Protection Project
 - Initiate the comprehensive environmental and archaeological overview assessments
 - Complete the process to obtain a 5 year Creek Maintenance license
 - Initiate the overall plan development process
- Initiate Stage 2 of the Area Based Water Management Plan which addresses key gaps and policy directions identified in earlier stages of the process
- Expand the landfill footprint to the northern limit and install a new impervious liner
- Upgrade composting facility processes including odor and site management necessary to meet regulatory requirements
- Complete Hillspring Pond upgrades
- Correct drainage issues related to the storm pond on Walburn Road
- Complete a comprehensive Drought Management Plan
- Complete phase 1 of a Water Conservation Plan
- Establish an Environmental Project Manager position to provide in-house environmental planning and permitting, strengthen relationships with government regulatory bodies and monitor projects for compliance

Financial Management

- Initiate Phase 1 of the Water Meter Replacement Program
- Amend the DCC Bylaw to add a new Parks Development Cost Charge that will fund \$107 million in Parks development in the next 10 years

- Restructure the Third Party Work program to leverage these valuable and cost-effective construction services into a new business model that can be self-sustaining and generate non-taxation revenue for the City
- Further develop Model City Infrastructure quantifying revenue and costs of infrastructure servicing
- Continue to improve consultant and contractor service and performance through Qualifications Based Selection (QBS), where team, expertise, experience, innovation and value are key criteria for selection

Clear Direction

- Identify sound planning of infrastructure needs and development cost estimates to serve the 2040 OCP process
- Develop a Long Term Servicing Plan of the North End Industrial area with the District of Lake Country and Okanagan Indian Band

People

- Restructure Utilities Construction to enhance the City construction team for succession planning, improved emergency response & preparation, improved site safety and project delivery

Base Business

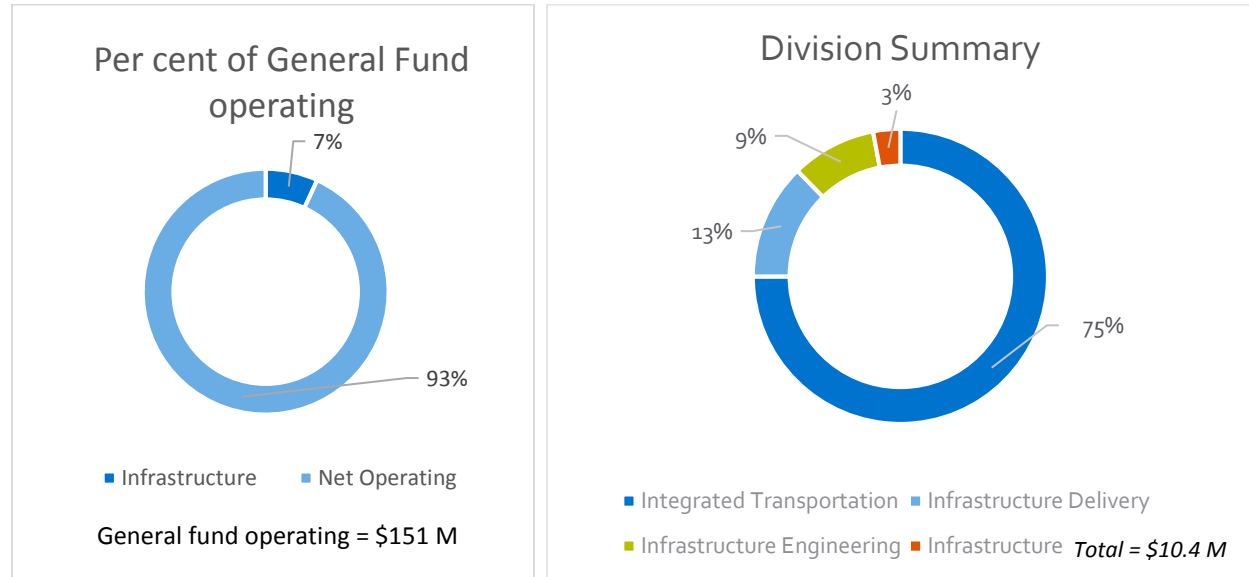
- Base Business is the core of the Infrastructure Division. Staff are directly responsible for the development and implementation of the Capital Plan which delivers renewal, growth and new infrastructure projects, adding to the asset base valued at over \$3 billion
- This annual capital investment can be up to \$100 million
- Administer the contract, in conjunction with BC Transit, to operate the local transit network
- Establish a Structural Project Manager position to better lead and support building capital and operating related projects, and assist with asset management of City bridges, buildings and structures

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
Total lane kilometres of roads resurfaced (km)	37	35	37
New water main pipe installed (m)	18,000	57,000	7,000
Renewal water main pipe installed (m)	1,385	920	630
New sanitary sewer main pipe installed (m)	1,700	100	400
Renewal sanitary sewer main pipe installed (m)	0	1,840	2,600
# of water main breaks	7	12	18
Water main pipes (km)	549	565	585
# of water service breaks (does not include SEKID)	103	106	150
# of water service pipes (does not include SEKID) (km)	18,547	19,450	20,100

Continued	Actual 2018	Estimated 2019	Proposed 2020
# of participants in Bike to Work/School Week	5,730	5,530	5,500
# of students participating in bicycle education programs	2,148	1,603	2,000
Air quality - # of woodstoves exchanged for high-efficiency stoves	13	47	59
Air quality - # of cubic metres of orchard wood waste chipped	7,237	5,000	5,000
Program outcomes			
Total value of capital construction projects (\$)			
Civic buildings	3.4M	9.3M	9.3M
Parks & public spaces	14M	25.4M	22.1M
Transportation	28.9M	40.2M	20.5M
Solid waste	830k	13.3M	6.4M
Storm drainage	4.5M	6.3M	3.4M
Water	23.9M	73.8M	4.1M
Wastewater	4.8M	13.8M	4.6M
Total corporate greenhouse gas (GHG) emissions (CO2 tonnes)	7,948	7,869	7,790
Efficiency measures			
Service request average response time by type (in calendar days)			
Bus stops	2	3	3
Construction	14	2	2
Drainage	52	5	5
Air quality	1	7	5
Dog Parks	N/A	4	4
Bike lanes	37	4	4
Future road plans	35	30	30
Customer satisfaction			
Transit ridership (# of people per year)	5,239,651	5,676,825	5,892,500
Transit service (hours)	198,183	204,106	205,056

Budget overview



Net Divisional expenditures (\$ thousands)

Departments		Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:						
Infrastructure						
220	Infrastructure	275	582	310		
		275	582	310	(272)	(46.7%)
Infrastructure Engineering						
176	Infrastructure Administration	354	419	425		
221	Solid Waste Management	8	0	0		
223	Infrastructure Engineering	152	228	222		
245	Utility Planning	390	376	323		
*	246 Utility Planning - Wastewater	0	0	0		
*	247 Utility Planning - Water	0	0	0		
		904	1,023	970	(53)	(5.2%)
Infrastructure Delivery						
214	Infrastructure Delivery	854	1,162	1,184		
215	Utilities Construction	152	134	141		
*	236 Wastewater Construction	0	0	0		
*	237 Water Construction	0	0	0		
	Infrastructure Delivery -					
*	263 Wastewater	0	0	0		
*	264 Infrastructure Delivery - Water	0	0	0		
		1,006	1,297	1,325	28	2.2%
Integrated Transportation						
185	Integrated Transportation	396	359	358		
192	Transportation Engineering	658	739	947		

Continued					
193	Transit and Programs	133	142	152	
224	Strategic Transportation Planning	182	244	254	
257	Kelowna Regional Transit	6,706	6,080	6,096	
		8,075	7,565	7,808	243 3.2%
	Net operating expenditures	10,261	10,467	10,413	(55) (0.5%)
Capital cost centres:					
		0	0	0	
	Net capital expenditures	0	0	0	0 0.0%
	Total Division net expenditures	10,261	10,467	10,413	(55) (0.5%)

*Shown in Civic Operations as these cost centers are fund 40/50

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	10,467	31.2
2020 net impacts		
One-time operating requests	(409)	(0.4)
One-time expenditure reductions	0	
Prior years ongoing adjustments	(10)	1.0
Divisional adjustments	22	
	10,070	31.8
2020 Program additions (P1)		
2020 operating requests:	343	1.8
2020 expenditure reductions:	343	
Total	10,413	33.6
Unfunded 2020 requests (P2)		
2020 operating request	102	0.5
2020 expenditure reductions	0	
Total unfunded requests for 2020	102	0.5

Note: Totals may not add due to rounding.

Infrastructure - General Fund**Revenues/Expenditures by Category(\$ thousands)**

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(7,263)	(7,989)	(7,526)
Other Revenue	(11,397)	(14,690)	(11,387)
Transfers from Funds			
Special (Stat Reserve) Funds	(40)	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(1,499)	(2,478)	(510)
Total Revenue	(20,199)	(25,157)	(19,423)
<u>Expenditures</u>			
Salaries and Wages	3,178	3,277	3,367
Internal Equipment	181	165	159
Material and Other	3,270	9,144	3,254
Contract Services	22,310	22,333	22,324
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	353	419	436
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	1,169	287	297
Total Expenditures	30,460	35,625	29,835
Net Operating Expenditures	10,261	10,467	10,413
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	10,261	10,467	10,413

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	24.8	26.4	27.4	29.9
Hourly	2.8	4.8	3.8	3.7

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
174	Project Manager (Buildings) Position	21,900	0	0	0	0	0	(21,900)	OG
174	Preliminary Design Program	100,000	0	0	0	0	0	(100,000)	OT
175	Traffic / Transit Screen Line Counts	65,000	0	0	0	0	0	(65,000)	OT
175	Utilities Foremen Positions	27,500	0	0	0	0	(19,000)	(8,500)	OG
176	Environmental Management	50,000	(50,000)	0	0	0	0	0	OG
	Total Maintain	264,400	(50,000)	0	0	0	(19,000)	(195,400)	
Growth									
176	Active Transportation Maintenance	10,000	0	0	0	0	0	(10,000)	OG
177	North End Industrial Area Servicing Plan	66,600	0	0	0	0	(66,600)	0	OT
177	Transit Maintenance Facility	250,000	(250,000)	0	0	0	0	0	OT
178	Orchard Park Exchange	150,000	(150,000)	0	0	0	0	0	OT
178	Midtown Core Optimization	100,000	(100,000)	0	0	0	0	0	OT
	Total Growth	576,600	(500,000)	0	0	0	(66,600)	(10,000)	
New									
179	Transportation Master Plan Implementation	45,000	0	0	0	0	0	(45,000)	OT
179	Co-op Student - Asset Management Data Analyst	14,600	0	0	0	0	0	(14,600)	OT
180	Asset Management Consulting Support	70,000	(12,500)	0	0	0	(25,000)	(32,500)	OT
180	Survey Data Classification	20,000	0	0	0	0	0	(20,000)	OT
181	Area Based Water Management Plan	200,000	0	0	0	0	(200,000)	0	OG
181	Okanagan Rail Trail Operational Activities	25,000	0	0	0	0	0	(25,000)	OG
	Total New	374,600	(12,500)	0	0	0	(225,000)	(137,100)	
	Division Priority 1 Total	1,215,600	(562,500)	0	0	0	(310,600)	(342,500)	
	Total Priority 1 Operating	1,215,600	(562,500)	0	0	0	(310,600)	(342,500)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Project Manager (Buildings) Position		PROVISIONAL

Justification:

Budget is requested for a Project Manager position with Building/Structural expertise. The position will manage projects, issues and opportunities for civic buildings, facilities, parking structures, storage facilities, bridges, retaining walls, renovations, building envelopes and building systems. In addition, the position will support the asset management team and data management of bridge structures as it corresponds to rehabilitation and replacement. With this new position the City can realize improved levels of operational service and reduced capital costs. The annual cost of the position will be \$120,000 of which 20% will be funded from operating projects and 80% from capital projects.

Strategic Direction: People - Ability to attract, select & retain talent

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	21,900	0	0	0	0	0	0	(21,900)
2021	26,500	0	0	0	0	0	0	(26,500)
2022	26,500	0	0	0	0	0	0	(26,500)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Preliminary Design Program		PROVISIONAL

Justification:

Budget is requested to advance studies and preliminary designs of priority transportation projects. The development of preliminary plans will facilitate strategic project implementation and a common understanding of future projects. These plans will facilitate land acquisition, development coordination and funding from senior levels of government. These studies and plans will help inform future detailed design to deliver a balanced transportation network.

Strategic Direction: Transportation & mobility - Investments are connecting high density areas

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,000	0	0	0	0	0	0	(100,000)

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Traffic / Transit Screen Line Counts		PROVISIONAL

Justification:

Budget is requested to collect, analyze and report out on traffic and transit volumes across major screen lines throughout the City. This data will be used to understand traffic and transit travel patterns Citywide. Data will support future transportation planning initiatives including: updating calibration of the transportation demand forecasting model; monitoring current conditions future growth and trends; network evaluation and assessment; and day to day operations. To be completed Q3 2020.

Strategic Direction:	Clear direction - Progress on results is measured, monitored & reported							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	65,000	0	0	0	0	0	0	(65,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Utilities Foremen Positions		PROVISIONAL

Justification:

The highest priority need for long term success and stability of the Utility Construction team is with these critical leadership foreman training positions. There are no qualified people in the organization to fill the role and success with an external posting is unlikely. The Utility Construction Foreman position is very demanding and takes years to achieve the training and certifications required. Having two additional Foremen in long term training positions will provide support for the current foremen and provide for an ideal succession plan. The annual cost of each position will be \$97,000 of which 75% will be funded from capital projects and the remaining 25% will be cost shared between the Water Fund, Wastewater Fund and taxation.

Strategic Direction:	People - Ability to attract, select & retain talent							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	27,500	0	0	0	0	0	(19,000)	(8,500)
2021	51,100	0	0	0	0	0	(38,200)	(12,900)
2022	51,100	0	0	0	0	0	(38,200)	(12,900)

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Engineering		ON-GOING
Title:	Environmental Management		PROVISIONAL

Justification:

Budget is requested to hire consultants to address environmental considerations at the landfill. In 2020, this is anticipated to be completed for Robert Lake and its related hydrology.

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	(50,000)	0	0	0	0	0	0
2021	50,000	(50,000)	0	0	0	0	0	0
2022	50,000	(50,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Growth
Department:	Integrated Transportation		ON-GOING
Title:	Active Transportation Maintenance		PROVISIONAL

Justification:

Budget is requested for operational activities associated with maintaining the pedestrian and bicycle counter network. Activities include cellular connection and battery replacement.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	10,000	0	0	0	0	0	0	(10,000)
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	Growth
Department:	Infrastructure Engineering		ONE-TIME
Title:	North End Industrial Area Servicing Plan		PROVISIONAL

Justification:

The North End Industrial Area is an important economic and industrial driver in the City of Kelowna. The Industrial area was established prior to the 1973 establishment of Kelowna City limits. Okanagan Indian Band (OKIB) lands are included in the Kelowna boundary. The District of Lake Country supplies water, and the City provides the remaining services however, transportation to and from the area is complex. Budget is requested to undertake an area plan combining servicing of the north industrial area (Jim Bailey), Okanagan Indian Band, Lake Country, and development community. The work will involve engagement, consultants, legal and different levels of government. To be completed by end of 2020. This project will be cost shared between the Water and Wastewater funds.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	66,600	0	0	0	0	0	(66,600)	0

Division:	Infrastructure	Priority: 1	Growth
Department:	Integrated Transportation		ONE-TIME
Title:	Transit Maintenance Facility		PROVISIONAL

Justification:

The Hardy Street Regional Transit Maintenance Facility is currently operating beyond capacity, resulting in fleet maintenance backlog, operating challenges and the inability to expand transit services. Renewal of this facility is considered the highest priority transit infrastructure investment in the region. Following previous analysis of various candidate sites throughout the region, this budget request will undertake preliminary site layout, facility design, site servicing, and costing to refine recommended site scope and cost. Study results will support future project phases and applications to the federal Investing in Canada Infrastructure Program (ICIP), under which up to 80% of approved transit improvement project costs may be funded. To be completed in Q1 2021.

Detailed design and construction under separate, future funding applications are anticipated to be completed in 2024.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	250,000	(250,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	Growth
Department:	Integrated Transportation		ONE-TIME
Title:	Orchard Park Exchange		PROVISIONAL

Justification:

This budget request is for preliminary design development for the Orchard Park Exchange, which has reached its capacity. This project will consider options to expand the exchange both on-site and on adjacent streets while also seeking to reduce delays for buses entering and departing the exchange. The study will be completed concurrently with the Midtown Core Optimization study and is expected to be completed in 2021.

This project will allow for application under the Investing in Canada Infrastructure Program (ICIP), a federal grant program that may fund up to 80% of approved transit improvement projects.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	150,000	(150,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	Growth
Department:	Integrated Transportation		ONE-TIME
Title:	Midtown Core Optimization		PROVISIONAL

Justification:

Budget is requested for traffic engineering and design to assess the feasibility of transit priority infrastructure and understand traffic impacts and technology options for Cooper Road, Springfield Road and Enterprise Way. The study will be completed concurrently with an exchange siting study and is expected to be completed in 2021.

This study will allow for application under the Investing in Canada Infrastructure Program (ICIP), a federal grant program that could potentially fund up to 80% of approved transit improvement projects.

Strategic Direction:	Transportation & mobility - Travel times are optimized							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,000	(100,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Integrated Transportation		ONE-TIME
Title:	Transportation Master Plan Implementation		PROVISIONAL

Justification:

Concurrent with completion of the Transportation Master Plan (TMP), budget is requested to undertake the following opportunities:

Transportation Safety Strategy- With safety the most supported goal in public consultation, a strategy will develop a comprehensive approach to improve safety on the transportation network; and, Transportation Performance

Monitoring - Development of a program to assess the City's progress implementing the TMP.

These initiatives are expected to be completed in Q2 2021.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	45,000	0	0	0	0	0	0	(45,000)

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ONE-TIME
Title:	Co-op Student - Asset Management Data Analyst		PROVISIONAL

Justification:

The City is in the process of implementing a Corporate Asset Management System (AMS) for all City infrastructure systems (i.e. water, wastewater, drainage, transportation, parks, buildings, etc.).

The AMS will improve operational efficiency, extend asset service life and support asset management planning to ensure City services are supported by reliable and financially sustainable infrastructure.

The cornerstone of the AMS is an accurate infrastructure asset inventory.

This budget request is for one summer student to collect asset information and to enter it into the AMS database.

This work will be completed in 2020.

Strategic Direction:	Economic resiliency - Infrastructure deficit is reduced							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	14,600	0	0	0	0	0	0	(14,600)

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ONE-TIME
Title:	Asset Management Consulting Support		PROVISIONAL

Justification:

Service delivery is supported by well maintained and resilient infrastructure. The City owns and operates \$3.2 billion in infrastructure assets and good asset management planning is needed to ensure acceptable service delivery, manage risk of service interruption and operate, maintain and renew assets in a timely and efficient manner. This budget is needed for consulting support to develop a corporate asset management plan that details the asset renewal needs for all service area. Currently, asset management plans have been developed for each service area. These plans will be updated and combined into one document that details all of the City's asset renewal needs for the next 20-years. This project will be partially funded from the Water fund, Wastewater fund and Landfill, and is expected to be complete by the end of 2021.

Strategic Direction:	Economic resiliency - Infrastructure deficit is reduced							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	70,000	(12,500)	0	0	0	0	(25,000)	(32,500)

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ONE-TIME
Title:	Survey Data Classification		PROVISIONAL

Justification:

High resolution Light Detection and Ranging (LiDAR) data was obtained throughout the Okanagan in 2018 in partnership with the Province and Okanagan Basin Water Board. The information is a valuable tool for a variety of infrastructure and environmental modeling and operational processes in the City. The data is currently in a raw form, and further data extraction and processing is required through consultants and suppliers to create useful layers of information. The work will be completed in 2020.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	20,000	0	0	0	0	0	0	(20,000)

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ON-GOING
Title:	Area Based Water Management Plan		PROVISIONAL

Justification:

The Area Based Water Management Plan is a strategic process that develops the policies, strategies, goals and budgetary needs to address water management through the City of Kelowna. The work encompasses the coordination of work plans of various sectors including water, wastewater, storm water, natural assets (parks), groundwater, environmental flow needs and drought management. The regulatory controls and legislation for many of these items lies outside City control. Phase 2 of this project addresses gaps in policy, data, operations, capital works, regulation and other issues and develops a strategy for the City to work collaboratively with partners that share the City's watersheds. Estimated completion in 2021. This project will be funded from the Water fund.

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	200,000	0	0	0	0	0	(200,000)	0
2021	150,000	0	0	0	0	0	(150,000)	0
2022	0	0	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	New
Department:	Integrated Transportation		ON-GOING
Title:	Okanagan Rail Trail Operational Activities		PROVISIONAL

Justification:

The Okanagan Rail Trail (ORT) is a 50 km multi-use trail that links the communities of the valley. The Okanagan Rail Trail Committee (ORTC) is responsible for the joint coordination of activities related to planning, development, maintenance and use of the corridor. In 2020, the three owner jurisdictions are requesting \$25,000 each towards the ORTC activities for 2020-2022 (three budget years). These funds will be used as ORTC operational funding and/or to engage support resources (ie: consultant). ORT activities in 2020 may include:

- Coordinate development, management, maintenance and governance of the rail trail between owner jurisdictions
- Support Friends of the ORT in their Trail Ambassador Program, fundraising and education programs
- Planning activities for future facilities, enhancements, and long term opportunities
- Marketing, promotion and economic development along the ORT.

Strategic Direction: Transportation & mobility - Investments are connecting high density areas

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,000	0	0	0	0	0	0	(25,000)
2021	25,000	0	0	0	0	0	0	(25,000)
2022	25,000	0	0	0	0	0	0	(25,000)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
183	Project Manager (Environmental) Position	25,200	0	0	0	0	0	(25,200)	OG
183	Bike Lane Snow Clearing Study	20,000	0	0	0	0	0	(20,000)	OT
	Total Maintain	45,200	0	0	0	0	0	(45,200)	
New									
184	Transportation Public Education	45,000	0	0	0	0	0	(45,000)	OG
184	Shared Mobility Dashboard	12,000	0	0	0	0	0	(12,000)	OG
	Total New	57,000	0	0	0	0	0	(57,000)	
	Division Priority 2 Total	102,200	0	0	0	0	0	(102,200)	
	Total Priority 2 Operating	102,200	0	0	0	0	0	(102,200)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'*'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Infrastructure	Priority: 2	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Project Manager (Environmental) Position		PROVISIONAL

Justification:

Budget is requested for an Environmental Project Manager position. This position will be responsible for managing all environmental planning and permitting requirements for infrastructure capital and operating projects. This Qualified Environmental Professional will maintain good working relationships with government regulatory bodies, make routine assessments, applications and reports, manage consultants when required for larger specialized projects, monitor permit requirements for compliance and manage environmental issues with emergency operation centre events. With this new position the City can realize improved levels of operational service and reduced capital costs, particularly for the larger capital projects and numerous smaller bridge maintenance, creek and shoreline related improvement works. The annual cost of the position will be \$120,000 of which 25% will be funded from operating projects and 75% from capital projects.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,200	0	0	0	0	0	0	(25,200)
2021	32,700	0	0	0	0	0	0	(32,700)
2022	32,700	0	0	0	0	0	0	(32,700)

Division:	Infrastructure	Priority: 2	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Bike Lane Snow Clearing Study		PROVISIONAL

Justification:

Budget is requested to conduct a study to explore a prioritized approach to winter bike lane maintenance and develop alternative snow clearing options for these corridors. Currently, winter bike lane maintenance is cost-prohibitive. Historically, bike lanes have been used as winter snow storage for vehicular travel lanes and sidewalks. To meet goals for cycling mode share outlined in the Pedestrian and Bicycle Master Plan, year-round cycling retention needs to climb significantly. In 2017, the City piloted snow clearing on off-street pathways and protected bike lanes. The next step is to explore options for clearing snow from streets and alternate snow storage options on these corridors. To be completed Q4 2020.

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	20,000	0	0	0	0	0	0	(20,000)

2020 Operating Request Details

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ON-GOING
Title:	Transportation Public Education		PROVISIONAL

Justification:

Aligning with council priorities, one-time budget is requested to develop a communications strategy to elevate the conversation about transportation and mobility city-wide. The strategy will provide the public with more opportunities to learn about transportation. Without base knowledge on transportation fundamentals, it is difficult for residents to communicate their needs to the City in the context of a long-term planning horizon.

Also, as an ongoing item, this request will help staff introduce new infrastructure and technologies to help residents and visitors safely and efficiently move around the city. This may include educational collateral to help residents use new infrastructure elements safely and efficiently, including roundabouts, protected bike lanes, floating transit stops and emerging street design elements.

Strategic Direction:	Transportation & mobility - More opportunities to learn about transportation
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	45,000	0	0	0	0	0	0	(45,000)
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ON-GOING
Title:	Shared Mobility Dashboard		PROVISIONAL

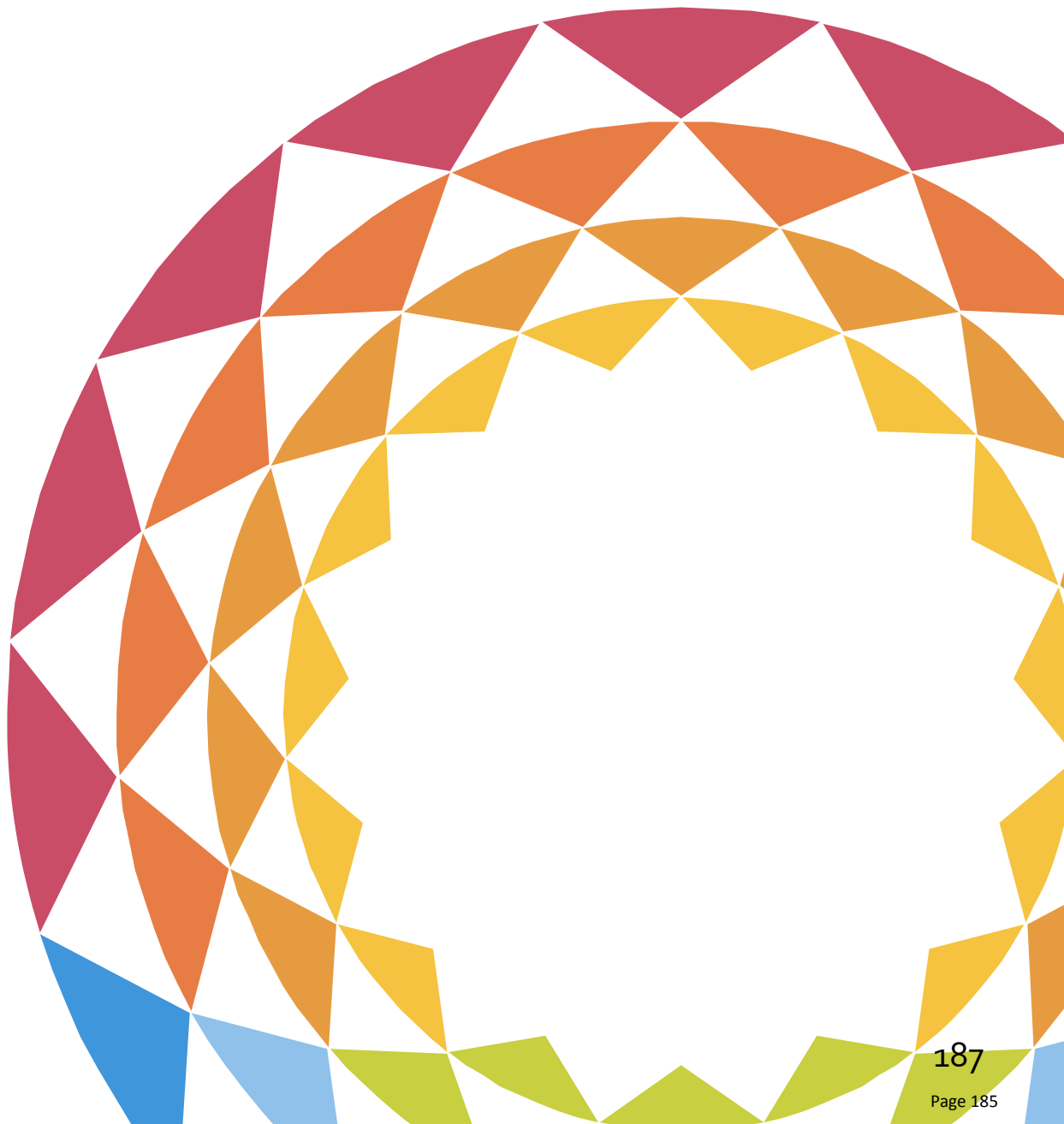
Justification:

The City receives real-time and historical data from bike-share and scooter share operators. Dashboard software exists to assist in the enforcement and management of the terms and conditions of the City's bike-share permit program. Staff are currently testing various dashboards in the market-place on a trial basis. Budget is requested to purchase access to these services into the future. Staff have already saved time and optimized enforcement efforts through these digital tools. There may be opportunities to use these digital tools to manage other mobility service providers, including car-sharing and ride-hailing operators into the future.

Strategic Direction:	Transportation & mobility - Emerging technologies make it easier to get around
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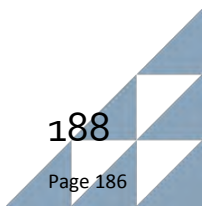
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	12,000	0	0	0	0	0	0	(12,000)
2021	12,000	0	0	0	0	0	0	(12,000)
2022	12,000	0	0	0	0	0	0	(12,000)

Civic Operations





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Civic Operations

The Civic Operations Division is responsible for managing, operating and maintaining the City's infrastructure in a sustainable manner meeting community needs. Infrastructure that the Civic Operations Division is responsible for includes: the transportation network, water and wastewater utilities, biosolids plant, drainage systems, parks, beaches, sports fields, natural areas, urban forests, public open spaces, corporate fleet, waste management, landfill plus civic buildings and civic facilities such as pools and arenas. This Division also has a critical role during emergencies.



Building Services operates and maintains more than 100 civic buildings and facilities including arenas, pools and stadiums. This team also provides trades services to all City departments on an as needed basis for plumbing, electrical, heating, ventilation and air conditioning (HVAC), carpentry, painting, janitorial and general maintenance. This team leads energy management for the City.

Civic Operations Finance and Administration is responsible for overall divisional financial administration, clerical support, budget coordination, customer call centre, customer service requests and permit administration.

Fleet Services is responsible for overall management, procurement and maintenance of the City's fleet plus contract equipment procurement and management.

Park Services is responsible for management, operations and maintenance of more than 200 parks including beaches, sports fields, natural areas, forests, and beautification of the City. This branch also manages Kelowna Memorial Park Cemetery and leads graffiti removal and prevention.

Public Works is responsible for managing, operating and maintaining roads, sidewalks, walkways/multi-use corridors, bike paths, City owned parking lots, transit and bus shelters, litter control, snow and ice control, traffic signs, road markings, traffic systems and signals, street lights, waste management, and the City gravel pit.

Utility Services is responsible for delivering essential services such as water and water conservation programs, plus management, operations and maintenance of the wastewater

treatment plants, the biosolids plant, the Glenmore Landfill, and the underground water and wastewater utilities and drainage systems.

2020 Divisional drivers & activities

Drivers

- Community Safety
- Social and Inclusive
- Transportation and Mobility
- Vibrant neighbourhoods
- Economic Resiliency
- Environmental Protection
- Financial Management
- Clear Direction
- People
- Resilient, well-managed infrastructure
- Maintain and improve sustainable operations

Activities

Community Safety

- Improve security camera infrastructure
- Continue to provide safe public infrastructure

Transportation & Mobility

- Addition of buffered bike lanes to most resurfacing projects

Vibrant Neighbourhoods

- Continue to deliver beautiful, well maintained parks and public land

Economic Resiliency

- Continue implementation of new asset management plans to reduce infrastructure deficit
- Update asset condition assessments

Environmental Protection

- Identify and implement projects for saving energy and greenhouse gases
- Explore options for compost plant expansion
- Design and installation of liner system for Area 2 of the landfill
- Implement irrigation plan
- Initiate chemical management program
- Explore options for durable road marking in an effort to reduce chemical and solvent use

Financial Management

- Review and update contracts from service providers
- Update capital plans for city facilities
- Implement buildings system automation & performance optimization
- Assess the Kelowna Memorial Park Cemetery business model and update plans

Clear Direction

- Complete departmental strategic plan

People

- Improve employee engagement
- Invest in employee training and development
- Planning for future employee accommodations

Base Business

- Provide well maintained infrastructure
- Provide excellent customer service

2020 Divisional performance measures

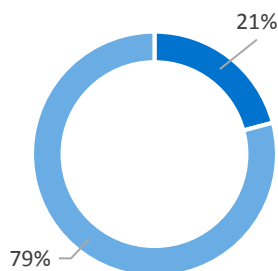
	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
Admin			
# of garage work orders	4,386	4,450	4,515
# of locates	4,294	4,485	4,675
# of road usage permits	1,014	940	990
# of service requests processed	17,127	17,850	18,000
# of hydrant permits and water bulk filling cards	265	303	330
# of traffic orders	141	103	150
Buildings			
# of service requests	3,726	4,600	5,000
Parks			
# of off-leash dog parks per 100,000 residents	9	9	10
# of sports fields maintained	68	68	70
# of outdoor events supported	212	238	226
# of trees (streets and developed parks) maintained annually	3,750	3,800	3,900
# of trees and seedlings planted on City property	3,000	3,000	3,000
# of funerals administered	422	425	430
# of parks service requests administered	3,851	3,400	3,500
# of graffiti service requests administered	5,448	6,000	6,000
Solid Waste			
Construction/demolition waste buried (tonnes)	53,868	55,000	52,500
Friable asbestos handled (tonnes)	1,007	1,000	1,000

Continued			
Roads			
Road maintained (lane km)	1,680	1,700	1,720
Bike lanes (lane km)	360	365	370
Curb & gutter (lane km)	855	860	865
Operating cost of spring sweeping (\$)	796,000	772,000	785,000
Cost of snow removal (\$)	2.0M	2.0M	2.0M
Fleet Services			
Operating costs (\$)	5.5M	6.1 M	6 M
Fuel costs (\$)	1.41M	0.7M	1.6M
Fleet size	600	695	700
External hired equipment (\$)	3.15M	2.32M	2.5M
Napa parts inventory (\$)	536k	675k	600k
# of hybrid Vehicles	22	22	24
# of electric Vehicles	1	3	8
Utilities - Compost			
Biosolids processed by composting (tonnes)	31,201	32,620	33,230
Volume of Ogogrow compost sold (cubic meters)	63,528	31,200	35,000
Volume of Glengrow compost sold (cubic meters)	12,813	18,500	20,000
Utilities - Drainage			
Drainage pipes cleaned (km)	33.5	20	30
# of catch basins cleaned	10,903	9,600	11,000
Creek maintenance (person hours)	2,812	2,422	2,500
Utilities - Networks			
# of "Field Advices" responded to	2	0	0
# of requests - water on/off	952	1,049	1,100
Program outcomes			
Admin			
Revenue collected for road usage permits (\$)	355,344	400,000	400,000
Revenue collected for hydrant permits and water cards (\$)	88,379	89,000	92,000
Solid Waste			
Landfill scale revenues (\$)	14.4M	15M	15M
Landfill site visits	257,019	245,000	250,000
Organics diverted from disposal (tonnes)	54,823	52,000	55,000
Gypsum diverted from disposal (tonnes)	1,067	2,800	3,000

Continued			
Utilities Compost			
Sales revenue from Glengrow (\$)	147,200	230,000	240,000
Sales revenue from Ogogrow (\$)	227,400	275,000	350,000
Efficiency measures			
Parks			
Cost to maintain all parks per capita (\$)	90	92	93
Average cost to maintain parks per hectare (\$)	10,200	10,300	10,400
# of full-time staff per hectare	0.06	0.06	0.06
Average cost to maintain a playground for a year (\$)	1,000	1,015	1,025
Buildings			
City building electrical consumption (Kwh/yr)	20,039,398	20,500,000	20,500,000
City building natural gas consumption (GJ/yr)	62,815	62,815	62,815
Solid Waste			
Mandatory 'Recyclables in Garbage' surcharge (\$)	47,700	45,000	45,000
Landfill gas managed (Millions standard cubic feet)	134.5	147.9	162.7
Utilities Compost			
Net cost per tonne biosolids processed (\$)	93	89	90
Gross cost per tonne biosolids processed (\$)	101	97	100
Customer satisfaction			
Parks			
# of service requests completed in five days or less	75	81	85
# of graffiti service requests completed in five days or less	90	95	90
Buildings			
# of service requests completed within 48hrs	62%	62%	65%
Traffic			
# of road marking service requests	129	128	150
# of road sign & street name requests	549	563	600
# of streetlight pole replacement	77	160	180
# of streetlight service requests	890	510	500
# of traffic signal service requests	247	230	240
Utilities Compost			
# of biosolids composting odour reports	33	25	20

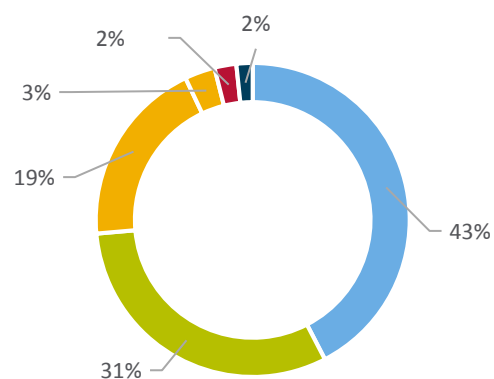
Continued**Innovation & learning**

Admin			
# of staff Attending Unit4, Service Request and SharePoint, and City Works training	13	13	13
# of staff attending Professional Financial and Strategic, Wellness and Better Workplace conference, Communication training	2	2	2
Roadways			
# of staff attending core training	25	25	25
# of staff trained as Geo-tab super users	2	2	2
# of staff trained on using the scale at the Westside gravel pit	4	6	6
# of staff enrolled in training opportunities	2	4	4
# of staff attended Public works conferences	2	6	6
# of staff completing BC Mines supervisor certification	0	4	8
Utilities- # of operators with target level of certification			
Wastewater Collection Network	13/15	13/15	13/15
Water Distribution	8/8	11/11	11/11

Budget overview**Per cent of General Fund operating**

■ Civic Operations ■ Net Operating

General fund operating = \$151 M

Division Summary

■ Parks Services ■ Public Works
 ■ Building Services ■ Utility Services
 ■ Civic Operations Administration ■ Civic Operations

Total = \$31.5 M

Net Divisional expenditures (\$ thousands)

Departments		Actual	Revised	Provisional	Change from prior year	Per cent change
		2018	2019	2020		
Operating cost centres:						
Civic Operations						
226	Civic Operations	248	259	263		
168	Infrastructure Operations	197	260	263		
		445	520	526	6	1.2%
Civic Operations Administration						
211	Civic Operations Finance & Administration	668	707	707		
		668	707	707	(0)	(0.0%)
Building Services						
156	Building Services	5,604	5,903	6,084		
204	Property Maintenance - Library	(2)	0	0		
		5,602	5,903	6,084	181	3.1%
Park Services						
169	Park Services	865	922	925		
170	Cemetery	0	0	0		
172	Parks, Beaches & Sports Fields	9,016	9,270	9,771		
174	Urban Forestry	2,256	2,541	2,635		
		12,137	12,733	13,330	597	4.7%
Public Works						
180	Street Lights	2,218	1,991	1,858		
188	Roadways Construction	365	127	131		
189	Roadways Operations	4,918	5,126	5,311		
190	Traffic Operations & Technical Support	843	1,311	1,298		
212	Public Works	148	152	154		
219	Traffic Signals & Systems	1,008	1,040	1,063		
		9,500	9,746	9,816	70	0.7%
Utility Services						
183	Solid Waste	(200)	(200)	(200)		
184	Biosolids	0	0	0		
201	Utility - Stormwater	1,033	1,029	984		
213	Utility Services	46	51	51		
199	Pumpstations - Stormwater	3	10	28		
267	Water Quality & Customer Care - General	100	117	119		
		982	1,007	981	(25)	(2.5%)
Fleet Services						
191	Fleet Services	0	61	61		
		0	61	61	0	0.0%
Net operating expenditures		29,334	30,678	31,506	828	2.7%

Continued**Capital cost centres:**

301	Building Capital	728	1,509	1,635		
302	Parks Capital	2,665	3,660	3,152		
304	Transportation Capital	3,632	5,369	6,909		
305	Solid Waste Capital	0	0	0		
306	Storm Drainage Capital	364	1,080	275		
310	Vehicle & Mobile Equipment	323	294	497		
Net capital expenditures		7,712	11,911	12,468	557	4.7%
Total Division net expenditures		37,046	42,589	43,974	1,385	3.3%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

	Total		FTE
2019 revised budget	30,678		212.0
2020 net impacts			
One-time operating requests	(66)		(0.1)
One-time expenditure reductions	55		
Prior years ongoing adjustments	0		0.5
Divisional adjustments	529	518	0.4
	31,196		212.8
2020 Program additions (P1)			
2020 operating requests:	310		4.6
2020 expenditure reductions:	0	310	
Total	31,506		217.4
Unfunded 2020 requests (P2)			
2020 operating request	255		0.9
2020 expenditure reductions	0	255	
Total unfunded requests for 2020	255		0.9

Note: Totals may not add due to rounding.

Civic Operations - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(32,350)	(29,984)	(29,542)
Other Revenue	(4,035)	(4,177)	(4,199)
Transfers from Funds			
Special (Stat Reserve) Funds	(55)	(360)	(30)
Development Cost Charges	0	0	0
Accumulated Surplus	(605)	(308)	(380)
Total Revenue	(37,045)	(34,829)	(34,151)
<u>Expenditures</u>			
Salaries and Wages	16,829	18,209	18,634
Internal Equipment	7,006	5,674	6,708
Material and Other	15,945	14,879	14,946
Contract Services	12,264	12,465	12,613
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	1,381	4,340	3,437
Transfers to Funds			
Special (Stat Reserve) Funds	12,165	9,370	8,740
Development Cost Charges	0	0	0
Accumulated Surplus	788	571	580
Total Expenditures	66,379	65,507	65,657
Net Operating Expenditures	29,334	30,678	31,506
<u>Capital Expenditures</u>			
Gross Expenditures	58,304	102,098	62,540
Other Funding Sources	(50,592)	(90,187)	(50,072)
Taxation Capital	7,712	11,911	12,468
Net Operating & Tax Capital Exp.	37,046	42,589	43,974

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	44.6	42.7	45.6	47.6
Hourly	164.6	143.6	166.4	169.8

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Civic Operations Division									
Maintain									
198	Westside Gravel Pit Mine Plan	0	0	0	0	0	0	0	OT
198	Edith Gay Park Sewer Connection	38,500	(38,500)	0	0	0	0	0	OT
199	Parks Service Contracts	110,900	(10,900)	0	0	0	0	(100,000)	OG
199	Streetlight Underground Wiring Repairs	40,000	(40,000)	0	0	0	0	0	OG
200	Contract Services - Fleet	50,000	(50,000)	0	0	0	0	0	OG
200	Facility Condition Assessments	150,000	(150,000)	0	0	0	0	0	OT
201	Irrigation Materials	50,000	0	0	0	0	0	(50,000)	OG
201	Streetlight Student Term Labourer Positions	11,000	0	0	0	0	0	(11,000)	OG
202	Asset Management Coordinator Position	48,000	(7,200)	0	0	(800)	(40,000)	0	OG
202	Kelowna Family YMCA Pool Filter Replacement	29,500	(29,500)	0	0	0	0	0	OT
203	Storm Lift Station Mechanical/Electrical Parts - Support	18,500	0	0	0	0	0	(18,500)	OG
203	Accountant Position	41,400	(20,800)	0	0	0	(20,600)	0	OG
204	Energy Specialist Position	52,100	(22,100)	0	(30,000)	0	0	0	OG
204	Kelowna Memorial Cemetery - Business Review	50,000	(50,000)	0	0	0	0	0	OT
205	Energy Program Funding	50,000	(50,000)	0	0	0	0	0	OG
205	Energy Reserve Contribution	(900,000)	500,000	0	0	0	0	400,000	OG
CAP 454	Roadway Urbanization	2,000	0	0	0	0	0	(2,000)	OG
206	Portable Toilets and Washroom Servicing	69,400	0	0	0	0	0	(69,400)	OG
206	Cook Rd. Boat Launch Dredging	250,000	0	0	0	(125,000)	0	(125,000)	OG
207	Rail Trail Maintenance	12,200	0	0	0	0	0	(12,200)	OG
Total Maintain		173,500	31,000	0	(30,000)	(125,800)	(60,600)	11,900	
Growth									
207	Heavy Duty Mechanic Position	48,300	(48,300)	0	0	0	0	0	OG
208	New Park Inventory	38,000	0	0	0	0	(4,800)	(33,200)	OG
CAP 460	Crosswalk Safety Signals and Flashers	500	0	0	0	0	0	(500)	OG
208	Landfill Equipment Operator IV Position	38,300	(38,300)	0	0	0	0	0	OG
209	Solid Waste Supervisor Position	56,000	(56,000)	0	0	0	0	0	OG
209	Commonage Term Labourer Position	24,300	0	0	0	(8,100)	(16,200)	0	OG
CAP 453	Ethel 3C ATC (Rose -Raymer)	3,200	0	0	0	0	0	(3,200)	OG
CAP 444	Fleet Growth	100,600	0	0	0	(4,300)	(8,700)	(87,600)	OG
CAP 459	Okanagan Rail Trail - Connection to Waterfront Park Pathway	2,100	0	0	0	0	0	(2,100)	OG

	Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
CCP	453	Houghton 1 DCC (Nickel - OK Rail Trail), ATC	13,300	0	0	0	0	0	(13,300)	OG
CAP	448	Lakeshore 1 DCC (DeHart - Vintage Terrace) , ATC	1,300	0	0	0	0	0	(1,300)	OG
CAP	448	McCulloch Area DCC (KLO/Hall/Spiers)	1,000	0	0	0	0	0	(1,000)	OG
CAP	434	Ponds Community Park - Sports Field Construction	0	0	0	0	0	0	0	OG
CCP	455	Sidewalk & Bikeway Renewal	1,000	0	0	0	0	0	(1,000)	OG
CAP	457	Transit - Bus Stop Renewal	200	0	0	0	0	0	(200)	OG
CAP	436	Sarson's Beach Park - Expansion	10,000	0	0	0	0	0	(10,000)	OG
CAP	459	Sidewalk Network Expansion	700	0	0	0	0	0	(700)	OG
CAP	461	Transit - New Bus Stops	400	0	0	0	0	0	(400)	OG
CAP	434	Pandosy Waterfront Park, Phase 1	0	0	0	0	0	0	0	OG
CAP	432	Rowcliffe Park – DCC Park Development	8,500	0	0	0	0	0	(8,500)	OG
Total Growth			347,700	(142,600)	0	0	(12,400)	(29,700)	(163,000)	
New										
	210	Commonage - Odour Management Plan Update	50,000	0	0	0	(16,700)	(33,300)	0	OT
CAP	489	Commonage - Secondary Odour Control Misting System	70,000	0	0	0	(23,300)	(46,700)	0	OG
	210	Beach Cleaning Contract Service Increase	55,600	0	0	0	0	0	(55,600)	OG
	211	Downtown Litter Control	35,000	0	0	0	0	0	(35,000)	OG
CAP	458	Active Transportation Corridor	0	0	0	0	0	0	0	OG
CAP	433	Rutland Centennial Park - DCC Park Development	5,000	0	0	0	0	0	(5,000)	OG
	211	Highway Median Planter Beautification	63,200	0	0	0	0	0	(63,200)	OG
Total New			278,800	0	0	0	(40,000)	(80,000)	(158,800)	
Maintain										
	271	<i>* Safety Coordinator Position</i>	0	0	0	0	0	0	0	OG
	176	<i>* Environmental Management</i>	0	0	0	0	0	0	0	OG
Total Maintain			0	0	0	0	0	0	0	
New										
	180	<i>* Asset Management Consulting Support</i>	0	0	0	0	0	0	0	OT
Total New			0	0	0	0	0	0	0	
Division Priority 1 Total			800,000	(111,600)	0	(30,000)	(178,200)	(170,300)	(309,900)	
Total Priority 1 Operating			800,000	(111,600)	0	(30,000)	(178,200)	(170,300)	(309,900)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Westside Gravel Pit Mine Plan		PROVISIONAL

Justification:

Budget is requested for seismic testing at the Westside Gravel Pit.

During mining operations in the past year a large rock formation was discovered. Testing will have to take place in order to acquire accurate volume of this mass. Without this information the current Mine plan can not be updated. A mine plan gives best methods of mining, life expectancy and reclamation guidelines. An updated mine plan is mandatory under the Mines Act.

The operating expenditure of \$35,000 will be funded from revenues collected.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	0	0	0	0	0	0	0	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Edith Gay Park Sewer Connection		PROVISIONAL

Justification:

Budget is requested to connect the buildings (Washroom and clubhouse/concession) at Edith Gay park to sewer. In 2005 sewer was extended along Moyer Rd past the park, however the park buildings were never connected. The septic system on site has failed and can no longer be maintained without replacement or connection to sewer system

Strategic Direction:	Vibrant neighbourhoods - Accessible and multi-purpose amenities							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	38,500	(38,500)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Parks Service Contracts		PROVISIONAL

Justification:

Funding is requested to address budget deficits for maintenance of new landscaping and /or developed parks. The original quotes received prior to construction based on conceptual plans were low compared to the actual costs (after project completion). Staff are requesting budget to meet the current maintenance cost for: Gyro Park improvements, Francis Ave Beach Access, Rowcliffe park, Memorial parkade, Blue Bird south expansion, Visitor Information Center, Barlee Park expansion, and John Hindle litter (funded by the Landfill reserve).

2020 Base Budget: \$2,551,500

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	110,900	(10,900)	0	0	0	0	0	(100,000)
2021	110,900	(10,900)	0	0	0	0	0	(100,000)
2022	110,900	(10,900)	0	0	0	0	0	(100,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Streetlight Underground Wiring Repairs		PROVISIONAL

Justification:

There are 14 areas identified in the City where street lights are not operating due to underground wiring faults. These projects are above and beyond normal operational maintenance. Repairs will involve a combination of civil, electrical and roadways work.

This request will ensure street lights are operating as intended and contributing to neighbourhood safety.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	(40,000)	0	0	0	0	0	0
2021	40,000	(40,000)	0	0	0	0	0	0
2022	0	0	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Contract Services - Fleet		PROVISIONAL

Justification:

Budget is requested to hire contract services to assist Fleet with financial and process analysis. This includes Engineer certifications on damaged/modified equipment, equipment life cycle analysis, and leasing vs. purchase of equipment.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	(50,000)	0	0	0	0	0	0
2021	50,000	(50,000)	0	0	0	0	0	0
2022	0	0	0	0	0	0	0	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Facility Condition Assessments		PROVISIONAL

Justification:

External services and budget are being requested to help alleviate a backlog of facility condition assessment (FCA) reports. FCA's are a key component of our asset management strategy for buildings and have not been fully completed since 2014.

Strategic Direction: Economic resiliency - City policies are enabling investment

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	150,000	(150,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Irrigation Materials		PROVISIONAL

Justification:

Additional budget is requested for irrigation parts and supplies. As more irrigation systems reach the end of their lifecycle, staff are seeing an increase in breakage and annual repairs. Furthermore, the cost of irrigation parts has increased over the last several years. Staff are working with consultants to continually improve our irrigation optimization and asset renewal plans.

2020 Base Budget: \$109,854

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	0	0	0	0	0	0	(50,000)
2021	60,000	0	0	0	0	0	0	(60,000)
2022	75,000	0	0	0	0	0	0	(75,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Streetlight Student Term Labourer Positions		PROVISIONAL

Justification:

The City has approximately 10,000 streetlights of which 7,000 are painted steel with no other protective coating. An ongoing condition assessment study has identified that 50% need attention in the near future.

This request is for two labourers for 4 months each year, to scrape, clean and paint the poles.

This will extend the life of the asset and prevent premature failure of the structures.

Ongoing funding will allow for a planned preventative maintenance program to be put in place for painting and maintaining the poles.

The cost of using term labour is less than half that of contractor pricing. Anticipated dates would be June - September 2020.

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	11,000	0	0	0	0	0	0	(11,000)
2021	11,000	0	0	0	0	0	0	(11,000)
2022	11,000	0	0	0	0	0	0	(11,000)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Asset Management Coordinator Position		PROVISIONAL

Justification:

Utility Services operate and maintain over \$1.5B worth of city assets. Optimizing the operation and life cycle replacement of our assets can equate to annual savings in addition to reducing the risk and consequences of unexpected failures and interruptions in service.

This support will help with configuring the system as it is refined and expanded to greater levels of detail, setting up reports and helping develop consistent operating practices across Utility Services and across Civic Operations. This position will be funded by the Water fund, Wastewater fund, Landfill and Commonage operations which is cost shared with the City of Vernon.

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	48,000	(7,200)	0	0	0	(800)	(40,000)	0
2021	94,600	(14,200)	0	0	0	(1,600)	(78,800)	0
2022	94,600	(14,200)	0	0	0	(1,600)	(78,800)	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Kelowna Family YMCA Pool Filter Replacement		PROVISIONAL

Justification:

The pool filters at the Kelowna Family YMCA have reached their end of life and require replacement. The filters have been repaired numerous times over recent years which impacts the efficiency of filtration and flow rate of water through the filters, and may impact the minimum flow rates required under the pool operations guidelines.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	29,500	(29,500)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Storm Lift Station Mechanical/Electrical Parts - Support		PROVISIONAL

Justification:

Storm lift stations require preventive and corrective; mechanical and electrical work annually. Budget is requested to maintain the storm lift stations and purchase required parts. There are 4 storm lift stations within the operation. Currently there is no budget in place for parts and maintenance.

Storm Lift Station Locations;

Bluebird, Avonlea Pond, Wizard Court, Capital News Center

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	18,500	0	0	0	0	0	0	(18,500)
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Accountant Position		PROVISIONAL

Justification:

Fleet Services and Civic Operations have experienced significant growth in the last 5 years. With 2 accounting staff, 28 cost centers, and a \$70 million operating budget and almost \$100 million in revenue within the division, staff recommend adding a 1.0 FTE Accountant position to the Civic Operations Finance and Administration group. The new position will be funded by Fleet Services' equipment reserve, Water Fund, Wastewater Fund and Landfill in year 2020 and Water Fund, Wastewater Fund, Landfill and taxation thereafter.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	41,400	(20,800)	0	0	0	0	(20,600)	0
2021	82,600	(20,600)	0	0	0	0	(41,200)	(20,800)
2022	82,600	(20,600)	0	0	0	0	(41,200)	(20,800)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Energy Specialist Position		PROVISIONAL

Justification:

Budget is request for a three year term Energy Specialist position to support the work being completed under the Energy Management Program. This position would help to advance the program objectives of reducing energy and GHG emissions which are in line with Council priorities. The energy program has significant potential for further reducing corporate energy and GHG emissions. The position requested is 1.0 FTE reporting to the Energy Program Manager. There is currently funding available through a program offering by FortisBC, which can provide a \$60,000 annual contribution towards hiring an Energy Specialist and the remaining funding is from the Energy Management Rebate reserve. In the event that this position is approved by Council - Building Services will then apply for the Fortis grant.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	52,100	(22,100)	0	(30,000)	0	0	0	0
2021	102,800	(42,800)	0	(60,000)	0	0	0	0
2022	102,800	(42,800)	0	(60,000)	0	0	0	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Kelowna Memorial Cemetery - Business Review		PROVISIONAL

Justification:

Kelowna Memorial Park Cemetery requests approval to hire a consultant to evaluate the current business model, review progress since the 2015 Cemetery Master plan and make recommendations for the future. Funding will be from the cemetery operational reserve.

Strategic Direction: Financial management - Non-tax revenues are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	(50,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Energy Program Funding		PROVISIONAL

Justification:

The City currently spends approximately \$8.65M annually on energy, including electricity, natural gas, gasoline, diesel, and propane. With the adoption of the 2017 Corporate Energy and Greenhouse Gas (GHG) Emissions Plan, the mandate of the Energy Program is to develop and prioritize new energy conservation projects, to reduce energy usage and greenhouse gas emissions.

This budget is for research, development and execution of key initiatives and projects. This budget will allow the Energy Committee & Building Services to investigate corporate energy reduction initiatives, develop business cases and implement energy conservation measures throughout the year as they are identified.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	(50,000)	0	0	0	0	0	0
2021	50,000	0	0	0	0	0	0	(50,000)
2022	50,000	0	0	0	0	0	0	(50,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Energy Reserve Contribution		PROVISIONAL

Justification:

The implementation of LED street lights has resulted in annual savings of \$900,000. The City has set up an Energy Reserve that will be used to fund large scale energy and GHG emission reduction projects, while also reducing annual taxation by \$400,000.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	(900,000)	500,000	0	0	0	0	0	400,000
2021	(900,000)	500,000	0	0	0	0	0	400,000
2022	(900,000)	500,000	0	0	0	0	0	400,000

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Portable Toilets and Washroom Servicing		PROVISIONAL

Justification:

Budget is requested to keep up with servicing demand for portable toilets in parks and open spaces as well as washrooms at Guisachan and Jack Robertson park. Staff have received numerous requests to add more facilities for the public. Staff have reported a significant increase in servicing requests due to increased usage.

Portable toilets are currently leased and cleaned by a contractor. Staff have looked at other models (such as purchasing toilets) but the contractor is still considered to be the best option financially.

2020 Base Budget: \$395,171

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	69,400	0	0	0	0	0	0	(69,400)
2021	69,400	0	0	0	0	0	0	(69,400)
2022	69,400	0	0	0	0	0	0	(69,400)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Cook Rd. Boat Launch Dredging		PROVISIONAL

Justification:

Budget is requested for the dredging of Cook Road boat launch. This is the second year under a three year permit obtained from the Province. Sand continues to move into the boat launch, potentially impacting the use of this facility. Costs have been submitted which reflect the actual contracted costs of the 2019 dredging operations.

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	250,000	0	0	0	0	(125,000)	0	(125,000)
2021	250,000	0	0	0	0	(125,000)	0	(125,000)
2022	0	0	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Rail Trail Maintenance		PROVISIONAL

Justification:

Budget is being requested to have additional garbage cans serviced weekly along the rail trail. Budget is also requested for weekly cleanup of transient camps along the Okanagan Rail Trail.

2020 Base Budget: \$25,000

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	12,200	0	0	0	0	0	0	(12,200)
2021	12,200	0	0	0	0	0	0	(12,200)
2022	12,200	0	0	0	0	0	0	(12,200)

Division:	Civic Operations	Priority: 1	Growth
Department:	Civic Operations		ON-GOING
Title:	Heavy Duty Mechanic Position		PROVISIONAL

Justification:

Workload, continued fleet growth including the addition of the legacy South East Kelowna Irrigation District equipment, technological change, and improved customer service support the need for an additional 1.0 FTE Heavy Duty Mechanic.

This staff increase will ensure service levels are maintained and fleet's readiness for projected fleet growth are met.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	48,300	(48,300)	0	0	0	0	0	0
2021	94,500	(94,500)	0	0	0	0	0	0
2022	94,500	(94,500)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Growth
Department:	Civic Operations		ON-GOING
Title:	New Park Inventory		PROVISIONAL

Justification:

Funding is requested to maintain new landscaping developed for the following capital budget projects: Bellevue Creek Linear Park Trail, 808 Manhattan Dr, Fawn Run Dr, Poplar Point Beach Access, Barlee park expansion, Strathcona walkway, legacy South East Kelowna Irrigation District office (funded by the Water utility). These projects were completed without maintenance funds associated.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	38,000	0	0	0	0	0	(4,800)	(33,200)
2021	76,100	0	0	0	0	0	(9,700)	(66,400)
2022	76,100	0	0	0	0	0	(9,700)	(66,400)

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Landfill Equipment Operator IV Position		PROVISIONAL

Justification:

This budget request is to add one additional full-time Equipment Operator IV to accommodate growth. The waste and other materials handled on site have increased by more than 50% in 5 years with minimal increase in staffing. This will provide resources to manage increased workflow, scheduling of non-routine but ongoing tasks, improve Health and Safety, and coordination with upcoming projects.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	38,300	(38,300)	0	0	0	0	0	0
2021	76,300	(76,300)	0	0	0	0	0	0
2022	76,300	(76,300)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Solid Waste Supervisor Position		PROVISIONAL

Justification:

The landfill and compost facilities have transitioned to complex, provincially regulated, industrial operations that operate 10 hours per day, 7 days per week at a cost of approximately \$13 million annually (not including large capital projects). Landfill expansion, gas capture and beneficial use, leachate and stormwater management, compost systems, regulations and increasing complexity of equipment are adding significant complexity to the management of these facilities which has strained our ability to maintain appropriate facility planning and effective operations. Landfill volumes have also grown over 50% in the last 5 years.

The City currently has one Manager and one Supervisor to oversee landfill operations and one Supervisor to oversee compost operations at the two facilities. The landfill does not have foremen positions.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	56,000	(56,000)	0	0	0	0	0	0
2021	104,900	(104,900)	0	0	0	0	0	0
2022	104,900	(104,900)	0	0	0	0	0	0

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Commonage Term Labourer Position		PROVISIONAL

Justification:

Ogogrow production continues to increase and place increased demand on existing resources/staff. A 6-month term labourer is needed every year to help with biofilter maintenance, aeration channel washing, compost watering, and greenspace/weed control, among other things, to keep up with production. Commonage operations are cost shared with City of Vernon.

2020 Base Budget: 22,648

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	24,300	0	0	0	0	(8,100)	(16,200)	0
2021	24,300	0	0	0	0	(8,100)	(16,200)	0
2022	24,300	0	0	0	0	(8,100)	(16,200)	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ONE-TIME
Title:	Commonage - Odour Management Plan Update		PROVISIONAL

Justification:

Budget is requested to update the Odour Management Plan for the Commonage Facility as required by the Ministry of Environment. This update is due to the Ministry by June 30, 2020.

This project will be cost shared with the City of Vernon.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	0	0	0	0	(16,700)	(33,300)	0

Division:	Civic Operations	Priority: 1	New
Department:	Civic Operations		ON-GOING
Title:	Beach Cleaning Contract Service Increase		PROVISIONAL

Justification:

Additional budget is requested to supplement the beach cleaning contract. The contract increases are due to several factors including increased inventory and changes in the service contract to better accommodate safety needs. All of our beaches are now mechanically cleaned twice a week. All beaches are also cleaned of garbage and trouble spots are raked daily during the swimming season.

2020 Base Budget: \$167,957

Strategic Direction:	Community Safety - Residents feel safe							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	55,600	0	0	0	0	0	0	(55,600)
2021	55,600	0	0	0	0	0	0	(55,600)
2022	55,600	0	0	0	0	0	0	(55,600)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Civic Operations		ON-GOING
Title:	Downtown Litter Control		PROVISIONAL

Justification:

Demands on maintaining a clean town center have become more challenging. Funds will be used for additional street sweeping, purchasing replacement garbage receptacles and their ongoing maintenance.

2020 Base Budget: \$59,808

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	35,000	0	0	0	0	0	0	(35,000)
2021	27,000	0	0	0	0	0	0	(27,000)
2022	27,000	0	0	0	0	0	0	(27,000)

Division:	Civic Operations	Priority: 1	New
Department:	Civic Operations		ON-GOING
Title:	Highway Median Planter Beautification		PROVISIONAL

Justification:

Budget is requested for 65 additional planters to be placed along center medians of major cross streets of Highway 97 and Springfield Rd. These funds will further improve safety and beautification in nine major intersections. The pilot program which was first introduced in 2018 reduced the presence of panhandlers, increased public safety, and helped beautify the median. This budget request would expand the pilot to include Highway 97 cross street medians at Dilworth Rd, Gordon Dr, Ellis St, Richter St, McCurdy Rd, and Sexsmith Rd. Three additional intersections on Springfield will be included at Dilworth, Spall and Cooper.

2020 Base Budget: \$19,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	63,200	0	0	0	0	0	0	(63,200)
2021	21,700	0	0	0	0	0	0	(21,700)
2022	21,700	0	0	0	0	0	0	(21,700)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Civic Operations Division									
Maintain									
213	Edith Gay Protective Netting Replacement	35,000	0	0	0	0	0	(35,000)	OT
213	Durable Road Marking Materials	80,000	0	0	0	0	0	(80,000)	OG
214	HVAC Technician Position	61,800	0	0	0	0	0	(61,800)	OG
214	Parking Lot Maintenance	25,000	0	0	0	0	0	(25,000)	OG
215	Landfill - Pump Rental	90,000	(90,000)	0	0	0	0	0	OT
215	Ben Lee Park: Temporary Youth Soccer Field	27,500	0	0	0	0	0	(27,500)	OT
	Total Maintain	319,300	(90,000)	0	0	0	0	(229,300)	
New									
216	Urban Forestry Student Position	25,600	0	0	0	0	0	(25,600)	OT
	Total New	25,600	0	0	0	0	0	(25,600)	
	Division Priority 2 Total	344,900	(90,000)	0	0	0	0	(254,900)	
	Total Priority 2 Operating	344,900	(90,000)	0	0	0	0	(254,900)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Edith Gay Protective Netting Replacement		PROVISIONAL

Justification:

Budget is requested to replace the protective netting that surround the ball diamonds. The netting keeps fly balls from leaving the park and damaging adjacent properties. The estimate is approximately \$1,500 per linear meter along the west side of the park.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	35,000	0	0	0	0	0	0	(35,000)

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ON-GOING
Title:	Durable Road Marking Materials		PROVISIONAL

Justification:

Changes to environmental regulations have required the City to use low Volatile Organic Compound (VOC) road marking paints, which only appear to be lasting about 6 months. Staff are recommending a move toward more permanent & durable road marking materials. The material costs are higher but life expectancy is 3 to 5 years, with better nighttime visibility.

This request is to cover additional costs of durable road marking material for centerlines, bike lane lines and crosswalks.

2020 Base Budget: \$34,205

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	80,000	0	0	0	0	0	0	(80,000)
2021	80,000	0	0	0	0	0	0	(80,000)
2022	80,000	0	0	0	0	0	0	(80,000)

2020 Operating Request Details

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ON-GOING
Title:	HVAC Technician Position		PROVISIONAL

Justification:

Budget is request to add a full-time HVAC Technician positon to the Building Services team. This will allow for the automation upgrades to be properly managed and utilized to optimize the city's energy management of key buildings. In addition, the HVAC technician will be responsible for routine maintenance, service requests, developing the asset management inventory and capital project work.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	61,800	0	0	0	0	0	0	(61,800)
2021	104,300	0	0	0	0	0	0	(104,300)
2022	104,300	0	0	0	0	0	0	(104,300)

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ON-GOING
Title:	Parking Lot Maintenance		PROVISIONAL

Justification:

Additional budget is requested for sweeping & snow removal in City parking lots. With more significant snow storms over the past few years budget has been over spent. As well a new contract for snow removal is required in 2020 and costs are anticipated to rise. Some of the funding for parking lot maintenance comes from parking revenues, however there is still a funding shortfall.

Currently, Roadways Operation maintains 58 City parking lots in the winter months.

2020 Base Budget: \$62,461

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,000	0	0	0	0	0	0	(25,000)
2021	25,000	0	0	0	0	0	0	(25,000)
2022	25,000	0	0	0	0	0	0	(25,000)

2020 Operating Request Details

Division:	Civic Operations	Priority: 2	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Pump Rental		PROVISIONAL

Justification:

In 2018 and 2019 the landfill was required to actively divert surface water using rental pump systems to mitigate flooding in the Glenmore Valley. Based on the continued high groundwater and surface water elevations in the region, it is expected that this pumping will also be required in future years. Budget is requested to ensure the funds are available for this program and would include items such as permitting, monitoring, equipment rental and operations. Surface water planning to manage this issue on a long term basis is in progress.

Strategic Direction:		Environmental protection - Emergency response & preparation						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	90,000	(90,000)	0	0	0	0	0	0
Division:	Civic Operations		Priority: 2			Maintain		
Department:	Civic Operations					ONE-TIME		
Title:	Ben Lee Park: Temporary Youth Soccer Field					PROVISIONAL		

Justification:

Sport Kelowna has requested to add a youth soccer field in the Rutland area for one year. The Ben Lee fields will need to have increased maintenance to bring them up to City sports field standards. This is a one-time ask since Glenmore sports field will be on board for 2021.

Strategic Direction:		Vibrant neighbourhoods - Animated parks & public spaces						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	27,500	0	0	0	0	0	0	(27,500)

2020 Operating Request Details

Division:	Civic Operations	Priority: 2	New
Department:	Civic Operations		ONE-TIME
Title:	Urban Forestry Student Position		PROVISIONAL

Justification:

Budget is requested to hire a student labourer to help inspect and conduct minor maintenance of high use gravel trails throughout the City such as the Apex trail at Knox Mountain. This position would also water newly planted trees and add mulch to help improve health of trees.

This position will also work with the median planters labourer to work safely on the major intersections.

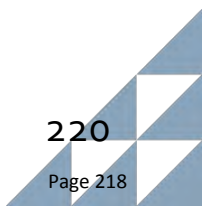
Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,600	0	0	0	0	0	0	(25,600)

Wastewater Utility





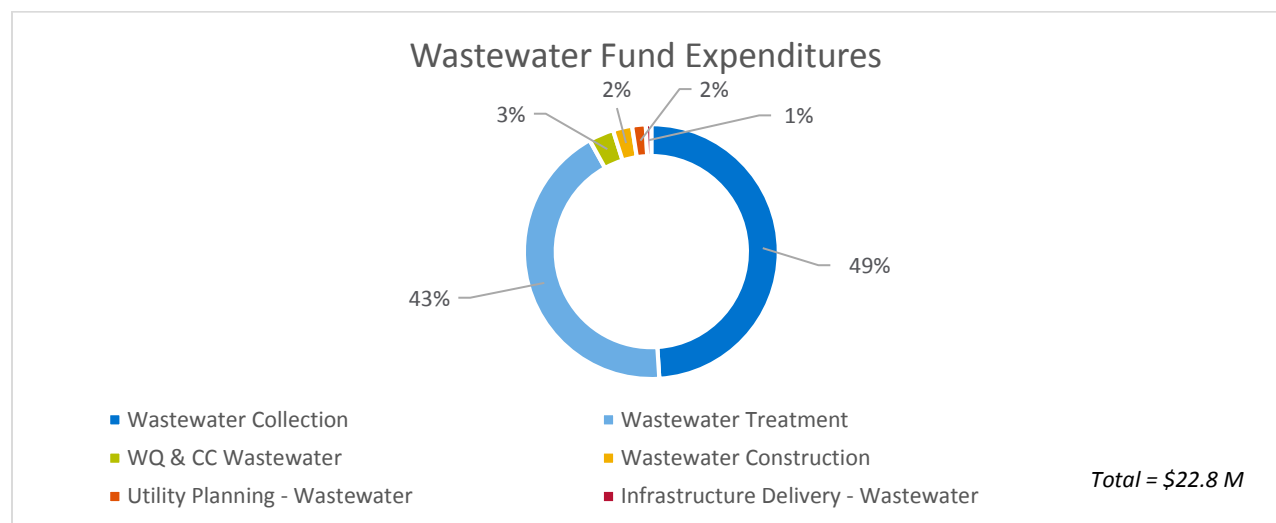
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Wastewater utility - Performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
Sewer pipes cleaned (km)	247	250	250
# of blocked mains	15	12	12
# of blocked services	112	120	130
Length of pipe closed-circuit TV (CCTV) inspected (km)	56.7	45	50
Volume of wastewater effluent (million cubic metres)	13.24	13.30	13.5
Program outcomes			
# of blocked sewers / 100km of sewer length (system reliability)	0.025	0.025	0.025
# of blocked service connections / 1000 service connections (system reliability)	0.004	0.004	0.004
Annual average effluent total nitrogen – Permit 6.0 (mg/l)	6	6.1	5.8
Annual average effluent total phosphorous – Permit 0.25 (mg/l)	0.21	0.22	0.2
Efficiency measures			
Electrical energy consumed by collection system (kWh/ cubic meter wastewater pumped)	0.049	0.049	0.052
Customer satisfaction			
# of odour complaints WWTF	0	0	0
# of odour complaints Tradewaste Treatment Facility	0	1	0

Budget overview



Net Department expenditures (\$ thousands)

Departments		Actual	Revised	Provisional	Change from prior year	Per cent change
		2018	2019	2020		
Operating cost centres:						
Wastewater						
194	Wastewater Collection	(13,657)	(10,705)	(10,481)		
195	Wastewater Treatment	5,241	5,858	5,554		
*	236 Wastewater Construction	401	371	371		
*	246 Utility Planning - Wastewater	93	288	263		
*	263 Infrastructure Delivery - Wastewater	54	105	105		
265	Water Quality & Customer Care - wastewater	443	485	485		
Net operating expenditures		(7,425)	(3,597)	(3,703)	(106)	2.9%
Capital cost centres:						
314	Wastewater Capital	2,799	3,597	3,703		
Net capital expenditures		2,799	3,597	3,703	106	2.9%
Total Department net expenditures		(4,626)	0	0	0	0.0%

* These cost centers belong to Infrastructure

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

			Total	FTE
2019 revised budget			(3,597)	42.8
2020 net impacts				
	One-time operating requests	(150)		
	One-time expenditure reductions	0		
	Prior years ongoing adjustments	(225)		0.5
	Divisional adjustments	11	(364)	(0.3)
			(3,962)	43.0
2020 Program additions (P1)				
	2020 operating requests:	259		0.2
	2020 expenditure reductions:		259	
Total			(3,703)	43.2
Unfunded 2020 requests (P2)				
	2020 operating request	0		
	2020 expenditure reductions	0	0	
Total unfunded requests for 2020			0	0.0

Note: Totals may not add due to rounding.

Comparison of 2019 and 2020 operating revenues and expenditures (\$ thousands)

	2019 Revised Budget	Variance	2020 Provisional
Revenues			
Wastewater			
Wastewater operations	353	0	353
Commercial charges	3,550	140	3,690
Domestic charges	12,915	1,392	14,307
Sewer discharge fees	220	0	220
Sewer lift stations operations	12	0	12
Sanitary network operations	1,113	(1,113)	0
Sewer debt	1,671	(108)	1,564
Appropriations from reserve	5,087	(3,458)	1,629
	<u>24,921</u>	<u>(3,147)</u>	<u>21,775</u>
Wastewater Treatment			
Wastewater treatment facility operations	200	(200)	0
Wastewater treatment - trade operations	903	78	981
	<u>1,103</u>	<u>(122)</u>	<u>981</u>
	26,025	(3,269)	22,756
Expenditures			
Utilities Planning - Wastewater	288	(25)	263
Water Quality & Customer Care - Wastewater	485	0	485
Infrastructure Delivery - Wastewater	105	0	105
Wastewater			
Wastewater operations	3,100	(731)	2,370
Sewer lift stations operations	785	126	911
Sanitary network operations	1,213	108	1,322
Sewer debt	6,257	(3,658)	2,598
Contribution to reserve	311	(56)	255
	<u>11,667</u>	<u>(4,211)</u>	<u>7,456</u>
Wastewater Construction			
Sanitary installation and repair	371	0	371
	<u>371</u>	<u>0</u>	<u>371</u>
Wastewater Treatment			
Wastewater treatment facility operations	6,058	(504)	5,554
Wastewater treatment - trade operations	903	78	981
	<u>6,961</u>	<u>(426)</u>	<u>6,535</u>
	<u>19,877</u>	<u>(4,662)</u>	<u>15,215</u>
Net operating	<u>6,147</u>	<u>1,393</u>	<u>7,540</u>
Capital Expenditures			
Transfer to general capital fund	1,280 *	(714)	566 *
From general utility revenue	3,597	106	3,703
Capital - other funding sources	10,153	(9,793)	359
Surplus/(Deficit)	2,550	1,288	3,837
Projected accumulated surplus	37,698	3,837	41,535

* Amounts are included in Wastewater Operations Expenditures.

Note: Totals may not add due to rounding.

Wastewater Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(1,398)	(1,323)	(1,323)
Fees and Charges	(16,885)	(16,841)	(18,373)
Other Revenue	(1,755)	(1,573)	(1,488)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	(5,461)	(4,971)	(1,570)
Accumulated Surplus	(3,609)	(1,316)	(2)
Total Revenue	(29,108)	(26,025)	(22,756)
<u>Expenditures</u>			
Salaries and Wages	3,363	3,768	3,802
Internal Equipment	680	852	880
Material and Other	2,889	3,962	3,702
Contract Services	72	49	109
Debt Interest	2,313	1,761	781
Debt Principal	4,345	4,339	1,661
Internal Allocations	3,659	4,794	3,928
Transfers to Funds			
Special (Stat Reserve) Funds	162	156	156
Development Cost Charges	0	0	0
Accumulated Surplus	4,201	2,746	4,033
Total Expenditures	21,683	22,427	19,053
Net Operating Expenditures	(7,425)	(3,597)	(3,703)
<u>Capital Expenditures</u>			
Gross Expenditures	7,262	13,750	4,062
Other Funding Sources	(4,464)	(10,153)	(359)
Taxation Capital	2,799	3,597	3,703
Net Operating & Tax Capital Exp.	(4,626)	0	0

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	9.2	8.9	9.2	9.0
Hourly	32.8	30.0	33.6	34.2

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Wastewater								
Maintain								
225	Lift Stations Radio Communications Review	25,000	0	0	0	0	(25,000)	OT
225	Mechanical Equipment Replacement - Trade Waste Treatment Facility	87,000	0	0	0	(87,000)	0	OT
	Total Maintain	112,000	0	0	0	(87,000)	(25,000)	
Growth								
226	Wastewater Lift Station Capital Growth	103,500	0	0	0	0	(103,500)	OG
	Total Growth	103,500	0	0	0	0	(103,500)	
New								
226	Burtch Sewer Condition Assessment	100,000	0	0	0	0	(100,000)	OT
227	Smart Manhole Covers	30,000	0	0	0	0	(30,000)	OT
	Total New	130,000	0	0	0	0	(130,000)	
Maintain								
271	* Safety Coordinator Position	0	0	0	0	0	0	OG
175	* Utilities Foremen Positions	0	0	0	0	0	0	OG
202	* Asset Management Coordinator Position	0	0	0	0	0	0	OG
203	* Accountant Position	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
Growth								
177	* North End Industrial Area Servicing Plan	0	0	0	0	0	0	OT
209	* Commonage Term Labourer Position	0	0	0	0	0	0	OG
443	* Fleet Growth	0	0	0	0	0	0	OG
	Total Growth	0	0	0	0	0	0	
New								
210	* Commonage - Odour Management Plan Update	0	0	0	0	0	0	OT
CAP 488	* Commonage - Secondary Odour Control Misting System	0	0	0	0	0	0	OG
242	* Water Quality & Customer Care -Water Meter Service Technician Position	0	0	0	0	0	0	OG
180	* Asset Management Consulting Support	0	0	0	0	0	0	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
	Total New	0	0	0	0	0	0	
	Department Priority 1 Total	345,500	0	0	0	(87,000)	(258,500)	
	Total Priority 1 Operating	345,500	0	0	0	(87,000)	(258,500)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'**

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Lift Stations Radio Communications Review		PROVISIONAL

Justification:

Lift station radio communications are being impacted by City growth. Budget is requested to hire a consultant to perform a review of the current radio network to highlight needed changes/upgrades and explore the possibility of connecting a portion of the sewer lift stations to the dark fiber network.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed
----------------------	---

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	25,000	0	0	0	0	0	(25,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Mechanical Equipment Replacement - Trade Waste Treatment Facility		PROVISIONAL

Justification:

The incoming power transformer has reached the end of its life expectancy and one of the aerator propellers has failed. Budget requested to purchase and install a new transformer and purchase a new propeller. This facility is funded 100% from the partner Industries.

Strategic Direction:	Other - Supports Base Business
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	87,000	0	0	0	0	(87,000)	0

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Wastewater Lift Station Capital Growth		PROVISIONAL

Justification:

There are 5 additional sewer lift stations being added to the collection network in 2020. Budget is requested to establish the annual budget needed to operate and maintain the lift stations being built by development. 2020 is funded at 50% of annual need

Sewer Lift Station Locations;

Beaver Lake Rd(2)

Thompson Flats(1)

McKinley(1)

North Clifton(1)

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	103,500	0	0	0	0	0	(103,500)
2021	225,000	0	0	0	0	0	(225,000)
2022	225,000	0	0	0	0	0	(225,000)

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ONE-TIME
Title:	Burtch Sewer Condition Assessment		PROVISIONAL

Justification:

A portion of reinforced concrete transmission main installed in 1983 near Burtch Road and Sutherland Avenue shows premature deterioration resulting from exposure to excess gas. Defects in the pipe surface were identified in a video inspection by City operations staff. The work will help identify both the condition and the expected life of the pipeline. A recommendation to repair or replace the mainline will be a key deliverable from this analysis, and the timing of such work in this high-traffic zone. The assessment will be completed in 2020.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	100,000	0	0	0	0	0	(100,000)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ONE-TIME
Title:	Smart Manhole Covers		PROVISIONAL

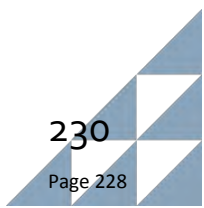
Justification:

Smart covers allow real time sewer flow and hydrogen sulfide (H₂S) monitoring and alarming. Budget is requested to purchase 6 smart cover units. This real time data is monitored via satellite which is accessible via the internet (open source for all viewers), complete with alarming capabilities to inform Utilities staff of an event prior to failure or emergency situation. The smart covers are portable and can be moved to different areas within the system without the need for SCADA configuration.

Strategic Direction:	Environmental protection - Predictive modelling & forecasting						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	30,000	0	0	0	0	0	(30,000)



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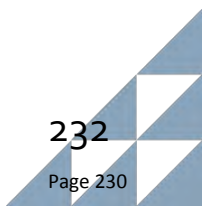


Water Utility





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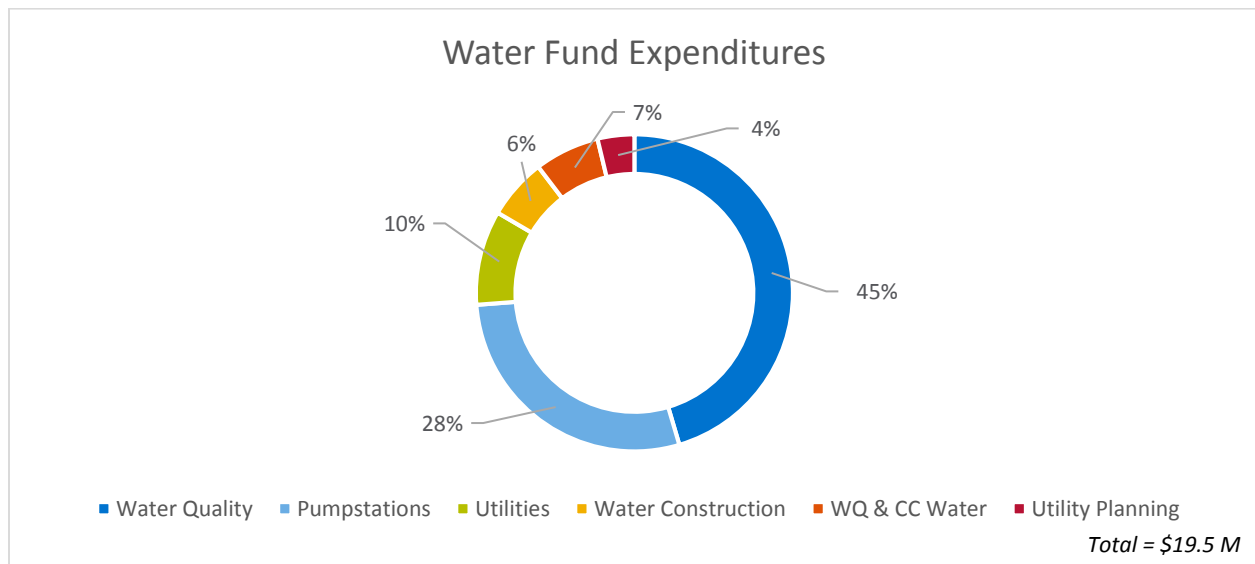


Water utility - Performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
Water main flushed (km)	393	95	400
Hydrants inspected & maintained (annual service)	2,214	2,450	2,500
# of mainline valves exercised	1,047	500	1,000
# of curb stops (service valves) exercised	593	7	500
# of landscape water use applications received	32	45	100
# of irrigation inquiries received	57	70	80
Volume domestic water produced (million cubic metres)	15.62	16	16.32
Program outcomes			
# of days with turbidity co-efficient > 1 Nephelometric Turbidity Unit (NTU)	37	0	0
# of water outages due to equipment failures	0	1	0
# of days Water Quality Advisory (WQA) issued – Kelowna north distribution system	27	0	0
# of days Water Quality Advisory issued – Kelowna south distribution system	37	0	0
# of days Water Quality Advisory issued – Swick Road distribution system	37	0	0
# of days drinking water advisories / boil water notices – SEKID distribution system	365	365	180
Efficiency measures			
Electrical energy cost (\$ per cubic meter water produced)	0.06	0.06	0.07
Customer satisfaction			
# of water quality inquiries (2019/2020 includes SEKID)	30	70	100

*Note: Number of Turbidity events and WQA events are theoretical based on past two years of data and commentary from Ministry of Environment. Very much dependent on weather and snow pack conditions.

Budget overview



Net Department expenditures (\$ thousands)

Departments		Actual	Revised	Provisional	Change from prior year	Per cent change
		2018	2019	2020		
Operating cost centres:						
Water						
196	Water Operations	(10,059)	(8,158)	(10,648)		
198	Pumpstations - Water	2,528	2,867	3,772		
200	Utility - Water	652	811	1,183		
*	237	Water Construction	828	803	803	
*	247	Utility Planning - Water	140	238	485	
*	264	Infrastructure Delivery - Water	47	110	110	
	266	Water Quality & Customer Care - Water	411	646	912	
Net operating expenditures		(5,451)	(2,684)	(3,383)	(699)	26.0%
Capital cost centres:						
313	Water Capital	2,040	2,684	3,383		
Net capital expenditures		2,040	2,684	3,383	699	26.0%
Total Department net expenditures		(3,412)	0	0	0	0.0%

* These cost centers belong to Infrastructure
Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		(2,684)	42.6
2020 net impacts			
One-time operating requests	(174)		
One-time expenditure reductions	0		
Prior years ongoing adjustments	(363)		2.4
Divisional adjustments	(835)	(1,372)	(0.4)
		(4,055)	44.6
2020 Program additions (P1)			
2020 operating requests:	673		1.8
2020 expenditure reductions:		673	
Total		(3,383)	46.4

Unfunded 2020 requests (P2)

2020 operating request	0		
2020 expenditure reductions	0	0	
Total unfunded requests for 2020		0	0.0

Note: Totals may not add due to rounding.

Comparison of 2019 and 2020 operating revenues and expenditures (\$ thousands)

	2019 Revised Budget	Variance	2020 Provisional
Revenues			
Water Operations			
Domestic	9,613	611	10,223
Commercial	2,408	162	2,570
Agricultural	608	(91)	516
Beaver Lake Rd	23	0	23
Fire line	44	(8)	36
Frontage tax	1,459	45	1,504
Sale to own municipality	257	0	257
Other revenue			
Interest earned	60	0	60
Water debt	25	0	25
Water quality	2,171	65	2,236
Miscellaneous	37	0	37
Cost recovery	105	(36)	69
Project fee	825	0	825
Appropriations from reserve	778	(430)	348
	<u>18,412</u>	<u>317</u>	<u>18,730</u>
Utilities - Water			
Water utilities network	146	13	159
Hydrant rentals	82	0	82
	<u>228</u>	<u>13</u>	<u>241</u>

Continued			
Pumpstations - Water	378	38	416
Utilities Planning - Water	221	(153)	68
Water Quality & Customer Care - Water	81	(15)	66
	19,320	200	19,520
Expenditures			
Water Operations			
Water operations	4,677	(2,257)	2,420
Water quality	95	(65)	30
Water debt	632	0	632
Contribution to reserve	3,430	192	3,623
	8,834	(2,130)	6,705
Utilities - Water			
Utilities water	53	24	77
Water utilities network	985	361	1,346
	1,039	385	1,424
Pumpstations Water	3,245	944	4,188
Utilities Planning - Water	458	94	553
Water Quality & Customer Care - Water	727	251	978
Water Construction	913	0	914
	15,216	(456)	14,761
Net operating	4,104	656	4,760
Capital Expenditures			
Transfer to general capital fund	807 *	(555)	253 *
From general utility revenue	2,684	699	3,383
Capital - other funding sources	71,107	(70,603)	505
Surplus/(Deficit)	1,420	(43)	1,377
Projected accumulated surplus	14,506	1,377	15,883

* Amounts are included in Water Operations Expenditures.

Note: Totals may not add due to rounding

Water Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(1,805)	(1,765)	(1,810)
Fees and Charges	(14,289)	(15,817)	(16,564)
Other Revenue	(10,351)	(775)	(1,146)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(2,570)	(963)	0
Total Revenue	(29,015)	(19,320)	(19,520)
<u>Expenditures</u>			
Salaries and Wages	2,889	3,848	4,153
Internal Equipment	491	484	550
Material and Other	4,556	3,899	4,137
Contract Services	377	448	22
Debt Interest	453	296	296
Debt Principal	333	335	335
Internal Allocations	1,564	2,544	1,991
Transfers to Funds			
Special (Stat Reserve) Funds	18	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	12,882	4,781	4,652
Total Expenditures	23,564	16,636	16,138
Net Operating Expenditures	(5,451)	(2,684)	(3,382)
<u>Capital Expenditures</u>			
Gross Expenditures	36,888	73,791	3,887
Other Funding Sources	(34,848)	(71,107)	(505)
Taxation Capital	2,040	2,684	3,383
Net Operating & Tax Capital Exp.	(3,412)	0	0

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	10.6	10.8	10.7	10.5
Hourly	27.2	22.8	31.9	35.9

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Maintain								
238	Chlorine Gas Safety System - South East Kelowna Irrigation System	100,000	0	0	0	0	(100,000)	OT
238	Poplar Point Electrical Motor Replacement	57,000	0	0	0	0	(57,000)	OT
239	Data Radio Replacement - Water	65,000	0	0	0	0	(65,000)	OT
239	Downtown Transmission Main Condition Assessment	125,000	0	0	0	0	(125,000)	OT
240	Water Shortage Management Planning	150,000	0	0	0	0	(150,000)	OT
	Total Maintain	497,000	0	0	0	0	(497,000)	
Growth								
240	Water Supply - Control Systems Specialist Position	46,700	0	0	0	0	(46,700)	OG
241	Water Operations Capital Growth	21,400	0	0	0	0	(21,400)	OG
241	Water Supply - Water Operator Position	51,600	0	0	0	0	(51,600)	OG
	Total Growth	119,700	0	0	0	0	(119,700)	
New								
242	Water Quality & Customer Care - Water Meter Service Technician Position	62,500	0	0	0	(6,300)	(56,200)	OG
	Total New	62,500	0	0	0	(6,300)	(56,200)	
Maintain								
271	* Safety Coordinator Position	0	0	0	0	0	0	OG
175	* Utilities Foremen Positions	0	0	0	0	0	0	OG
202	* Asset Management Coordinator Position	0	0	0	0	0	0	OG
203	* Accountant Position	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
Growth								
177	* North End Industrial Area Servicing Plan	0	0	0	0	0	0	OT
208	* New Park Inventory	0	0	0	0	0	0	OG
	Total Growth	0	0	0	0	0	0	
New								
180	* Asset Management Consulting Support	0	0	0	0	0	0	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
181	* <i>Area Based Water Management Plan</i>	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
	Department Priority 1 Total	679,200	0	0	0	(6,300)	(672,900)	
	Total Priority 1 Operating	679,200	0	0	0	(6,300)	(672,900)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Chlorine Gas Safety System - South East Kelowna Irrigation System		PROVISIONAL

Justification:

The Hydraulic Creek Intake on the Southeast Kelowna Irrigation system uses chlorine gas for treatment and provides chlorine residual in the distribution system. Budget is requested to add emergency shut-off actuators that will shut off the chlorine cylinders in the event of a chlorine leak from the system. This system will protect the safety of City staff and area residents from an uncontrolled release of chlorine gas.

Strategic Direction: Environmental protection - Emergency response & preparation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	100,000	0	0	0	0	0	(100,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Poplar Point Electrical Motor Replacement		PROVISIONAL

Justification:

Poplar Point is the main pump station feeding the majority of the City Water Utility north of Mission Creek. To ensure reliable water supply a new replacement 500 horsepower electrical motor is requested. The existing unit is an older unit and recent inspections revealed that it is showing signs of pending failure.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	57,000	0	0	0	0	0	(57,000)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Data Radio Replacement - Water		PROVISIONAL

Justification:

The 2017-2019 project to replace the specialized data radios that are used to communicate the status of over 80 water distribution facilities back to a centralized computer is nearly complete. Further funds are required to complete the work as well as to bring the legacy South East Kelowna Irrigation District radio telemetry control systems up to City standards.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	65,000	0	0	0	0	0	(65,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Engineering		ONE-TIME
Title:	Downtown Transmission Main Condition Assessment		PROVISIONAL

Justification:

Budget is requested to conduct a condition assessment of a transmission mainline from Poplar Point pump station to downtown along Ellis Street. The mainline, installed in 1966, is a critical part of water service to the downtown core. The results of the assessment will help determine the remaining life of the pipe and identify options to service growth areas identified in the upcoming 2040 Official Community Plan. The City is currently reviewing water transmission capacity needs between Poplar Point and Dilworth Reservoir consistent with growth projections over the next 20 years. The assessment will be completed in 2020.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	125,000	0	0	0	0	0	(125,000)

2020 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Engineering		ONE-TIME
Title:	Water Shortage Management Planning		PROVISIONAL

Justification:

Budget is requested for phase 2 of the Water Shortage Management Plan which will include a decision making matrix for both agricultural and City water utility requirements. A Water Shortage Management Plan was a key recommendation from the Water Audit commissioned by the Provincial Auditor General. Budget is also requested to develop a drought model process to predict water usage in the agricultural areas and link it back to water supply in the upper reservoirs. This process will be used in conjunction with water meter data to better understand and control water allocations throughout the irrigation system. The plan will provide risk analysis and aid with setting development limits in the agricultural zones. Both plans are estimated to be complete in 2020.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change						
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	150,000	0	0	0	0	0	(150,000)

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Supply - Control Systems Specialist Position		PROVISIONAL

Justification:

The water utility computer monitoring and control system (SCADA) has grown by over 30% with the expansion of domestic water into Southeast Kelowna as well as the integration of the legacy South East Kelowna Irrigation District system. System size and complexity now requires a control specialist instead of relying on upgrading the training of water operators into computer control programmers. A dedicated resource is required to ensure that computer monitoring and control systems for the water utility are properly maintained, that upgrades are completed to ensure system reliability and that cyber-security measures are maintained to industry standards. By the end of 2020 the water SCADA system monitors and controls 20,000 data points.

Strategic Direction:	Other - Supports Base Business						
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	46,700	0	0	0	0	0	(46,700)
2021	91,600	0	0	0	0	0	(91,600)
2022	91,600	0	0	0	0	0	(91,600)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Operations Capital Growth		PROVISIONAL

Justification:

Budget is requested to address the increase in operation and maintenance costs for additional water systems related to development growth and Phase 2 of the Water Integration Project. One additional 2 million liter cell at Kettle Valley Reservoir and a large scale transmission Pressure Regulating Valve (PRV) and a domestic PRV related to Phase 2 of the Water Integration Project, a reservoir, booster station and a PRV related to the Canyon Creek development.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	21,400	0	0	0	0	0	(21,400)
2021	31,000	0	0	0	0	0	(31,000)
2022	31,000	0	0	0	0	0	(31,000)

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Supply - Water Operator Position		PROVISIONAL

Justification:

The change is to add an additional 1.0 FTE full-time Water Distribution & Sewer Collection Operator position in response to the operational need of the legacy South East Kelowna Irrigation District (SEKID) irrigation system. The SEKID system requires more staff resources than anticipated in 2018 in large part due to the need to comply with Worksafe confined space entry requirements in the 36 existing Pressure Regulating Valve (PRV) stations. In addition there is increased workload related to completing required operations and maintenance of a deficient and aging irrigation system as well as dams, diversion channels and reservoirs. Additional resources are required to maintain service levels, ensure compliance with safety & environmental regulations, and provide proper operational coverage in both the domestic and irrigation water systems.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2020	51,600	0	0	0	0	0	(51,600)
2021	101,000	0	0	0	0	0	(101,000)
2022	101,000	0	0	0	0	0	(101,000)

2020 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Water Quality & Customer Care - Water Meter Service Technician Position		PROVISIONAL

Justification:

Additional meter service technician required to supplement water meter reading services, work on both short term and long term water meter replacement projects, installation and testing of cross connection backflow devices, anticipated daily workload, and redundancy for when other water meter service technician or coordinator is absent or unavailable. This position will be funded 90% Water Utility and 10% Wastewater Utility.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	*Revenue	Utility
2020	62,500	0	0	0	0	(6,300)	(56,200)
2021	100,500	0	0	0	0	(10,100)	(90,400)
2022	100,500	0	0	0	0	(10,100)	(90,400)

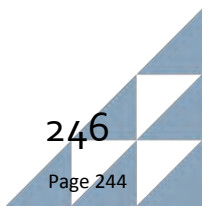
*Revenue: Refers to funding transferred from the Wastewater Fund.

Active Living & Culture





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Active Living & Culture

The Active Living & Culture Division provides a leadership role in enriching the social health and well-being of the community. Divisional focus areas include promoting healthy active lifestyles, building neighbourhood connections, supporting and developing an integrated sport system, enabling cultural vibrancy, encouraging a dynamic events community and addressing complex social issues. The Division's service delivery model involves direct provision, support and facilitation, and partnership development. Activities are delivered through the following departments:



Community & Neighbourhood Services delivers programs throughout the community which engage, activate and connect people. This includes Strong Neighbourhoods, outlying area programs and the Parkinson Recreation Centre. The focus of this team is to reduce barriers to participation, animate spaces, and promote a healthy, inclusive community.

Cultural Services provides programs and services to support community cultural development. This includes oversight of cultural policies and plans, organizing special events and convenings, maintaining healthy partnerships with cultural facility operators and community organizations, administering grant programs and operating the Kelowna Community Theatre.

Administration & Business Services is responsible for divisional financial management processes and reporting; systems application and administration; business management, including supporting the development and maintenance of business plans and performance measurements; front line customer service and manage division-wide marketing and promotion.

Social Development provides leadership to convene community groups, agencies and other levels of government to collectively address complex social issues. The main focus is to build capacity of multi-sector stakeholders to work within a collaborative framework which aligns plans, resources, and funding to maximize efforts to impact social issues.

Sport & Event Services provides strategic direction and organizational leadership to Kelowna's sport and event community through the facilitation and provision of a wide variety of recreation, sport and special event initiatives. Key areas of focus include Canadian Sport for Life (CS4L) promotion and implementation; event permitting, development and procurement; organizational development and facility operations support.

2020 Divisional drivers & activities

Drivers

- Encourage active healthy lifestyles
- Build strong neighbourhoods
- Nurture lifelong participation in sport
- Enhance cultural vibrancy
- Facilitate development of events
- Enhance social sustainability
- Support effective management and operation of sport, recreation and cultural facilities

Activities

Community Safety

- Continue to work with the Community Action Team on a community-based response to the overdose emergency by implementing an action-oriented strategy that is informed by, and tailored to meet, local community needs

Social & Inclusive

- Development of a Social Policy Framework with a focus on planning for the social success of the community by defining roles and creating mechanisms to evaluate community health, identify community priorities and align and coordinate efforts between community partners
- Support the Central Okanagan Journey Home Society (COJHS) to implement the Journey Home Strategy through a systems planning approach that is data and lived experience informed
- Support the development of a Community Wellness Systems Leaders Table to bring key decision-makers together to provide systems leadership that advances planning, coordination, and alignment to achieve system-level change to improve the social well-being of the community
- Support the implementation of the Community Inclusion Model to work collaboratively to create the conditions necessary for the seamless integration of housing with supports into neighbourhoods
- Based on the finding of the regional Community Poverty Analysis, support efforts to develop a regional poverty reduction strategy
- Continue to support the development of the PEOPLE Employment Services social enterprise to employ people with lived experience of homelessness with the goal of transforming individuals experiences by addressing stigma in the community
- Apply a social lens to Active Living & Culture facilities and programs with a focus on making them more inclusive
- Review and update the Recreation Opportunities Coupon program to ensure it's effective in creating opportunities for people who have financial and/or social barriers to accessing recreation programs and facilities
- Continue building relationships with syilx/Okanagan organizations, artists and cultural leaders.
- Develop and implement the City's first Artist-in-Residence program
- Engage and support community partners to collectively deliver upstream support, programs and opportunities specifically designed for youth, by youth

Vibrant Neighbourhoods

- Mobilize commitment and support community initiatives in response to the goals and strategies of the 2020-2025 Cultural Plan
- Work with local organizing committee to support the planning, coordination and delivery of the Kelowna 2020 Memorial Cup
- Support ongoing capital planning initiatives for various facilities and parks; key initiatives include Parkinson Recreation Centre, expansion plans for the Capital News Centre and parks sites that include sport fields and related amenities
- Expand the Strong Neighbourhoods program into neighbourhoods that have traditionally been difficult to connect with and/or have complex social issues or projects
- Establish Canyon Falls Middle School as a community hub for recreation and social opportunities for all ages and abilities
- Work collectively with community partners on a pilot project to support an intensive capacity building training program for selected non-profits
- Administer community grant programs that continue to build a vibrant and connected community; arts and culture, sport, events, social development and neighbourhood building.
- Examine facility use and capacity issues of major sport and recreation facilities to better understand infrastructure needs and connect to capital planning priorities

Economic Resiliency

- Create an Event Plan that provides strategic direction for event hosting by establishing a long-term vision, guiding principles, strategic goals and action items
- Review and update current policies and programs that support the contributions to facility reserves accounts through fees and charges administered through Active Living & Culture to ensure reflects best practice and impact is maximized

Financial Management

- Complete a comprehensive fees and charges review for facility rentals and facility access programs. This will also include a review of the Parkinson Recreation Centre facility pass model and opportunities that connect the pass with other onsite fitness programs
- Expand the capabilities of the online events approval system to include different application types and reporting features, and maximize its utilization within the Division
- Continue expanding use of Intelli with a 2020 focus on data analytics and reporting.
- Review Kelowna Community Theatre administrative systems and make modifications as need to ensure efficiency and customer service

Clear Direction

- Development of divisional and department business plans that are aligned with Council and Corporate priorities and community interests

People

- Conduct a review of the current divisional volunteer programs with the view to combine them into one program that support current and future needs

Base Business

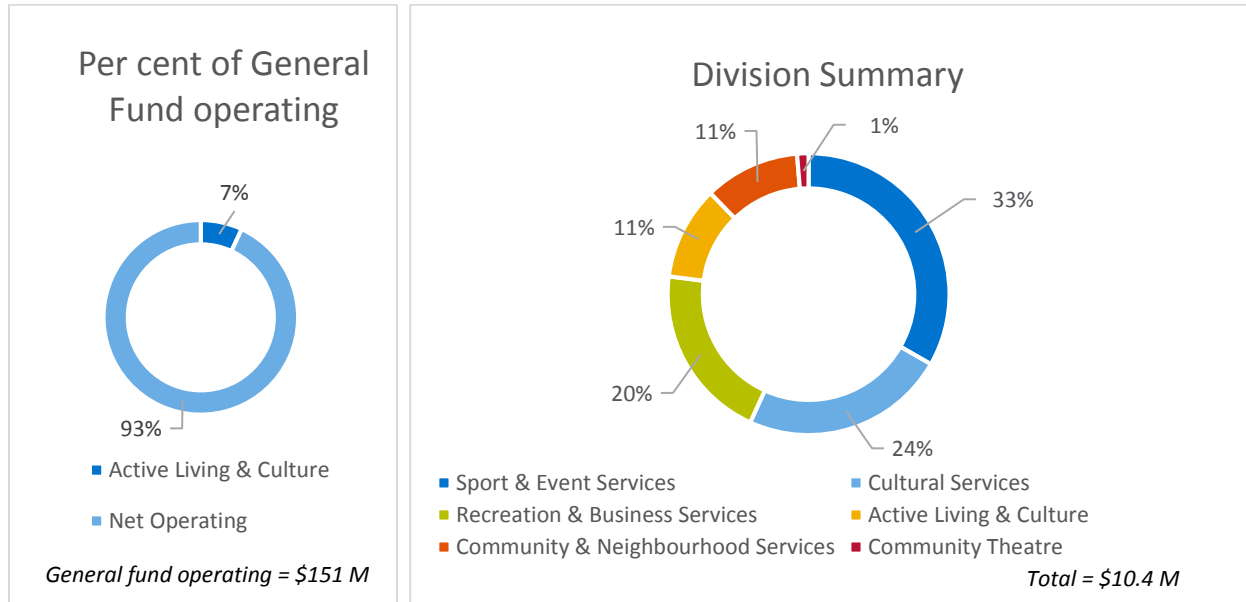
- Review and update allocation guidelines for recreation and cultural facilities to ensure effectiveness and adherence of current practices
- Work with the local sport sector and stakeholders to advance the key directions of the Community Sport Plan, in accordance with the outlined priorities and schedules

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of program registrations and drop-ins	33,797	34,000	34,200
# of drop-in admissions sold – pool & facility	23,392	22,784	23,000
# of PRC memberships sold – pool & facility	2,767	2,860	2,902
# of 10 and 20 visit passes sold – pool & facility	1,777	1,761	1,765
# of total memberships scanned at PRC – pool & facility	110,022	112,000	114,000
# of access passes sold	828	842	835
# of recreation opportunity coupons redeemed	11,178	9,750	10,000
# of outdoor event permits (excluding film permits) processed	175	161	168
# of film permits (<i>new</i>)	5	6	5
Investment in arts, culture & heritage by City of Kelowna per capita (\$)	23.60	23.60	24.20
# of theatre rentals	222	224	230
# of theatre black box rentals	148	162	170
# of organizations supported by Social Development Grants	21	29	31
# of Athletic Excellence Grants approved	23	40	45
# of Sport Development Grants provided	12	13	15
# of organizations supported by Cultural Grants	43	36	40
# of Cultural District Walking Tour participants	249	96	150
# of volunteers (includes programs and theatre)	321	340	350
# of volunteer hours (includes programs and theatre)	14,176	13,947	14,100
# of participants in free community events (i.e. Park n Play and Dancing in the Park)	12,500	15,000	15,000
# of hours booked in arenas	11,900	12,000	12,050
# of hours booked in stadiums/sportsfields	31,500	31,650	31,750
Efficiency measures			
# of general programs delivered vs planned (%)	76	76	76
# of aquatic lessons delivered vs planned (%)	94	94	94

Continued**Customer satisfaction**

# of memberships renewed – pool & facility (%)	59	63	64
# of service requests completed in two days or less (%)	61	60	61

Budget overview**Net Divisional expenditures (\$ thousands)**

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Active Living & Culture					
159 Cultural Services	2,352	2,415	2,450		
161 Community Theatre	(16)	144	136		
164 Active Living & Culture	1,134	1,042	1,116		
165 Recreation & Business Services	1,888	2,136	2,107		
166 Sport & Event Services	3,620	3,342	3,467		
167 Community & Neighbourhood Services	836	1,127	1,142		
Net operating expenditure	9,814	10,206	10,418	212	2.1%
Capital cost centres:					
309 Recreation Capital					
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	9,814	10,206	10,418	212	2.1%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		10,206	74.8
2020 net impacts			
One-time operating requests	(35)		
One-time expenditure reductions	0		
Prior years ongoing adjustments	(10)		
Divisional adjustments	59	15	0.7
		10,221	75.5
2020 Program additions (P1)			
2020 operating requests:	197		1.5
2020 expenditure reductions:	0	197	
Total		10,418	77.0
Unfunded 2020 requests (P2)			
2020 operating request	57		0.2
2020 expenditure reductions	0	57	
Total unfunded requests for 2020		57	0.2

Note: Totals may not add due to rounding.

Active Living & Culture - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(5,134)	(4,684)	(4,753)
Other Revenue	(272)	(174)	(174)
Transfers from Funds			
Special (Stat Reserve) Funds	(100)	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(132)	(336)	(35)
Total Revenue	<u>(5,638)</u>	<u>(5,194)</u>	<u>(4,962)</u>
<u>Expenditures</u>			
Salaries and Wages	5,993	5,884	6,045
Internal Equipment	193	206	205
Material and Other	4,173	4,383	4,231
Contract Services	3,664	4,116	4,083
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	1,431	813	817
Total Expenditures	<u>15,452</u>	<u>15,400</u>	<u>15,380</u>
Net Operating Expenditures	9,814	10,206	10,418
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	<u>0</u>	<u>0</u>	<u>0</u>
Net Operating & Tax Capital Exp.	<u>9,814</u>	<u>10,206</u>	<u>10,418</u>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	17.5	16.4	16.8	17.1
Hourly	58.8	59.8	58.0	59.9

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Active Living & Culture Division									
Maintain									
253	Social Development Programs	30,000	0	0	0	0	0	(30,000)	OG
253	Online Application System Upgrade	25,000	(25,000)	0	0	0	0	0	OG
	Total Maintain	55,000	(25,000)	0	0	0	0	(30,000)	
Growth									
254	Coordinator - Social Development Position	83,900	0	0	0	0	0	(83,900)	OG
254	Community Development Coordinator - Strong Neighbourhoods Position	21,200	0	0	0	0	0	(21,200)	OG
255	Recreation Technician - Outdoor Events	8,800	0	0	0	(8,800)	0	0	OG
255	Cultural Grant Program Increase	25,000	0	0	0	0	0	(25,000)	OG
256	Event Procurement and Hosting Resources	15,000	0	0	0	0	0	(15,000)	OG
	Total Growth	153,900	0	0	0	(8,800)	0	(145,100)	
New									
256	Artist-in-Residence Program	15,000	0	0	0	0	0	(15,000)	OG
257	Strong Neighbourhoods Block Connector Program	7,000	0	0	0	0	0	(7,000)	OG
257	Partnership Development - syilx Arts and Culture	10,000	(10,000)	0	0	0	0	0	OG
	Total New	32,000	(10,000)	0	0	0	0	(22,000)	
	Division Priority 1 Total	240,900	(35,000)	0	0	(8,800)	0	(197,100)	
	Total Priority 1 Operating	240,900	(35,000)	0	0	(8,800)	0	(197,100)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Active Living & Culture		ON-GOING
Title:	Social Development Programs		PROVISIONAL

Justification:

The City's leadership and convening role related to community social issues continues to expand with involvement in initiatives such as supporting the implementation of the Journey Home Strategy and other projects which address inclusivity, social health and well-being of the community. Operating funds are required to support this work include: community education and awareness initiatives, seed funding to encourage cross agency projects and efforts, providing leverage to access funding programs to address community priorities, and conducting and supporting community engagement. These funds will support the City's efforts in continuing to build capacity and respond to emerging priorities.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	30,000	0	0	0	0	0	0	(30,000)
2021	30,000	0	0	0	0	0	0	(30,000)
2022	30,000	0	0	0	0	0	0	(30,000)

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ON-GOING
Title:	Online Application System Upgrade		PROVISIONAL

Justification:

In 2018, an online events application system was implemented that has streamlined the outdoor event application process; supported a more thorough and efficient response to event requirements; and, provided increased capacity for event development initiatives. The online system was funded on a three-year trial basis, with an expectation to evaluate and submit a new budget request as required. The system has proven very valuable and this new budget request is to renew the initial funding beyond 2020, and further upgrade the system to include additional online application types (films, tournaments and grants), and related reporting features. This upgrade will expand the capabilities of the online system and maximize its utilization and application within the Division. If approved, funding for the expanded online application system would be set at \$50K ongoing offset by \$10K increased revenue.

Base Budget in 2020 \$25,000 (final year of pilot project)

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,000	(25,000)	0	0	0	0	0	0
2021	50,000	0	0	0	0	(10,000)	0	(40,000)
2022	50,000	0	0	0	0	(10,000)	0	(40,000)

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Active Living & Culture		ON-GOING
Title:	Coordinator - Social Development Position		PROVISIONAL

Justification:

Current social issues impacting the community are complex and require a coordinated and strategic community response. The City's convening role related to the Journey Home Strategy is an effective model of how to mobilize the community and build capacity to address a complex social issue. Currently there is one Social Development Manager dedicated to this work. To provide adequate resources to address the social health of the community, budget is requested for a full-time Coordinator. This Coordinator will support the work with community groups and agencies to coordinate an integrated plan to address critical social issues and facilitate solutions.

100% of the annual budget for this position is required in 2020 due to the ongoing and immediate nature of the work.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	83,900	0	0	0	0	0	0	(83,900)
2021	83,500	0	0	0	0	0	0	(83,500)
2022	83,500	0	0	0	0	0	0	(83,500)

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Community & Neighbourhood Services		ON-GOING
Title:	Community Development Coordinator - Strong Neighbourhoods Position		PROVISIONAL

Justification:

Over the past 5 years, the Strong Neighbourhood program has grown and evolved to connect neighbours through events, projects and social gatherings. Additional staffing is required to expand the reach of the Strong Neighbourhood program, specifically into neighbourhoods with complex social issues and social development projects. Currently, there is one full-time and one part-time (0.75 FTE) Community Development Coordinator supporting the Strong Neighbourhoods program. The staffing request is to increase the part-time role to a full-time role (additional 10 hours per week).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	21,200	0	0	0	0	0	0	(21,200)
2021	21,200	0	0	0	0	0	0	(21,200)
2022	21,200	0	0	0	0	0	0	(21,200)

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Sport & Event Services		ON-GOING
Title:	Recreation Technician - Outdoor Events		PROVISIONAL

Justification:

The number of outdoor event applications continues to grow which contributes to a vibrant and inclusive community. In order to effectively manage the review and approval process additional support hours allocated to the part-time Recreation Technician position are required. The part-time Recreation Technician supports many of the administrative requirements associated with the application process including equipment booking and cancellations, liaising with user groups, invoicing and collections, and insurance and documentation. This budget request will increase the part-time wages from 16 to 25 hours per week during the peak outdoor event season (April to October) and further improve work flow and customer service. The additional cost is proposed to be funded by increased event revenues.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	8,800	0	0	0	0	(8,800)	0	0
2021	8,800	0	0	0	0	(8,800)	0	0
2022	8,800	0	0	0	0	(8,800)	0	0

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Cultural Services		ON-GOING
Title:	Cultural Grant Program Increase		PROVISIONAL

Justification:

Professional Operating Grants aim to provide consistent and reliable annual support to professional, established non-profit arts and cultural organizations which provide impactful, quality programs and services, demonstrate sustainable operations and contribute to the realization of the City's cultural vision. Opera Kelowna and New Vintage Theatre have met the eligibility requirement contained in the program guidelines and are deemed to qualify for professional arts funding. This request is to increase the professional arts funding by \$25,000 to accommodate these organizations into the program. Providing new funding to these two groups opens funding traditionally allocated to them within the General Operating Grant for other arts and culture groups.

2020 Base Budget \$140,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,000	0	0	0	0	0	0	(25,000)
2021	25,000	0	0	0	0	0	0	(25,000)
2022	25,000	0	0	0	0	0	0	(25,000)

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Sport & Event Services		ON-GOING
Title:	Event Procurement and Hosting Resources		PROVISIONAL

Justification:

Procuring major events is a strategic and competitive process. Familiarization (FAM) tours and economic impact assessments (EIA) have become common practice as part of the procurement process to better assess major events and their potential fit for a community before committing to them. Additionally, when an event comes to the community, it is important to support its sustainability and growth. To that end, a resource kit was established to assist event organizers with some of the logistical event hosting equipment (barricades, cones, traffic vests and signs). This request will establish a base budget that enhances the evaluation and procurement process of major events through FAM tours and EIAs, and supports the ongoing maintenance and development of the hosting resource kit.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	15,000	0	0	0	0	0	0	(15,000)
2021	15,000	0	0	0	0	0	0	(15,000)
2022	15,000	0	0	0	0	0	0	(15,000)

Division:	Active Living & Culture	Priority: 1	New
Department:	Cultural Services		ON-GOING
Title:	Artist-in-Residence Program		PROVISIONAL

Justification:

Artist-in-Residence programs are based on the premise that art and artists play an integral role in empowering equality, inclusion, and social justice efforts by creatively illuminating social issues, engaging and activating new audiences in the discussion, by exposing community members to multiple perspectives, and by inspiring citizens to become champions and advocates. This program would engage the work of a series of professional artists to support a 3-year pilot artist in residence program. The goals of the program are to address equality and inclusion with a social justice lens through art. A new artist would be selected on an annual basis. This project supports the Cultural Plan strategies.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	15,000	0	0	0	0	0	0	(15,000)
2021	15,000	0	0	0	0	0	0	(15,000)
2022	15,000	0	0	0	0	0	0	(15,000)

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 1	New
Department:	Community & Neighbourhood Services		ON-GOING
Title:	Strong Neighbourhoods Block Connector Program		PROVISIONAL

Justification:

The Block Connector Program aims to increase the number of neighbourhoods where people feel included, welcome and connected. Through this program, Kelowna residents volunteer to become a Block Connector, committing to introduce themselves to the nearest 10-20 households and to host one social event for their immediate neighbourhood per year. Additional part-time staffing, contract services, materials and supplies are requested for the Strong Neighbourhoods team to recruit and train block connectors, facilitate block connector networking and support events, provide support and resources at neighbourhood social events to facilitate neighbours getting to know each other. This program encourages strong neighbourhood connections which lead to safer, inclusive, and more vibrant neighbourhoods.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	7,000	0	0	0	0	0	0	(7,000)
2021	7,000	0	0	0	0	0	0	(7,000)
2022	7,000	0	0	0	0	0	0	(7,000)

Division:	Active Living & Culture	Priority: 1	New
Department:	Cultural Services		ON-GOING
Title:	Partnership Development - syilx Arts and Culture		PROVISIONAL

Justification:

The City of Kelowna continues to work on its commitment to reconciliation efforts with local First Nations communities. The work to date has created a solid starting point toward respectful and reciprocal relationships between the City of Kelowna and the syilx/Okanagan People. The request is for \$10k per year for 3 years in order to continue to support initiatives that build understanding among City staff about reconciliation, build relationships with syilx leaders, in particular artists and cultural leaders, and work successfully together on projects of joint meaning and purpose. Individual initiatives that are supported each year will align with the direction of the Cultural Plan and involve collaborative work with syilx/Okanagan artists, organizations and leaders.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	10,000	(10,000)	0	0	0	0	0	0
2021	10,000	(10,000)	0	0	0	0	0	0
2022	10,000	(10,000)	0	0	0	0	0	0

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Active Living & Culture Division									
Growth									
259	Recreation Technician - Sport & Scheduling Position	16,400	0	0	0	0	0	(16,400)	OG
259	Event Hosting Grant Program Increase	25,000	0	0	0	0	0	(25,000)	OG
	Total Growth	41,400	0	0	0	0	0	(41,400)	
New									
260	Neighbourhood Association Development Program	16,000	0	0	0	0	0	(16,000)	OG
	Total New	16,000	0	0	0	0	0	(16,000)	
	Division Priority 2 Total	57,400	0	0	0	0	0	(57,400)	
	Total Priority 2 Operating	57,400	0	0	0	0	0	(57,400)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 2	Growth
Department:	Sport & Event Services		ON-GOING
Title:	Recreation Technician - Sport & Scheduling Position		PROVISIONAL

Justification:

As the local sport system and tournament hosting opportunities have continued to grow, there has been increasing pressures on the Sport Development team to manage facility and sportsfield schedules as well as on-site activities. This request is to increase a current part-time Recreation Technician (25 hours/week) to a full-time position in order to expand the team's administrative capacity and improve customer service. Additionally, this will provide an increased level of support for activities such as sport field monitoring, leases & liquor licenses updates, facility reporting and financial tracking.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	16,400	0	0	0	0	0	0	(16,400)
2021	31,800	0	0	0	0	0	0	(31,800)
2022	31,800	0	0	0	0	0	0	(31,800)

Division:	Active Living & Culture	Priority: 2	Growth
Department:	Sport & Event Services		ON-GOING
Title:	Event Hosting Grant Program Increase		PROVISIONAL

Justification:

An outcome of the 2019 Divisional review of its community grant program established an event support policy and guidelines that provide a framework for financial and service support to event organizers. Within the framework, the Event Hosting Program was created, using funds from the City Services Offset Grant and the Sport Event Development Grant, as an incentive to support the growth, development and continuation of events in Kelowna. Currently, the funding levels for this program are at capacity and funding distribution has been limited with new allocations restricted. This funding request will support local event development and assist with the increased demands of a competitive event hosting environment.

2020 Base Budget \$50,000

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,000	0	0	0	0	0	0	(25,000)
2021	25,000	0	0	0	0	0	0	(25,000)
2022	25,000	0	0	0	0	0	0	(25,000)

2020 Operating Request Details

Division:	Active Living & Culture	Priority: 2	New
Department:	Community & Neighbourhood Services		ON-GOING
Title:	Neighbourhood Association Development Program		PROVISIONAL

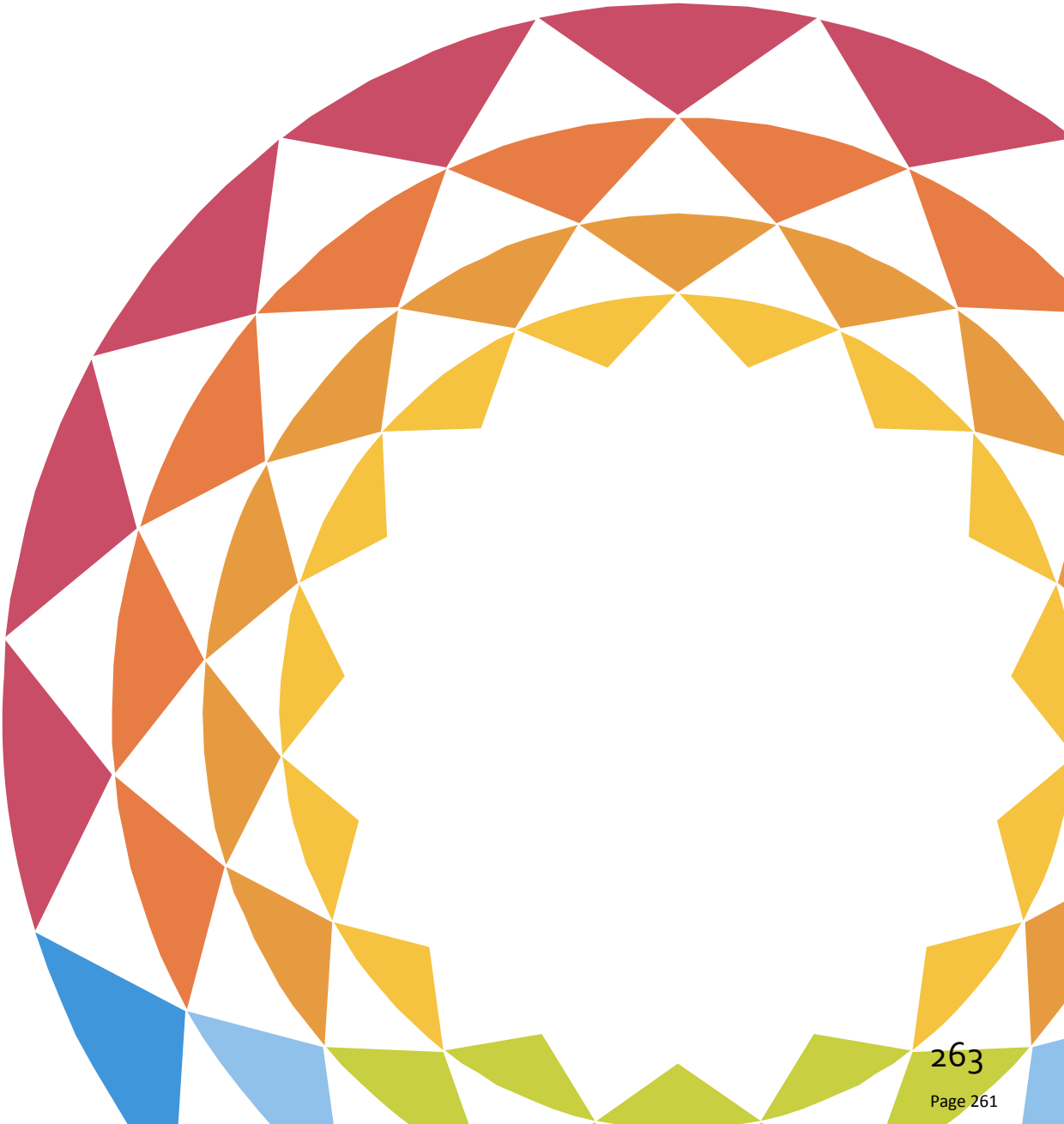
Justification:

Neighbourhood Associations can be valuable organizations which bring people together, host celebrations, organize projects and communicate with their neighbours about what is happening where they live. This 3-year pilot program aims to help Kelowna's Neighbourhood Associations to better connect and engage their neighbours. Through this program, participating Neighbourhood Associations will take part in community and skill building workshops held by staff and/or guest speakers and then be eligible for grant funds to support neighbourhood based events, projects or programs, helping to animate their local parks and spaces. Essentially, this program empowers resident associations to create and implement their own Strong Neighbourhoods.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	16,000	0	0	0	0	0	0	(16,000)
2021	16,000	0	0	0	0	0	0	(16,000)
2022	16,000	0	0	0	0	0	0	(16,000)

Human Resources & Community
Safety





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Human Resources & Risk Management

Human Resources (HR) ensures the City has the necessary talent, leadership and workplace culture for the organization to achieve its goals. Recruiting and retaining passionate public servants and helping them flourish and grow professionally in a safe, diverse and inclusive work environment is the mission of this division.



The **Corporate Human Resources** department develops and implements corporate wide human resources programs, processes and best practices that make the City a leading employer in the community. Within this department, **HR Programs and Systems** develops and maintains corporate-wide talent management programs. From succession plans to learning and development strategies, the branch is building a high performing, accountable workforce committed to the City's vision and adaptable to new challenges. Key initiatives include career, management and leadership development, supporting performance management programs and change management. The branch also oversees Human resource performance metrics, employee community involvement and recognition programs. **Compensation & Benefits** is responsible for total compensation, benefit administration, disability management and return to work programs, as well as other employee support programs such as the Employee and Family Assistance and Wellness programs. From mental health, physical fitness and smoking cessation programs, the City's Wellness Program encourages staff to choose positive, active lifestyles that support high productivity levels and a

healthy work-life balance. This branch is also responsible for maintaining human resource information systems. **Occupational Health & Safety** is responsible for development, implementation and coordination of employee safety programs and policies as part of the Safety 8 system.

Human Resource (HR) Services supports divisions and departments with recruitment, labour and employee relations. This branch is the primary contact for all internal human resource matters as well as for applicants, community educational institutions and various community employment agencies interested in City of Kelowna careers. In addition to talent acquisition and employee relations services, this team partners with line managers on succession planning, training, career development, change management, and employee performance and engagement.

Risk Management is responsible for the development, implementation, and administration of the City's risk management and security programs. This branch leads the City's work to minimize losses and reduce hazards within the community through prevention programs, insurance and integrated risk management. The unit is an integral part of the City's security, maintaining a secure environment for staff, public and assets, including the oversight of security cameras.

2020 Divisional drivers & activities

Drivers

- **Health, Wellness and Safety** - To protect the well-being of staff, contractors and citizens
- **Talent Management** - To attract, select, develop and retain employees to meet organizational goals, which includes: Workforce Planning; Recruitment; Selection; Corporate on boarding, training & development; Leadership Development; Employee Performance; Succession Planning
- **Employee & Labour Relations** - To promote employee engagement through effective employee and labour relations practices, which includes: Employee Retention; Engagement; Labour Relations; Employee Brand; Wellness; Recognition; Disability Management; Investigations; Conflict Resolution; Employee Communications
- **Total Compensation** - To promote an employee value proposition that supports the City's talent management needs, which includes: Pension; Benefits; Compensation; Classification
- **Human Resources Information Systems** - To maintain leading human resources information systems that meet the analytic and administrative needs of the organization

Activities

People

- Outline City of Kelowna Corporate Training Certificate Program for staff
- Policy Updates; Hiring Policy, Training & Career Development Policy and Alternate Work Location
- Implementation of Learning Management Software
- Disability Management Process Training for Managers
- Develop new and updated recruitment guidelines, processes and procedures
- Complete CUPE Airport and IAFF Collective Bargaining

Base Business

- Review Training & Professional Development Budgets of all City Departments
- Complete an HR Cross Functional Training Plan and HR Competence Development Plan
- Automation of CUPE Trial and CUPE Annual Performance Reviews
- Enhancements to HR Software programs for connection of key data and improved workflows
- Implementation of Safety Management Software and staff training
- Develop corporate chemical safety management program

2020 Divisional performance measures

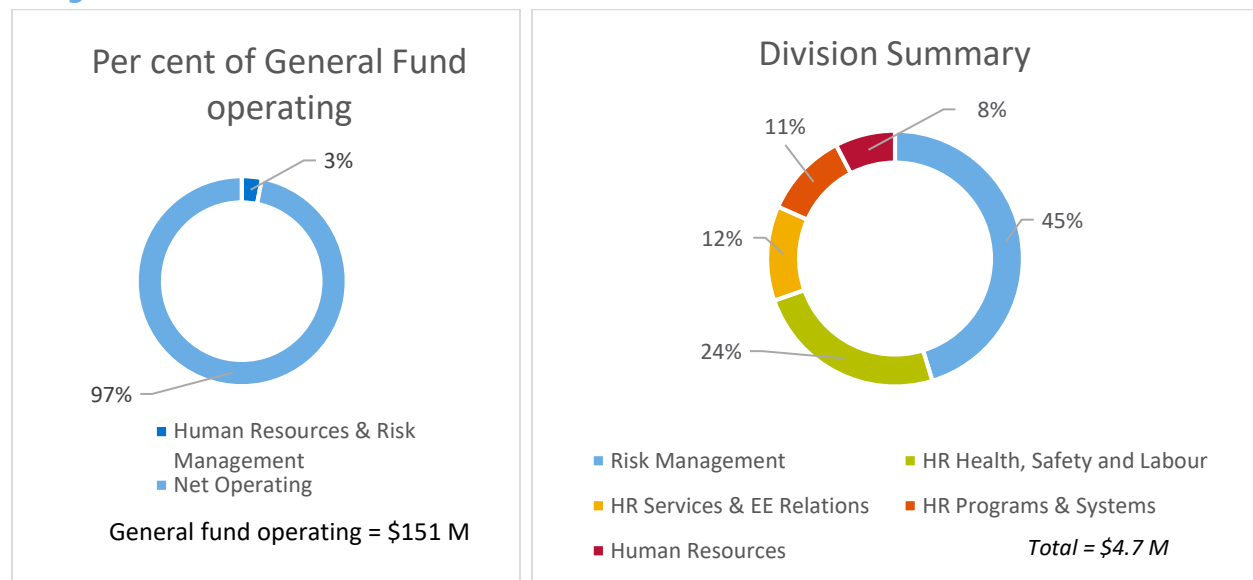
Human Resources

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of vacant positions filled	323	300	320
# of WorkSafe Claims processed	73	52	50
# of transition Return to Work placements (CUPE)	35	37	40
# of Service Awards presented	136	103	102
Program outcomes			
Merit rating discount for WCB Claims (%)	15.5	13.3	13.0
Total Absence's per employee (average number of days)	7.99	7.5	7
Efficiency measures			
Time to post Permanent Positions (average number of days)	18.9	19.3	19
Time to fill an Internal Vacancy (average number of days)	25.5	33.2	25
Time to fill an External Vacancy (average number of days)	56.6	55.8	50
Customer satisfaction			
Staff Turnover – full-time (%)	7.8	8.0	7.5
# of LinkedIn followers	3,900	5,933	7,000
# of E-Subscribers to the Career Page on Kelowna.ca	8,000	8,360	9,000
Innovation & learning			
# of employees participating in Corporate Training	320	450	500
# of employees participating in Safety Training	781	750	770
# of individual employee posted Training Opportunity plans – training opp spreadsheet	15	16	16
Safety program outputs			
# of reported safety incidents	119	114	105
# of reported safety near misses	38	64	65
# of facility safety inspections	59	52	50
# of job site safety inspections	39	48	50
# of work days lost to work related injuries	630	600	575

Risk Management

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of third-party claim/incidents managed	191	160	155
Cost of risk / capita (\$)	11.47	11.47	11.55

Budget overview



Net Divisional expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Human Resources					
139 Human Resources & Community Safety	389	379	358		
	389	379	358	(21)	(5.6%)
HR Health, Safety and Labour					
140 HR Health, Safety & Labour	385	653	664		
249 Compensation and Benefits	426	454	483		
	811	1,107	1,147	40	3.6%
HR Services & EE Relations					
141 HR Services & EE Relations	308	473	563		
	308	473	563	90	19.1%
HR Programs & Systems					
143 HR Programs & Systems	385	416	505		
	385	416	505	89	21.4%
Risk Management					
132 Risk Management	2,029	1,750	2,129		
	2,029	1,750	2,129	379	21.7%

Continued					
Net operating expenditures	3,923	4,125	4,701	577	14.0%
Capital cost centres:					
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	3,923	4,125	4,701	577	14.0%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		4,125	19.0
2020 net impacts			
One-time operating requests	0		(0.4)
One-time expenditure reductions	0		
Prior years ongoing adjustments	41		0.5
Divisional adjustments	57	98	(0.2)
		4,222	18.9
2020 Program additions (P1)			
2020 operating requests:	479		2.4
2020 expenditure reductions:		479	
Total		4,701	21.3
Unfunded 2020 requests (P2)			
2020 operating request	25		
2020 expenditure reductions	0	25	
Total unfunded requests for 2020		25	0.0

Note: Totals may not add due to rounding.

Human Resources & Community Safety

Human Resources & Risk Management - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(266)	(61)	(61)
Other Revenue	(95)	(23)	(63)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(336)	(389)	(20)
Total Revenue	(697)	(473)	(144)
<u>Expenditures</u>			
Salaries and Wages	1,976	2,004	2,210
Internal Equipment	2	1	1
Material and Other	2,388	2,365	2,352
Contract Services	142	227	282
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	112	0	0
Total Expenditures	4,620	4,598	4,845
Net Operating Expenditures	3,923	4,125	4,701
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	3,923	4,125	4,701

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	15.2	17.5	16.7	20.0
Hourly	2.5	3.3	2.3	1.3

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Human Resources & Community Safety Division									
<i>Human Resources & Risk Management</i>									
Maintain									
270	HR Coordinator Position	91,000	0	0	0	0	0	(91,000)	OG
270	Security Initiatives	250,000	0	0	0	0	0	(250,000)	OG
271	Safety Coordinator Position	84,200	0	0	0	(21,000)	(42,000)	(21,200)	OG
271	HR Administrative Clerk Position - o.4 FTE Increase	28,900	0	0	0	0	0	(28,900)	OG
272	Learning Management System and Contractor	88,000	0	0	0	0	0	(88,000)	OG
	Total Maintain	542,100	0	0	0	(21,000)	(42,000)	(479,100)	
New									
272	Enterprise Risk Management Software and Consulting	20,000	(20,000)	0	0	0	0	0	OG
	Total New	20,000	(20,000)	0	0	0	0	0	
Division Priority 1 Total									
	Division Priority 1 Total	562,100	(20,000)	0	0	(21,000)	(42,000)	(479,100)	
Total Priority 1 Operating									
	Total Priority 1 Operating	562,100	(20,000)	0	0	(21,000)	(42,000)	(479,100)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

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2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	HR Services & EE Relations		ON-GOING
Title:	HR Coordinator Position		PROVISIONAL

Justification:

The number of staff has grown 8% in the past two years. Retirements and turnover are also increasing which is straining HR's ability to recruit quality candidates in a timely manner. The addition of this position will enable HR to meet the increasing demands from operating departments for filling vacant positions as well as assisting with performance management, succession planning, attendance management, career planning and training for staff.

Strategic Direction: People - Ability to attract, select & retain talent

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	91,000	0	0	0	0	0	0	(91,000)
2021	91,000	0	0	0	0	0	0	(91,000)
2022	91,000	0	0	0	0	0	0	(91,000)

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	Risk Management		ON-GOING
Title:	Security Initiatives		PROVISIONAL

Justification:

In 2018 and 2019 council approved a one-time budget requests to expand security services to provide enhanced capacity to respond to community concerns and trouble-spots. This request will maintain that level of service. Security patrols of public spaces is valued by the community and provides a visible presence, increased responsiveness and improved reporting. Staff will continue to refine the service this resource allows for by incorporating out-reach and social support components.

Strategic Direction: Community Safety - Crime rates are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	250,000	0	0	0	0	0	0	(250,000)
2021	250,000	0	0	0	0	0	0	(250,000)
2022	250,000	0	0	0	0	0	0	(250,000)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	HR Health, Safety & Labour		ON-GOING
Title:	Safety Coordinator Position		PROVISIONAL

Justification:

The primary reason for this request is to change a term position to permanent, and maintain current staffing levels within the Occupational Health and Safety (OH&S) Branch.

The City must work to ensure regulatory and best-practice requirements are being followed (WorkSafeBC, Technical Safety BC and Employment and Social Development Canada). The addition of this position increased field worksite inspections by 94, risk assessments and safe work procedure by over 200 and has implemented over 100 follow up safety improvement action. The position will be funded 25% Water Utility, 25% Wastewater Utility, 25% Landfill and 25% Taxation.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	105,200	(21,000)	0	0	0	(21,000)	(42,000)	(21,200)
2021	105,200	(21,000)	0	0	0	(21,000)	(42,000)	(21,200)
2022	105,200	(21,000)	0	0	0	(21,000)	(42,000)	(21,200)

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	Compensation & Benefits		ON-GOING
Title:	HR Administrative Clerk Position - 0.4 FTE Increase		PROVISIONAL

Justification:

The request is for an additional 0.4 FTE HR Administrative Clerk to support the compensation and benefits branch. This increase will allow our branch to maintain efficient processing related to compensation, benefits, pension, disability management, and HR Information Systems all of which are directly affected by increasing staff levels. It will also support employee wellness initiatives to meet the growing needs of our staff and this increase in staffing is identified in our 5 year HR staffing plan for 2020.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	28,900	0	0	0	0	0	0	(28,900)
2021	28,900	0	0	0	0	0	0	(28,900)
2022	28,900	0	0	0	0	0	0	(28,900)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	HR Programs & Systems		ON-GOING
Title:	Learning Management System and Contractor		PROVISIONAL

Justification:

As the City becomes more complex, there is an increased need to provide a wider variety of skills and procedural based training to a larger variety of City positions in a just in time format. A Learning Management Software systems (LMS) allows for training to be developed and delivered in an online format to meet specific corporate training needs. The City needs to be able to deploy critical training to specific groups such as Cyber Security, No Bullying and Harassment, Code of Ethics, Safety Training and a variety of other policies and programs. The annual fee which includes a variety of online training courses is \$63,000.

In conjunction with the LMS system, a instructional designer on an annual contract is needed to address the organization's growing training and assessment needs. This contractor will design and deploy online customized learning content and assessments and may assist with system administration and set up.

Strategic Direction: People - Staff engagement has increased

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	88,000	0	0	0	0	0	0	(88,000)
2021	88,000	0	0	0	0	0	0	(88,000)
2022	88,000	0	0	0	0	0	0	(88,000)

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Risk Management		ON-GOING
Title:	Enterprise Risk Management Software and Consulting		PROVISIONAL

Justification:

Part of the City's commitment to building a safe, resilient community, staff continue to develop risk registers and use Enterprise Risk Management (ERM) to measure risk and the City's performance in managing risk. The ERM program software will also support Business Continuity Planning and Emergency Preparedness Planning.

Use of this software, with an integrated consultant approach, has been successfully piloted in 2018 & 2019 and effectively allowed the Water Utility to achieve recommendations of the Auditor General for Local Government and more.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	20,000	(20,000)	0	0	0	0	0	0
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Human Resources & Community Safety Division									
<i>Human Resources & Risk Management</i>									
New									
274	People Admin: Position Management Module	25,300	0	0	0	0	0	(25,300)	OG
	Total New	25,300	0	0	0	0	0	(25,300)	
<hr/>									
	Department Priority 2 Total	25,300	0	0	0	0	0	(25,300)	
<hr/>									
	Total Priority 2 Operating	25,300	0	0	0	0	0	(25,300)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

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2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	New
Department:	HR Programs & Systems		ON-GOING
Title:	People Admin: Position Management Module		PROVISIONAL

Justification:

The City currently licenses People Admin software as the core HR Software used for recruitment and performance reviews. The addition of this third module will provide process improvements, elimination of low value manual key entry activities and improved customer service.

This module will allow for the storage of position descriptions, job classifications, staff requisition approvals within the software and allow for the movement of data between the existing two modules (a one-stop-shop approach).

In addition, the module provides expanded opportunities to improve customer service, data storage, and sustainable practices such as workflow processing time related to job evaluation, business case reviews, requisition approvals, elimination of duplicate data entry and duplicate storage - overall improvement to end-use experience.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	25,300	0	0	0	0	0	0	(25,300)
2021	12,500	0	0	0	0	0	0	(12,500)
2022	12,500	0	0	0	0	0	0	(12,500)

Community Safety





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Community Safety

The newly formed Community Safety Department provides strategic and operational leadership to preserve and enhance safety, security, and public order in our community. As a convener of community partners and stakeholders, the Department takes comprehensive, collaborative and proven strategies to reduce crime and increase residents' sense of safety. Together, the team provides a balanced approach that involves education, prevention, intervention and enforcement for both the community at large and as an organization.



Bylaw Services enables citizens of Kelowna to live in an environment that is quiet, peaceful and enjoyable that comes from a predictable and respectful society. Bylaw Services includes a General Duty Section that investigates complaints, a Community Response Unit providing visibility and response with partnering agencies in priority areas, and a Bicycle / UTV Patrol Section. Through their sustained fair but firm compliance driven practices, Bylaw Services staff work with citizens to enhance the safety of visitors and residents of the city.

Police Services includes the RCMP and Police Services Management providing operational support services. The RCMP is an integrated unit consisting of 268 officers and 84 permanent municipal staff to deliver 24/7 response to ensure public safety. The City Detachment includes a General Duty Section providing uniformed first responders, an Investigative Services Section which handles serious and complex crime, a Traffic Section and a Crime Prevention Section. Police Services Management assumes information management responsibilities and provides all administrative facets necessary for effective and responsive policing in Kelowna. This includes client services providing frontline supports, facility operations, information management and quality assurance services.

2020 Divisional drivers & activities

Drivers

- Lead and support strategies that provide upstream solutions to the root causes of crime as well as strategies that effectively respond to the immediate symptoms impacting residents and communities
- Employ a balanced approach of education, prevention, intervention and enforcement
- Maximize effectiveness using data driven intelligence and proven practices
- Convene, inspire and collaborate with partner agencies, stakeholders and citizens toward a collective impact and meaningful results. Enhance employee and corporate capacity through engagement, innovation and training to deliver customer service excellence

Activities

Community Safety

- Develop and launch a Community Safety & Well-Being Plan
- Conduct a Public Safety and Crime Survey
- Develop and implement a comprehensive communications strategy, inclusive of public education and awareness initiatives that address the realities and perceptions of crime, to reduce crime and increase residents sense of safety
- Enhance City capacity to employ Crime Prevention Through Environment Design in development planning processes and in existing, built settings to reduce crime and increase sense of safety
- Convene and coordinate community agencies and stakeholders in the development and implementation of upstream projects / strategies
- Develop and implement innovative strategies with partners to target problem properties/dwellings and areas
- Launch and evaluate innovative public washroom pilot in the Queensway area.
- Based on data, conduct proactive patrols and projects in problem area / neighbourhoods
- Increase enforcement visibility, proactivity, and responsiveness in business districts
- Develop a corporate and updated emergency response and business continuity plan
- Continue development of Integrated Risk Management systems within the City with a 2020 focus on Utilities and Operations

Social & Inclusive

- Convene and lead a collaborative, multi-agency effort to enable successful inclusion of housing with supports

Financial Management

- Complete Program Review of Crime Prevention Unit to ensure lower value activities are improved or stopped

Clear Direction

- Develop meaningful performance metrics to drive actions and deliver impactful results

People

- Increase individual and departmental capacity through targeted engagement strategies and enhanced training / professional and leadership development

2020 Divisional performance measures

Community Safety

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of community safety projects launched	n/a	5	7
# of agencies / organizations CSD working with	n/a	15	20
# of education/awareness products issued/presented	23	20	25
# of cases concluded by KOaST Situation Table	n/a	60	80
# of CPTED Audits Conducted	n/a	20	45
# of active neighbourhood Block Watch programs	100	115	135
# of contacts on-site with business	n/a	70	100
Program outcomes			
Residents feeling safe in neighbourhood (% during the day)	99	98	99
Residents feeling safe in neighbourhood (% during the night)	82	83	85
Residents feeling Kelowna is a safe community (%)	87	83	85
Residents perceiving community safety same/improved (%)	50	50	58

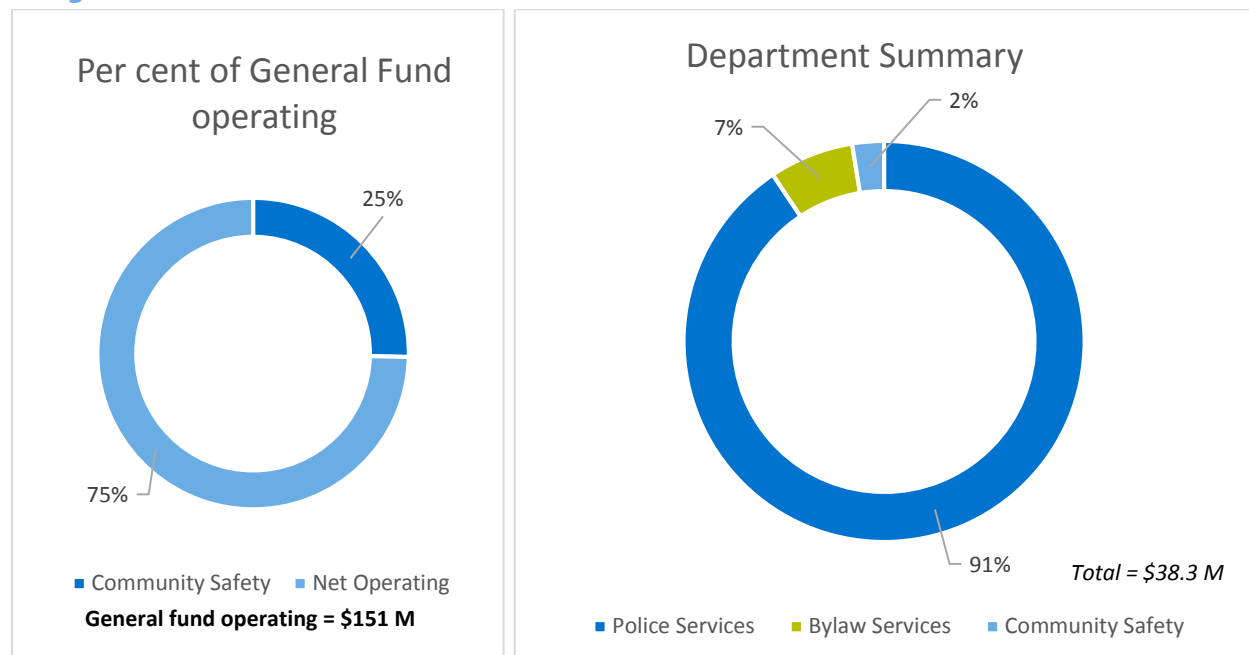
Bylaw Services

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of proactive files generated	1,540	2,000	4,000
# of BONs – Tickets issued	4,316	5,000	5,500
# of nuisance property / abatement resolutions	1	2	10
Program outcomes			
# of service requests by year	13,243	13,710	14,000
Efficiency measures			
Call for service assigned and actioned within 24 hrs (%)	83	90	90
Average number of days to close a file (Top 10) (days)	5	3.9	2.5

Police Services

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
Patrol availability factor – percentage per shift for proactive policing (%)	5	10	15
Program outcomes			
Crime severity Index	100.66	98	94
Non-Violent Crime Severity Index	119.24	110	100
Violent Crime Severity Index	48.35	48	48
Violent weighted clearance rate	61.54	62	63
Non-Violent weighted clearance rate	27.56	28	28
Efficiency measures			
Response time to priority one calls (minutes)	11.77	7.00	7.00
Customer satisfaction			
Overall community satisfaction (citizen survey) (%)	87	88	89

Budget overview



Net Department expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Police Services					
111 Police Services	24,197	26,698	27,707		
112 Police Client Services	2,315	2,601	2,820		
113 Police Quality Assurance	831	978	1,017		
114 Police Facility Operations	654	786	913		
272 Police Information Management	2,087	2,019	2,231		
	30,083	33,082	34,688	1,606	4.9%
Community Safety					
115 Community Safety	174	203	393		
251 Crime Prevention	571	569	585		
	744	771	978	207	26.8%
Bylaw Services					
150 Bylaw Services	2,165	2,478	2,606		
	2,165	2,478	2,606	128	5.2%
Net operating expenditure	32,992	36,332	38,272	1,940	5.3%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Department net expenditures	32,992	36,332	38,272	1,940	5.3%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	36,332	106.8
2020 net impacts		
One-time operating requests	(56)	
One-time expenditure reductions	0	
Prior years ongoing adjustments	290	2.6
Divisional adjustments	1,153	1.4
	37,719	110.8
2020 Program additions (P1)		
2020 operating requests:	553	4.1
2020 expenditure reductions:	0	
Total	38,272	114.9
Unfunded 2020 requests (P2)		
2020 operating request	763	3.0
2020 expenditure reductions	0	
Total unfunded requests for 2020	763	3.0

Note: Totals may not add due to rounding.

Human Resources & Community Safety

Community Safety - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(892)	(798)	(875)
Other Revenue	(5,091)	(4,968)	(5,120)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	(152)
Development Cost Charges	0	0	0
Accumulated Surplus	0	(186)	(629)
Total Revenue	(5,983)	(5,951)	(6,777)
<u>Expenditures</u>			
Salaries and Wages	7,869	8,194	8,419
Internal Equipment	108	80	121
Material and Other	628	715	1,046
Contract Services	29,464	33,294	35,463
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	906	0	0
Total Expenditures	38,975	42,283	45,049
Net Operating Expenditures	32,992	36,332	38,272
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	32,992	36,332	38,272

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	78.8	70.7	80.5	87.5
Hourly	23.3	28.6	26.3	27.4

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Human Resources & Community Safety Division									
<i>Community Safety</i>									
Maintain									
284	Administration Clerk Position	31,700	0	0	0	0	0	(31,700)	OG
284	Police Services Clerk Positions (4)	101,800	0	0	0	0	0	(101,800)	OG
285	Community Safety Clean-Up Leon Avenue	100,000	0	0	0	0	0	(100,000)	OT
	Total Maintain	233,500	0	0	0	0	0	(233,500)	
Growth									
285	RCMP - 7 Regular Member Positions	628,600	(628,600)	0	0	0	0	0	OG
286	Crime Reviewer Position	40,000	0	0	0	0	0	(40,000)	OG
286	Provincial Keep of Prisoners	0	0	0	0	35,000	0	(35,000)	OG
	Total Growth	668,600	(628,600)	0	0	35,000	0	(75,000)	
New									
287	Police Services Prosecutorial Disclosure Coordinator Position	43,200	0	0	0	0	0	(43,200)	OG
287	Community Safety & Well-Being Strategy	75,000	(75,000)	0	0	0	0	0	OT
288	Bylaw Services Enhanced Training Program	20,000	0	0	0	0	0	(20,000)	OG
288	Police Services Watch Support Officer Positions and Supervisor Position	106,600	0	0	0	0	0	(106,600)	OG
289	Supportive Housing Community Inclusion	75,000	0	0	0	0	0	(75,000)	OG
289	Washroom at Queensway - Operations	77,500	(77,500)	0	0	0	0	0	OT
	Total New	397,300	(152,500)	0	0	0	0	(244,800)	
Department Priority 1 Total									
		1,299,400	(781,100)	0	0	35,000	0	(553,300)	
Total Priority 1 Operating									
		1,299,400	(781,100)	0	0	35,000	0	(553,300)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Administration Clerk Position		PROVISIONAL

Justification:

This request for 1.0 FTE Administrative Clerk position is required to resource the expanding Community Safety portfolio as supported by Council's 2019-2022 priorities and to provide capacity for improved security services and corporate emergency preparedness.

Strategic Direction: Community Safety - Data and analysis is used to understand problems & target responses

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	31,700	0	0	0	0	0	0	(31,700)
2021	63,100	0	0	0	0	0	0	(63,100)
2022	63,100	0	0	0	0	0	0	(63,100)

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Police Services Clerk Positions (4)		PROVISIONAL

Justification:

Budget is requested for four Police Services Clerk positions to provide coverage to various departments within Police Services. Due to the essential service provided by the RCMP that requires the support of Police Services staff, many positions within Police Services are unable to be left vacant in the event of illness/injury, vacation or the security clearance process being completed for new employees. There is a unique requirement in Police Services for in-depth training in a variety of RCMP policy and database systems and the full-time status of these positions will promote stability, flexibility, knowledge and experience.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	101,800	0	0	0	0	0	0	(101,800)
2021	202,400	0	0	0	0	0	0	(202,400)
2022	202,400	0	0	0	0	0	0	(202,400)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	Maintain
Department:	Community Safety		ONE-TIME
Title:	Community Safety Clean-Up Leon Avenue		PROVISIONAL

Justification:

Vigilant pick-up and disposal of materials - as well as cleaning / sanitation - on streets, sidewalks and in parks/corridors frequented or inhabited by people living without homes is important for public health and maintenance of high-traffic locations frequented by visitors and other residents, alike. This is a one-time request to continue an unfunded pilot project initiated mid-2019, which will be evaluated in the fall of 2020.

Strategic Direction:	Community Safety - Residents feel safe							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,000	0	0	0	0	0	0	(100,000)

Division:	Human Resources & Community Safety	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	RCMP - 7 Regular Member Positions		PROVISIONAL

Justification:

Budget is requested for seven Regular Member positions to supplement existing units in meeting their mandates supporting the 2016-19 Crime Reduction Strategy. The increase in establishment will contribute to the four strategy goals: taking a proactive approach to crime, working with partner agencies for more effective policing, maximizing the effectiveness of resources using an intelligence led model and leveraging effective communications. The additional resources will assist in advancing the Community Safety Social/Inclusive focus of the Council Priorities for the 2019-2022 term.

Strategic Direction:	Community Safety - Crime rates are decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	628,600	(628,600)	0	0	0	0	0	0
2021	1,257,200	0	0	0	0	0	0	(1,257,200)
2022	1,257,200	0	0	0	0	0	0	(1,257,200)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	Crime Reviewer Position		PROVISIONAL

Justification:

Due to the additional Police Services positions required when Police Services took on duties previously performed by the Operations Communication Center, another Supervisor position was required, which was filled by upgrading a vacant Crime Reviewer position.

A recent court decision (JORDAN) has impacted the workload of the Crime Reviewers which has made their workload excessive. Without adding an additional Crime Reviewer Position, the operational support for police investigations will be jeopardized with potential impacts to the RCMP such as civil actions.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	0	0	0	0	0	0	(40,000)
2021	79,300	0	0	0	0	0	0	(79,300)
2022	79,300	0	0	0	0	0	0	(79,300)

Division:	Human Resources & Community Safety	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	Provincial Keep of Prisoners		PROVISIONAL

Justification:

Revenue collected over the last two years for the keep of provincial prisoners was significantly less than the budgeted amount. This is a direct result of the Oliver Correctional Center opening in January 2017 as it lowered the Police Services prisoner count, therefore reducing recoveries. The budget was lowered for 2019; however, further reduction is required.

2020 Base Budget for recovery: (\$294,938)

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	0	0	0	0	0	35,000	0	(35,000)
2021	0	0	0	0	0	35,000	0	(35,000)
2022	0	0	0	0	0	35,000	0	(35,000)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Police Services Prosecutorial Disclosure Coordinator Position		PROVISIONAL

Justification:

Budget is requested due to recent Provincial and Federal Court legislative changes and the resulting directives from Provincial and Federal Crown Counsel, the police are now required to provide all investigative material (disclosure) to Crown Counsel prior to criminal charges being laid. The RCMP has a legal responsibility to protect private information as it can potentially place individuals at serious risk or can result in a lost prosecution.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	43,200	0	0	0	0	0	0	(43,200)
2021	86,000	0	0	0	0	0	0	(86,000)
2022	86,000	0	0	0	0	0	0	(86,000)

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Community Safety		ONE-TIME
Title:	Community Safety & Well-Being Strategy		PROVISIONAL

Justification:

City Council has established Community Safety as a priority and committed publically to develop and implement a Community Safety & Well-being Strategy. Development of a Strategy will require planning, project management, public engagement, strategy development and costing, as well report-writing, internal stewardship, and publication. This request is for professional and consulting services to support this process limited to the development phase of the Strategy.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	75,000	(75,000)	0	0	0	0	0	0

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Bylaw Services Enhanced Training Program		PROVISIONAL

Justification:

The Bylaw Enhanced Training Program will include re-certifications of current public safety skills in addition to obtaining enhanced social, mental health awareness and cultural sensitivity training for the ever changing environment.

Officer Safety is paramount and increased training, skills and abilities in all of these areas will ensure Bylaw Officers are competent, consistent and credible when providing increased levels of public safety and community well being.

Strategic Direction: People - Ability to attract, select & retain talent

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	20,000	0	0	0	0	0	0	(20,000)
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Police Services Watch Support Officer Positions and Supervisor Position		PROVISIONAL

Justification:

Almost 50% of RCMP calls for service are low priority for non-chargeable offences that do not require police attendance and involve limited follow-up. These positions would assist operational members by reducing the number of low priority calls they handle, allowing them to concentrate on conducting investigations, responding to urgent calls and performing crime reduction initiatives. In addition to assisting operational members, the Watch Support Supervisor would perform supervisory duties. These positions are more cost effective than Regular Members.

Budget is requested in 2020 for one Watch Support Officer position and one Watch Support Supervisor Position and in 2021 for three additional Watch Support Officer positions.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	106,600	0	0	0	0	0	0	(106,600)
2021	371,700	0	0	0	0	0	0	(371,700)
2022	530,300	0	0	0	0	0	0	(530,300)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Supportive Housing Community Inclusion		PROVISIONAL

Justification:

The Supportive Housing Community Integration Model, endorsed by Council July 2019, bring BC Housing, Interior Health, Journey Home, site operators and relevant City departments together to ensure a coordinated and methodical approach when introducing supportive housing. The budget relates to expenditures that will arise (i.e., lighting, security, educational materials) from assessments relating to safety and security, neighbourhood engagement, as well as community education and awareness activities.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	75,000	0	0	0	0	0	0	(75,000)
2021	75,000	0	0	0	0	0	0	(75,000)
2022	0	0	0	0	0	0	0	0

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Community Safety		ONE-TIME
Title:	Washroom at Queensway - Operations		PROVISIONAL

Justification:

A pilot project to operate a staffed, semi-permanent washroom on Queensway is underway. This request will fund the maintenance and operations of the washroom beyond the pilot period and throughout 2020.

If the pilot project is successful and the initiative is continued, a budget request will be submitted in 2021 for ongoing maintenance and operations.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	77,500	(77,500)	0	0	0	0	0	0

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Human Resources & Community Safety Division									
<i>Community Safety</i>									
Maintain									
291	Outreach Support & Cart Storage at Kelowna Gospel Mission	40,000	0	0	0	0	0	(40,000)	OG
	Total Maintain	40,000	0	0	0	0	0	(40,000)	
Growth									
291	RCMP - 1 Regular Member Position	89,800	0	0	0	0	0	(89,800)	OG
292	RCMP - 3 Regular Member Positions	269,400	0	0	0	0	0	(269,400)	OG
292	Police Services Exempt Position	40,000	0	0	0	0	0	(40,000)	OG
293	Community Policing Information Clerk Position	34,600	0	0	0	0	0	(34,600)	OG
293	Crime Reviewer Position	40,000	0	0	0	0	0	(40,000)	OG
294	Court Liaison Officer Positions (2)	80,000	0	0	0	0	0	(80,000)	OG
294	Cells Guards - Contracted Services	120,000	0	0	0	0	0	(120,000)	OG
	Total Growth	673,800	0	0	0	0	0	(673,800)	
New									
295	Community Policing Coordinator Position	49,500	0	0	0	0	0	(49,500)	OG
	Total New	49,500	0	0	0	0	0	(49,500)	
	Department Priority 2 Total	763,300	0	0	0	0	0	(763,300)	
	Total Priority 2 Operating	763,300	0	0	0	0	0	(763,300)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	Maintain
Department:	Community Safety		ON-GOING
Title:	Outreach Support & Cart Storage at Kelowna Gospel Mission		PROVISIONAL

Justification:

Kelowna Gospel Mission provides a service to store carts and chattel for people as well as outreach services and supports.

These services are provided through support from BC Housing and the City. Prior City support has been on a one-time basis year to year. This request is to make it ongoing.

Strategic Direction: Social & inclusive - Homelessness is decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	0	0	0	0	0	0	(40,000)
2021	40,000	0	0	0	0	0	0	(40,000)
2022	40,000	0	0	0	0	0	0	(40,000)

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	RCMP - 1 Regular Member Position		PROVISIONAL

Justification:

Budget is requested for one Regular Member positions to supplement existing units in meeting their mandates supporting the 2016-19 Crime Reduction Strategy. The increase in establishment will contribute to the four strategy goals: taking a proactive approach to crime, working with partner agencies for more effective policing, maximizing the effectiveness of resources using an intelligence led model and leveraging effective communications. The additional resources will assist in advancing the Community Safety Social/Inclusive focus of the Council Priorities for the 2019-2022 term.

Strategic Direction: Community Safety - Crime rates are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	89,800	0	0	0	0	0	0	(89,800)
2021	179,600	0	0	0	0	0	0	(179,600)
2022	179,600	0	0	0	0	0	0	(179,600)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	RCMP - 3 Regular Member Positions		PROVISIONAL

Justification:

Budget is requested for three Regular Member positions to supplement existing units in meeting their mandates supporting the 2016-19 Crime Reduction Strategy. The increase in establishment will contribute to the four strategy goals: taking a proactive approach to crime, working with partner agencies for more effective policing, maximizing the effectiveness of resources using an intelligence led model and leveraging effective communications. The additional resources will assist in advancing the Community Safety Social/Inclusive focus of the Council Priorities for the 2019-2022 term.

Strategic Direction: Community Safety - Crime rates are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	269,400	0	0	0	0	0	0	(269,400)
2021	538,800	0	0	0	0	0	0	(538,800)
2022	538,800	0	0	0	0	0	0	(538,800)

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	Police Services Exempt Position		PROVISIONAL

Justification:

Budget is requested to create one Police Services Exempt Floater to provide supplemental resources in the Exhibits, Crime Reviewers, and Court Liaison departments. Due to the essential service that is provided by the RCMP with the support of Police Services staff, many positions within Police Services are unable to be left vacant in the event of illness/injury, vacation or the security clearance process being completed for new employees. This position requires comprehensive knowledge and experience performing a variety of duties and the full-time status of this position will provide a stable, knowledgeable resource base.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	0	0	0	0	0	0	(40,000)
2021	79,300	0	0	0	0	0	0	(79,300)
2022	79,300	0	0	0	0	0	0	(79,300)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	Community Policing Information Clerk Position		PROVISIONAL

Justification:

Budget is requested for one Community Policing Information Clerk position to increase service levels for the community by providing full front counter services at the Rutland Community Policing Office (CPO). Introducing a full-time employee at the Rutland Community Policing Office will enable standardization of hours of operation of the CPO and facilitate expanded services to the community that the current volunteers cannot provide. In addition to providing front counter service, this position will manage the RCMP volunteer program. This proposal is in line with the City's goal of creating compact complete communities, offering services to residents and businesses within the community with which they reside and/or operate.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	34,600	0	0	0	0	0	0	(34,600)
2021	69,000	0	0	0	0	0	0	(69,000)
2022	69,000	0	0	0	0	0	0	(69,000)

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	Crime Reviewer Position		PROVISIONAL

Justification:

Due to the additional Police Services positions required when Police Services took on duties previously performed by the Operations Communication Center, another Supervisor position was required. A vacant Crime Reviewer position was upgraded to a Quality Assurance Supervisor.

A recent court decision (JORDAN) has impacted the workload of the Crime Reviewers which has made their workload excessive. Without additional resources, the operational support for police investigations will be jeopardized with potential impacts to the RCMP such as civil actions.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	40,000	0	0	0	0	0	0	(40,000)
2021	79,300	0	0	0	0	0	0	(79,300)
2022	79,300	0	0	0	0	0	0	(79,300)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	Court Liaison Officer Positions (2)		PROVISIONAL

Justification:

Police Services currently has four Court Liaison Officer positions. These positions are accountable for the quality assurance of all Reports to Crown Counsel submitted by the RCMP and the prompt attendance of all persons in custody to court to maintain the integrity of the Judicial Justice System.

Since 2014 court files have increased 27.3%. Legislated changes imposed by Provincial Court Services and the Supreme Court of Canada (JORDAN decision) have significantly impacted the processing of court files resulting in a further increase in workload. As such, the workload has become excessive and court outcomes are not being processed in a timely manner. This results in a delay in criminal records being updated. Budget is requested for two additional Court Liaison Officer positions to augment the existing operation.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	80,000	0	0	0	0	0	0	(80,000)
2021	158,400	0	0	0	0	0	0	(158,400)
2022	158,400	0	0	0	0	0	0	(158,400)

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Community Safety		ON-GOING
Title:	Cells Guards - Contracted Services		PROVISIONAL

Justification:

Due to the JORDAN decision and the corresponding imposed time frames, Provincial Crown Counsel will be conducting after hour bail hearings seven days a week beginning October 2019.

The contracted cell block guards are responsible for the escort of prisoners to and from cells as directed by an RCMP member. In order to comply with this imposed legislative change, one additional cell guard shift is required to move prisoners throughout cells, from individual cells to the phone room or the bail hearing room.

Budget is requested for one additional guard shift each day and the hourly wage increase.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	120,000	0	0	0	0	0	0	(120,000)
2021	120,000	0	0	0	0	0	0	(120,000)
2022	120,000	0	0	0	0	0	0	(120,000)

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	New
Department:	Community Safety		ON-GOING
Title:	Community Policing Coordinator Position		PROVISIONAL

Justification:

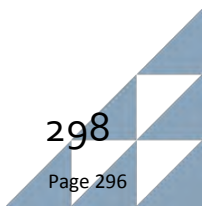
Budget is requested for one Community Policing Coordinator to reestablish Community Policing Coordinator positions to 2013 staffing levels. This addition will allow the expansion of crime prevention services to address community needs and issues. Concerns related to sense of safety, both in residential and commercial areas, have resulted in increasing demands to the Crime Prevention Unit. The addition of a third Community Policing Coordinator will significantly increase dedicated engagement with businesses, residents, social service agencies, and community and enforcement partners impacted by social and public safety issues. Furthermore, increasing the capacity of the Unit will enable a more proactive approach with the goal to empower the community to play a greater role in resolving problems and support well-being.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	49,500	0	0	0	0	0	0	(49,500)
2021	98,700	0	0	0	0	0	0	(98,700)
2022	98,700	0	0	0	0	0	0	(98,700)



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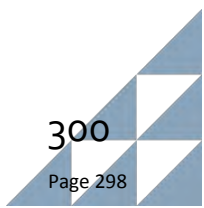


Fire Department





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Fire Department

The goal of the Kelowna Fire Department is to provide realistic and effective fire protection and public safety services to all areas of the City of Kelowna. This includes fire suppression and rescue, fire prevention, fire safety inspections, fire training, first medical responses, hazardous material response, specialty rescue, pre-incident planning, dispatch and emergency management. The Kelowna Fire Department operates from seven fire stations located strategically throughout the City. Each has a full compliment of modern, up-to-date vehicles and equipment. There are 140 full-time personnel and 46 paid-on-call volunteers.

HUMAN RESOURCES & COMMUNITY SAFETY *Stu Leatherdale* Divisional Director

Kelowna Fire Chief
Travis Whiting

Deputy Fire Chief
Administration, Training
& Fire Prevention
Scott Cronquist

Deputy Fire Chief
Communication &
Emergency Program
Sandra Follack

Deputy Fire Chief
Fire Operations
Larry Hollier

Administration, Training & Fire Prevention provides fire inspection services, fire investigations and enforcement of the Fire Services Act and the BC Fire Code. They also provide numerous public education opportunities, working with local schools and community groups through the year. The Training Branch ensures all members of KFD meet required standards, building capacity for all members from recruit training up to our Fire Officer program.

Communications & Emergency Program provides fire dispatch services to over 60 fire departments from the Regional Districts of Central Okanagan, Okanagan Similkameen, Kootenay Boundary, Central Kootenay, and East Kootenay with the addition of the City of Vernon and the Okanagan Indian Band in the fall of 2018. This branch also administers the Emergency Program for Central Okanagan, activated to support any community requiring support for major incidents. In 2017, the

program was activated for well over 140 days to deal with the extraordinary season of both flooding and wildfire events.

Fire Operations is responsible for fire suppression, first medical response, auto extrication, technical rescue (low embankment, high angle, tower crane, ice rescue, swift water rescue, confined space rescue, and marine rescue) and hazmat response. The Operations branch is staffed 24/7 with five 4-person engine companies operating from five career stations, providing 24/7 coverage for the city. Our career staff are supported by two paid-on-call stations (East Kelowna and McKinley), as well as paid-on-call members continuing to support the Glenmore Fire Hall.

2020 Divisional drivers & activities

Drivers

- Safe and effective response standards for the protection of life, property and the environment
- Efficiently plan for future growth in relation to community safety requirements
- Maintain a training system for a progressive and modern fire service

- Fiscal responsibility through proper long term financial planning and a focus on cost efficiencies
- Optimize public safety through a leading practices communication (dispatch) centre
- Deliver service excellence in life safety public education for our evolving community

Activities

Community Safety

- Increased focus on life safety public education, especially in the area of support to neighbourhood Fire Smart activities
- Staffing of a two person squad with the addition of four firefighters in 2020, which will provide quick response to medical events, support Engine Companies on major responses, or transport technical rescue equipment and additional members to complex incidents.
- Update the Regional Emergency Plan and Operational Guidelines, capturing local best practices and lessons learned from 2017/2018 floods
- Development of a long term station location plan for future station locations, including proposed Station 5 in Glenmore to replace current hall
- Integration of analytics to monitor performance and efficiencies
- Completion of a departmental Master Plan, documenting service level standards

Financial Management

- Continue to focus on long term financial planning, especially focused on future known capital expenditures

Clear Direction

- Continued review of response protocols to best dynamically match new resources to community safety priorities

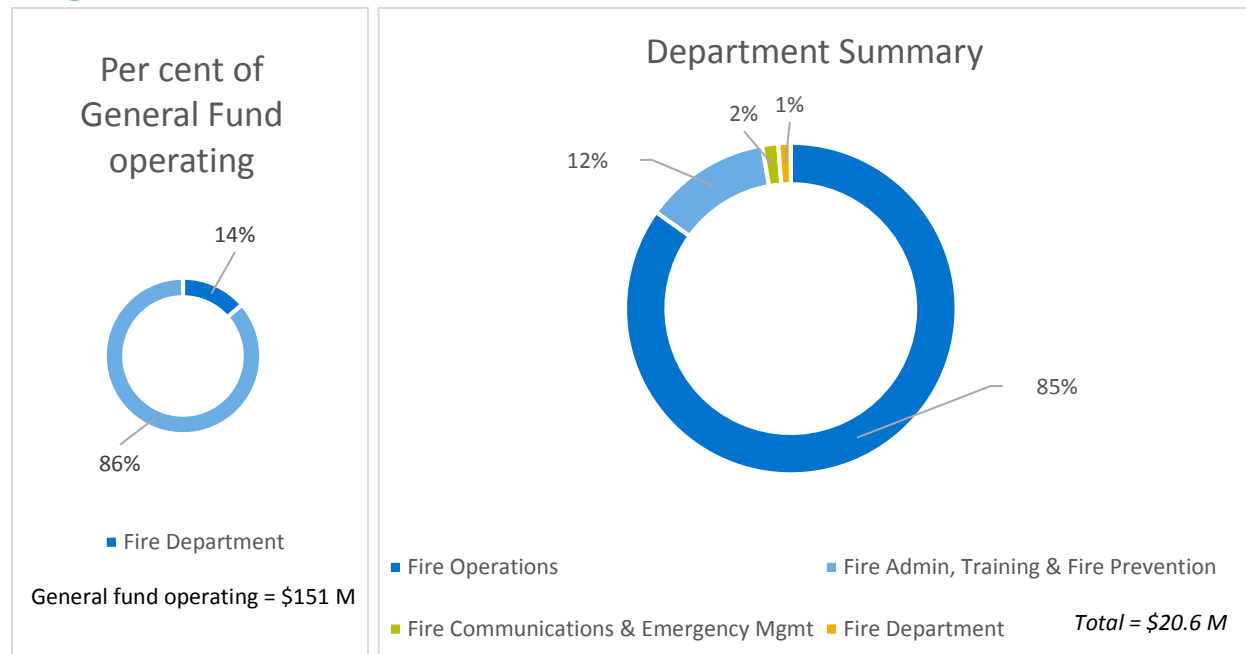
People

- Development of a strategic plan for mental health focused on creating a safe workplace and program for staff support for work related mental health injuries

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of incidents by year – Kelowna	13,766	12,096	12,500
# of structure fires	99	94	95
# of vehicle fires	55	84	75
# of Regional Dispatch Centre -total incidents	26,047	27,286	28,000
# of inspections completed according to City schedule	4,052	4,312	4,500

Budget overview



Net Divisional expenditures (\$ thousands)

Departments		Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:						
Fire Department						
133	Fire Department	234	249	249		
134	Fire Operations	15,390	16,905	17,448		
135	Fire Communications & Emergency Mgmt	642	329	323		
136	EOC Operations & Hydrants	111	0	0		
137	Fire Admin, Training & Fire Prevention	2,631	2,596	2,531		
Net operating expenditure		19,008	20,080	20,551	470	2.3%
Capital cost centres:						
311	Fire Capital	962	38	61		
Net capital expenditures		962	38	61	23	60.7%
Total Department net expenditures		19,970	20,118	20,611	493	2.5%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		20,080	141.0
2020 net impacts			
One-time operating requests	(78)		
One-time expenditure reductions	0		
Prior years ongoing adjustments	534		4.0
Divisional adjustments	4	460	
		20,541	145.0
2020 Program additions (P1)			
2020 operating requests:	10		
2020 expenditure reductions:	0	10	
Total		20,551	145.0
Unfunded 2020 requests (P2)			
2020 operating request	84		0.5
2020 expenditure reductions	0	84	
Total unfunded requests for 2020		84	0.5

Note: Totals may not add due to rounding.

Human Resources & Community Safety

Fire Department - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(4,613)	(2,409)	(2,429)
Other Revenue	(275)	(264)	(264)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(19)	0	(15)
Total Revenue	(4,908)	(2,672)	(2,707)
<u>Expenditures</u>			
Salaries and Wages	17,870	19,453	19,990
Internal Equipment	445	124	124
Material and Other	3,237	1,766	1,731
Contract Services	211	201	201
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	132	135	139
Transfers to Funds			
Special (Stat Reserve) Funds	800	800	800
Development Cost Charges	0	0	0
Accumulated Surplus	1,220	274	274
Total Expenditures	23,916	22,753	23,258
Net Operating Expenditures	19,008	20,080	20,551
<u>Capital Expenditures</u>			
Gross Expenditures	1,635	2,027	1,057
Other Funding Sources	(673)	(1,989)	(996)
Taxation Capital	962	38	61
Net Operating & Tax Capital Exp.	19,970	20,118	20,611

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	130.0	129.6	139.0	143.0
Hourly	2.0	3.0	2.0	2.0

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Human Resources & Community Safety Division									
<i>Fire Department</i>									
New									
305	Mental Health Program	15,000	(15,000)	0	0	0	0	0	OG
305	Fire Department Management Mobile Inspections Application	10,000	0	0	0	0	0	(10,000)	OG
	Total New	25,000	(15,000)	0	0	0	0	(10,000)	
<hr/>									
	Department Priority 1 Total	25,000	(15,000)	0	0	0	0	(10,000)	
<hr/>									
	Total Priority 1 Operating	25,000	(15,000)	0	0	0	0	(10,000)	
<hr/>									

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'*'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Fire Department		ON-GOING
Title:	Mental Health Program		PROVISIONAL

Justification:

Budget is requested to fund a mental health program for members of the Kelowna Fire Department. The creation of this fund will allow Kelowna Fire Department to continue supporting its members through prevention and response to mental health injuries as a result of workplace exposure. The goal is to work towards a safe work environment with reduced loss time or impacts due to work related mental health injuries. Program objectives include increased training for peer support members, improved documentation and broader training and support for all members.

Strategic Direction: People - Staff engagement has increased

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	15,000	(15,000)	0	0	0	0	0	0
2021	15,000	0	0	0	0	0	0	(15,000)
2022	15,000	0	0	0	0	0	0	(15,000)

Division:	Human Resources & Community Safety	Priority: 1	New
Department:	Fire Department		ON-GOING
Title:	Fire Department Management Mobile Inspections Application		PROVISIONAL

Justification:

Kelowna Fire Department is moving to a mobile electronic Fire Inspection system that will create efficiencies during inspections and eliminate the requirement to manually enter inspection data. This request is for five licenses and the software to support the system.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	15,000	0	0	0	0	0	0	(15,000)
2021	10,000	0	0	0	0	0	0	(10,000)
2022	3,000	0	0	0	0	0	0	(3,000)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Human Resources & Community Safety Division									
<i>Fire Department</i>									
Growth									
307	Fire Inspector Position	84,000	0	0	0	0	0	(84,000)	OG
	Total Growth	84,000	0	0	0	0	0	(84,000)	
<hr/>									
	Department Priority 2 Total	84,000	0	0	0	0	0	(84,000)	
<hr/>									
	Total Priority 2 Operating	84,000	0	0	0	0	0	(84,000)	
<hr/>									

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

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where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Human Resources & Community Safety	Priority: 2	Growth
Department:	Fire Department		ON-GOING
Title:	Fire Inspector Position		PROVISIONAL

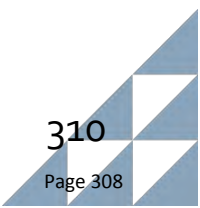
Justification:

This operating request is to hire one new Fire Inspector. Due to the ongoing increase in construction and new business licenses, the Fire Prevention Branch is unable to meet the mandated requirements for fire inspections as laid out in Council Policy 181. This policy mandates the frequency of fire inspections based on building type and occupancy in the interests of fire and life safety. The Fire Prevention Branch has implemented a number of efficiency measures to try to manage these increases over the past few years, but now require one additional Inspector to maintain required service levels.

Strategic Direction:	Environmental protection - Emergency response & preparation							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	84,000	0	0	0	0	0	0	(84,000)
2021	142,400	0	0	0	0	0	0	(142,400)
2022	142,550	0	0	0	0	0	0	(142,550)



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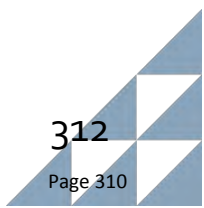


Corporate Strategic Services



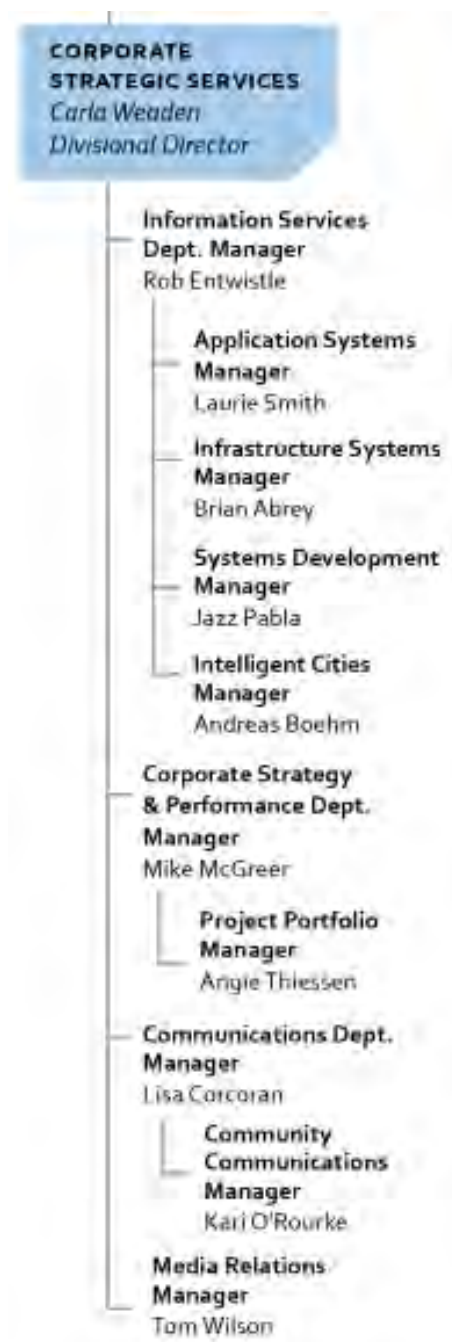


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Corporate Strategic Services

Providing citizens and staff with convenient, accurate and timely access to City services and information.



Information Services - IS provides direction, support and maintenance of the City's information systems and technology infrastructure. Today, technology is key driver in the delivery of customer service, economic development and communications. This department strategically considers technology options that reduce costs, improve revenue streams, build efficiency and deliver better overall service.

Corporate Strategy & Performance - Every organization needs vision and a plan for how to achieve it. The Corporate Strategy & Performance department oversees organization-wide strategic planning, including Council and corporate priorities for Council's term and reporting annually on the City's progress on those priorities.

Communications - The Communication department provides strategic communications planning to inform, consult, involve, collaborate and empower internal and external stakeholders. Using an audience-centered model, Communications aims to support major city projects and provide accurate and timely information to citizens and staff through research, branding standards, media relations, crisis communications, development and maintenance of print and electronic communications channels, corporate advertising and public engagement programs.

Media Relations - The City of Kelowna's goal is to be open with the media and to be respected and valued by our citizens. The Communications department works directly with the media and also provides support for those who are designated spokespeople for the City.

2020 Divisional drivers & activities

Drivers

- To lead the development and ongoing management of a four-year business plan for the organization, including implementation and reporting
- To protect and promote corporate achievements and reputation
- To drive the development of online services for on-demand customer service
- To provide strategic, meaningful and efficient communications and information services that support business objectives and reach target audiences
- To develop, implement and maintain Communications, Information Services, and corporate service excellence policies, standards and guidelines
- To engage citizens, staff and stakeholders
- To protect our corporate data and digital infrastructure
- To develop, implement and maintain corporate communication channels
- To advocate for innovative public engagement that support and increase citizen involvement
- To develop and implement market research protocols to support the organization's objectives
- To define, implement and maintain performance management systems for accountability and to track measurable results
- To research best practices and be innovative for continual improvement of service delivery
- To deliver results while maintaining core services

Activities

Community Safety

- Continue to develop and analyze Community Safety Data, in partnership with the RCMP, to make informed decisions
- Expand the pilot CCTV camera registry partnership with the Kelowna RCMP beyond our downtown. The registry helps the RCMP access footage from businesses and residents, when there is an incident, in a fast and efficient manner
- Follow up the collaborative problem-solving 2019 Design Jam on theft from vehicles with a design sprint that will see prototyped and tested ideas turned into solutions that can be implemented with the goal of reducing property crime from current levels and assist the RCMP with their investigation
- Complete and implement a Corporate Crisis Communication Plan to address potential threats to the City's operations, services, infrastructure or reputation
- Communicate achievements in public safety through various channels; monitor public comment on safety matters and respond accordingly in coordination with Police and Fire Services or other relevant agencies
- Integrate and align the results of the Public Safety and Crime Survey results in partnership with Environics Analytics to segment and better communication with our citizens

Social & Inclusive

- Work in collaboration with the Journey Home Strategy and BC Housing on a Community Inclusion Model
- Continue development of an Indigenous engagement framework
- Development and implementation of a Community Safety and Social Inclusion campaign in partnership with BC Housing, Interior Health and the Journey Home Society

Transportation & Mobility

- Hold a collaborative problem-solving Design Jam for a transportation-related topic, bringing together stakeholders from throughout the community to research and come up with innovative ideas for solutions for a complex community issue
- Continue to provide support for the public engagement for the Transportation Master Plan, Parking Management Strategy and Pedestrian and Bicycle Master Plan

Vibrant Neighbourhoods

- Kelowna 2040: OCP Consultation public engagement support

Economic Resiliency

- Prepare for the upcoming 5G network development initiative

Environmental Protection

- Hold a collaborative problem-solving Design Jam for an environment-related topic, bringing together stakeholders from throughout the community to research and come up with innovative ideas for solutions for a complex community issue

Financial Management

- Generate \$143,000 in revenue through the Dark Fibre Network
- Cost avoidance through Dark Fibre program with additional facilities such as Airport, Landfill and Wastewater Utility moving their communications lines to the fibre optic program
- Implement a Digital Asset Management program to streamline searchability and access to digital assets
- Model City initiative to harness data to support infrastructure decision making and land use planning

Clear Direction

- Action Plan 2020 identifies a list of more than 75 projects that will significantly advance Council and Corporate Priorities and base business. Action Plan 2020 is part of the overall approach to strategic planning and increased transparency.
- Deliver an online dashboard that reports on progress towards Council Priorities 2019 – 2022
- Continue engagement on the Imagine Kelowna community vision implementation and communicating progress
- Conduct a City-wide Citizen Survey in the fall of 2020
- Create four-year divisional/departamental business plans
- Implement the Intelligent City Strategy, which has a vision to improve the lives of residents through access to online services, technological innovation and collaborative problem-solving, creating local solutions to local problems
- Develop resources and advisory services that will enable staff to use Service Design thinking and methodologies to improve the services that we provide by putting the needs of users at the centre of every step of the process

People

- Implement priority recommendations from the IT Recruitment and Retention Strategy
- Implement Staff engagements activities from the 2019 Employee Survey

- Refresh values and vision for the organization as part of the overall strategic planning process
- Discovery, scoping and budgeting for redevelopment of the City's intranet to make it more collaborative, social, flexible and accessible
- Meet regularly with the interdepartmental Community Safety, Transportation and Environment Solutions groups to collaborate on shared challenges, come up with ideas and develop innovative solutions that will have an impact and reduce silos
- Implement internal City Manager Connects Strategy

Base Business

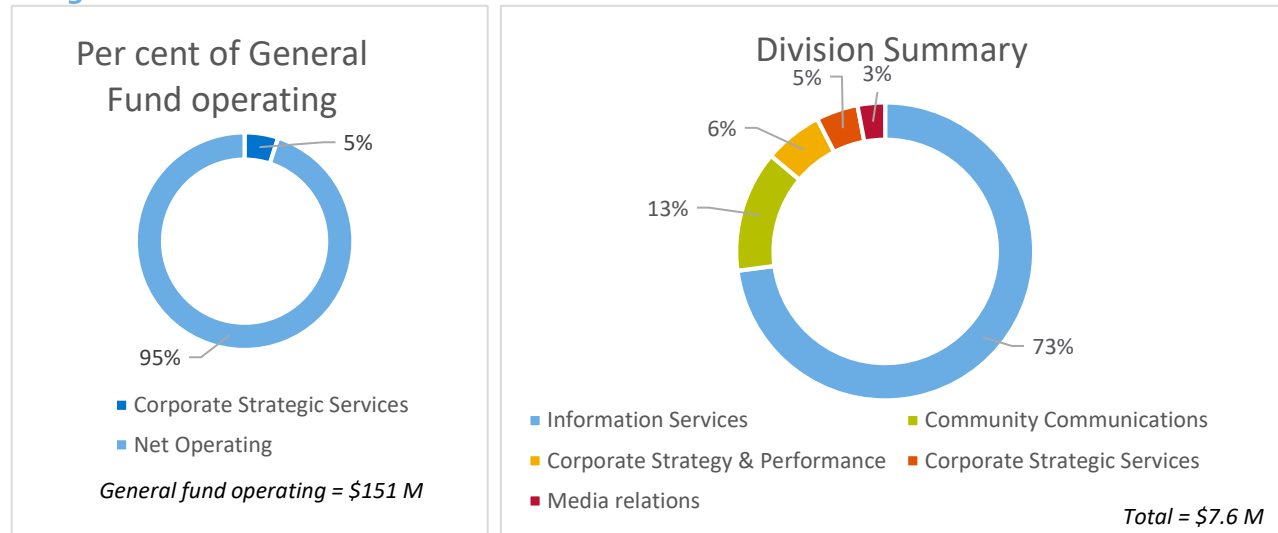
- Redevelopment of the City's service request system to improve the customer experience through agile methodology and customer centricity
- As an extension of our first Service Design pilot project conducted in 2019, we will improve our online notification service based on user feedback and involvement
- Implement a Disaster Recovery strategy for the Information Services department
- Continued work on major systems projects that will deliver modern solutions to Kelowna.ca, Electronic Documents and Records Management, Asset Management, Planning, Permitting and Licensing
- Develop resources and explore the use of technology to enhance the end-to-end customer experience for our residents, businesses and visitors
- Assess and prioritize City services for review and improvement
- Pilot a chatbot on the YLW website to enhance the customer experience while investigating where else the technology could be implemented in the organization.

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
Media			
# of media releases	270	260	260
# of Emergency Operations Centre (EOC) media releases	97	n/a	
# of media information requests	350	280	250
Mayor & Council			
# of email correspondence	1,854	1,700	1,800
# of briefing notes	80	88	85
Online			
# of website visits (kelowna.ca)	6,286,222	5,700,000	5,200,000
# of website users (kelowna.ca)	1,577,561	1,750,000	1,900,000
# of E-Subscribers	39,132	41,200	43,000
Intranet			
# of InSites page views	1,284,441	1,325,000	1,350,000
# of interactions (navigation to a second page from landing page) (%)	32	32	32

Continued				
Social Media				
# of engagement (likes, comments, shares, mentions)	86,449	82,000	85,000	
# of followers (Facebook, Twitter, Instagram, LinkedIn all accounts incl. YLW, but not CORD Emergency)	55,424	62,600	70,000	
Video				
# of video views (YouTube)	33,020	45,000	60,000	
Engagement				
# of face-to-face engagement	25	20	10	
# of survey responses (hard copy & online)	4,278	1,187	1,000	
Get Involved Kelowna				
# of visitors (launch March 2017)	19,700	12,000	10,000	
# of engaged visitors	440	1,200	1,100	
Information Services				
Percentage of time key Information Services systems were available. 99.8% represents a high availability with less than 21 hours of combined outage over the year.				
Email (%)	99.9	99.9	99.9	
InSites (%)	99.9	99.9	99.9	
kelowna.ca (%)	99.9	99.9	99.9	
Servers (%)	99.9	99.8	99.9	
Phones (%)	99.9	99.9	99.9	
# of internal Help Desk requests	12450	13100	13750	
Program outcomes				
Dark Fibre				
Revenue (\$)	143,000	168,000	192,000	
# of connections	9	14	16	
Efficiency measures				
Correspondence turnaround times (rounded %)				
Within 1 day		65		
Within 2-5		10		
Within 6-10		10		
Within 11-20		5		
Over 21 days		10		
Innovation & learning				
# of participants in media spokesperson training		17		

Budget overview



Net Divisional expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Corporate Strategic Services					
101 Corporate Strategic Services	325	344	344		
	325	344	344	0	0.1%
Information Services					
121 Information Services	4,717	5,274	5,510		
	4,717	5,274	5,510	235	4.5%
Community Communications					
248 Communications	296	436	479		
260 Community Communications	207	514	516		
	503	951	995	45	4.7%
Media Relations					
229 Media Relations	517	224	226		
	517	224	226	2	0.9%
Corporate Strategy & Performance					
154 Corporate Strategy & Performance	371	439	481		
	371	439	481	42	9.5%
Net operating expenditure	6,434	7,231	7,555	324	4.5%
Capital cost centres:					
308 Information Services Capital	3,186	1,177	1,329		
Net capital expenditures	3,186	1,177	1,329	152	12.9%
Total Division net expenditures	9,620	8,408	8,884	476	5.7%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		7,231	47.7
2020 net impacts			
One-time operating requests	0		
One-time expenditure reductions	29		
Prior years ongoing adjustments	76		0.5
Divisional adjustments	(22)	83	
		7,314	48.2
2020 Program additions (P1)			
2020 operating requests:	241		1.0
2020 expenditure reductions:	0	241	
Total		7,555	49.2
Unfunded 2020 requests (P2)			
2020 operating request	130		1.0
2020 expenditure reductions	0	130	
Total unfunded requests for 2020		130	1.0

Note: Totals may not add due to rounding.

Corporate Strategic Services - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(114)	(110)	(134)
Other Revenue	(179)	(179)	(222)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(35)	0	0
Total Revenue	(328)	(290)	(356)
<u>Expenditures</u>			
Salaries and Wages	4,689	5,117	5,264
Internal Equipment	8	7	7
Material and Other	1,793	2,287	2,465
Contract Services	0	0	0
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	272	110	177
Total Expenditures	6,761	7,521	7,911
Net Operating Expenditures	6,434	7,231	7,555
<u>Capital Expenditures</u>			
Gross Expenditures	6,255	8,736	2,068
Other Funding Sources	(3,069)	(7,560)	(740)
Taxation Capital	3,186	1,177	1,329
Net Operating & Tax Capital Exp.	9,620	8,408	8,884

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	45.6	45.8	47.1	48.6
Hourly	0.6	2.9	0.6	0.6

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate Strategic Services Division									
Growth									
320	Hardware and Software Maintenance	50,000	0	0	0	0	0	(50,000)	OG
	Total Growth	50,000	0	0	0	0	0	(50,000)	
New									
CAP 401	Major Systems Project - Electronic Records Management	50,000	0	0	0	0	0	(50,000)	OG
320	Communications Consultant, Emerging Issues Position	41,100	0	0	0	0	0	(41,100)	OG
321	Council Priority Reporting - Online Dashboard	35,000	0	0	0	0	0	(35,000)	OG
321	Business Systems Analyst (Analytics) Position	54,200	0	0	0	0	0	(54,200)	OG
322	Imagine Kelowna - Partnerships	6,000	0	0	0	0	0	(6,000)	OG
305	* <i>Fire Department Management Mobile Inspections Application</i>	5,000	0	0	0	0	0	(5,000)	OG
	Total New	191,300	0	0	0	0	0	(191,300)	
Division Priority 1 Total		241,300	0	0	0	0	0	(241,300)	
Total Priority 1 Operating		241,300	0	0	0	0	0	(241,300)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* italics - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '**'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Hardware and Software Maintenance		PROVISIONAL

Justification:

Budget is requested to cover the increase in annual support and maintenance fees for new and existing software and hardware.

2020 Base Budget \$1,461,770

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	0	0	0	0	0	0	(50,000)
2021	50,000	0	0	0	0	0	0	(50,000)
2022	50,000	0	0	0	0	0	0	(50,000)

Division:	Corporate Strategic Services	Priority: 1	New
Department:	Community Communications		ON-GOING
Title:	Communications Consultant, Emerging Issues Position		PROVISIONAL

Justification:

Each year, the City needs to respond to a number of emerging items such as supportive housing developments, increasing homelessness, cannabis legalization, fires and short-term rentals to name a few. In an effort to adapt, the team has pulled resources from other projects creating significant service gaps. This role would enable the communications team to be more flexible and adaptable to make sure the emerging and core issues receive the level of communications support required. In 2020 its anticipated this position will support the new Director of Community Safety, Superintendent of the RCMP, Social Development Manager, Journey Home Society and BC Housing focusing on crime prevention, safety, issues around homelessness and community integration models for existing and planned supportive housing.

Strategic Direction: Community Safety - Crime rates are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	41,100	0	0	0	0	0	0	(41,100)
2021	80,200	0	0	0	0	0	0	(80,200)
2022	80,200	0	0	0	0	0	0	(80,200)

2020 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	New
Department:	Corporate Strategy & Performance		ON-GOING
Title:	Council Priority Reporting - Online Dashboard		PROVISIONAL

Justification:

The proposed public facing online dashboard housed on the City of Kelowna website would report on the organization's progress towards all 39 Council and corporate priorities identified in the Council Priorities 2019 - 2022 document. The project supports the corporate result "progress on results is measured, monitored, and improved" through transparent reporting which would be updated each year. The reporting would include both quantitative and qualitative information.

The initial cost includes a consultant resource to build the dashboard and staff training to maintain it. Ongoing operation costs will cover annual updates as part of corporate reporting each spring.

Strategic Direction: Clear direction - Progress on results is measured, monitored & reported

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	35,000	0	0	0	0	0	0	(35,000)
2021	6,300	0	0	0	0	0	0	(6,300)
2022	6,300	0	0	0	0	0	0	(6,300)

Division:	Corporate Strategic Services	Priority: 1	New
Department:	Information Services		ON-GOING
Title:	Business Systems Analyst (Analytics) Position		PROVISIONAL

Justification:

The primary goal of data analytics is to help the City make more informed business decisions by enabling analysis of large volumes of transaction data, as well as other forms of data that may be untapped by conventional business systems.

The IS Analytics Team has been successful in producing in-depth analysis for several projects including but not limited to: Fire Department call volumes and station locations; hydrology models for flooding events; Model City for next generation urban planning; and HR staffing models.

The additional position would allow the team to expand its work to support a number of initiatives including drought modelling, recruitment and retention, public safety and capital budget forecasting to name a few.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	54,200	0	0	0	0	0	0	(54,200)
2021	108,100	0	0	0	0	0	0	(108,100)
2022	108,100	0	0	0	0	0	0	(108,100)

2020 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	New
Department:	Corporate Strategy & Performance		ON-GOING
Title:	Imagine Kelowna - Partnerships		PROVISIONAL

Justification:

Imagine Kelowna is a 20 year community vision developed by the community, for the community. The vision was endorsed by Council in mid-2018.

In the short-term, Imagine Kelowna is being put into action through City-led initiatives such as the development of new plans including the Official Community Plan and Transportation Master Plan, and through Council's priorities for 2019 - 2022.

As outlined in Imagine Kelowna, realizing its vision will require a community-wide effort and significant collaboration over the long-term. This budget request is to support raising awareness and continuing the community conversation about the principles and goals in Imagine Kelowna in order to identify opportunities for collaboration. Specifically the budget would be used for targeted community engagement and to create shareable communications materials.

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	6,000	0	0	0	0	0	0	(6,000)
2021	6,000	0	0	0	0	0	0	(6,000)
2022	6,000	0	0	0	0	0	0	(6,000)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate Strategic Services Division									
Growth									
324	Professional and Consulting Services	20,000	0	0	0	0	0	(20,000)	OG
	Total Growth	20,000	0	0	0	0	0	(20,000)	
New									
324	Client Support Technician Position	46,900	0	0	0	0	0	(46,900)	OG
325	Geographic Information Services (GIS) Manager Position	63,100	0	0	0	0	0	(63,100)	OG
	Total New	110,000	0	0	0	0	0	(110,000)	
	Division Priority 2 Total	130,000	0	0	0	0	0	(130,000)	
	Total Priority 2 Operating	130,000	0	0	0	0	0	(130,000)	

CCP - Combined capital project

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2020 Operating Request Details

Division:	Corporate Strategic Services	Priority: 2	Growth
Department:	Information Services		ON-GOING
Title:	Professional and Consulting Services		PROVISIONAL

Justification:

Budget is requested for the increased cost of professional and consulting services as specialized consultants are required to assist staff in the delivery of projects and support systems like network installation, configuration and maintenance; Microsoft database design and configuration; security audits; Geographic Information System (GIS/CAD) Design, support and training; phone configuration and maintenance; and miscellaneous computer repairs to equipment not under warranty.

Priorities for 2020 will be Intelligent City initiatives and security assessments.

2020 Base Budget: \$198,668

Strategic Direction: Community Safety - Crime rates are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	20,000	0	0	0	0	0	0	(20,000)
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)

Division:	Corporate Strategic Services	Priority: 2	New
Department:	Information Services		ON-GOING
Title:	Client Support Technician Position		PROVISIONAL

Justification:

There has been significant growth in the demand and work scope for Client Support Technicians. They are responsible for the deployment, support and maintenance of computers, Ipads and cell phones. In addition, there are more hardware and software systems to support, more users and new technologies, such as satellite phones, fire truck computers, tablets and video conferencing.

The IS Help Desk provides technical support to over 1,000 employees, for hundreds of software applications, across 20 locations. Since the last Client Support Technician position was added in 2008, the requests for service have increased dramatically. Since 2015, there has been an increase from 7,766 requests annually to 12,450 requests in 2018 representing an increase of 60 per cent.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	46,900	0	0	0	0	0	0	(46,900)
2021	92,600	0	0	0	0	0	0	(92,600)
2022	92,600	0	0	0	0	0	0	(92,600)

2020 Operating Request Details

Division:	Corporate Strategic Services	Priority: 2	New
Department:	Information Services		ON-GOING
Title:	Geographic Information Services (GIS) Manager Position		PROVISIONAL

Justification:

The GIS Manager will provide leadership in the GIS area which is increasingly playing an essential role in understanding the many facets of a growing city. The data captured and maintained in GIS is critical for the analytical models being developed for planning (Model City), infrastructure planning (10-year capital costs) and transportation (transportation plan). It also supports new areas of concern including community safety (needle pickup, crime data) and climate change (flood and fire prediction). Intelligent City initiatives will also require data and tools from our GIS.

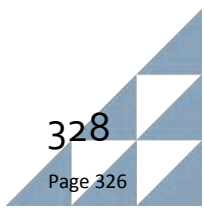
This position will support the current and evolving business needs of analytics, data capture and open data. The area of predictive modelling will need an expanded GIS offering and will need clear direction. To be able to continue to grow and support the increasing demand and complexity, the team needs a focused and clear direction led by an experienced GIS manager.

Strategic Direction: Other - Supports Base Business

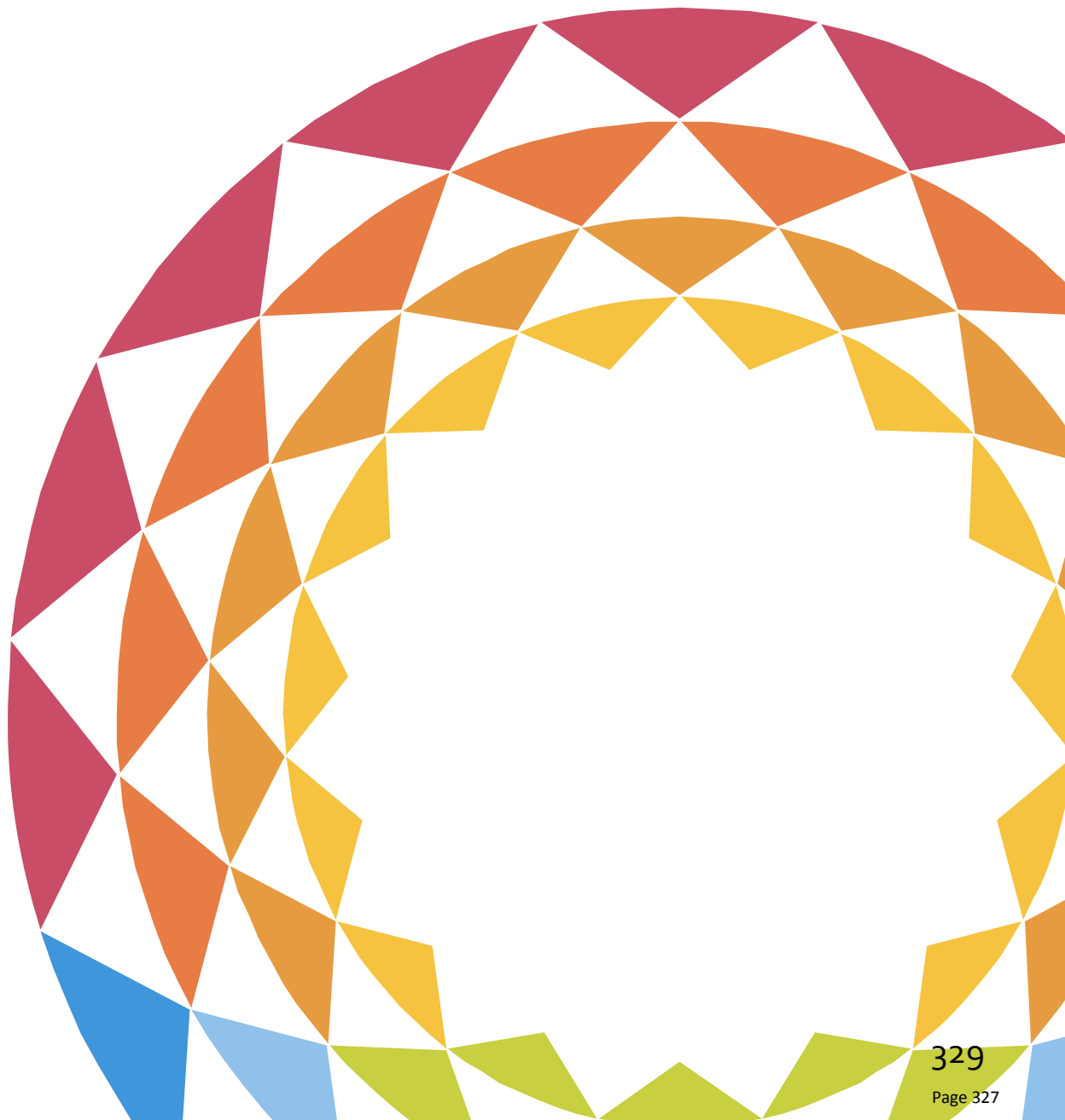
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	63,100	0	0	0	0	0	0	(63,100)
2021	123,400	0	0	0	0	0	0	(123,400)
2022	123,400	0	0	0	0	0	0	(123,400)



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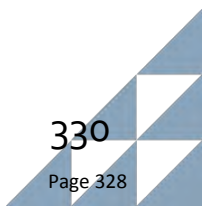


Financial Services





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Financial Services

The Finance Division provides financial services to Council, City Management and staff through financial management policies that form a framework for the City's overall fiscal planning, investment and management of City assets and resources. Financial accountability is achieved through reporting, monitoring, and internal control programs managed by the Division. Annual budgets, Five-Year Financial Plans, Year-end Financial Reports and Statements provide key financial information and results to keep taxpayers, residents, business leaders and other interested parties informed on the financial performance and delivery of City programs and services. Financial Services Division also levies and collects property taxes and utility fees, processes accounts payable and accounts receivable, develops and maintains financial systems, invests and safeguards the City's financial assets and provides customer services such as transit passes, parking ticket and bylaw fee payments.



Controller is responsible for the operations side of Financial Services. This includes all forms of revenue collection with the most significant amount of work around collecting taxation revenue. Also responsible for administering permissive tax exemption program, transit, systems and reporting, general ledger, accounts payable, accounts receivable and payroll.

Financial Planning is responsible for budget preparation and monitoring, reserve management and projections, debt management, investment portfolio to maximize returns and minimize risk ensuring adequate funding for ongoing City business requirements, utility rate modeling, financial planning, tangible capital asset accounting, financial analysis and decision support.

Corporate Finance is responsible for preparation and administration of corporate financial compliance and Financial Reporting. They manage and oversee the corporate financial and system controls to ensure compliance with Generally Accepted Accounting Principles (GAAP), Public Sector Accounting Standards

(PSAS), federal and provincial excise tax legislation, City bylaws, policies and procedures as well as best practices. They administer and manage the City's corporate banking controls and Treasury services ensuring the safekeeping of the City's financial assets. They provide external financial reporting that includes the Consolidated Financial Statements, Statement of Financial Information, Local Government Data Entry and the Annual Report.

Purchasing Services provides transparent, fair and effective procurement services and strategies across the organization. The Branch is responsible for the acquisition of goods, services, and construction required by all City departments. Purchasing also manages the City Yards warehouse and inventory that provides materials and supplies to City crews and work groups. Disposal of surplus materials and obsolete items are also managed by this Branch.

2020 Divisional drivers & activities

Drivers

- Strong financial stewardship
 - Using financial management polices effectively
 - Engaging the right people
- Building Trust and Transparency
 - Understanding functions and needs of other City services
 - Implement efficient and effective practices and procedures
- Building Financial Literacy
 - Using financial controls effectively
 - Collecting and using data effectively

Activities

Social & Inclusive

- Using supplier selection and bidder criteria to promote increased community benefits. This may include promoting and selecting suppliers with workforces that represent traditionally underemployed groups or suppliers that have a positive social impact on the community.

Environmental Protection

- Increasing importance and consideration for supplier's that provide expanded environmental benefits as part of their contract offerings.

Financial Management

- Assess the information received from the internal needs review, public RFI (request for information) and from the review of other municipalities for the Corporate Financial Plan Budget Software Replacement project to be budgeted in 2021.
- Continue to review the budget document and processes to determine what improvements can be incorporated over the next couple of years utilizing current budget software in order to reduce low value activities and increase efficiency and effectiveness
- Complete the incorporation of the South Okanagan Mission Irrigation District (SOMID) into the City water system and financial systems
- Implementation of new Public Sector Accounting Standards
- Electronic distribution of monthly Accounts Receivable Statements and invoices
- Accounts receivable process review to ensure the City is following current best practices
- 5-year review for Permissive tax exemptions
- Consider and recommend to Council efficiencies for the application of the property tax late payment penalty
- Evaluate results from annual financial risk assessment
- LED Street Light Retrofit business case review
- Research Internal Controls Monitoring Software
- Review merchant services business practice procedures
- Move all suppliers to EFT payments

People

- Implement priority recommendations from the staff engagement activities resulting from the 2019 Employee Survey

Clear Direction

- Update and roll-out four-year division/department Strategic Plan
- Development of branch key performance indicators (KPI) to seek meaningful KPI's for Financial Services that demonstrate how effectively the division is achieving key organizational objectives
- Develop department business plans aligning to strategic four-year Division Plan

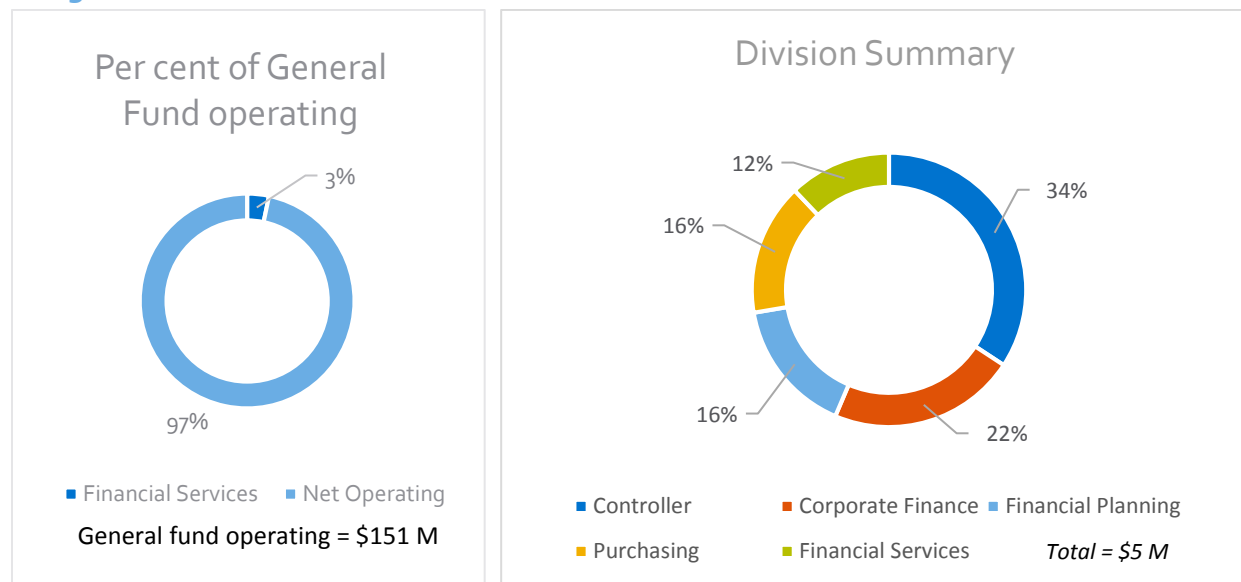
Base Business

- Policy and procedure review, fill gaps and refresh outdated.
- Complete review and updates of Corporate Financial Policies and Guidelines
- Develop and carry-out compliance programs and reviews for Corporate Credit Cards, Payroll, Travel Training, and Donations

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of budget transfers processed	112	110	107
# of budget amendments processed	122	125	124
# of vouchers processed in Accounts Payable	30,689	31,000	31,500
# of payments made through Payroll	27,679	30,500	30,500
# of property tax notices emailed	0	2,238	3,500
# of property tax notices mailed	54,850	56,150	57,200
Tax payers who pay prior to the 1st penalty (%)	95	95	95
# of property owners deferring taxes	1,128	1,274	1,420
Value of property taxes deferred (\$)	4.4M	5.1M	5.8M
# of customers serviced by City owned water/sewer utilities	20,760	21,807	22,900
# of households serviced by City curbside collections	38,500	39,100	39,800
# of homeowner grants claimed online	21,410	22,265	24,000
# of homeowner grants claimed in person/mail	36,210	36,743	37,200
Program outcomes			
Consecutive years receiving:			
The Government Finance Officers Association (GFOA) Budget Award	17	18	19
The GFOA Financial Reporting Award	16	17	18

Budget overview



Net Divisional expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Financial Services					
124 Financial Services	552	532	598		
	552	532	598	66	12.5%
Corporate Finance					
125 Corporate Finance	590	476	476		
275 Corporate Financial Support	0	543	621		
	590	1,019	1,097	78	7.7%
Financial Planning					
126 Financial Planning	942	786	789		
	942	786	789	3	0.3%
Controller					
127 Accounting Operations	911	1,082	1,082		
128 Systems & Reporting	21	30	35		
130 Revenue	287	464	415		
268 Controller	154	164	164		
	1,372	1,739	1,695	(44)	(2.5%)
Purchasing					
129 Purchasing	756	807	772		
	756	807	772	(35)	(4.3%)
Net operating expenditure	4,213	4,883	4,952	68	1.4%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	4,213	4,883	4,952	68	1.4%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		4,883	62.7
2020 net impacts			
One-time operating requests	(30)		(0.2)
One-time expenditure reductions	0		
Prior years ongoing adjustments	55		0.5
Divisional adjustments	16	42	
		4,925	63.0
2020 Program additions (P1)			
2020 operating requests:	26		0.5
2020 expenditure reductions:	0	26	
Total		4,952	63.5
Unfunded 2020 requests (P2)			
2020 operating request	0		
2020 expenditure reductions	0	0	
Total unfunded requests for 2020		0	0.0

Note: Totals may not add due to rounding.

Financial Services - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(498)	(531)	(526)
Other Revenue	(889)	(1,205)	(953)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(115)	(351)	(60)
Total Revenue	<u>(1,502)</u>	<u>(2,087)</u>	<u>(1,540)</u>
<u>Expenditures</u>			
Salaries and Wages	4,631	5,534	5,610
Internal Equipment	5	6	6
Material and Other	477	1,024	748
Contract Services	212	381	102
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	389	25	25
Total Expenditures	<u>5,715</u>	<u>6,970</u>	<u>6,491</u>
Net Operating Expenditures	4,213	4,883	4,952
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	<u>0</u>	<u>0</u>	<u>0</u>
Net Operating & Tax Capital Exp.	<u>4,213</u>	<u>4,883</u>	<u>4,952</u>

	Budgeted	Actual	Revised	Provisional
Authorized FTE	2018	2018	2019	2020
Positions	57.0	49.5	59.2	60.0
Salaried	3.5	6.8	3.5	3.5
Hourly				

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Financial Services Division									
New									
336	Financial Planning System and Process Review	60,000	(60,000)	0	0	0	0	0	OT
	Total New	60,000	(60,000)	0	0	0	0	0	
Growth									
126	* <i>Financial Analyst Position</i>	26,400	0	0	0	0	0	(26,400)	OG
	Total Growth	26,400	0	0	0	0	0	(26,400)	
Division Priority 1 Total		86,400	(60,000)	0	0	0	0	(26,400)	
Total Priority 1 Operating		86,400	(60,000)	0	0	0	0	(26,400)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

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2020 Operating Request Details

Division:	Financial Services	Priority: 1	New
Department:	Financial Services		ONE-TIME
Title:	Financial Planning System and Process Review		PROVISIONAL

Justification:

The Digital Strategy includes the replacement of the current excel and legacy based budget system with a robust financial planning software product. This first step is to review and assess the current system and processes and perform stakeholder needs analysis. The outcome will be a report summarizing current state, recommendations and a roadmap for the next several phases of the systems replacement.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	60,000	(60,000)	0	0	0	0	0	0

Debt & Other

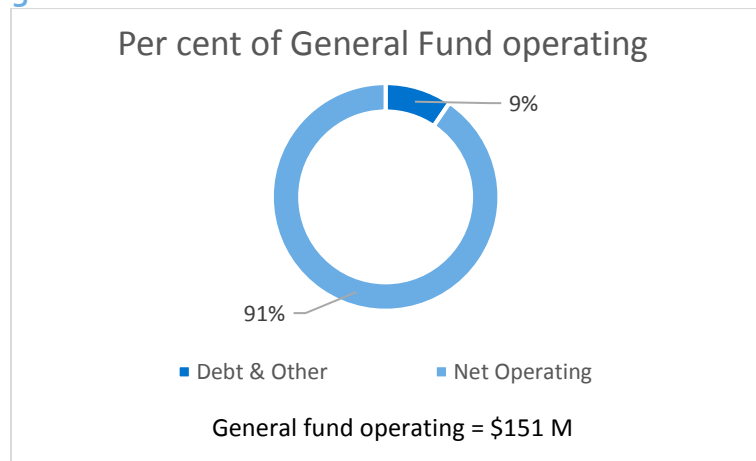




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Debt & Other budget overview



Net Department expenditure (\$ thousands)

Department	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:					
Debt & Other					
205 Debt & Other	14,528	9,951	14,341		
Net operating expenditure	14,528	9,951	14,341	4,390	44.1%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Department net expenditures	14,528	9,951	14,341	4,390	44.1%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	9,951	0.0
2020 net impacts		
One-time operating requests	0	
One-time expenditure reductions	0	
Prior years ongoing adjustments	2,600	
Divisional adjustments	272	
	12,823	0.0
2020 Program additions (P1)		
2020 operating requests:	1,518	
2020 expenditure reductions:	0	
	1,518	
Total	14,341	0.0
Unfunded 2020 requests (P2)		
2020 operating request	0	
2020 expenditure reductions	0	
	0	
Total unfunded requests for 2020	0	0.0

Note: Totals may not add due to rounding.

Financial Services

Debt & Other - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	(158)	(4)	0
Parcel Tax	(35)	(35)	0
Fees and Charges	(6,781)	(6,737)	(348)
Other Revenue	(42,134)	(11,536)	(12,632)
Transfers from Funds			
Special (Stat Reserve) Funds	(1,158)	(1,158)	(1,158)
Development Cost Charges	(1,402)	(654)	(1,449)
Accumulated Surplus	(9,147)	(605)	(750)
Total Revenue	(60,815)	(20,728)	(16,337)
<u>Expenditures</u>			
Salaries and Wages	(648)	(1,064)	(1,064)
Internal Equipment	0	0	0
Material and Other	7,315	6,799	2,075
Contract Services	0	0	0
Debt Interest	3,118	2,686	2,497
Debt Principal	7,417	6,564	6,935
Internal Allocations	186	213	213
Transfers to Funds			
Special (Stat Reserve) Funds	8,983	10,668	13,268
Development Cost Charges	2,495	0	0
Accumulated Surplus	46,477	4,814	6,754
Total Expenditures	75,343	30,679	30,678
Net Operating Expenditures	14,528	9,951	14,341
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	14,528	9,951	14,341

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	0	0	0	0
Hourly	0	0	0	0

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Financial Services Division									
<i>Debt & Other</i>									
Maintain									
342	Other Working Capital	2,267,700	(750,000)	0	0	0	0	(1,517,700)	OG
	Total Maintain	2,267,700	(750,000)	0	0	0	0	(1,517,700)	
<hr/>									
	Department Priority 1 Total	2,267,700	(750,000)	0	0	0	0	(1,517,700)	
<hr/>									
	Total Priority 1 Operating	2,267,700	(750,000)	0	0	0	0	(1,517,700)	
<hr/>									

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'*'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Services		ON-GOING
Title:	Other Working Capital		PROVISIONAL

Justification:

This request is to provide for contracts and other requirements that have been negotiated or are not resolved at the time the budget is prepared, but will become due during 2020.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	2,267,700	(750,000)	0	0	0	0	0	(1,517,700)
2021	2,267,700	0	0	0	0	0	0	(2,267,700)
2022	2,267,700	0	0	0	0	0	0	(2,267,700)

General Revenues

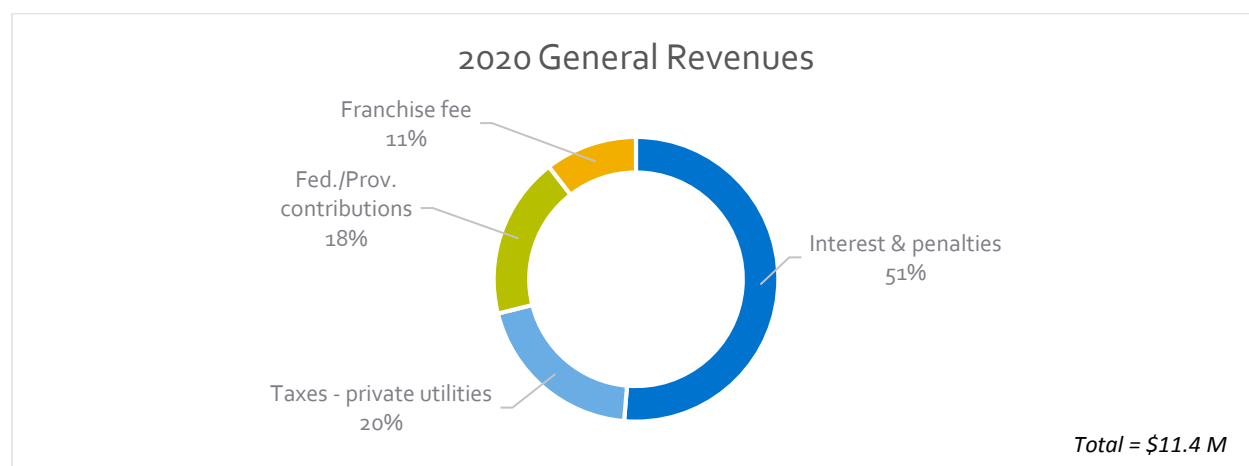




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General Revenues budget overview



Net Department expenditures (\$ thousands)

Departments	Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Percent change
Operating cost centres:					
Revenue & Fees					
206 General Revenue	(147,097)	(153,724)	(162,195)		
Net operating expenditure	(147,097)	(153,724)	(162,195)	(8,471)	5.5%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Department net expenditures	(147,097)	(153,724)	(162,195)	(8,471)	5.5%

Note: Totals may not add due to rounding.

Description of operating program changes (\$ thousands)

	Total	FTE
2019 revised budget	(153,724)	0.0
2020 net impacts		
One-time operating requests	0	
One-time expenditure reductions	0	
Prior years ongoing adjustments	0	
Divisional adjustments	(8,471)	
	(162,195)	0.0
2020 Program additions (P1)		
2020 operating requests:	0	
2020 expenditure reductions:	0	
Total	(162,195)	0.0
Unfunded 2020 requests (P2)		
2020 operating request	0	
2020 expenditure reductions	0	
Total unfunded requests for 2020	0	0.0

Note: Totals may not add due to rounding.

Financial Services

General Revenues - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	(135,774)	(145,041)	(153,501)
Parcel Tax	0	0	0
Fees and Charges	(3,967)	(2,258)	(2,162)
Other Revenue	(10,938)	(5,874)	(9,534)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(1,600)	(1,650)	(1,650)
Total Revenue	(152,279)	(154,824)	(166,847)
<u>Expenditures</u>			
Salaries and Wages	0	0	0
Internal Equipment	0	0	0
Material and Other	3,234	0	3,152
Contract Services	0	0	0
Debt Interest	189	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	400
Development Cost Charges	0	0	0
Accumulated Surplus	1,801	1,100	1,100
Total Expenditures	5,224	1,100	4,652
Net Operating Expenditures	(147,055)	(153,724)	(162,195)
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	(147,055)	(153,724)	(162,195)

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	0	0	0	0
Hourly	0	0	0	0

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Financial Services Division									
<i>Revenue & Fees</i>									
New									
348	Online Accommodation Platform (OAP) Tax	0	400,000	0	(400,000)	0	0	0	OG
	Total New	0	400,000	0	(400,000)	0	0	0	
<hr/>									
	Department Priority 1 Total	0	400,000	0	(400,000)	0	0	0	
<hr/>									
	Total Priority 1 Operating	0	400,000	0	(400,000)	0	0	0	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'*'*

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	Financial Services	Priority: 1	New
Department:	Financial Services		ON-GOING
Title:	Online Accommodation Platform (OAP) Tax		PROVISIONAL

Justification:

To create a budget for the receipt of revenues from the Online Accommodation Platforms. The revenues from this program will be contributed to reserve for future use in support of Affordable Housing initiatives.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

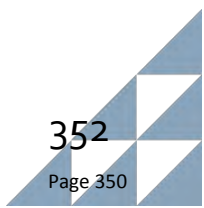
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	0	400,000	0	(400,000)	0	0	0	0
2021	0	400,000	0	(400,000)	0	0	0	0
2022	0	400,000	0	(400,000)	0	0	0	0

City Clerk



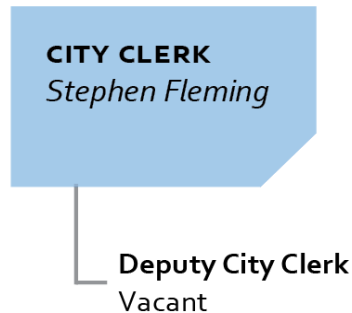


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City Clerk

The Office of the City Clerk fosters a culture of open government in the provision of corporate administrative services to Council, their Committees, and the organization. Along with statutory and procedural information and advice related to all levels of government legislation, responsibilities include Council meeting management, corporate access to legal services, the management of corporate records and information, public access to records and protection of privacy, elector approval processes and general local elections.



2020 Divisional drivers & activities

Drivers

- Provide customer focused service
- Safeguard the assets of the City
- Ensure value for citizens always
- Enable new approaches and innovation
- Connect the organizations diverse activities

Activities

Financial Management

- Conducted 78 discovery meetings on information management needs corporately to ensure a future electronic records management system meets both cost and service expectations

Clear Direction

- Updated Report to Council templates for consistency and clarity in support of good governance
- Prepared an Office of the City Clerk department and action plan to guide activities and areas of focus over the next 3 years

People

- Collaborated on the transfer and integration of the administrative and operational ownership of the Southeast Kelowna water provider (SEKID) into the City of Kelowna
- Conducted the annual corporate archive and disposition with the participation of 44 distinct city business areas

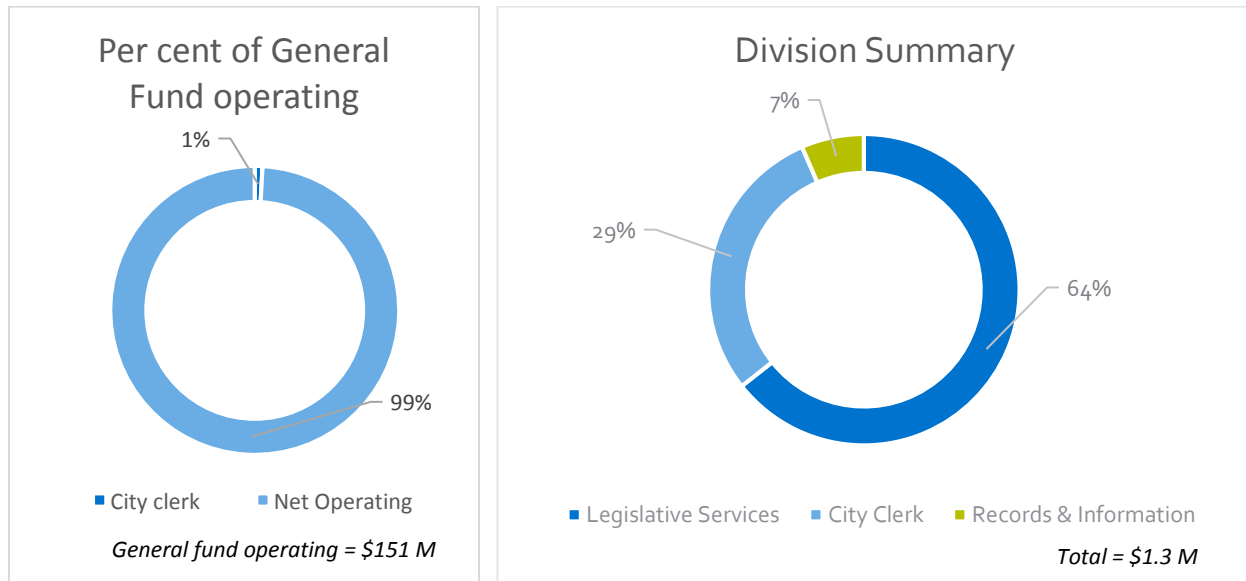
Base Business

- Prepared land use and business license bylaws in support of the Cannabis program and short-term rentals
- Prepared bylaws and processed 978 properties for the early termination of their land use contracts in preparation for legislated terminations in 2024

2020 Divisional performance measures

	Actual 2018	Estimated 2019	Proposed 2020
Program outputs			
# of Freedom of Information (FOI) requests received	125	90	95
# of bylaws drafted (development & regulatory)	178	220	200
# of Council meeting & public hearing (days)	58	63	63
# of agreements executed by Mayor/Clerk	494	500	505
# of legal documents e-registered	176	225	235
Program outcomes			
# of paper files processed for final disposition	4,682	5,757 (actual)	3,576
# of paper files processed for archive	9,327	13,404	12,000
# of paper files in storage	-	105,085	113,085
Efficiency measures			
Business areas that met annual corporate archive deadline (%)	96	100	100
Business areas that met annual corporate disposition deadline (%)	100	97	100
Customer satisfaction			
FOI requests/responded to within 30 days (%)	79	95	98
FOI requests/responded within legislated timeline (including extensions up to 60 days or over) (%)	88	100	100
Council meeting packages prepared/delivered on time (%)	100	100	100
Council committee meetings attended (%)	75	100	100
Innovation & learning			
# of scheduled training/education sessions provided by staff	29	15	20

Budget overview



Net Departmental expenditures (\$ thousands)

Departments		Actual 2018	Revised 2019	Provisional 2020	Change from prior year	Per cent change
Operating cost centres:						
City Clerk						
119	Legislative Services	618	792	840		
120	City Clerk	582	380	380		
228	Records & Information	31	85	85		
Net operating expenditure		1,232	1,257	1,305	49	3.9%
Capital cost centres:						
		0	0	0		
Net capital expenditures		0	0	0	0	0.0%
Total Division net expenditures		1,232	1,257	1,305	49	3.9%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

		Total	FTE
2019 revised budget		1,257	10.5
2020 net impacts			
One-time operating requests			
One-time operating requests	0		(0.9)
One-time expenditure reductions	13		
Prior years ongoing adjustments	37		0.5
Divisional adjustments	(12)	37	
		1,294	10.1
2020 Program additions (P1)			
2020 operating requests:	12		
2020 expenditure reductions:	0	12	
Total		1,305	10.1
Unfunded 2020 requests (P2)			
2020 operating request	48		0.5
2020 expenditure reductions	0	48	
Total unfunded requests for 2020		48	0.5

Note: Totals may not add due to rounding.

City Clerk - General Fund

Revenues/Expenditures by Category(\$ thousands)

	Actual 2018	Revised 2019	Provisional 2020
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(10)	(10)	(10)
Other Revenue	(71)	(149)	(80)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(140)	0	0
Total Revenue	<u>(220)</u>	<u>(159)</u>	<u>(90)</u>
<u>Expenditures</u>			
Salaries and Wages	952	917	889
Internal Equipment	1	0	0
Material and Other	442	406	414
Contract Services	58	93	93
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Expenditures	<u>1,452</u>	<u>1,415</u>	<u>1,395</u>
Net Operating Expenditures	1,232	1,257	1,305
<u>Capital Expenditures</u>			
Gross Expenditures	0	0	0
Other Funding Sources	0	0	0
Taxation Capital	<u>0</u>	<u>0</u>	<u>0</u>
Net Operating & Tax Capital Exp.	<u>1,232</u>	<u>1,257</u>	<u>1,305</u>

Authorized FTE	Budgeted	Actual	Revised	Provisional
Positions	2018	2018	2019	2020
Salaried	9.0	8.8	10.4	10.0
Hourly	0.1	2.4	0.1	0.1

Note: Totals may not add due to rounding

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
City Clerk									
New									
357	Webcasting - closed captioning	11,500	0	0	0	0	0	(11,500)	OG
	Total New	11,500	0	0	0	0	0	(11,500)	
Division Priority 1 Total									
		11,500	0	0	0	0	0	(11,500)	
Total Priority 1 Operating									
		11,500	0	0	0	0	0	(11,500)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an *'**

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	City Manager	Priority: 1	New
Department:	City Clerk		ON-GOING
Title:	Webcasting - closed captioning		PROVISIONAL

Justification:

Upon completion of the AV upgrades in Council Chamber, the live webcasting of Council meetings will be added to our meeting management system features. As part of live webcasting, the Office of the City Clerk is recommending the addition of closed captioning (cc). Closed captioning is commonly utilized by those with hearing problems, however, it is also a feature that makes video recordings more inclusive and accessible to all members of the public.

Strategic Direction: Social & inclusive - Inclusivity and diversity are increasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	11,500	0	0	0	0	0	0	(11,500)
2021	11,500	0	0	0	0	0	0	(11,500)
2022	12,000	0	0	0	0	0	0	(12,000)

2020 Operating Requests

Provisional Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
City Clerk									
Growth									
359	Corporate Information Analyst (EDRMS)	47,900	0	0	0	0	0	(47,900)	OG
	Total Growth	47,900	0	0	0	0	0	(47,900)	
Division Priority 2 Total									
	Division Priority 2 Total	47,900	0	0	0	0	0	(47,900)	
Total Priority 2 Operating									
	Total Priority 2 Operating	47,900	0	0	0	0	0	(47,900)	

CCP - Combined capital project

CAP - denotes operating request that has been moved to the capital section

* *italics* - denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2020

2020 Operating Request Details

Division:	City Manager	Priority: 2	Growth
Department:	City Clerk		ON-GOING
Title:	Corporate Information Analyst (EDRMS)		PROVISIONAL

Justification:

To support this large new Electronic Document and Records Management System (EDRMS), a new Senior Information/Business Analyst position is required to manage the implementation project and work with City staff to identify and run business process improvement initiatives using the EDRMS.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	47,900	0	0	0	0	0	0	(47,900)
2021	94,600	0	0	0	0	0	0	(94,600)
2022	94,600	0	0	0	0	0	0	(94,600)



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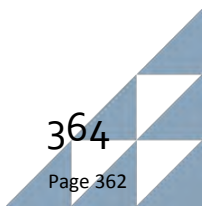


Capital Budget





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CAPITAL BUDGET

Capital Expenditure Summary

The 10-Year Capital Plan and the annual capital program are coordinated by the Infrastructure Division with the integral involvement of all divisions with capital needs. The Infrastructure Division uses a long-term approach for capital planning that strikes a balance between renewing existing infrastructure and investing in new infrastructure to support growth and improved services.

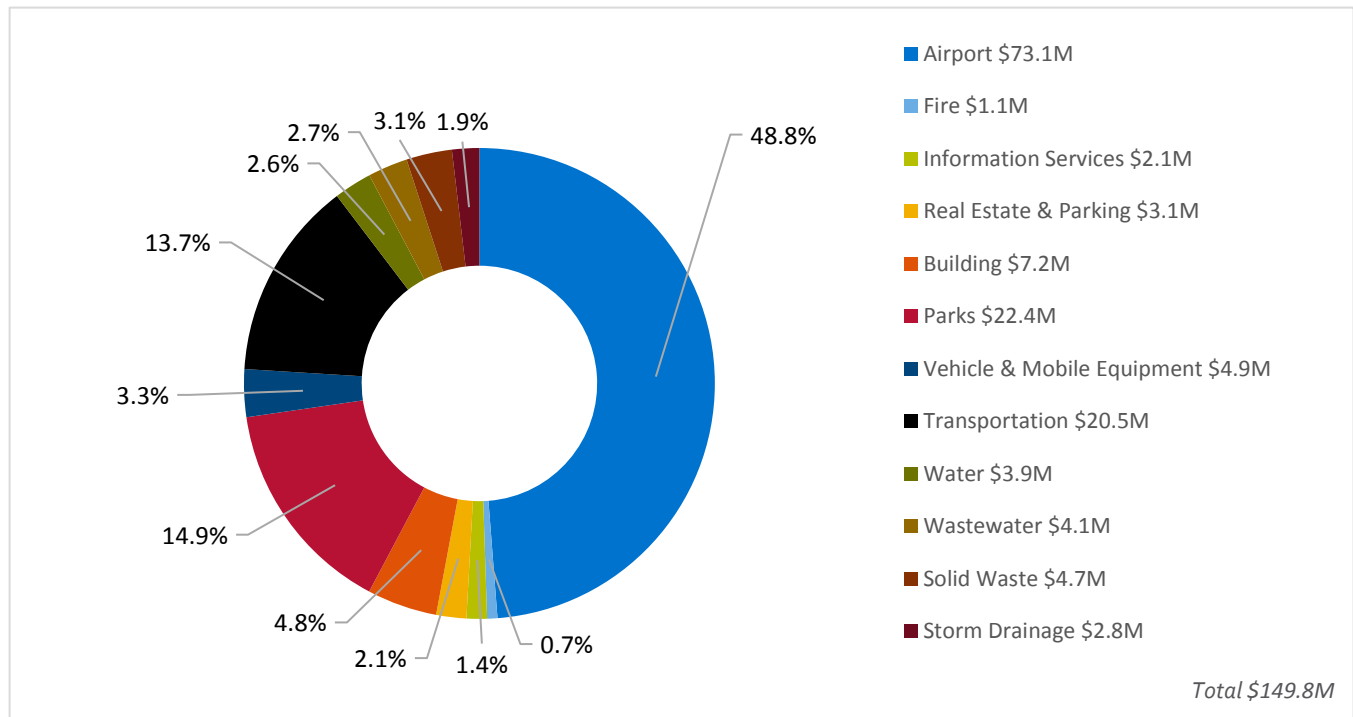
The following table provides a summary of the priority one and priority two capital request totals highlighting the funding from Taxation, Reserves, Borrowing, Grant Funding, External Contributions and Utility Funds (user fees). The pie chart below the table provides a visual comparison of the level of spending for each Department.

Requests by Department (\$ thousands)

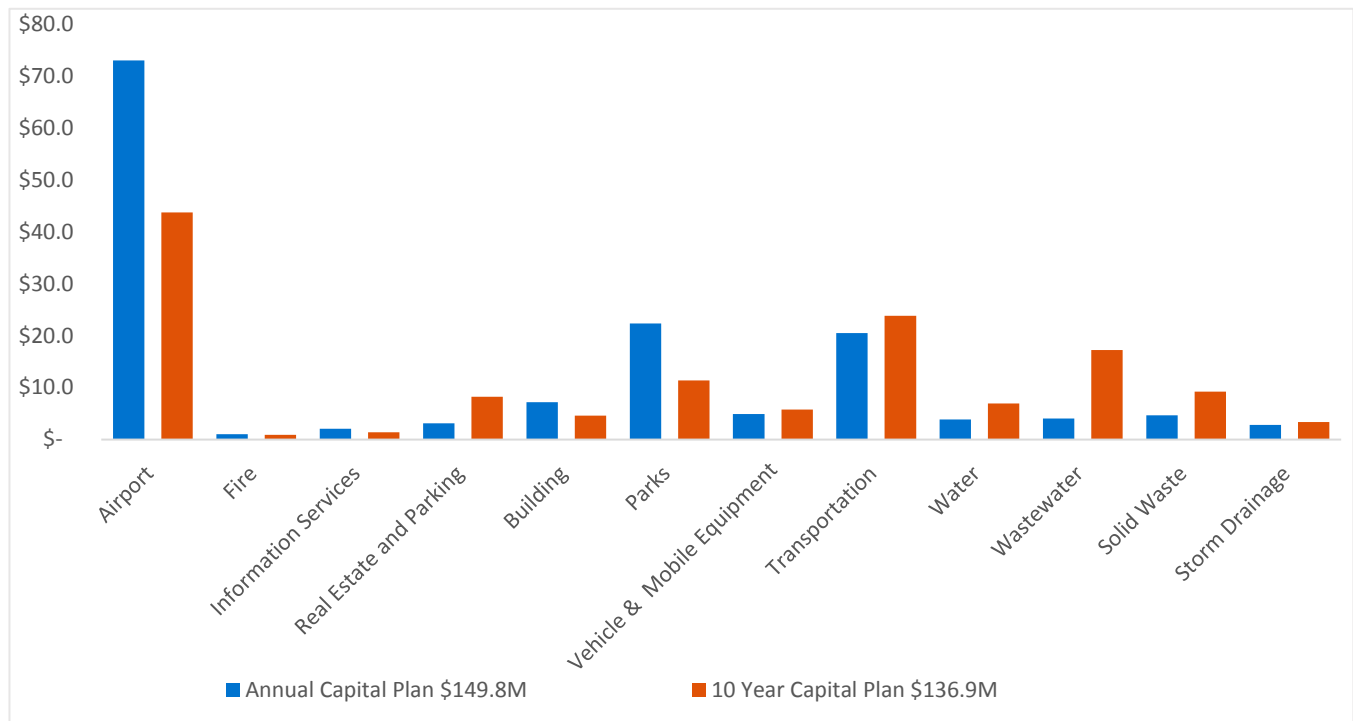
Department	Asset	Reserve	Borrow	Fed/Prov	Contribution	Utility	Taxation
Priority 1							
Fire	1,056	996	0	0	0	0	60
Information Services	2,068	689	0	0	50	0	1,329
Real Estate & Parking	3,138	2,402	0	0	0	0	737
Building	7,217	2,400	0	0	3,106	75	1,635
Parks	22,402	19,250	0	0	0	0	3,152
Vehicle & Mobile Equipment	4,943	4,176	0	0	27	243	497
Transportation	20,501	13,192	0	0	400	0	6,909
Storm Drainage	2,828	1,520	0	1,033	0	0	275
Solid Waste	4,650	3,900	0	0	250	500	0
Total General Fund	68,803	48,525	0	1,033	3,833	818	14,594
Airport	73,080	73,080	0	0	0	0	0
Water	3,888	355	0	0	150	3,383	0
Wastewater	4,062	359	0	0	0	3,703	0
Total Utility Fund	81,030	73,794	0	0	150	7,086	0
Total Priority 1 All Funds	149,833	122,319	0	1,033	3,983	7,904	14,594
Priority 2							
Fire	25	25	0	0	0	0	0
Information Services	71	0	0	0	0	0	71
Real Estate and Parking	936	615	0	0	255	0	66
Building	1,030	0	0	0	0	0	1,030
Parks	3,170	0	0	0	0	0	3,170
Transportation	3,055	431	0	0	700	0	1,924
Solid Waste	5,310	5,310	0	0	0	0	0
Storm Drainage	1,186	0	0	200	0	0	986
Total General Fund	14,783	6,381	0	200	955	0	7,247
Airport	0	0	0	0	0	0	0
Water	815	0	0	0	0	815	0
Wastewater	11,172	3,293	0	0	3,711	4,168	0
Total Utility Fund	11,987	3,293	0	0	3,711	4,983	0
Total Priority 2	26,770	9,674	0	200	4,666	4,983	7,247
Total All Funds	176,603	131,993	0	1,233	8,649	12,887	21,841

All Funds Expenditures – Priority 1 (\$ millions)

The chart below highlights all funds, priority 1 capital expenditures, by department.



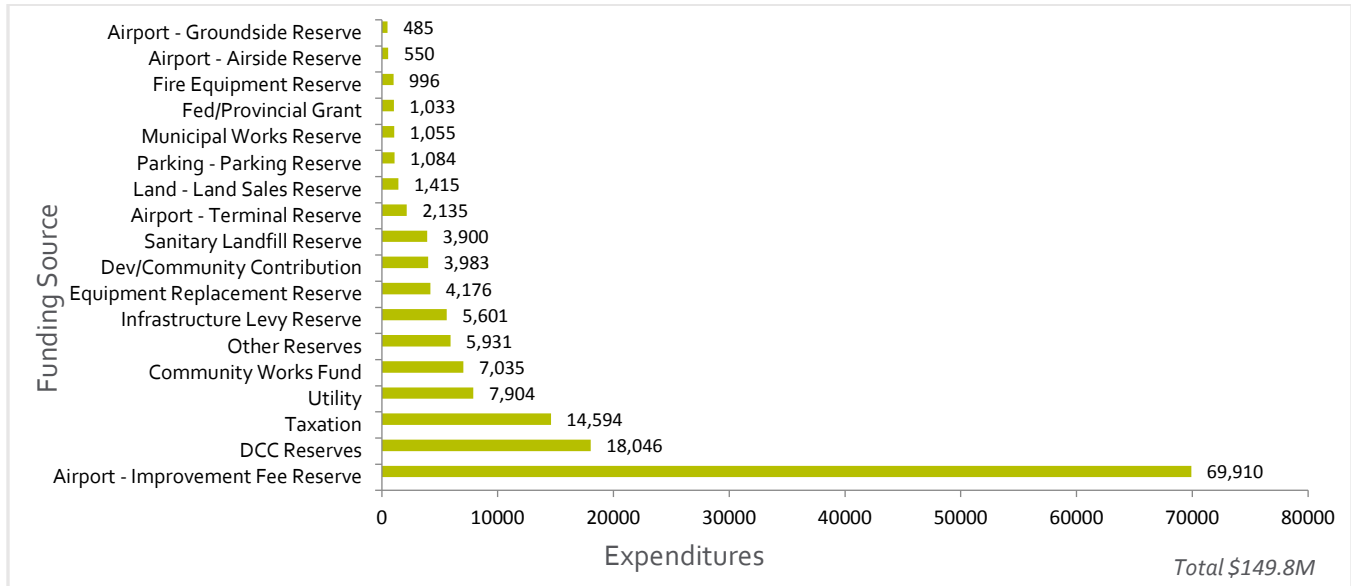
The following table provides a comparison of priority 1 requests included in this year's annual capital program versus the 10-Year Capital Plan for the 2020 year (\$ millions).



Capital Funding Summary

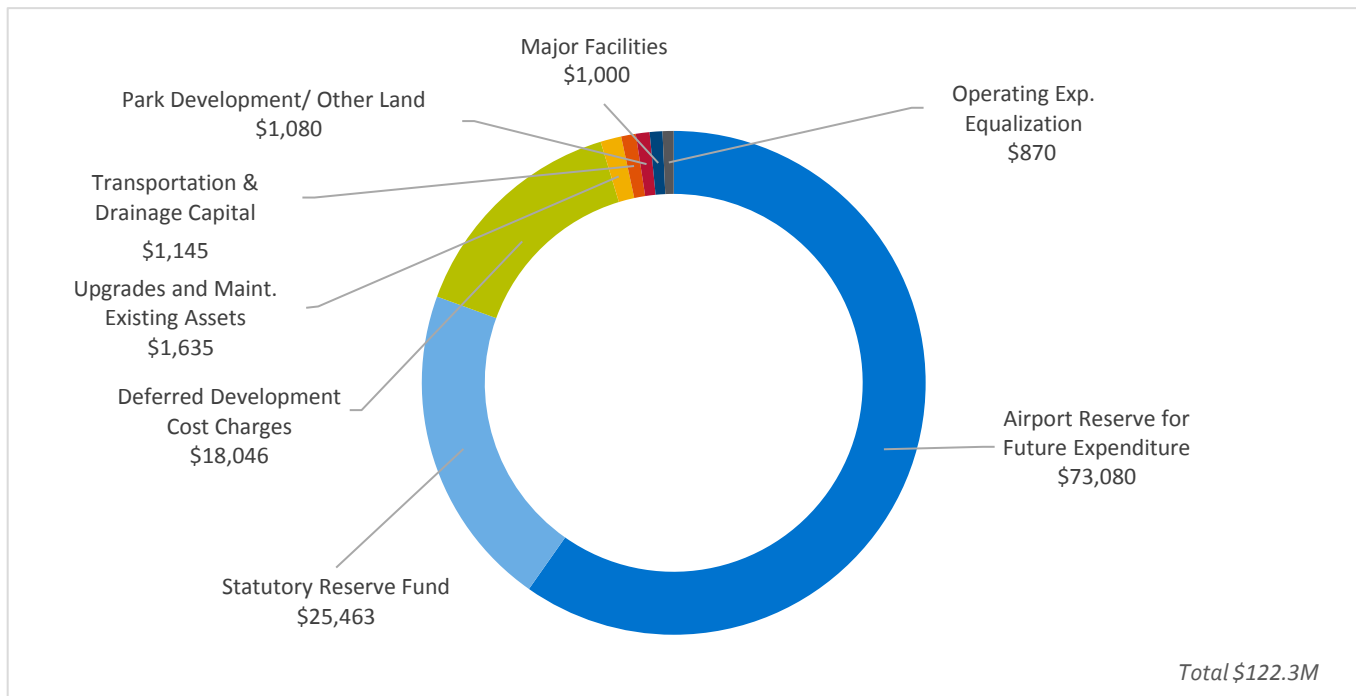
The City of Kelowna uses Principals and Strategies for Financial Strength and Stability to guide decision making and funding strategies. The bar graph below visually compares the various capital funding sources used in the annual capital plan.

All Funds Funding Sources – Priority 1 (\$ thousands)



Capital Reserve funding – Priority 1 (\$ thousands)

The City maintains reserves and fund equity in order to protect the current and future financial viability of the municipality. Some of these reserve funds are maintained to support the capital program to prevent taxation fluctuations as a result of high capital expenditure requirements. Below is a chart depicting the \$122.3M of reserves being used in this year's annual budget.



Operating Impacts

The Infrastructure Division uses a multiple bottom line approach for infrastructure investment decision making and is moving towards a full life cycle cost analysis where capital, operating and maintenance costs are determined over the life cycle of assets. The operating and maintenance costs in the table below are included in the related capital request to present the full budget cost of the capital asset.

Impact of Capital Investments on Operating Budgets General Fund – Priority 1

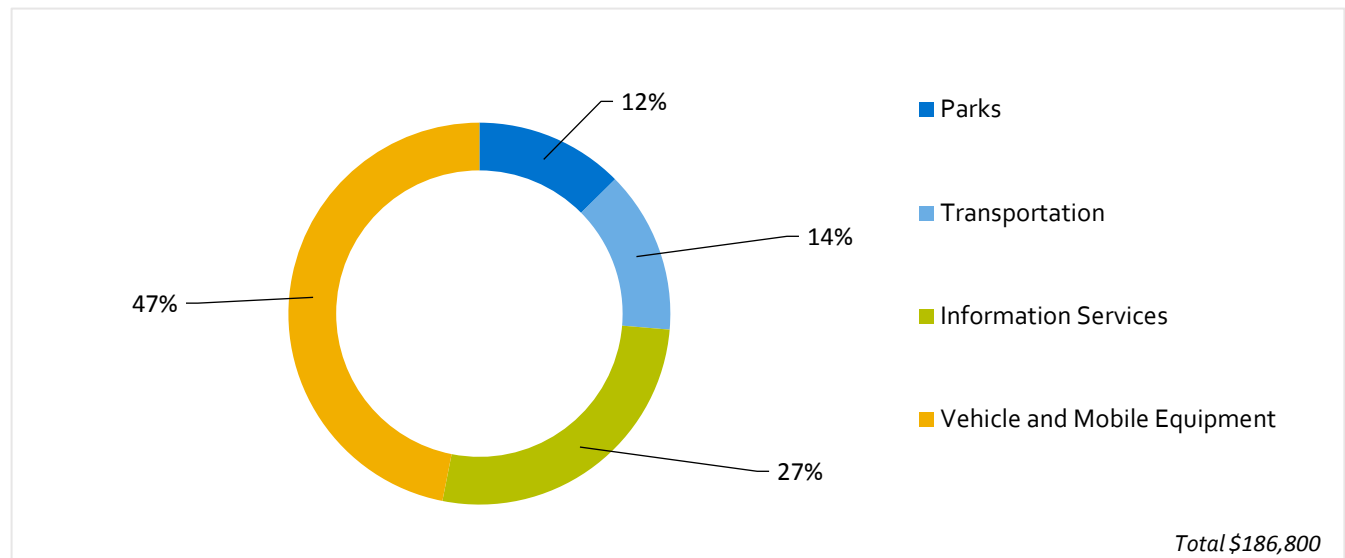
Request Title	2020	2021	2022
General Fund			
Real Estate			
Library and Chapman Parkades - LED Lighting Retrofit	0	0	0
Total Real Estate	0	0	0
Parks			
Rowcliffe Park DCC Park Development	8,500	17,300	17,300
Rutland Centennial Park - DCC Park Development	5,000	33,200	33,200
Pandosy Waterfront Park, Phase 1 - DCC Park Development	0	58,000	58,000
Ponds Community Park - Sports Field Construction	0	45,000	45,000
Sarson's Beach Park - Expansion	10,000	18,200	18,200
Total Parks	23,500	171,700	171,700
Combined Capital Projects			
Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC	1,300	5,300	5,300
McCulloch Area DCC (KLO/Hall/Spiers)	1,000	4,100	4,100
Total Combined Capital Projects	2,300	9,400	9,400
Transportation			
Houghton 1 DCC (Nickel - OK Rail Trail), ATC	13,300	26,300	26,300
Ethel 3C ATC (Rose - Raymer)	3,200	12,600	12,600
Roadway Urbanization	2,000	4,000	4,000
Sidewalk & Bikeway Renewal	1,000	2,000	2,000
Transit - Bus Stop Renewal	200	600	600
Active Transportation Corridor	0	10,000	10,000
Okanagan Rail Trail - Connection to Waterfront Park Pathway	2,100	8,200	8,200
Sidewalk Network Expansion	700	2,600	2,600
Pedestrian and Road Safety Projects	500	2,000	2,000
Transit - New Bus Stops	400	1,900	1,900
Total Transportation	23,400	70,200	70,200
Solid Waste			
Commonage - Secondary Odour Control Misting System	0	0	0
Total Solid Waste	0	0	0
Information Services			
Major Systems Project - Electronic Records Management	50,000	100,000	100,000
Total Information Services	50,000	100,000	100,000
Vehicle and Mobile Equipment			
Fleet Growth	87,600	87,600	87,600
Total Vehicle and Mobile Equipment	87,600	87,600	87,600
Total General Fund operating impacts from Capital Investment	186,800	438,900	438,900

Impact of Capital Investments on Operating Budgets – Utility Funds Priority 1

Request Title	2020	2021	2022
Wastewater Fund			
Solid Waste			
Commonage - Secondary Odour Control Misting System	0	0	0
Total Solid Waste	0	0	0
Vehicle and Mobile Equipment			
Fleet Growth	0	0	0
Total Vehicle and Mobile Equipment	0	0	0
Total Wastewater Fund operating impacts from Capital Investment	0	0	0

Impact of Capital Investments on Operating Budgets

The graph on the left below depicts the per cent of operating impact each capital department has on the General fund (taxation).



2020 Capital Requests

Provisional Budget

CAPITAL BUDGET Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate and Parking Capital - Priority 1									
408	New	General Land, Acquisition	1,633,500	(1,000,000)	0	0	0	0	(633,500)
		L1 - General Land	1,633,500	(1,000,000)	0	0	0	0	(633,500)
408	Growth	DCC Road Widening, Land Acquisition	80,000	(67,600)	0	0	0	0	(12,400)
409	New	Road & Sidewalk, Land Acquisition	91,000	0	0	0	0	0	(91,000)
		L2 - Road and Sidewalk Land Acquisition	171,000	(67,600)	0	0	0	0	(103,400)
409	Renew	Parking Equipment and Facilities	426,000	(426,000)	0	0	0	0	0
410	Renew	Chapman Parkade - Infrastructure Renewal (HVAC)	120,000	(120,000)	0	0	0	0	0
410	Growth	Electric Vehicle Charging Stations - Parkades & Lots	135,000	(135,000)	0	0	0	0	0
411	New	Library and Chapman Parkades - Accessible Door Openers	134,000	(134,000)	0	0	0	0	0
RED 411	Renew	Library and Chapman Parkades - LED Lighting Retrofit	269,000	(269,000)	0	0	0	0	0
		L3 - Parking Infrastructure	1,084,000	(1,084,000)	0	0	0	0	0
412	New	Strategic Land Servicing Requirements	250,000	(250,000)	0	0	0	0	0
		L4 - Strategic Land Redevelopment	250,000	(250,000)	0	0	0	0	0
		Cost Center Totals	3,138,500	(2,401,600)	0	0	0	0	(736,900)
Building Capital - Priority 1									
418	New	Mission Recreation Park, Capital News Centre - Expansion	230,000	0	0	0	0	0	(230,000)
418	New	Rutland Rec Park, Central Okanagan Rugby Enthusiasts Fieldhouse	4,006,500	0	0	0	(3,106,500)	0	(900,000)
419	Renew	H2O Centre - Pool Equipment Upgrades	50,000	(50,000)	0	0	0	0	0
		B1 - Parks and Recreation Buildings	4,286,500	(50,000)	0	0	(3,106,500)	0	(1,130,000)
419	Renew	Theatre Sound System, Hearing Loop, Dance Floor, Stage Risers	345,000	(345,000)	0	0	0	0	0
		B2 - Community and Cultural Buildings	345,000	(345,000)	0	0	0	0	0
420	Renew	City Hall - Renovations, Phase V Design	375,000	0	0	0	0	0	(375,000)
		B3 - Civic/Protective Service Buildings	375,000	0	0	0	0	0	(375,000)
420	Renew	City Yards Office - Renovation Planning	150,000	0	0	0	0	(75,000)	(75,000)
		B4 - Transportation and Public Works Buildings	150,000	0	0	0	0	(75,000)	(75,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
421	Renew	Memorial Arena Chiller and Dehumidifier Replacement	350,000	(350,000)	0	0	0	0	0
421	Renew	Municipal Buildings Roofing Renewal	500,000	(500,000)	0	0	0	0	0
422	Renew	H2O Centre Heating System & Building Efficiency Upgrades	600,000	(600,000)	0	0	0	0	0
422	Renew	Kelowna Family Y Renewal	200,000	(200,000)	0	0	0	0	0
423	Renew	Building Systems Automation & Performance Optimization	200,000	(200,000)	0	0	0	0	0
423	Renew	City Hall Server Room Air Conditioning Replacement	105,000	(105,000)	0	0	0	0	0
424	Renew	Rotary Centre for the Arts Boiler Replacement	50,000	(50,000)	0	0	0	0	0
424	Renew	Water St. Boat Launch Ramp Renewal	55,000	0	0	0	0	0	(55,000)
B7 - Renewal, Rehabilitation & Infra.			2,060,000	(2,005,000)	0	0	0	0	(55,000)
Cost Center Totals			7,216,500	(2,400,000)	0	0	(3,106,500)	(75,000)	(1,635,000)

Parks Capital - Priority 1

431	Growth	DCC Parkland Acquisition	8,613,000	(8,048,100)	0	0	0	0	(564,900)
P1 - DCC Parkland Acquisition			8,613,000	(8,048,100)	0	0	0	0	(564,900)
431	New	Natural Park Acquisition	300,000	0	0	0	0	0	(300,000)
P2 - Linear/Natural Area Parkland Acquisition			300,000	0	0	0	0	0	(300,000)
432	New	Barlee Park Frontage Improvements	130,000	0	0	0	0	0	(130,000)
OP 432	Growth	Rowcliffe Park - DCC Park Development	280,000	(232,300)	0	0	0	0	(47,700)
P3 - Neighbourhood Park Development			410,000	(232,300)	0	0	0	0	(177,700)
433	Growth	Rowcliffe Park (Central Green) - Development, Phase 3	460,000	(260,000)	0	0	0	0	(200,000)
OP 433	New	Rutland Centennial Park - DCC Park Development	2,696,300	(2,584,900)	0	0	0	0	(111,400)
OP 434	Growth	Pandosy Waterfront Park, DCC City-wide Park Development Phase 1	4,500,000	(4,113,800)	0	0	0	0	(386,200)
OP 434	New	Ponds Community Park, Sports Field Construction - DCC Park Development	998,000	(778,000)	0	0	0	0	(220,000)
P4 - Community Park Development			8,654,300	(7,736,700)	0	0	0	0	(917,600)
435	Growth	Glenmore Recreation Park, Phase 2 Off-Site Improvements	190,000	(155,900)	0	0	0	0	(34,100)
435	New	Lombardy Park, Protective Netting - Construction	100,000	0	0	0	0	0	(100,000)
P5 - Recreation Park Development			290,000	(155,900)	0	0	0	0	(134,100)
436	New	City Park Promenade Design and Construction - Phase 2	2,110,000	(1,925,000)	0	0	0	0	(185,000)
OP 436	Growth	Sarson's Beach Park - Expansion	230,000	0	0	0	0	0	(230,000)
P6 - City-wide Park Development			2,340,000	(1,925,000)	0	0	0	0	(415,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
437	Renew	Shoreline Restoration - Flood Damage	600,000	(600,000)	0	0	0	0	0
437	Growth	Gopher Creek Linear Park - DCC Park Development	400,000	(352,000)	0	0	0	0	(48,000)
P7 - Linear/Natural Area Park Development			1,000,000	(952,000)	0	0	0	0	(48,000)
438	Renew	Parkinson Recreation Park - Hammer/Discus Cage Replacement	75,000	0	0	0	0	0	(75,000)
438	Renew	Irrigation Renewal	300,000	0	0	0	0	0	(300,000)
439	New	Kelowna Memorial Cemetery - Improvements	200,000	(200,000)	0	0	0	0	0
439	Renew	Boyce-Gyro Beach Park - Final Phase	220,000	0	0	0	0	0	(220,000)
P8 - Renewal, Rehabilitation & Infra			795,000	(200,000)	0	0	0	0	(595,000)
Cost Center Totals			22,402,300	(19,250,000)	0	0	0	0	(3,152,300)

Transportation Capital - Priority 1

CCP	448	Growth	Lakeshore 1 DCC (DeHart - Vintage Terrace), Road	311,700	(226,000)	0	0	0	0	(85,700)
CCP	448	Growth	Lakeshore 1 DCC Bridge at Bellevue Creek	780,000	(780,000)	0	0	0	0	0
CCP	448	Growth	McCulloch Area DCC (KLO/Hall/Spiers)	1,790,600	(1,509,500)	0	0	0	0	(281,100)
T1 - DCC Roads			2,882,300	(2,515,500)	0	0	0	0	0	(366,800)
CCP	448	Growth	Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC	188,300	(188,300)	0	0	0	0	0
OP	453	Growth	Houghton 1 DCC (Nickel - OK Rail Trail), ATC	2,500,000	(1,750,000)	0	0	0	0	(750,000)
OP	453	Growth	Ethel 3C DCC (Rose - Raymer), ATC	2,700,000	(1,303,000)	0	0	0	0	(1,397,000)
T2 - DCC Roads - Active Transportation			5,388,300	(3,241,300)	0	0	0	0	0	(2,147,000)
	454	Growth	Burtch & Harvey Intersection Improvements	100,000	0	0	0	(50,000)	0	(50,000)
OP	454	Growth	Roadway Urbanization	350,000	0	0	0	(350,000)	0	0
T3 - Non-DCC Roads			450,000	0	0	0	(400,000)	0	0	(50,000)
OP	455	Renew	Sidewalk & Bikeway Renewal	155,000	(67,000)	0	0	0	0	(88,000)
	455	Renew	Street Light Pole and Wiring Renewal	270,000	(270,000)	0	0	0	0	0
	456	Renew	Traffic Signal and Communications Upgrades and Renewals	260,000	(35,000)	0	0	0	0	(225,000)
	456	Renew	Bridge Rehabilitation - Renewal	300,000	(100,000)	0	0	0	0	(200,000)
	457	Renew	Roads Resurfacing	3,700,000	(2,893,200)	0	0	0	0	(806,800)
OP	457	Renew	Transit - Bus Stop Renewal	110,000	(110,000)	0	0	0	0	0
CCP	448	Growth	KLO Rd Mission Creek Bridge Replacement	5,000,000	(3,130,000)	0	0	0	0	(1,870,000)
	458	New	Urban Centre Improvements	200,000	0	0	0	0	0	(200,000)
T4 - Transportation System Renewal			9,995,000	(6,605,200)	0	0	0	0	0	(3,389,800)

	Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
OP	458	New	Active Transportation Corridor	200,000	0	0	0	0	0	(200,000)
OP	459	New	Okanagan Rail Trail - Connection to Waterfront Park Pathway	325,000	(195,000)	0	0	0	0	(130,000)
T5 - Bicycle Network				525,000	(195,000)	0	0	0	0	(330,000)
OP	459	New	Sidewalk Network Expansion	300,000	0	0	0	0	0	(300,000)
	460	Growth	Central Green Pedestrian / Cyclist Overpass Design	500,000	(500,000)	0	0	0	0	0
T6 - Sidewalk Network				800,000	(500,000)	0	0	0	0	(300,000)
OP	460	New	Pedestrian and Road Safety Projects	325,000	0	0	0	0	0	(325,000)
T7 - Safety and Operational Improvements				325,000	0	0	0	0	0	(325,000)
OP	461	Growth	Transit - New Bus Stops	135,000	(135,000)	0	0	0	0	0
T9 - Transit Facilities				135,000	(135,000)	0	0	0	0	0
Cost Center Totals				20,500,600	(13,192,000)	0	0	(400,000)	0	(6,908,600)

Solid Waste Capital - Priority 1

484	Growth	Automated Collection Curbside Carts	300,000	(300,000)	0	0	0	0	0
		SW1 - Equipment	300,000	(300,000)	0	0	0	0	0
484	New	Landfill Liner Design and Construction	2,300,000	(2,300,000)	0	0	0	0	0
485	New	Water System Installation	200,000	(200,000)	0	0	0	0	0
485	Growth	General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
		SW2 - Site Improvement	2,600,000	(2,600,000)	0	0	0	0	0
486	New	Leachate and Landfill Gas Header	300,000	(300,000)	0	0	0	0	0
486	Growth	Landfill Gas & Leachate Recirculation Laterals	400,000	(400,000)	0	0	0	0	0
		SW3 - Gas Management	700,000	(700,000)	0	0	0	0	0
487	New	Drainage & Groundwater Management	50,000	(50,000)	0	0	0	0	0
		SW5 - Drainage & Groundwater Management	50,000	(50,000)	0	0	0	0	0
487	New	Commonage - Exterior Biosolids Tipping Bay	75,000	0	0	0	(25,000)	(50,000)	0
488	Growth	Commonage - Pavement Repairs	500,000	0	0	0	(166,700)	(333,300)	0
488	New	Commonage - Pond Pump Kiosk	100,000	0	0	0	(33,300)	(66,700)	0
OP 489	New	Commonage - Secondary Odour Control Misting System	75,000	0	0	0	(25,000)	(50,000)	0
		SW6 - Recycling & Waste Management	750,000	0	0	0	(250,000)	(500,000)	0
489	New	Road Construction	250,000	(250,000)	0	0	0	0	0
		SW7 - Landfill Area Development	250,000	(250,000)	0	0	0	0	0
Cost Center Totals			4,650,000	(3,900,000)	0	0	(250,000)	(500,000)	0

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Storm Drainage Capital - Priority 1								
494	Renew	Mill Creek Flood Protection	1,670,000	(1,000,000)	0	(670,000)	0	0
494	New	Mill Creek Flood Storage	908,200	(520,000)	0	(363,300)	0	(24,900)
495	Renew	Bertram Creek and Lakeshore Road Culvert Upgrades	50,000	0	0	0	0	(50,000)
		D1 - Hydraulic Upgrading Program	2,628,200	(1,520,000)	0	(1,033,300)	0	(74,900)
495	New	Containment Devices	200,000	0	0	0	0	(200,000)
		D2 - Storm Drainage Quality Program	200,000	0	0	0	0	(200,000)
Cost Center Totals		2,828,200	(1,520,000)	0	(1,033,300)	0	0	(274,900)

Information Services Capital - Priority 1

400	Renew	Front Office Equipment	423,500	0	0	0	0	(423,500)
		I1 - Front Office Equipment	423,500	0	0	0	0	(423,500)
400	Renew	Server and Data Storage Equipment	290,000	0	0	0	0	(290,000)
		I2 - Server & Data Storage	290,000	0	0	0	0	(290,000)
OP 401	Renew	Major Systems Projects - Electronic Records Management	1,174,900	(689,700)	0	0	0	(485,200)
		I3 - Major System Projects	1,174,900	(689,700)	0	0	0	(485,200)
401	Renew	Communications Networks Upgrades	130,000	0	0	0	0	(130,000)
401	New	Fibre Optic Service Line	50,000	0	0	(50,000)	0	0
		I4 - Communications Systems	180,000	0	0	(50,000)	0	(130,000)
Cost Center Totals		2,068,400	(689,700)	0	0	(50,000)	0	(1,328,700)

Vehicle & Mobile Equipment - Priority 1

OP 444	Growth	Fleet Growth	767,000	0	0	0	(26,660)	(243,340)
		V1 - Additional Vehicles / Equipment	767,000	0	0	0	(26,660)	(243,340)
444	Renew	Vehicle/Equipment Renewal	4,175,700	(4,175,700)	0	0	0	0
		V2 - Vehicle / Equipment Renewal	4,175,700	(4,175,700)	0	0	0	0
Cost Center Totals		4,942,700	(4,175,700)	0	0	(26,660)	(243,340)	(497,000)

Fire Capital - Priority 1

394	Renew	Engine 3	867,000	(867,000)	0	0	0	0
394	Renew	Fire Equipment	129,100	(129,100)	0	0	0	0
		F1 - Vehicle / Equipment Renewal	996,100	(996,100)	0	0	0	0

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
395	New	Self Rescue Devices	38,500	0	0	0	0	0	(38,500)
395	Renew	Fire Extinguisher Demonstration Unit	22,100	0	0	0	0	0	(22,100)
		F2 - Additional Vehicles / Equipment	60,600	0	0	0	0	0	(60,600)
Cost Center Totals			1,056,700	(996,100)	0	0	0	0	(60,600)
Grand Total			68,803,900	(48,525,100)	0	(1,033,300)	(3,833,160)	(818,340)	(14,594,000)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Requests

Provisional Budget

CAPITAL BUDGET Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate and Parking Capital - Priority 2								
New	General Land, Acquisition	66,000	0	0	0	0	0	(66,000)
New	Mission Creek Restoration	255,000	0	0	0	(255,000)	0	0
	L1 - General Land	321,000	0	0	0	(255,000)	0	(66,000)
Growth	Expansion of Parking Mgmt into New Areas	615,000	(615,000)	0	0	0	0	0
	L3 - Parking Infrastructure	615,000	(615,000)	0	0	0	0	0
	Cost Center Totals	936,000	(615,000)	0	0	(255,000)	0	(66,000)

Building Capital - Priority 2

Growth	Mission Recreation Field House - Design	450,000	0	0	0	0	0	(450,000)
Renew	Apple Bowl - Renovations	580,000	0	0	0	0	0	(580,000)
	B1 - Parks and Recreation Buildings	1,030,000	0	0	0	0	0	(1,030,000)
	Cost Center Totals	1,030,000	0	0	0	0	0	(1,030,000)

Parks Capital - Priority 2

New	Art Walk - Extension Doyle to Queensway	195,000	0	0	0	0	0	(195,000)
P10 - Urban Streetscape, Centres Dev, Renewal		195,000	0	0	0	0	0	(195,000)
New	Natural Park Acquisition	100,000	0	0	0	0	0	(100,000)
P2 - Linear/Natural Area Parkland Acquisition		100,000	0	0	0	0	0	(100,000)
Renew	Stuart Park Stage Enhancements	30,000	0	0	0	0	0	(30,000)
	P4 - Community Park Development	30,000	0	0	0	0	0	(30,000)
Growth	Recreation Park Development - New Baseball Diamond	200,000	0	0	0	0	0	(200,000)
	P5 - Recreation Park Development	200,000	0	0	0	0	0	(200,000)
Growth	City Park - Infrastructure Renewal, Power to Events Area	200,000	0	0	0	0	0	(200,000)
Renew	City Park - Spray, Skateboard and Playground, Picnic Area	440,000	0	0	0	0	0	(440,000)
	P6 - City-wide Park Development	640,000	0	0	0	0	0	(640,000)

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Renew	Knox Mountain Park	215,000	0	0	0	0	0	(215,000)
New	Bellevue Creek - Development Phase 2	550,000	0	0	0	0	0	(550,000)
Growth	Poplar Point Drive Beach Access	100,000	0	0	0	0	0	(100,000)
P7 - Linear/Natural Area Park Development		865,000	0	0	0	0	0	(865,000)
Renew	Dog Parks	85,000	0	0	0	0	0	(85,000)
Renew	Access For All Improvements	100,000	0	0	0	0	0	(100,000)
Renew	Parking Renewal	380,000	0	0	0	0	0	(380,000)
Renew	Sport Courts/Water Parks/Skate Parks Renewal & Replacements	425,000	0	0	0	0	0	(425,000)
P8 - Renewal, Rehabilitation & Infra		990,000	0	0	0	0	0	(990,000)
New	Capital Opportunities and Partnership Fund	150,000	0	0	0	0	0	(150,000)
P9 - Capital Opportunities Partnership		150,000	0	0	0	0	0	(150,000)
Cost Center Totals		3,170,000	0	0	0	0	0	(3,170,000)

Transportation Capital - Priority 2

Growth	Clement 3 (COMC) Land only (Hwy 33 - McCurdy)	55,000	(30,900)	0	0	0	0	(24,100)
T1 - DCC Roads		55,000	(30,900)	0	0	0	0	(24,100)
Renew	Transit Renewal - Kelowna North Stop Upgrades	100,000	(100,000)	0	0	0	0	0
T4 - Transportation System Renewal		100,000	(100,000)	0	0	0	0	0
Growth	Master Planned Primary AT Routes	1,000,000	0	0	0	0	0	(1,000,000)
T5 - Bicycle Network		1,000,000	0	0	0	0	0	(1,000,000)
Growth	Sidewalk Network Expansion	500,000	0	0	0	0	0	(500,000)
T6 - Sidewalk Network		500,000	0	0	0	0	0	(500,000)
New	Pedestrian and Road Safety Projects	400,000	0	0	0	0	0	(400,000)
T7 - Safety and Operational Improvements		400,000	0	0	0	0	0	(400,000)
Growth	Transit Priority Measures	1,000,000	(300,000)	0	0	(700,000)	0	0
T8 - Traffic Control Infrastructure		1,000,000	(300,000)	0	0	(700,000)	0	0
Cost Center Totals		3,055,000	(430,900)	0	0	(700,000)	0	(1,924,100)

Solid Waste Capital - Priority 2

Growth	Equipment	150,000	(150,000)	0	0	0	0	0
SW1 - Equipment		150,000	(150,000)	0	0	0	0	0

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
New	Landscaping and Irrigation Installation - Glenmore Road North Berm	400,000	(400,000)	0	0	0	0	0
	SW2 - Site Improvement	400,000	(400,000)	0	0	0	0	0
Growth	Stockpiles and Reprocessing Areas Relocation	4,300,000	(4,300,000)	0	0	0	0	0
	SW7 - Landfill Area Development	4,300,000	(4,300,000)	0	0	0	0	0
Renew	Infrastructure Renewal	460,000	(460,000)	0	0	0	0	0
	SW9 - Solid Waste Renewal	460,000	(460,000)	0	0	0	0	0
Cost Center Totals		5,310,000	(5,310,000)	0	0	0	0	0

Storm Drainage Capital - Priority 2

New	Design Flood Protection Upgrades (Clement to Brandt's Creek)	500,000	0	0	(200,000)	0	0	(300,000)
Renew	Mill Creek Dredging	200,000	0	0	0	0	0	(200,000)
Renew	Frost and Frazer Lake Stormwater Improvements	200,000	0	0	0	0	0	(200,000)
New	Springfield Rd - West of Belgo (Detention Pond)	270,600	0	0	0	0	0	(270,600)
New	Rembler Cr Channel (Chute Lake - Lakeshore)	15,000	0	0	0	0	0	(15,000)
	D1 - Hydraulic Upgrading Program	1,185,600	0	0	(200,000)	0	0	(985,600)
Cost Center Totals		1,185,600	0	0	(200,000)	0	0	(985,600)

Information Services Capital - Priority 2

Renew	Major Systems Projects	71,300	0	0	0	0	0	(71,300)
	I3 - Major System Projects	71,300	0	0	0	0	0	(71,300)
Cost Center Totals		71,300	0	0	0	0	0	(71,300)

Fire Capital - Priority 2

New	Furniture	25,000	(25,000)	0	0	0	0	0
	F2 - Additional Vehicles / Equipment	25,000	(25,000)	0	0	0	0	0
Cost Center Totals		25,000	(25,000)	0	0	0	0	0

Grand Total		14,782,900	(6,380,900)	0	(200,000)	(955,000)	0	(7,247,000)
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CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Requests

Provisional Budget

CAPITAL BUDGET Summary - Utility Funds

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Airport Capital - Priority 1								
383	Growth	Operations Stand 5 Concrete Panels	320,000	(320,000)	0	0	0	0
383	Renew	Airfield Cable Replacement	120,000	(120,000)	0	0	0	0
384	New	Inoperable Aircraft Mover	60,000	(60,000)	0	0	0	0
384	New	Small Capital	150,000	(150,000)	0	0	0	0
A1 - Airside			650,000	(650,000)	0	0	0	0
385	Renew	Light Standard Replacements	100,000	(100,000)	0	0	0	0
385	Renew	Airport Way Improvements	250,000	(250,000)	0	0	0	0
386	Growth	Non-passenger Screening Vehicle Traffic Management System	85,000	(85,000)	0	0	0	0
A2 - Groundside			435,000	(435,000)	0	0	0	0
386	Renew	Passenger Bridge Upgrades	640,000	(640,000)	0	0	0	0
387	Renew	Air Terminal Building Capital Replacement & Improvement	745,000	(745,000)	0	0	0	0
387	Growth	Air Terminal Building Renovations	250,000	(250,000)	0	0	0	0
388	Renew	Integrated Security Network	250,000	(250,000)	0	0	0	0
388	Growth	Air Terminal Building Advertising Nodes	200,000	(200,000)	0	0	0	0
A3 - Terminal			2,085,000	(2,085,000)	0	0	0	0
389	Growth	Soaring Beyond 2.5 Million Passengers AIF Program	69,910,000	(69,910,000)	0	0	0	0
A4 - AIF			69,910,000	(69,910,000)	0	0	0	0
Cost Center Totals			73,080,000	(73,080,000)	0	0	0	0

Water Capital - Priority 1

465	Growth	Poplar Point to Dilworth Mountain Transmission Upgrade Design	300,000	(296,100)	0	0	0	(3,900)
W1 - DCC Pipes (Mains)			300,000	(296,100)	0	0	0	(3,900)
465	New	Offsite & Oversize - Water	117,200	(58,600)	0	0	0	(58,600)
W5 - DCC Offsite & Oversize			117,200	(58,600)	0	0	0	(58,600)
466	Renew	Poplar Point UV System Assessment and Modifications	150,000	0	0	0	0	(150,000)
CCP 447	Renew	Lakeshore Upgrade (Bellevue Creek - Collett)	350,000	0	0	0	0	(350,000)
466	Renew	Water Meter Replacement Program	1,450,000	0	0	0	0	(1,450,000)
467	Renew	Watermain Renewals	900,000	0	0	0	0	(900,000)
W6 - Network and Facility Renewal			2,850,000	0	0	0	0	(2,850,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
467	New	Water Meter New Installations	150,000	0	0	0	(150,000)	0
		W7 - Network and Facility Improvements	150,000	0	0	0	(150,000)	0
468	Renew	Dam Repairs - Irrigation Intake	250,000	0	0	0	0	(250,000)
468	Renew	Hydrants	20,000	0	0	0	0	(20,000)
469	Renew	Irrigation System Upgrades	200,000	0	0	0	0	(200,000)
		W8 - Irrigation Network Improvements	470,000	0	0	0	0	(470,000)
Cost Center Totals			3,887,200	(354,700)	0	0	(150,000)	(3,382,500)

Wastewater Capital - Priority 1

475	Growth	Water Street DCC Force Main	312,300	(304,200)	0	0	0	(8,100)
		WW1 - DCC Pipes (Mains)	312,300	(304,200)	0	0	0	(8,100)
475	New	Offsite & Oversize - Wastewater	110,000	(55,000)	0	0	0	(55,000)
		WW4 - DCC Oversize	110,000	(55,000)	0	0	0	(55,000)
476	Renew	Sewer Lift Station SCADA Integration	200,000	0	0	0	0	(200,000)
476	Renew	Sanitary Sewer Replacement	2,090,000	0	0	0	0	(2,090,000)
477	Renew	Pipe Replacement	350,000	0	0	0	0	(350,000)
		WW5 - Network and Facility Renewal	2,640,000	0	0	0	0	(2,640,000)
CCP 447	New	KLO Rd Mission Creek Bridge Sanitary Main	1,000,000	0	0	0	0	(1,000,000)
		WW6 - Network and Facility Improvements	1,000,000	0	0	0	0	(1,000,000)
Cost Center Totals			4,062,300	(359,200)	0	0	0	(3,703,100)
Grand Total			81,029,500	(73,793,900)	0	0	(150,000)	(7,085,600)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Requests

Provisional Budget

CAPITAL BUDGET Summary - Utility Funds

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Water Capital - Priority 2							
New	Young and Hazel Rd Fire Flow	315,000	0	0	0	0	(315,000)
	W7 - Network and Facility Improvements	315,000	0	0	0	0	(315,000)
Renew	Mainline Upgrades - Irrigation system	500,000	0	0	0	0	(500,000)
	W8 - Irrigation Network Improvements	500,000	0	0	0	0	(500,000)
Cost Center Totals		815,000	0	0	0	0	(815,000)
Wastewater Capital - Priority 2							
New	Glenmore Road Connection - Cross Rd to north of Scenic Rd	2,010,000	0	0	0	(1,785,700)	(224,300)
	WW1 - DCC Pipes (Mains)	2,010,000	0	0	0	(1,785,700)	(224,300)
Growth	Rose Avenue Lift Station	1,925,000	0	0	0	(1,925,000)	0
	WW2 - DCC Lift Stations	1,925,000	0	0	0	(1,925,000)	0
New	Existing Compost Plant Expansion (DCC)	7,236,900	(3,292,793)	0	0	0	(3,944,107)
	WW3 - DCC Wastewater Treatment Facilities	7,236,900	(3,292,793)	0	0	0	(3,944,107)
Cost Center Totals		11,171,900	(3,292,793)	0	0	(3,710,700)	(4,168,407)
Grand Total		11,986,900	(3,292,793)	0	0	(3,710,700)	(4,983,407)

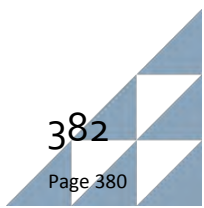
CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request



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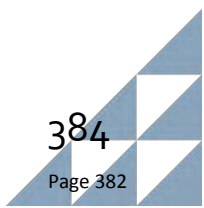


Airport





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2020 Capital Requests

Provisional Budget

Airport Capital Summary - Airport Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Airport Capital - Priority 1								
384	Growth	Operations Stand 5 Concrete Panels	320,000	(320,000)	0	0	0	0
384	Renew	Airfield Cable Replacement	120,000	(120,000)	0	0	0	0
385	New	Inoperable Aircraft Mover	60,000	(60,000)	0	0	0	0
385	New	Small Capital	150,000	(150,000)	0	0	0	0
A1 - Airside			650,000	(650,000)	0	0	0	0
386	Renew	Light Standard Replacements	100,000	(100,000)	0	0	0	0
386	Renew	Airport Way Improvements	250,000	(250,000)	0	0	0	0
387	Growth	Non-passenger Screening Vehicle Traffic Management System	85,000	(85,000)	0	0	0	0
A2 - Groundside			435,000	(435,000)	0	0	0	0
387	Renew	Passenger Bridge Upgrades	640,000	(640,000)	0	0	0	0
388	Renew	Air Terminal Building Capital Replacement & Improvement	745,000	(745,000)	0	0	0	0
388	Growth	Air Terminal Building Renovations	250,000	(250,000)	0	0	0	0
389	Renew	Integrated Security Network	250,000	(250,000)	0	0	0	0
389	Growth	Air Terminal Building Advertising Nodes	200,000	(200,000)	0	0	0	0
A3 - Terminal			2,085,000	(2,085,000)	0	0	0	0
390	Growth	Soaring Beyond 2.5 Million Passengers AIF Program	69,910,000	(69,910,000)	0	0	0	0
A4 - AIF			69,910,000	(69,910,000)	0	0	0	0
Cost Center Totals			73,080,000	(73,080,000)	0	0	0	0
Grand Total			73,080,000	(73,080,000)	0	0	0	0

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A1	
Title:	Operations Stand 5 Concrete Panels		PROVISIONAL

Justification:

The Airport is requesting to replace asphalt with concrete slabs on Operations Stand 5. The existing asphalt on Operations Stand 5 is experiencing rutting due to the weight and high tire pressure of certain aircraft. The addition of concrete slabs on Operations Stand 5 would help improve the safety of Apron 1.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Economic resiliency - Key economic sector impact is increasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
320,000	(320,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A1	
Title:	Airfield Cable Replacement		PROVISIONAL

Justification:

The Airfield Cable Replacement project would result in the renewal of degrading airfield cables that are the power source for airfield visual equipment. This project would help ensure the Airport continues to have a safe, reliable visual aid system in accordance with Transport Canada regulations. This project would be completed between 2020 and 2022.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
120,000	(120,000)	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A1	
Title:	Inoperable Aircraft Mover		PROVISIONAL

Justification:

The purchase of an inoperable aircraft mover would provide the Airport with the ability to move certain aircraft that have broken down on the runway, taxiway or apron. This would help the Airport avoid delays and disruptions.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
60,000	(60,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2020 A1 - \$150K	
Title:	Small Capital		PROVISIONAL

Justification:

Budget is requested for smaller capital projects that need to be implemented expeditiously. The Airport Director will approve these projects and individual project spending will be under \$30,000.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	(150,000)	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A2	
Title:	Light Standard Replacements		PROVISIONAL

Justification:

The Airport is requesting to replace approximately 20 light standard poles in and around the Airport that have reached the end of their useful life.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
100,000	(100,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2020 A2 - \$2.85M	
Title:	Airport Way Improvements		PROVISIONAL

Justification:

The Airport Way Improvements project would result in improvements to the intersection of Airport Way and Aerospace Drive to further improve the safety of pedestrians and cyclists.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Transportation & mobility - People of all ages & abilities can easily get around

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	(250,000)	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A2	
Title:	Non-passenger Screening Vehicle Traffic Management System		PROVISIONAL

Justification:

When the Airport initially built the Non-Passenger Screening for Vehicles (NPSV) facility, the Airport was exempt from installing a traffic management system. This exemption no longer applies and the implementation of a NPSV Traffic Management System would ensure that the Airport is in accordance with Canadian Air Transport Security Authority's mandate.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
85,000	(85,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A3	
Title:	Passenger Bridge Upgrades		PROVISIONAL

Justification:

Certain components of the Airport's passenger bridges are reaching the end of their useful life. This project would replace these components and extend the useful lives of the bridges, allowing the Airport to meet its operational needs and continue to adhere to safety requirements.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
640,000	(640,000)	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2020 A3 - \$1.26M	
Title:	Air Terminal Building Capital Replacement & Improvement		PROVISIONAL

Justification:

The air terminal building (ATB) capital replacements and improvements project consists of modifications to the ATB and the equipment within it to improve the operations of the Airport. In 2020, the more significant projects would include the Arc Flash Implementation (\$155k), replacement of Air Handling Units (\$125k), replacement of exterior sliding doors (\$75k), and fire stopping (\$40k).

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
745,000	(745,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2020 A3 - \$1.26M	
Title:	Air Terminal Building Renovations		PROVISIONAL

Justification:

The Airport would like to move forward with the expansion of Canada Border Services Agency's offices, renovation of the oversized inbound baggage area in arrivals and renovation of a portion of the Airport's check-in counters. These renovations would help mitigate operational constraints resulting from the Airport's recent passenger growth and allow the Airport to more efficiently use its existing infrastructure.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Economic resiliency - Key economic sector impact is increasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	(250,000)	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: Not included A3	
Title:	Integrated Security Network		PROVISIONAL

Justification:

The Integrated Security Network Project would replace the Airport's existing security network with a modern digital system to enhance the network's capabilities, and allow the interface of new technology devices and inputs.

There are no operation and maintenance budget impacts associated with this request.

Project Driver:	Asset preservation (renewal and replacement to achieve anticipated service life).				
Strategic Direction:	Community Safety - Data and analysis is used to understand problems & target responses				
Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	(250,000)	0	0	0	0
Department:	Capital Projects	Priority: 1			Growth
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2020 A3 - \$175k			
Title:	Air Terminal Building Advertising Nodes				PROVISIONAL

Justification:

Budget is requested to allow for the modernization and enhancement of the existing advertising signage, and identify new advertising nodes within the air terminal building.

There are no operation and maintenance budget impacts associated with this request.

Project Driver:	Asset preservation (renewal and replacement to achieve anticipated service life).				
Strategic Direction:	Financial management - Non-tax revenues are increasing				
Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	(200,000)	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2020-2022 A4 - \$54.5M	
Title:	Soaring Beyond 2.5 Million Passengers AIF Program		PROVISIONAL

Justification:

The Airport is requesting to continue the design and commence construction for certain aspects of the Soaring Beyond 2.5 Million Passengers AIF Program. \$67.3M would be used to construct Phase 1 and Phase North of the Air Terminal Building Expansion between 2020 and 2023; \$1.8M would be used to purchase Airside equipment including a loader, a sweeper, a heavy duty truck and attachments in 2020; \$520k would be used to design the Apron 1 expansion to Gate 11 in 2020; \$240k would be used to design Airside lighting and supporting infrastructure in 2020; and \$50k would be used to commence consultation on Self-Serve Baggage Drop in 2020.

The operation and maintenance budget for this request pertains to future years and will be accommodated within the operating budget when applicable.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Economic resiliency - Key economic sector impact is increasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
69,910,000	(69,910,000)	0	0	0	0

Fire





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2020 Capital Requests

Provisional Budget

Fire Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Fire Capital - Priority 1									
394	Renew	Engine 3	867,000	(867,000)	0	0	0	0	0
394	Renew	Fire Equipment	129,100	(129,100)	0	0	0	0	0
		F1 - Vehicle / Equipment Renewal	996,100	(996,100)	0	0	0	0	0
395	New	Self Rescue Devices	38,500	0	0	0	0	0	(38,500)
395	Renew	Fire Extinguisher Demonstration Unit	22,100	0	0	0	0	0	(22,100)
		F2 - Additional Vehicles / Equipment	60,600	0	0	0	0	0	(60,600)
		Cost Center Totals	1,056,700	(996,100)	0	0	0	0	(60,600)
		Grand Total	1,056,700	(996,100)	0	0	0	0	(60,600)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: 2020 F1 - \$862k	
Title:	Engine 3		PROVISIONAL

Justification:

Budget is requested to replace a 2009 fire engine with a similar type apparatus as detailed in the 20-year apparatus replacement plan. The current engine will reach its 12-year frontline status in 2021 and will be moved to the reserve fleet which supports frontline apparatuses during repairs and servicing. The new engine is estimated to be completed July 2021. This purchase has the possibility of being in US Funds which has been built into the request.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
867,000	(867,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: Not included F1	
Title:	Fire Equipment		PROVISIONAL

Justification:

This request is to fund upcoming equipment from the fire equipment reserve. Equipment includes base radio upgrades, GPS units, and a replacement paging system, replace six sets of Self Contained Breathing Apparatus (SCBA) and 15 Air Cylinders. The department has developed a long term replacement strategy to ensure SCBA units are replaced as they reach end of life.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
129,100	(129,100)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: 2020 (P2) F2 - \$35k	
Title:	Self Rescue Devices		PROVISIONAL

Justification:

Budget is requested to purchase self-rescue devices that firefighters use to rescue themselves in case they become trapped in multi-level buildings during firefighting operations. This method of self-rescue is being implemented across North America as part of current fire ground survival training. This request will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
38,500	0	0	0	0	0	(38,500)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: 2020 (P2) F2 - \$16k	
Title:	Fire Extinguisher Demonstration Unit		PROVISIONAL

Justification:

Budget is requested to replace a fire extinguisher training system. The system is used to train people in all areas of the community on how to properly and safely use a fire extinguisher, thus increasing life safety and the protection of City property. An average 683 adults and 399 youth have been trained at over 50 events annually. The current system is over 10 years old and has reached the end of its useful life. The project will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
22,100	0	0	0	0	0	(22,100)

2020 Capital Requests

Provisional Budget

Fire Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Fire Capital - Priority 2								
New	Furniture	25,000	(25,000)	0	0	0	0	0
	F2 - Additional Vehicles / Equipment	25,000	(25,000)	0	0	0	0	0
Cost Center Totals		25,000	(25,000)	0	0	0	0	0
Grand Total		25,000	(25,000)	0	0	0	0	0

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

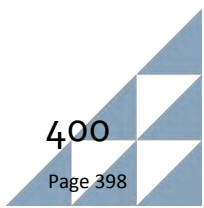
RED - Capital request has reduction impacts included on the request

Information Services





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2020 Capital Requests

Provisional Budget

Information Services Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Information Services Capital - Priority 1									
400	Renew	Front Office Equipment	423,500	0	0	0	0	0	(423,500)
		I1 - Front Office Equipment	423,500	0	0	0	0	0	(423,500)
400	Renew	Server and Data Storage Equipment	290,000	0	0	0	0	0	(290,000)
		I2 - Server & Data Storage	290,000	0	0	0	0	0	(290,000)
OP	401	Renew	Major Systems Projects - Electronic Records Management	1,174,900	(689,700)	0	0	0	(485,200)
		I3 - Major System Projects	1,174,900	(689,700)	0	0	0	0	(485,200)
401	Renew	Communications Networks Upgrades	130,000	0	0	0	0	0	(130,000)
402	New	Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
		I4 - Communications Systems	180,000	0	0	0	(50,000)	0	(130,000)
Cost Center Totals			2,068,400	(689,700)	0	0	(50,000)	0	(1,328,700)
Grand Total			2,068,400	(689,700)	0	0	(50,000)	0	(1,328,700)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2020 I1 - \$423k	
Title:	Front Office Equipment		PROVISIONAL

Justification:

Budget is requested for the renewal of the desktop computer needs for the City. The City has different replacement cycles for its approximate \$2 million investment in current front office technology equipment. The replacement cycle for desktop computers and tablets is four years to take advantage of improvements in speed and memory. Monitors, printers and phones are on a longer cycle and are replaced when warranted. To be completed by end of 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Information Services purchase services operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
423,500	0	0	0	0	0	(423,500)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2020 I2 - \$290k	
Title:	Server and Data Storage Equipment		PROVISIONAL

Justification:

Budget is requested for the renewal of the application and database servers as well as corporate data storage needs for the City. Included are virtual and physical servers, disk storage, backup solutions and the related software. This budget allows Information Services to provide equipment and software in the corporate data centres to support a variety of systems for City staff. Information Services plans to upgrade end of life components of the corporate virtualization infrastructure and increase back end data storage capacity to keep up with increasing corporate data growth. These upgrades will position the City to implement enhanced security, business continuity and disaster recovery capability. To be completed by end of 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Information Services operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Services, processes & business activities are transformed

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
290,000	0	0	0	0	0	(290,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2020 I3 - \$508k	
Title:	Major Systems Projects - Electronic Records Management	PROVISIONAL	

Justification:

To acquire and implement an electronic document and records management system to manage all outputs of records and information processes. Project outcomes include compliance with Community Charter and legislation regarding the access rights of citizens public records; ability to produce records as documentary evidence in a court of law; enable staff to find and share information across divisional boundaries, except for confidential information, and improve business processes using automated workflows. To be completed by end of 2022.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation	
	1,174,900	(689,700)	0	0	0	0	(485,200)	
Major Systems Project - Electronic Records Management								
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	50,000	0	0	0	0	0	0	(50,000)
2021	100,000	0	0	0	0	0	0	(100,000)
2022	100,000	0	0	0	0	0	0	(100,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2020 I4 - \$130k	
Title:	Communications Networks Upgrades	PROVISIONAL	

Justification:

Budget is requested for the renewal and expansion of the City's communication network environment. The communication network supports high speed data connections within and between City facilities, wireless access in City facilities as well as connections to the internet. New technologies will be deployed to improve security, service levels and replace components that have reached the end of their serviceable life. To be completed by end of 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Information Services operating budget.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	130,000	0	0	0	0	0	(130,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2020 I4 - \$50k	
Title:	Fibre Optic Service Line		PROVISIONAL

Justification:

Installation of fibre lines for new customers requires capital works from City infrastructure into the client's building. Information Services will at times contract the work and bill back the amount to the customer. Budget is requested to allow for the initial payment for the contracted work. To be completed by end of 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	0	0	0	(50,000)	0	0

2020 Capital Requests

Provisional Budget

Information Services Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Information Services Capital - Priority 2								
Renew	Major Systems Projects	71,300	0	0	0	0	0	(71,300)
	I3 - Major System Projects	71,300	0	0	0	0	0	(71,300)
Cost Center Totals		71,300	0	0	0	0	0	(71,300)
Grand Total		71,300	0	0	0	0	0	(71,300)

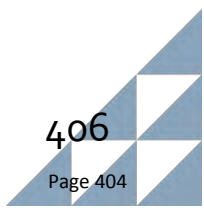
CCP - Combined capital project

OP - Capital request has operating impacts included on the request

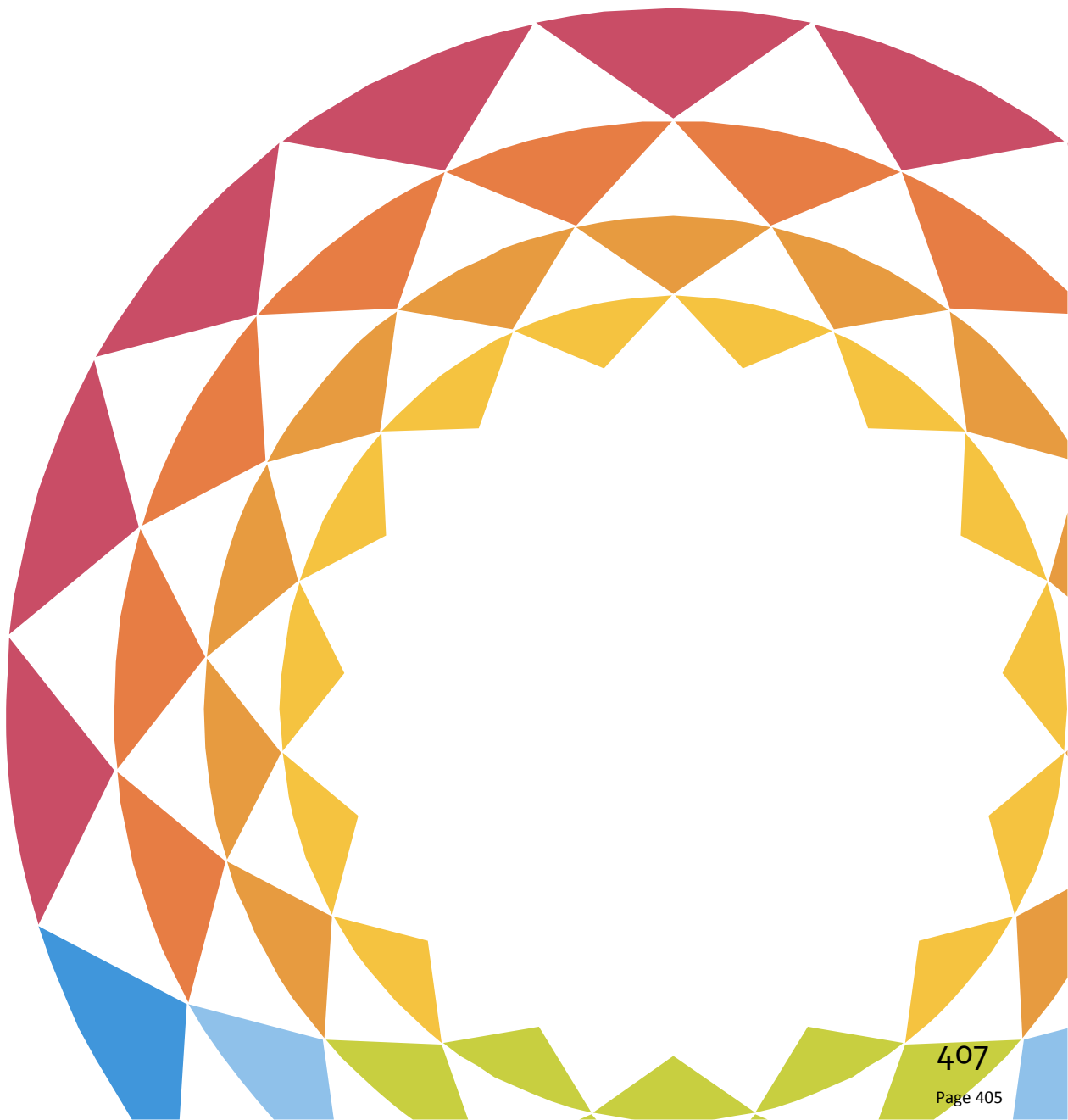
RED - Capital request has reduction impacts included on the request



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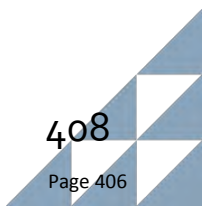


Real Estate & Parking





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2020 Capital Requests

Provisional Budget

Real Estate and Parking Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate and Parking Capital - Priority 1									
408	New	General Land, Acquisition	1,633,500	(1,000,000)	0	0	0	0	(633,500)
		L1 - General Land	1,633,500	(1,000,000)	0	0	0	0	(633,500)
408	Growth	DCC Road Widening, Land Acquisition	80,000	(67,600)	0	0	0	0	(12,400)
409	New	Road & Sidewalk, Land Acquisition	91,000	0	0	0	0	0	(91,000)
		L2 - Road and Sidewalk Land Acquisition	171,000	(67,600)	0	0	0	0	(103,400)
409	Renew	Parking Equipment and Facilities	426,000	(426,000)	0	0	0	0	0
410	Renew	Chapman Parkade - Infrastructure Renewal (HVAC)	120,000	(120,000)	0	0	0	0	0
410	Growth	Electric Vehicle Charging Stations - Parkades & Lots	135,000	(135,000)	0	0	0	0	0
411	New	Library and Chapman Parkades - Accessible Door Openers	134,000	(134,000)	0	0	0	0	0
RED 411	Renew	Library and Chapman Parkades - LED Lighting Retrofit	269,000	(269,000)	0	0	0	0	0
		L3 - Parking Infrastructure	1,084,000	(1,084,000)	0	0	0	0	0
412	New	Strategic Land Servicing Requirements	250,000	(250,000)	0	0	0	0	0
		L4 - Strategic Land Redevelopment	250,000	(250,000)	0	0	0	0	0
Cost Center Totals			3,138,500	(2,401,600)	0	0	0	0	(736,900)
Grand Total			3,138,500	(2,401,600)	0	0	0	0	(736,900)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2020 L1 - \$1.7M	
Title:	General Land, Acquisition		PROVISIONAL

Justification:

Budget is requested to purchase land as unique and time-sensitive opportunities arise. This may allow for acquiring strategic properties to facilitate land assemblies, create a revenue generating land bank and provide trade potential. Strategically purchased land has been used for numerous unique initiatives in recent years (Innovation Centre, Interior Health Authority, Henderson's site, Central Green, Drysdale site, BC Housing affordable housing, etc.) and it is imperative that the City continue to find acquisitions of this nature in order to ensure future opportunities are maximized. To be completed by end of 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Clear direction - Innovation is encouraged & supported

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,633,500	(1,000,000)	0	0	0	0	(633,500)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2020 (P2) L2 - \$80K	
Title:	DCC Road Widening, Land Acquisition		PROVISIONAL

Justification:

This request is to fund the purchase of land required for widening of roads identified in the Development Cost Charges (DCC) program by Infrastructure Planning. The land acquisitions will be made when required and are subject to Council approval. Available budget provides the opportunity to purchase land when land becomes availability, therefore capitalizing on opportunities as they arise. To be completed by end of 2020.

There are no operating and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
80,000	(67,600)	0	0	0	0	(12,400)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2020 (P2) L2 - \$25K	
Title:	Road & Sidewalk, Land Acquisition		PROVISIONAL

Justification:

As identified by Infrastructure Planning, budget is requested to fund the purchase of land required for widening of roads and the expansion of the City's sidewalk network. The funds will also be used to acquire road widenings in excess of the 20 metre width that is a requirement of the development approval process.

Acquisitions are targeted towards key missing linkages in the City's existing road and sidewalk network. Identified target areas include the Rutland Town Centre, Clifton Road and Gordon Drive. To be completed by end of 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
91,000	0	0	0	0	0	(91,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2020 L3 - \$328K	
Title:	Parking Equipment and Facilities		PROVISIONAL

Justification:

Renew parking infrastructure and invest in efficient parking management by replacing parking meters with pay stations as part of a multi-year renewal program for equipment that has reached end of life. Ongoing renewal of enforcement equipment, servers and pavement in pay parking lots may also be included in this annual request. This 2020 request has been increased from the 10-year capital plan amount to allow for accelerated replacement of single space parking meters that have been the subject of regular break-ins. Expediting replacement of all remaining single space meters (approximately 300 units to be replaced) will minimize on-going repair costs and loss of revenue associated with vandalism to these units (total costs estimated at \$60,000 as of July 2019). To be completed by end of 2020.

The operating and maintenance budget will be minimal with this request and will be accommodated within the Parking Services operating budget.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
426,000	(426,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: Not included L3	
Title:	Chapman Parkade - Infrastructure Renewal (HVAC)		PROVISIONAL

Justification:

Additional Budget is requested to replace the heating, ventilation, and air conditioning (HVAC) equipment serving two of the four commercial lease spaces within the Chapman Parkade. Recent failures revealed that this equipment has reached the end of its service life and the two remaining units will also require replacement over the next three years. All existing units have been evaluated and are obsolete and unserviceable as production has ended and parts are no longer available. To be completed by end of 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
120,000	(120,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: Not included L3	
Title:	Electric Vehicle Charging Stations - Parkades & Lots		PROVISIONAL

Justification:

Budget is requested to continue supporting an expansion in Electric Vehicle usage by increasing the number of charging stations. This budget would allow for the installation of up to eight additional Level two charging stations in the downtown area. Staff will continue to pursue partnership and grant opportunities for additional stations. To be completed by end of 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Parking Services operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
135,000	(135,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: Not included L3	
Title:	Library and Chapman Parkades - Accessible Door Openers		PROVISIONAL

Justification:

Due to their age, the Library and Chapman Parkades do not have accessible door openers installed to allow easy access to the elevator from the parking decks. Budget will allow for the installation of openers on all doors with access to elevators or directly to the exterior (15 doors). This request is in response to on-going service requests relating to access from parkade users, and aligns with Councils focus on inclusively and mobility. To be completed by end of 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Parking Services Contract Services operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
134,000	(134,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: Not included L3	
Title:	Library and Chapman Parkades - LED Lighting Retrofit		PROVISIONAL

Justification:

Budget is requested to allow for the conversion of 180 light fixtures at the Chapman and 310 at the Library Parkade to Light Emitting Diode (LED) technology. New LED lights will improve security and reduce operational and replacement costs. This conversion will result in estimated annual savings of approx. \$42k, reducing electrical costs by 25-50% at each facility. This achieves a pay back period of six years with a return on investment of approximately \$480k over the 10-year life of the fixtures as the life span of LED lights are 3-4 times that of the existing fixtures. To be completed by the end of 2020.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
269,000	(269,000)	0	0	0	0	0

Operating Impacts: Library and Chapman Parkades - LED Lighting Retrofit

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	(20,940)	20,940	0	0	0	0	0	0
2021	(35,596)	35,596	0	0	0	0	0	0
2022	(35,596)	35,596	0	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2020 L4 - \$250k	
Title:	Strategic Land Servicing Requirements	PROVISIONAL	

Justification:

The mandate of the Strategic Land Development department is to identify future strategic land assemblies, add value to real property dispositions and realize corporate objectives and the Official Community Plan through creative real estate strategies. Several projects and properties have been identified that have the potential to return social, economic, environmental and cultural benefits to the City. The department's intent is to grow the funding available for development servicing requirements for major projects. To be completed by end of 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Additional funding required to honour contract obligations.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

2020 Capital Requests

Provisional Budget

Real Estate and Parking Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Real Estate and Parking Capital - Priority 2								
New	General Land, Acquisition	66,000	0	0	0	0	0	(66,000)
New	Mission Creek Restoration	255,000	0	0	0	(255,000)	0	0
	L1 - General Land	321,000	0	0	0	(255,000)	0	(66,000)
Growth	Expansion of Parking Mgmt into New Areas	615,000	(615,000)	0	0	0	0	0
	L3 - Parking Infrastructure	615,000	(615,000)	0	0	0	0	0
	Cost Center Totals	936,000	(615,000)	0	0	(255,000)	0	(66,000)
	Grand Total	936,000	(615,000)	0	0	(255,000)	0	(66,000)

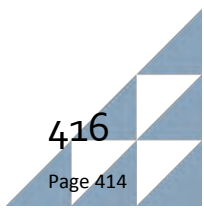
CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request



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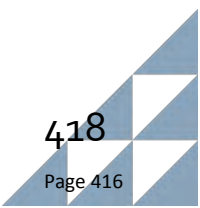


Building





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2020 Capital Requests

Provisional Budget

Building Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Building Capital - Priority 1									
418	New	Mission Recreation Park, Capital News Centre - Expansion	230,000	0	0	0	0	0	(230,000)
418	New	Rutland Rec Park, Central Okanagan Rugby Enthusiasts Fieldhouse	4,006,500	0	0	0	(3,106,500)	0	(900,000)
419	Renew	H2O Centre - Pool Equipment Upgrades	50,000	(50,000)	0	0	0	0	0
		B1 - Parks and Recreation Buildings	4,286,500	(50,000)	0	0	(3,106,500)	0	(1,130,000)
419	Renew	Theatre Sound System, Hearing Loop, Dance Floor, Stage Risers	345,000	(345,000)	0	0	0	0	0
		B2 - Community and Cultural Buildings	345,000	(345,000)	0	0	0	0	0
420	Renew	City Hall - Renovations, Phase V Design	375,000	0	0	0	0	0	(375,000)
		B3 - Civic/Protective Service Buildings	375,000	0	0	0	0	0	(375,000)
420	Renew	City Yards - Office Renovations	150,000	0	0	0	0	(75,000)	(75,000)
		B4 - Transportation and Public Works Buildings	150,000	0	0	0	0	(75,000)	(75,000)
421	Renew	Memorial Arena Chiller and Dehumidifier Replacement	350,000	(350,000)	0	0	0	0	0
421	Renew	Municipal Buildings Roofing Renewal	500,000	(500,000)	0	0	0	0	0
422	Renew	H2O Centre Heating System & Building Efficiency Upgrades	600,000	(600,000)	0	0	0	0	0
422	Renew	Kelowna Family Y Renewal	200,000	(200,000)	0	0	0	0	0
423	Renew	Building Systems Automation & Performance Optimization	200,000	(200,000)	0	0	0	0	0
423	Renew	City Hall Server Room Air Conditioning Replacement	105,000	(105,000)	0	0	0	0	0
424	Renew	Rotary Centre for the Arts Boiler Replacement	50,000	(50,000)	0	0	0	0	0
424	Renew	Water St. Boat Launch Ramp Renewal	55,000	0	0	0	0	0	(55,000)
		B7 - Renewal, Rehabilitation & Infra.	2,060,000	(2,005,000)	0	0	0	0	(55,000)
Cost Center Totals			7,216,500	(2,400,000)	0	0	(3,106,500)	(75,000)	(1,635,000)
Grand Total			7,216,500	(2,400,000)	0	0	(3,106,500)	(75,000)	(1,635,000)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2020 B1 - \$230K	
Title:	Mission Recreation Park, Capital News Centre - Expansion	PROVISIONAL	

Justification:

Budget is requested to consult and prepare a program and schematic design for the expansion of the Capital News Centre to provide two new ice sheets and additional sports facilities. A cost estimate for construction would be developed from the schematic design for a subsequent alternative approval process and budget requests for detailed design in 2021 and construction in 2022. The total cost is currently estimated at \$25.5 million. The preliminary costing would be concluded by August 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
230,000	0	0	0	0	0	(230,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2020 B1 - \$900k	
Title:	Rutland Rec Park, Central Okanagan Rugby Enthusiasts Fieldhouse	PROVISIONAL	

Justification:

The existing change room building has reached its functional service life. Central Okanagan Rugby Enthusiasts (CORE) proposed a partnership with the City to construct and operate a multi-sport fieldhouse at Rutland Recreation Park (RRP). Budget is requested for the design and construction of this fieldhouse, of which approximately 75% will be provided by CORE through fundraising and grant applications. The City contribution commitment to the partnership is to fund the replacement parks maintenance area and public washrooms. If the grant and community contribution do not come through, the City's portion will be allocated to public washroom replacement. Construction completion is anticipated in 2021. The operation and maintenance budget will be minimal with this request and will be accommodated within the Parks operating budget.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,006,500	0	0	0	(3,106,500)	0	(900,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: Not included B1	
Title:	H2O Centre - Pool Equipment Upgrades		PROVISIONAL

Justification:

Budget is requested for eight additional starting blocks which are in need of replacement. Eight similar blocks were replaced in 2019. These are to be funded entirely from the H2O Centre Reserve, and the work will be completed by Q3 in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	(50,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: Not included B2	
Title:	Theatre Sound System, Hearing Loop, Dance Floor, Stage Risers		PROVISIONAL

Justification:

An assessment of the Theatre sound system revealed it is at the end of its expected useful life and needs to be replaced. Currently, there is a high risk of malfunction that could result in lost revenue from not being able to hold shows and considerable costs for a rental replacement until a new system could be installed. The replacement would also include the installation of an Auris Hearing Loop system that would benefit customers with hearing aids providing a significant improvement to their experience. A \$300,000 budget is requested to replace the aging sound system and install the hearing loops.

The Theatre dance floor and stage risers are both over twenty years old and have exceeded their expected life. The current condition is affecting functionality. To improve effectiveness and minimize the risk of failure, they need to be replaced (cost \$45,000). The works will be completed in 2020. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Vibrant neighbourhoods – accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
345,000	(345,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2020 B3 - \$2M	
Title:	City Hall - Renovations, Phase V Design	PROVISIONAL	

Justification:

Following the proposed renovations to the basement of City Hall, budget is requested for the design of Phase V: the partial renovation of Level 1. The renovations will create a suite of meeting rooms with improved accessibility for the public, as well as additional workstations and offices. The additional meeting rooms will create flexibility elsewhere in City Hall for training rooms, breakout spaces and temporary, dedicated project rooms. Construction is proposed to follow completion of Phase IV and the staff relocation. Completion of the design work is anticipated in 2020.

There are no operation and maintenance impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
375,000	0	0	0	0	0	(375,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: Not included B4	
Title:	City Yards Office - Renovation Planning	PROVISIONAL	

Justification:

The City Yards office is operating at full capacity. A long-term accommodations study is currently assessing the optimum location and operating model for the City's Public Works Services and will conclude in Q3 of 2019. Budget is requested in 2020 for planning work to identify code compliance issues and determine the optimum use of the existing building to meet the increasing demands, as well as the design and cost estimates for future phases of work for inclusion in the 10-Year Capital Plan. The work is expected to be completed during 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset upgrades to accommodate changing needs

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	0	0	0	0	(75,000)	(75,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2020 B7 - \$200K	
Title:	Memorial Arena Chiller and Dehumidifier Replacement		PROVISIONAL

Justification:

Budget is requested to replace the Memorial Arena chiller and dehumidifier. The existing equipment has surpassed the end of its service life. The existing chiller is a 20 plus year old shell & tube heat exchanger which should be replaced to remain compliant with Technical Safety BC's requirements. Currently identified at \$200,000 as 'Memorial Arena - Chiller Replacement' in the 10-Year Capital Plan. Increased to include dehumidifier. To be completed by Q3 2020.

There are no operation and maintenance impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
350,000	(350,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2019 B7 - \$500k	
Title:	Municipal Buildings Roofing Renewal		PROVISIONAL

Justification:

Budget is requested to replace roofing systems and upgrade insulation to current standards on multiple civic facilities. This project is the result of ongoing evaluation of roof conditions on all City-owned facilities and the implementation of an ongoing capital renewal work program. The work is to include new roofing at the Art Gallery and Rutland Firehall. Also, upgrades including new valley gutters will be completed at the Public Works Yard to extend the life of the existing metal roof.

Expected completion Q4, 2020. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	(500,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2022 B7 - \$930k	
Title:	H2O Centre Heating System & Building Efficiency Upgrades	PROVISIONAL	

Justification:

Budget is requested for the upgrade of the H2O Centre heating plant including the heat pump, boilers and hot water tanks. Request is concurrent with Clean BC grant application, and funding for this project (from H2O reserve) would be redirected to account for the City's 27 per cent stake in the CleanBC grant application.

Multi-year project, expected completion Q3, 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation, emissions reduction and efficiency improvement.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
600,000	(600,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: Not included B7	
Title:	Kelowna Family Y Renewal	PROVISIONAL	

Justification:

A significant number of mechanical, envelope and equipment deficiencies have been identified at the Kelowna Family Y including: leisure pool river feature repairs, pool filtration equipment (including UltraViolet replacement), five rooftop mechanical unit replacement, and valley gutter and rainwater leader replacement. Equipment and envelope systems are at end of life and currently in failure mode. A detailed assessment of priority needs will be completed in Q2 2019, and used to pursue grant and partnership options. In parallel to this, budget is requested to address the most urgent items anticipated in the forthcoming report. Work would be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation, renewal and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: Not included B7	
Title:	Building Systems Automation & Performance Optimization		PROVISIONAL

Justification:

Budget is requested to replace obsolete building control systems at the Art Gallery, Library, Firehall 1, Parkinson Recreation Centre, Wastewater Treatment Facility and City Hall. Existing systems are obsolete and at end of life, and don't allow for performance monitoring and building system optimization. In addition to the controller upgrades, additional sensors and monitors will be added to allow for further analysis into building performance and energy monitoring. Industry estimates suggest this project could save three to five per cent of annual energy costs for each building. Expected completion Q4, 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset renewal and technical system optimization

Strategic Direction: Environmental protection - Predictive modelling & forecasting

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2019 B7 - \$100k	
Title:	City Hall Server Room Air Conditioning Replacement		PROVISIONAL

Justification:

Budget is requested to replace an existing air conditioning unit as it has reached the end of it's service life and has experienced significant breakdowns. This unit runs continuously and reliability is paramount.

Expected completion is Q4, 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
105,000	(105,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2019 B7 - \$64k	
Title:	Rotary Centre for the Arts Boiler Replacement		PROVISIONAL

Justification:

Budget is requested to replace one of the existing glycol boilers at the Rotary Centre for the Arts. The existing boiler has reached the end of its service life and has experienced significant downtime recently. Expected completion Q3, 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	(50,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: Not included B7	
Title:	Water St. Boat Launch Ramp Renewal		PROVISIONAL

Justification:

Budget is requested for the engineering design and costing for the renewal of the Water St. boat launch ramp, as they have experienced erosion. Provincial permits will be required prior to any work being undertaken. A separate budget request will made in a future year once cost estimates are known.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
55,000	0	0	0	0	0	(55,000)

2020 Capital Requests

Provisional Budget

Building Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Building Capital - Priority 2								
Growth	Mission Recreation Field House - Design	450,000	0	0	0	0	0	(450,000)
Renew	Apple Bowl - Renovations	580,000	0	0	0	0	0	(580,000)
	B1 - Parks and Recreation Buildings	1,030,000	0	0	0	0	0	(1,030,000)
Cost Center Totals		1,030,000	0	0	0	0	0	(1,030,000)
Grand Total		1,030,000	0	0	0	0	0	(1,030,000)

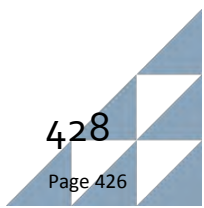
CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request



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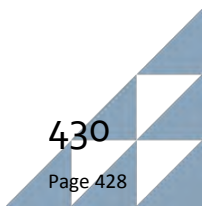


Parks





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2020 Capital Requests

Provisional Budget

Parks Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Parks Capital - Priority 1									
431	Growth	DCC Parkland Acquisition	8,613,000	(8,048,100)	0	0	0	0	(564,900)
		P1 - DCC Parkland Acquisition	8,613,000	(8,048,100)	0	0	0	0	(564,900)
431	New	Natural Park Acquisition	300,000	0	0	0	0	0	(300,000)
		P2 - Linear/Natural Area Parkland Acquisition	300,000	0	0	0	0	0	(300,000)
432	New	Barlee Park Frontage Improvements	130,000	0	0	0	0	0	(130,000)
OP 432	Growth	Rowcliffe Park - DCC Park Development	280,000	(232,300)	0	0	0	0	(47,700)
		P3 - Neighbourhood Park Development	410,000	(232,300)	0	0	0	0	(177,700)
433	Growth	Rowcliffe Park (Central Green) - Development, Phase 3	460,000	(260,000)	0	0	0	0	(200,000)
OP 433	New	Rutland Centennial Park - DCC Park Development	2,696,300	(2,584,900)	0	0	0	0	(111,400)
OP 434	Growth	Pandosy Waterfront Park, DCC City-wide Park Development Phase 1	4,500,000	(4,113,800)	0	0	0	0	(386,200)
OP 434	New	Ponds Community Park, Sports Field Construction - DCC Park Development	998,000	(778,000)	0	0	0	0	(220,000)
		P4 - Community Park Development	8,654,300	(7,736,700)	0	0	0	0	(917,600)
435	Growth	Glenmore Recreation Park, Phase 2 Off-Site Improvements	190,000	(155,900)	0	0	0	0	(34,100)
435	New	Lombardy Park, Protective Netting - Construction	100,000	0	0	0	0	0	(100,000)
		P5 - Recreation Park Development	290,000	(155,900)	0	0	0	0	(134,100)
436	New	City Park Promenade Design and Construction - Phase 2	2,110,000	(1,925,000)	0	0	0	0	(185,000)
OP 436	Growth	Sarson's Beach Park - Expansion	230,000	0	0	0	0	0	(230,000)
		P6 - City-wide Park Development	2,340,000	(1,925,000)	0	0	0	0	(415,000)
437	Renew	Shoreline Restoration - Flood Damage	600,000	(600,000)	0	0	0	0	0
437	Growth	Gopher Creek Linear Park - DCC Park Development	400,000	(352,000)	0	0	0	0	(48,000)
		P7 - Linear/Natural Area Park Development	1,000,000	(952,000)	0	0	0	0	(48,000)
438	Renew	Parkinson Recreation Park - Hammer/Discus Cage Replacement	75,000	0	0	0	0	0	(75,000)
438	Renew	Irrigation Renewal	300,000	0	0	0	0	0	(300,000)
439	New	Kelowna Memorial Cemetery - Improvements	200,000	(200,000)	0	0	0	0	0
439	Renew	Boyce-Gyro Beach Park - Final Phase	220,000	0	0	0	0	0	(220,000)
		P8 - Renewal, Rehabilitation & Infra	795,000	(200,000)	0	0	0	0	(595,000)

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	Cost Center Totals	22,402,300	(19,250,000)	0	0	0	0	(3,152,300)
	Grand Total	22,402,300	(19,250,000)	0	0	0	0	(3,152,300)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P1 - \$2.7M	
Title:	DCC Parkland Acquisition		PROVISIONAL

Justification:

Budget is requested for the acquisition of land to be used for neighbourhood, community, city-wide, recreation and linear type parks in accordance with the 20-Year Servicing Plan and Development Cost Charges (DCC) reserve funding availability.

There are no operation and maintenance budget impacts associated with this request. To be completed in 2020.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
8,613,000	(8,048,100)	0	0	0	0	(564,900)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P2 - \$650k	
Title:	Natural Park Acquisition		PROVISIONAL

Justification:

Budget is requested to support the City's ongoing acquisition program for natural area parks. In 2020 budget is requested to repay the SEKID water integration project for the acquisition of part of 2130 KLO Road.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P3 - \$200k	
Title:	Barlee Park Frontage Improvements	PROVISIONAL	

Justification:

Budget is requested for the construction of off-site improvements along the road frontages of Barlee Park, including curb and gutter, sidewalk and storm drainage, associated with the current works to the park being carried out during 2019. The construction work would be completed by Q2, 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
130,000	0	0	0	0	0	(130,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: Not Included P3	
Title:	Rowcliffe Park - DCC Park Development	PROVISIONAL	

Justification:

Budget is requested for the design and construction of washrooms to conclude the works at Rowcliffe Park. The design would include a frost-free universally accessible washroom for year round use. Construction is anticipated to be completed in 2021. This project was identified in the original park masterplan, but is not identified in the current 10-Year Capital Plan.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
280,000	(232,300)	0	0	0	0	(47,700)

Operating Impact: Rowcliffe Park – DCC Park Development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	8,500	0	0	0	0	0	0	(8,500)
2021	17,300	0	0	0	0	0	0	(17,300)
2022	17,300	0	0	0	0	0	0	(17,300)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P4 - \$540k	
Title:	Rowcliffe Park (Central Green) - Development, Phase 3		PROVISIONAL

Justification:

Rowcliffe Park is being constructed in phases. The previous two phases saw development of the on-site improvements for this new park. Funding for this third and final phase of park development is requested to construct required off-site improvements including curbing, road drainage, road crossings, parallel parking, a landscaped boulevard and the heritage plaza in the southeast corner. The construction work is anticipated to be completed in 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
460,000	(260,000)	0	0	0	0	(200,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2022 P4 - \$2.5M	
Title:	Rutland Centennial Park - DCC Park Development		PROVISIONAL

Justification:

Rutland Centennial Park is being constructed in phases. The previous three phases saw development of a soccer pitch, playground, multi-cultural garden, walking paths and landscaping for this community park. Funding for this fourth and final phase of park development will be used to construct a park washroom building, an event stage, a basketball court, walking paths and landscaping of the remaining undeveloped areas of the park. To be completed in Q2, 2021.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,696,300	(2,584,900)	0	0	0	0	(111,400)

Operating Impact: Rutland Centennial Park - DCC Park Development

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	5,000	0	0	0	0	0	0	(5,000)
2021	33,200	0	0	0	0	0	0	(33,200)
2022	33,200	0	0	0	0	0	0	(33,200)

2020 Capital Request Details

Department: Capital Projects Priority: 1 Growth
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2023 P4 - \$4.5M

Title: **Pandosy Waterfront Park, DCC City-wide Park Development Phase 1** PROVISIONAL

Justification:

Budget is requested for the public consultation, design and first phase of construction for Pandosy Waterfront Park. The first phase of the masterplan includes demolition of the existing residential properties, a central plaza, activity lawn, beach front, restored shoreline, and outdoor classroom. Construction of the first phase is anticipated to be completed in 2021.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,500,000	(4,113,800)	0	0	0	0	(386,200)

Operating Impact: Pandosy Waterfront Park, Phase 1

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	0	0	0	0	0	0	0	0
2021	58,000	0	0	0	0	0	0	(58,000)
2022	58,000	0	0	0	0	0	0	(58,000)

Department: Capital Projects Priority: 1 New
 Cost Center: Parks Capital 10 Yr Cap Plan Ref: 2020 P4 - \$600k

Title: **Ponds Community Park, Sports Field Construction - DCC Park Development** PROVISIONAL

Justification:

In 2010, the City signed a letter of understanding with the School District for a partnering agreement to share two sports fields, one at the Ponds Community Park, and the other at the adjacent Canyon Falls Middle School, which opened in September 2019. Budget is requested to construct this sports field with surrounding shade trees. Construction would be completed for use by Q3 of 2021.

Project Driver: Council resolutions and strategic corporate priorities.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
998,000	(778,000)	0	0	0	0	(220,000)

Operating Impact: Ponds Community Park - Sports Field Construction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	0	0	0	0	0	0	0	0
2021	45,000	0	0	0	0	0	0	(45,000)
2022	45,000	0	0	0	0	0	0	(45,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P5 - \$420k	
Title:	Glenmore Recreation Park, Phase 2 Off-Site Improvements		PROVISIONAL

Justification:

Funding is requested to meet City requirements to provide off-site roadway improvements where the access road for Glenmore Recreation Park meets Valley Road. This is required to provide safe access to and egress from the park site. Work will include roadway widening, turn lane development and re-lining of Valley Road where it meets the park road. Construction works will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
190,000	(155,900)	0	0	0	0	(34,100)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: Not included P5	
Title:	Lombardy Park, Protective Netting - Construction		PROVISIONAL

Justification:

Due to advances in sport technologies and athletic performance there has been an increased frequency of balls being hit outside of the park into the surrounding residential properties and school site. Budget is requested for a protective netting structures to prevent the number of balls leaving the softball diamond. To be completed in 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	0	0	0	0	0	(100,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P6 - \$2.1M	
Title:	City Park Promenade Design and Construction - Phase 2		PROVISIONAL

Justification:

The primary walkway through City Park is in a poor state of repair due to settlement and tree roots, the lake wall along Cold Sands was badly undermined during the 2017 flooding, and the northern end of Hot Sands experiences ongoing erosion and beach loss. Budget is requested for replacement of the waterfront walkway in City Park from the Hot Sands Washroom past the Point, and shoreline restoration on either side of the Point. Where possible, this will include increased width to accommodate the high volumes of traffic. This project will include lights for night time use, park furniture and feature universal accessibility standards. The work will be completed by Q2 of 2021.

The next phase of the walkway, from the Point to the Sails is identified for 2024 and will include restoration along the remaining Cold Sands Beach lakewall and a boardwalk that will potentially split pedestrians and cyclists.

There are no operating and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,110,000	(1,925,000)	0	0	0	0	(185,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P6 - \$230k	
Title:	Sarson's Beach Park - Expansion		PROVISIONAL

Justification:

Sarson's Beach is a popular beach park with a strong family feel. Budget is requested to demolish the existing City-owned and privately-rented, residence to the south, and remove existing fencing and a portion of hedge in order to open up the park and expand amenity area (+0.28 acres). The work does not include any changes to the Okanagan Mission Activity Centre building. The work will be completed in Q2 of 2021.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
230,000	0	0	0	0	0	(230,000)

Operating Impact: Sarson's Beach Park - Expansion

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	10,000	0	0	0	0	0	0	(10,000)
2021	18,200	0	0	0	0	0	0	(18,200)
2022	18,200	0	0	0	0	0	0	(18,200)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: Not included P7	
Title:	Shoreline Restoration - Flood Damage		PROVISIONAL

Justification:

There were several locations along the City shoreline that were damaged by the 2017 flooding. They were not eligible for Provincial emergency funding, and therefore not included in the restoration works completed to date. River cobble from the recent channel clearance in Bellevue Creek has been set aside for this restoration, which will adopt bio-engineering techniques to proactively mitigate against future severe weather events. These works are time critical in order to avoid further erosion and permanent loss of land as a result. Budget is requested for restoration works at several locations including Kelowna Paddle Centre, south of Thompson Creek, in and adjacent to Maude Roxby, Manhattan Drive, and Kinsmen locations. To be completed Q2, 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
600,000	(600,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P7 - \$400k	
Title:	Gopher Creek Linear Park - DCC Park Development		PROVISIONAL

Justification:

Access across the Ki-Low-Na Friendship Society property has been secured, which completes the section of the trail between Lyrick Rd and Gallagher Rd. Budget is requested to design and construct this section of trail and boardwalk around a small wetland. This trail will extend the existing Gopher Creek trail for recreational use by all City residents, as well as provide a valuable pedestrian link to Black Mountain Elementary. Work will be completed in Q2 of 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Parks Services operating budget.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	(352,000)	0	0	0	0	(48,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P8 - \$425k	
Title:	Parkinson Recreation Park - Hammer/Discus Cage Replacement	PROVISIONAL	

Justification:

Existing cage for hammer/discus throw area has been designated as unfit for use by the BC Athletics, as it poses risk to public & athletes. Budget is requested to replace the existing cage. Work would be completed as a priority prior to the start of the 2020 season.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
75,000	0	0	0	0	0	(75,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P8 - \$298k	
Title:	Irrigation Renewal	PROVISIONAL	

Justification:

Irrigation Infrastructure Renewal is an annual program outlined in the City's 10-Year Capital Plan, that provides an allotment for the replacement and upgrading of aging irrigation systems in municipal parks, landscape areas, and civic properties. Priorities are established on a number of criteria including the age of the system, operating inefficiencies, risk and consequences. The intent of the upgrades is for the system to meet current Canadian Standards Association (CSA) standards, BC electrical standards and the City's irrigation standards. This is the sixth year of the program, and budget is requested to complete work at Mission Recreation Park and Kinsmen Softball Complex. Work will be phased to limit disruption to the softball season, and will be completed in 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2020 P8 - \$200k	
Title:	Kelowna Memorial Cemetery - Improvements		PROVISIONAL

Justification:

Kelowna Memorial Park Cemetery (KMPC) is over 125 years old and much of the infrastructure is aging. In particular, the irrigation system is in need of renewal. The cemetery's irrigation system is 29 years old and at the end of its anticipated life expectancy. Full replacement of the irrigation system at this location will improve the watering efficiency from 57 per cent to 75 per cent, which would save enough water to supply 37 homes in Kelowna per year. Budget is requested for the following: design and construction of the third of four phases for replacing the entire irrigation system (total replacement estimated at \$820,000), and general site infrastructure repairs and replacement of aging infrastructure as identified in the KMPC master plan. To be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: Not included P8	
Title:	Boyce-Gyro Beach Park - Final Phase		PROVISIONAL

Justification:

Popular with both tourists and residents, Boyce-Gyro Beach Park is one of the City's most heavily used beach parks. The park has undergone major improvements recently: new parking lot, improved cycle route, volleyball courts, table tennis, increased recreational area, playground maintenance, and a new washroom is under construction. Budget is requested for final improvements for the hard landscaping in the central plaza area of the park, to conclude these works. Work will be completed by Q2 of 2021.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
220,000	0	0	0	0	0	(220,000)

2020 Capital Requests

Provisional Budget

Parks Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Parks Capital - Priority 2								
New	Art Walk - Extension Doyle to Queensway	195,000	0	0	0	0	0	(195,000)
P10 - Urban Streetscape, Centres Dev, Renewal		195,000	0	0	0	0	0	(195,000)
New	Natural Park Acquisition	100,000	0	0	0	0	0	(100,000)
P2 - Linear/Natural Area Parkland Acquisition		100,000	0	0	0	0	0	(100,000)
Renew	Stuart Park Stage Enhancements	30,000	0	0	0	0	0	(30,000)
	P4 - Community Park Development	30,000	0	0	0	0	0	(30,000)
Growth	Recreation Park Development - New Baseball Diamond	200,000	0	0	0	0	0	(200,000)
	P5 - Recreation Park Development	200,000	0	0	0	0	0	(200,000)
Growth	City Park - Infrastructure Renewal, Power to Events Area	200,000	0	0	0	0	0	(200,000)
Renew	City Park - Spray, Skateboard and Playground, Picnic Area	440,000	0	0	0	0	0	(440,000)
	P6 - City-wide Park Development	640,000	0	0	0	0	0	(640,000)
Renew	Knox Mountain Park	215,000	0	0	0	0	0	(215,000)
New	Bellevue Creek - Development Phase 2	550,000	0	0	0	0	0	(550,000)
Growth	Poplar Point Drive Beach Access	100,000	0	0	0	0	0	(100,000)
	P7 - Linear/Natural Area Park Development	865,000	0	0	0	0	0	(865,000)
Renew	Dog Parks	85,000	0	0	0	0	0	(85,000)
Renew	Access For All Improvements	100,000	0	0	0	0	0	(100,000)
Renew	Parking Renewal	380,000	0	0	0	0	0	(380,000)
Renew	Sport Courts/Water Parks/Skate Parks Renewal & Replacements	425,000	0	0	0	0	0	(425,000)
	P8 - Renewal, Rehabilitation & Infra	990,000	0	0	0	0	0	(990,000)
New	Capital Opportunities and Partnership Fund	150,000	0	0	0	0	0	(150,000)
	P9 - Capital Opportunities Partnership	150,000	0	0	0	0	0	(150,000)
Cost Center Totals		3,170,000	0	0	0	0	0	(3,170,000)
Grand Total		3,170,000	0	0	0	0	0	(3,170,000)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

Vehicle & Mobile Equipment





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2020 Capital Requests

Provisional Budget

Vehicle & Mobile Equipment Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Vehicle & Mobile Equipment - Priority									
OP	444	Growth Fleet Growth	767,000	0	0	0	(26,660)	(243,340)	(497,000)
		V1 - Additional Vehicles / Equipment	767,000	0	0	0	(26,660)	(243,340)	(497,000)
444	Renew	Vehicle/Equipment Renewal	4,175,700	(4,175,700)	0	0	0	0	0
		V2 - Vehicle / Equipment Renewal	4,175,700	(4,175,700)	0	0	0	0	0
Cost Center Totals			4,942,700	(4,175,700)	0	0	(26,660)	(243,340)	(497,000)
Grand Total			4,942,700	(4,175,700)	0	0	(26,660)	(243,340)	(497,000)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2020 V1 - \$1.61M	
Title:	Fleet Growth		PROVISIONAL

Justification:

As a result of increased service and maintenance demands, and regulatory requirements, an additional 18 pieces of equipment are requested for various divisions within the City of Kelowna. These would include 15 light duty vehicles, one utility trailer, one forklift, and one thermo plastic application machine. Five of the light duty vehicles included in this budget request have potential of being electric powered. Acquisition of vehicles is expected to be complete by 2021.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
767,000	0	0	0	(26,660)	(243,340)	(497,000)

Operating Impacts: Fleet Growth

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	100,600	0	0	0	0	(4,300)	(8,700)	(87,600)
2021	100,600	0	0	0	0	(4,300)	(8,700)	(87,600)
2022	100,600	0	0	0	0	(4,300)	(8,700)	(87,600)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2020 V2 - \$4.1M	
Title:	Vehicle/Equipment Renewal		PROVISIONAL

Justification:

Vehicle rental rates contribute to the equipment replacement reserve throughout the course of vehicle/equipment service life. Factoring in equipment type, seasonal use and equipment condition 58 units were considered and it was determined that 26 of these units required replacement: 18 light duty vehicles, one roadway line painter, one tandem axle gravel truck, one tandem axle sewer rodder truck, two front end loaders, one hydro seeder, and two gravel screening plants. Four of the light duty vehicles will be replaced with electric vehicles. Acquisition of vehicles should be complete by 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,175,700	(4,175,700)	0	0	0	0	0

Combined Capital Projects





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2020 Capital Requests

Provisional Budget

Combined Capital Projects Summary - General, Wastewater, Water Funds

Page	Project	Description	Asset Cost	Reserves	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Combined Capital Projects - Priority 1									
CCP	448	Growth/ New	KLO Mission Creek Bridge, Road and Sanitary Main	7,790,600	(4,639,500)	0	0	0	(1,000,000) (2,151,100)
CCP	448	Growth/ Renew	Lakeshore 1 Bridge, Road, ATC, and Watermain	1,630,000	(1,194,300)	0	0	0	(350,000) (85,700)
Grand Total			9,420,600	(5,833,800)	0	0	0	(1,350,000)	(2,236,800)

CCP - Combined capital project amounts above are for presentation only as they are included in the appropriate Department summary.

2020 Combined Capital Projects Detail

Department:	Capital Projects	Priority: 1	Growth/ New
Cost Center:	Transportation and Wastewater Capital	10 Yr Cap Plan Ref: 2020 T4-\$5M/2020 T1-\$1.8M/WW6-Not included	
Title:	KLO Mission Creek Bridge, Road and Sanitary Main		PROVISIONAL

Justification:

The KLO bridge over Mission Creek is approaching the end of its service life. This request is for demolition and replacement of the bridge, improved road approaches east of the bridge including the intersection of KLO and Spiers with an extension of the sanitary sewer pipe beneath Mission Creek. Detailed design is underway for the new bridge. Construction completion is projected for 2021.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
7,790,600	(4,639,500)	0	0	0	(1,000,000)	(2,151,100)

Associated Operating Request: McCulloch Area DCC (KLO/Spiers)

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	1,000	0	0	0	0	0	0	(1,000)
2021	4,100	0	0	0	0	0	0	(4,100)
2022	4,100	0	0	0	0	0	0	(4,100)

Department:	Capital Projects	Priority: 1	Growth/ Renew
Cost Center:	Transportation and Water Capital	10 Yr Cap Plan Ref: 2023 T1-\$1.3M/2029 T2-\$421k/2029 T1-\$697k/ 2020 W6-\$350k	
Title:	Lakeshore 1, Bridge, Road, ATC and Watermain		PROVISIONAL

Justification:

Lakeshore Road Bridge at Bellevue Creek has reached the end of its service life. A review of options to replace/rehabilitate the bridge has recommended retaining the existing bridge abutments, replacing/widening the superstructure/bridge deck and planning for a separate Active Transportation Corridor (ATC) crossing; detailed design is underway. This strategy will reduce life-cycle costs versus a full bridge replacement. This budget request is for the demolition and reconstruction of the bridge, urbanization of Lakeshore Road, completion of the ATC and watermain replacement. Construction completion projected for spring of 2021.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,630,000	(1,194,300)	0	0	0	(350,000)	(85,700)

Associated Operating Request: Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC

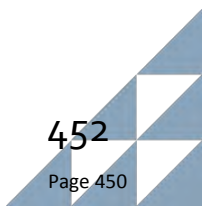
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	1,300	0	0	0	0	0	0	(1,300)
2021	5,300	0	0	0	0	0	0	(5,300)
2022	5,300	0	0	0	0	0	0	(5,300)

Transportation





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2020 Capital Requests

Provisional Budget

Transportation Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Transportation Capital - Priority 1									
CCP	448	Growth Lakeshore 1 DCC (DeHart - Vintage Terrace), Road	311,700	(226,000)	0	0	0	0	(85,700)
CCP	448	Growth Lakeshore 1 DCC Bridge at Bellevue Creek	780,000	(780,000)	0	0	0	0	0
CCP	448	Growth McCulloch Area DCC (KLO/Hall/Spiers)	1,790,600	(1,509,500)	0	0	0	0	(281,100)
T1 - DCC Roads			2,882,300	(2,515,500)	0	0	0	0	(366,800)
CCP	448	Growth Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC	188,300	(188,300)	0	0	0	0	0
OP	453	Growth Houghton 1 DCC (Nickel - OK Rail Trail), ATC	2,500,000	(1,750,000)	0	0	0	0	(750,000)
OP	453	Growth Ethel 3C DCC (Rose - Raymer), ATC	2,700,000	(1,303,000)	0	0	0	0	(1,397,000)
T2 - DCC Roads - Active Transportation			5,388,300	(3,241,300)	0	0	0	0	(2,147,000)
	454	Growth Burtch & Harvey Intersection Improvements	100,000	0	0	0	(50,000)	0	(50,000)
OP	454	Growth Roadway Urbanization	350,000	0	0	0	(350,000)	0	0
T3 - Non-DCC Roads			450,000	0	0	0	(400,000)	0	(50,000)
OP	455	Renew Sidewalk & Bikeway Renewal	155,000	(67,000)	0	0	0	0	(88,000)
	455	Renew Street Light Pole and Wiring Renewal	270,000	(270,000)	0	0	0	0	0
	456	Renew Traffic Signal and Communications Upgrades and Renewals	260,000	(35,000)	0	0	0	0	(225,000)
	456	Renew Bridge Rehabilitation - Renewal	300,000	(100,000)	0	0	0	0	(200,000)
	457	Renew Roads Resurfacing	3,700,000	(2,893,200)	0	0	0	0	(806,800)
OP	457	Renew Transit - Bus Stop Renewal	110,000	(110,000)	0	0	0	0	0
CCP	448	Growth KLO Rd Mission Creek Bridge Replacement	5,000,000	(3,130,000)	0	0	0	0	(1,870,000)
	458	New Urban Centre Improvements	200,000	0	0	0	0	0	(200,000)
T4 - Transportation System Renewal			9,995,000	(6,605,200)	0	0	0	0	(3,389,800)
OP	458	New Active Transportation Corridor	200,000	0	0	0	0	0	(200,000)
OP	459	New Okanagan Rail Trail - Connection to Waterfront Park Pathway	325,000	(195,000)	0	0	0	0	(130,000)
T5 - Bicycle Network			525,000	(195,000)	0	0	0	0	(330,000)
OP	459	New Sidewalk Network Expansion	300,000	0	0	0	0	0	(300,000)
	460	Growth Central Green Pedestrian / Cyclist Overpass Design	500,000	(500,000)	0	0	0	0	0
T6 - Sidewalk Network			800,000	(500,000)	0	0	0	0	(300,000)

	Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
OP	460	New	Pedestrian and Road Safety Projects	325,000	0	0	0	0	0	(325,000)
			T7 - Safety and Operational Improvements	325,000	0	0	0	0	0	(325,000)
OP	461	Growth	Transit - New Bus Stops	135,000	(135,000)	0	0	0	0	0
			T9 - Transit Facilities	135,000	(135,000)	0	0	0	0	0
Cost Center Totals				20,500,600	(13,192,000)	0	0	(400,000)	0	(6,908,600)
Grand Total				20,500,600	(13,192,000)	0	0	(400,000)	0	(6,908,600)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T2 - \$4M	
Title:	Houghton 1 DCC (Nickel - OK Rail Trail), ATC		PROVISIONAL

Justification:

Budget is requested for construction of the Houghton Road Active Transportation Corridor (ATC) between Nickel/Lester Rd and the Okanagan Rail Trail. The proposed separated bike lanes will travel north from Houghton Rd along Nickel/Lester Rd, west on Leathead Rd, crossing Hwy 97 and connect to the OK Rail Trail zoom west of Hwy 97. The completion of this segment will improve access between previously constructed portions of Houghton ATC / Rutland Urban Centre to the OK Rail Trail. Construction completion projected 2021.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation		
2,500,000	(1,750,000)	0	0	0	0	(750,000)		
Operating Impacts: Houghton 1 DCC (Nickel - OK Rail Trail), ATC								
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	13,300	0	0	0	0	0	0	(13,300)
2021	26,300	0	0	0	0	0	0	(26,300)
2022	26,300	0	0	0	0	0	0	(26,300)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T2 - \$1.8M	
Title:	Ethel 3C DCC (Rose - Raymer), ATC		PROVISIONAL

Justification:

The Ethel Street Active Transportation Corridor (ATC) is a priority "all ages and abilities bicycling project" in the Pedestrian Bicycle Master Plan and is currently completed from Cawston to Sutherland Ave. 2019/20 construction is underway south to Rose/Guisachan with key connections at Cawston Ave /Sutherland ATCs, Bernard, Springfield and Guisachan bike lanes. Budget is requested to construct separated bike lanes south from Guisachan to Raymer. The extension will connect Raymer to KSS and support phases west of the Wastewater Treatment Plan, to Okanagan College, KLO and Casorso. Completion projected spring of 2021.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation		
2,700,000	(1,303,000)	0	0	0	0	(1,397,000)		
Operating Impacts:		Ethel 3C ATC (Rose - Raymer)						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	3,200	0	0	0	0	0	0	(3,200)
2021	12,600	0	0	0	0	0	0	(12,600)
2022	12,600	0	0	0	0	0	0	(12,600)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: Not included T3 - \$0	
Title:	Burtch & Harvey Intersection Improvements		PROVISIONAL

Justification:

Improvements to the intersection of Burtch/Harvey are included within the Capri-Landmark Urban Centre Plan. This project seeks to reduce afternoon congestion northbound on Burtch, departing Landmark, by adding a second northbound lane to increase vehicle capacity and improve cycling accommodation across Harvey Ave. As part of the servicing agreement for the recent Landmark 7 development, costs for this project will be shared 50/50 as a partnership with the developer. This budget request is for planning and design; approval from and coordination with the Ministry of Transportation and Infrastructure will be required. Design is anticipated to be completed in 2020.

Project Driver: Additional funding required to honour contract obligations.

Strategic Direction: Transportation & mobility - Investments are connecting high density areas

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	0	0	0	(50,000)	0	(50,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: Not included T3	
Title:	Roadway Urbanization		PROVISIONAL

Justification:

This request is to use deferred revenue in conjunction with Offsite and Oversize funds to expedite a series of roadway urbanization deferred revenue projects. The Offsite and Oversize program (included in separate requests in water and wastewater capital and general operating) allows Development Engineering to achieve efficiencies in infrastructure extensions as development coordinated works. Priority projects for the 2020 annual program include Begbie Road traffic signal cost share and utility pole relocation, Frost Road drainage and utility works, Chute Lake/ Upper Mission Drive intersection safety improvements, and Glenmore/ McKinley roads shoulder improvements. The budget request is for design and construction to be completed in 2020.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
350,000	0	0	0	(350,000)	0	0

Operating Impacts:

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	2,000	0	0	0	0	0	0	(2,000)
2021	4,000	0	0	0	0	0	0	(4,000)
2022	4,000	0	0	0	0	0	0	(4,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T4 - \$156k	
Title:	Sidewalk & Bikeway Renewal		PROVISIONAL

Justification:

Budget is requested to allow for completion of projects to address deteriorated conditions and functional deficiencies of existing transportation infrastructure. 2020 priority projects include resolving issues and upgrading existing bike lanes concurrent with pavement renewal, and replacement of existing sidewalk segments with degrading surfaces. Anticipate completion in 2020.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation	
	155,000	(67,000)	0	0	0	0	(88,000)	
<hr/>								
Operating Impacts:	Sidewalk & Bikeway Renewal							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	1,000	0	0	0	0	0	0	(1,000)
2021	2,000	0	0	0	0	0	0	(2,000)
2022	2,000	0	0	0	0	0	0	(2,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T4 - \$500k	
Title:	Street Light Pole and Wiring Renewal		PROVISIONAL

Justification:

Budget is requested to replace street light poles and wiring that have reached the end of their service life. There are over 9,300 street light poles throughout the City. Currently the majority of these poles are painted, and have shorter service life spans, while new poles are galvanized/powder-coated, with significantly extended service life spans. To better assess the condition of street poles a study is currently underway to estimate poles' remaining service life and identify those poles requiring immediate replacement due to corrosion or other deficiencies. Works are anticipated to be completed in 2020.

This budget request would fund replacement of poles identified for immediate replacement. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
	270,000	(270,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T4 - \$260k	
Title:	Traffic Signal and Communications Upgrades and Renewals		PROVISIONAL

Justification:

This renewal program replaces aging traffic signals/system infrastructure and associated equipment based on inspection and maintenance reporting. Since 2007 the number of traffic signals (currently 124) has increased over 30 per cent. The number of pedestrian warning flashers has grown to 45 locations.

2020 priority projects includes replacing: LED displays (8yr life cycle), cabinets (25yr life cycle), uninterruptible power supply batteries (5yr life cycle), detection and communications equipment (20yr life cycle), transit/emergency signal priority (20yr life cycle) and traffic signal poles, bases and underground infrastructure. Works are anticipated to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
260,000	(35,000)	0	0	0	0	(225,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T4 - \$300k	
Title:	Bridge Rehabilitation - Renewal		PROVISIONAL

Justification:

Budget is requested for this annual program which undertakes rehabilitation of the City's bridges based on inspections. Each year 50 per cent of the City's bridges are inspected, 20 per cent in detail. Issues identified through inspections are prioritized for rehabilitation in the current or following years. Regular inspection and maintenance of bridges supports efficient asset management and reduces long term costs. Works are anticipated to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(100,000)	0	0	0	0	(200,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T4 - \$4.2M	
Title:	Roads Resurfacing		PROVISIONAL

Justification:

Budget is requested for the annual roads resurfacing program. Locations will be coordinated with other capital and development projects. 2020 priority projects anticipated to include: Glenmore Rd (Dallas to Scenic), Enterprise Way (Spall to Banks), Adams Rd (Sexsmith to Carney), Hardy St (Enterprise to Yards) and Toovey Rd (Hwy 33 to Ray Drive). Construction completion anticipated in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
3,700,000	(2,893,200)	0	0	0	0	(806,800)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T4 - \$110k	
Title:	Transit - Bus Stop Renewal		PROVISIONAL

Justification:

This annual program implements improvements to existing transit facilities from public requests and coordination with developers. Budget is requested for KLO Rd. at St. Amand Rd. boarding platform, bench seating including design and construction, Rutland Rd (Shepherd Rd to Hardie Rd -multi-year) including land acquisition and design and bus stop signage and amenities - transit signage replacements in support of seasonal/annual service changes, new and replacement benches or shelters. Construction completion projected for 2021.

Project Driver: Investments that attract a net positive return over a reasonable business term.

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
110,000	(110,000)	0	0	0	0	0

Operating Impacts: Transit - Bus Stop Renewal

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	200	0	0	0	0	0	0	(200)
2021	600	0	0	0	0	0	0	(600)
2022	600	0	0	0	0	0	0	(600)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 (P2) T4 - \$500k	
Title:	Urban Centre Improvements		PROVISIONAL

Justification:

The City of Kelowna is expecting to accommodate approximately 40% of its future growth within Urban Centres with vibrant, pedestrian friendly areas with access to amenities. However, many streets in the Urban Centers have gravel soak away. These frontages do not support all the elements of an urban pedestrian environment. Improvements include urbanization by installing parking lane, curb, gutter, drainage, crosswalk letdowns, treed boulevard and street furniture as required to support the successful Urban Centre Growth.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Key sites are proactively planned

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	0	0	0	0	0	(200,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T5 - \$350k	
Title:	Active Transportation Corridor		PROVISIONAL

Justification:

This annual program improves the cycling network to help make cycling an easier and safer option for more residents. Priority 2020 projects include: new bike lanes on Gerstmar (Springfield -Mission Creek) \$20k, Kneller (Houghton - Hwy 33) \$50k and Cook (Gordon - Lakeshore) \$28k; design and construction of buffered bike lanes on Richter (KLO - Lakeshore) \$37k; bike lane separation pilot project with delineator posts -Glenmore or Cook \$20k; bike racks and lockers various locations \$25k; and cycling data collection equipment \$20k. Project completion for the spring of 2021.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	0	0	0	0	0	(200,000)

Operating Impacts: Active Transportation Corridor

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	0	0	0	0	0	0	0	0
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: Not included T5	
Title:	Okanagan Rail Trail - Connection to Waterfront Park Pathway	PROVISIONAL	

Justification:

The Okanagan Rail Trail forms an important all ages and abilities walking and bicycling connection between Downtown, UBCO and points in-between. As of 2018, the trail has been a paved surface from the Airport to west of Ellis St. Budget is requested for detailed design and construction of the Okanagan Rail Trail from its current endpoint, west of Ellis, to Sunset Dr, and then connecting to the Waterfront Park pathway with anticipated completion in 2020.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
325,000	(195,000)	0	0	0	0	(130,000)

Operating Impacts: Okanagan Rail Trail - Connection to Waterfront Park Pathway

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	2,100	0	0	0	0	0	0	(2,100)
2021	8,200	0	0	0	0	0	0	(8,200)
2022	8,200	0	0	0	0	0	0	(8,200)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T6 - \$300k	
Title:	Sidewalk Network Expansion	PROVISIONAL	

Justification:

This annual program implements sidewalks identified in the Pedestrian and Bicycle Master Plan. Priority 2020 sidewalk projects include: sidewalk, design and construction on Richter St (Wardlaw Ave to Rose Ave, east side) \$241k, Dilworth Dr (south of Leckie Rd, east side) \$30k, Badke Rd (Franklyn Rd to cul-de-sac, north side) \$15k and Glenview Ave (west of Glenview Ct, north side) \$4k and design only at Richter St (Vaughan Ave to Recreation Ave, west and east side) \$10k to address issues associated with new development. Construction completion projected for spring of 2021.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

Operating Impacts: Sidewalk Network Expansion

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	700	0	0	0	0	0	0	(700)
2021	2,600	0	0	0	0	0	0	(2,600)
2022	2,600	0	0	0	0	0	0	(2,600)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T6 - \$500k	
Title:	Central Green Pedestrian / Cyclist Overpass Design		PROVISIONAL

Justification:

Budget is requested for the design of the Central Green Pedestrian / Cyclist Overpass which will create a grade-separated pedestrian and cycling connection over Hwy 97 between Rowcliffe Park and Downtown via the Central Green site. The overpass was a requirement of the site's 2012 rezoning and became the responsibility of the City through the conditions of the 2014 land sales agreement. This 2020 funding request is for detailed design and costing, with construction, under a future funding request, anticipated in 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Additional funding required to honour contract obligations.

Strategic Direction: Transportation & mobility - Investments are connecting high density areas

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	(500,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T7 - \$100k	
Title:	Pedestrian and Road Safety Projects		PROVISIONAL

Justification:

Budget is requested to fund a number of annual programs that deliver projects to improve road safety, focusing on vehicle safety, pedestrian safety, access to schools and managing speeding and traffic on neighbourhood streets. Anticipated Construction of Crosswalk Safety, Road Safety, Safe Routes to School and Neighbourhood Traffic Calming is thoughtout 2020.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
325,000	0	0	0	0	0	(325,000)

Operating Impacts: Crosswalk Safety Signals and Flashers

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	500	0	0	0	0	0	0	(500)
2021	2,000	0	0	0	0	0	0	(2,000)
2022	2,000	0	0	0	0	0	0	(2,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2020 T9 - \$120k	
Title:	Transit - New Bus Stops		PROVISIONAL

Justification:

This annual program implements new or enhanced transit facilities and supports planning and design of future facilities in support of new, or restructured transit routes and in coordination with developments and internal capital projects. 2020 priority projects include; Bus stop capacity/accessibility at Richter St. and Saucier including land acquisition, design and construction. Transit network restructuring including planning and pre-design to support transit service and network improvements within Rutland and the Mission, guided by the Transit Future Action Plan out to 2022, and bus stop and boarding platform improvements at Clement Ave and Richter St. Construction completion is projected for the spring of 2021.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
135,000	(135,000)	0	0	0	0	0

Operating Impacts:		Transit - New Bus Stops						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	400	0	0	0	0	0	0	(400)
2021	1,900	0	0	0	0	0	0	(1,900)
2022	1,900	0	0	0	0	0	0	(1,900)

2020 Capital Requests

Provisional Budget

Transportation Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Transportation Capital - Priority 2								
Growth	Clement 3 (COMC) Land only (Hwy 33 - McCurdy)	55,000	(30,900)	0	0	0	0	(24,100)
	T1 - DCC Roads	55,000	(30,900)	0	0	0	0	(24,100)
Renew	Transit Renewal - Kelowna North Stop Upgrades	100,000	(100,000)	0	0	0	0	0
	T4 - Transportation System Renewal	100,000	(100,000)	0	0	0	0	0
Growth	Master Planned Primary AT Routes	1,000,000	0	0	0	0	0	(1,000,000)
	T5 - Bicycle Network	1,000,000	0	0	0	0	0	(1,000,000)
Growth	Sidewalk Network Expansion	500,000	0	0	0	0	0	(500,000)
	T6 - Sidewalk Network	500,000	0	0	0	0	0	(500,000)
New	Pedestrian and Road Safety Projects	400,000	0	0	0	0	0	(400,000)
	T7 - Safety and Operational Improvements	400,000	0	0	0	0	0	(400,000)
Growth	Transit Priority Measures	1,000,000	(300,000)	0	0	(700,000)	0	0
	T8 - Traffic Control Infrastructure	1,000,000	(300,000)	0	0	(700,000)	0	0
	Cost Center Totals	3,055,000	(430,900)	0	0	(700,000)	0	(1,924,100)
	Grand Total	3,055,000	(430,900)	0	0	(700,000)	0	(1,924,100)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

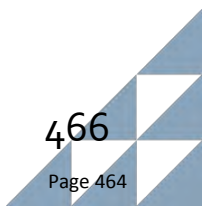
RED - Capital request has reduction impacts included on the request

Water





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2020 Capital Requests

Provisional Budget

Water Capital Summary - Utility Funds

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Water Capital - Priority 1								
466	Growth	Poplar Point to Dilworth Mountain Transmission Upgrade Design	300,000	(296,100)	0	0	0	(3,900)
		W1 - DCC Pipes (Mains)	300,000	(296,100)	0	0	0	(3,900)
466	New	Offsite & Oversize - Water	117,200	(58,600)	0	0	0	(58,600)
		W5 - DCC Offsite & Oversize	117,200	(58,600)	0	0	0	(58,600)
467	Renew	Poplar Point UV System Assessment and Modifications	150,000	0	0	0	0	(150,000)
CCP 448	Renew	Lakeshore Upgrade (Bellevue Creek - Collett)	350,000	0	0	0	0	(350,000)
467	Renew	Water Meter Replacement Program	1,450,000	0	0	0	0	(1,450,000)
468	Renew	Watermain Renewals	900,000	0	0	0	0	(900,000)
		W6 - Network and Facility Renewal	2,850,000	0	0	0	0	(2,850,000)
468	New	Water Meter New Installations	150,000	0	0	0	(150,000)	0
		W7 - Network and Facility Improvements	150,000	0	0	0	(150,000)	0
469	Renew	Dam Repairs - Irrigation Intake	250,000	0	0	0	0	(250,000)
469	Renew	Hydrants	20,000	0	0	0	0	(20,000)
470	Renew	Irrigation System Upgrades	200,000	0	0	0	0	(200,000)
		W8 - Irrigation Network Improvements	470,000	0	0	0	0	(470,000)
Cost Center Totals			3,887,200	(354,700)	0	0	(150,000)	(3,382,500)
Grand Total			3,887,200	(354,700)	0	0	(150,000)	(3,382,500)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W1 - \$300K	
Title:	Poplar Point to Dilworth Mountain Transmission Upgrade Design		PROVISIONAL

Justification:

Budget is requested to complete design of the water supply from Poplar Point to Dilworth Reservoir, through Knox Mountain reservoir and downtown. This will be a key requirement of the 2040 Official Community Plan to supply water to the core area of the city. This request combines the Royal View and Ellis/Poplar design budgets. This design aligns with the 10 year capital plan and will see completion by 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
300,000	(296,100)	0	0	0	(3,900)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W5 - \$117K	
Title:	Offsite & Oversize - Water		PROVISIONAL

Justification:

Every year the City partners with the development community to oversize/extend water infrastructure to accommodate future projected development. The current 10-year capital plan amount will accommodate several downtown replacement projects with RU7 zoning changes impacting future fire flow needs. This saves construction costs and disruption by not having to upsize/extend infrastructure in the future when development occurs. Budget is requested for the City's annual share of costs to oversize/extend water infrastructure in excess of the developer's own needs as a result of City requirements. This work will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council-approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
117,200	(58,600)	0	0	0	(58,600)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: Not included W6	
Title:	Poplar Point UV System Assessment and Modifications		PROVISIONAL

Justification:

Budget is requested to assess, design, and begin priority modifications to the Ultraviolet light (UV) water treatment systems at the Poplar Point pump station. This work comes from the lessons learned with the Eldorado UV system failure that resulted in an extended station shutdown. As the primary water supply a similar incident at Poplar point could result in a complete loss of water supply downtown. The work will assess the risks, design modifications to ensure effective UV system operational redundancy and implement priority modifications within budget. It is anticipated that up to an additional \$350,000 could be requested in 2021 subject to the assessment.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	0	0	0	0	(150,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W6 - \$1.4M	
Title:	Water Meter Replacement Program		PROVISIONAL

Justification:

Budget is requested to replace water meters in the City. The 10-Year Capital Plan includes budget to replace all water meters in the City over a 5 year period. Due to budget reallocations from projects in the Phase 1 Water Integration Project, this project has been extended by 2 years to accommodate the annual budget needs. This is a multi-year project with work expected to be completed by the end of 2026.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
1,450,000	0	0	0	0	(1,450,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W6 - \$2M	
Title:	Watermain Renewals		PROVISIONAL

Justification:

Budget is requested to replace two sections of old cast iron watermain. The first 100m section on Glenwood Ave will increase fireflow to the area. The second section on Cadder Ave between Ethel and Richter will be coordinated in conjunction with Ethel 5 construction. The two watermain replacements are anticipated to be complete in 2020. There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
900,000	0	0	0	0	(900,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W7 - \$150K	
Title:	Water Meter New Installations		PROVISIONAL

Justification:

Budget is requested for this annual requirement for the installation of new water meters for new development within the City of Kelowna's water utility. The City is responsible to supply and install all water meters purchased by developers as part of their site requirements. The work will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	0	0	0	(150,000)	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W8 - \$500K	
Title:	Dam Repairs - Irrigation Intake		PROVISIONAL

Justification:

A dam safety review conducted in 2018 concluded that capital works are required on McCulloch Dam, including upgrades to control works and diversion structure. This work is anticipated to be completed in 2020, following design, environmental approvals and off-season construction.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	0	0	0	0	(250,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W8 - \$20K	
Title:	Hydrants		PROVISIONAL

Justification:

Budget is requested for infill hydrant installation throughout the City. This typically represents 2 hydrant installations per year. The locations of the hydrant replacement will be determined once staff complete prioritization. The work will be complete in 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Utility - Water cost centre operating budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
20,000	0	0	0	0	(20,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2020 W8 - \$300K	
Title:	Irrigation System Upgrades	PROVISIONAL	

Justification:

Budget is requested to improve the safety access of the irrigation system pressure reducing valve (PRV) stations which currently do not meet the safety standards regulated by WorkSafeBC. Thirteen sites need immediate modifications to address safety concerns at the entrance hatches. Where funds remain, staff will look to replace one valve as part of a long term capital renewal program to be developed. These works will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	0	0	0	0	(200,000)

2020 Capital Requests

Provisional Budget

Water Capital Summary - Utility Funds

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Water Capital - Priority 2							
New	Young and Hazel Rd Fire Flow	315,000	0	0	0	0	(315,000)
	W7 - Network and Facility Improvements	315,000	0	0	0	0	(315,000)
Renew	Mainline Upgrades - Irrigation system	500,000	0	0	0	0	(500,000)
	W8 - Irrigation Network Improvements	500,000	0	0	0	0	(500,000)
Cost Center Totals		815,000	0	0	0	0	(815,000)
Grand Total		815,000	0	0	0	0	(815,000)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request



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Wastewater





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2020 Capital Requests

Provisional Budget

Wastewater Capital Summary - Utility Funds

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Wastewater Capital - Priority 1								
476	Growth	Water Street DCC Force Main	312,300	(304,200)	0	0	0	(8,100)
		WW1 - DCC Pipes (Mains)	312,300	(304,200)	0	0	0	(8,100)
476	New	Offsite & Oversize - Wastewater	110,000	(55,000)	0	0	0	(55,000)
		WW4 - DCC Oversize	110,000	(55,000)	0	0	0	(55,000)
477	Renew	Sewer Lift Station SCADA Integration	200,000	0	0	0	0	(200,000)
477	Renew	Sanitary Sewer Replacement	2,090,000	0	0	0	0	(2,090,000)
478	Renew	Pipe Replacement	350,000	0	0	0	0	(350,000)
		WW5 - Network and Facility Renewal	2,640,000	0	0	0	0	(2,640,000)
CCP 448	New	KLO Rd Mission Creek Bridge Sanitary Main	1,000,000	0	0	0	0	(1,000,000)
		WW6 - Network and Facility Improvements	1,000,000	0	0	0	0	(1,000,000)
		Cost Center Totals	4,062,300	(359,200)	0	0	0	(3,703,100)
		Grand Total	4,062,300	(359,200)	0	0	0	(3,703,100)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2020 WW1 - \$312K	
Title:	Water Street DCC Force Main		PROVISIONAL

Justification:

This budget completes the installation of the twinning of the Water Street force main currently designed. This budget is consistent with the 10 year capital plan and is expected to be completed by the end of 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
312,300	(304,200)	0	0	0	(8,100)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2020 WW4 - \$110K	
Title:	Offsite & Oversize - Wastewater		PROVISIONAL

Justification:

Every year the City partners with the development community to oversize/extend wastewater infrastructure to accommodate future projected development. The current 10-Year Capital Plan amount will accommodate several downtown replacement projects with RU7 zoning changes impacting future sizing. This saves construction costs and disruption by not having to upsize/extend infrastructure in the future when development occurs. Budget is requested for the City's annual share of costs to oversize/extend wastewater infrastructure and work in excess of the developer's own needs as a result of City requirements. This work will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Maintenance of Council approved levels of service (usually to accommodate growth).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
110,000	(55,000)	0	0	0	(55,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: Not included WW5	
Title:	Sewer Lift Station SCADA Integration		PROVISIONAL

Justification:

Sewer lift station SCADA (supervisory control and data acquisition) operates on a different platform than the rest of the wastewater division. Budget is requested to change the sewer lift station SCADA to match the wastewater SCADA. This will allow for; staff expertise (operation, maintenance, optimization) to be used, spare parts and inventory to be minimized, swappable backups for control system and components, and webserver access for data. This project is anticipated to be complete by March 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
200,000	0	0	0	0	(200,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2020 WW5 - \$1.85M	
Title:	Sanitary Sewer Replacement		PROVISIONAL

Justification:

This request combines the budget requirements for sanitary sewer replacement on Manhattan Drive, Flintoft Avenue and Bay Avenue. The work will replace older (1949) asbestos cement pipe with PVC sewer to improve grades and system operation by increasing depth. This request is an addition to the current budget of \$950,000 approved in 2018/2019. The projects are anticipated to be completed in 2021 in conjunction with the Guy Street Lift Station upgrade project.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
2,090,000	0	0	0	0	(2,090,000)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2020 WW5 - \$1.85M	
Title:	Pipe Replacement		PROVISIONAL

Justification:

Budget is requested to replace vitrified clay pipe as needed. Replacement locations will be aligned with the 2020 roads resurfacing projects. Works will be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
350,000	0	0	0	0	(350,000)

2020 Capital Requests

Provisional Budget

Wastewater Capital Summary - Utility Funds

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Wastewater Capital - Priority 2								
New		Glenmore Road Connection - Cross Rd to north of Scenic Rd	2,010,000	0	0	0	(1,785,700)	(224,300)
		WW1 - DCC Pipes (Mains)	2,010,000	0	0	0	(1,785,700)	(224,300)
Growth		Rose Avenue Lift Station	1,925,000	0	0	0	(1,925,000)	0
		WW2 - DCC Lift Stations	1,925,000	0	0	0	(1,925,000)	0
New		Existing Compost Plant Expansion (DCC)	7,236,900	(3,292,793)	0	0	0	(3,944,107)
		WW3 - DCC Wastewater Treatment Facilities	7,236,900	(3,292,793)	0	0	0	(3,944,107)
		Cost Center Totals	11,171,900	(3,292,793)	0	0	(3,710,700)	(4,168,407)
		Grand Total	11,171,900	(3,292,793)	0	0	(3,710,700)	(4,168,407)

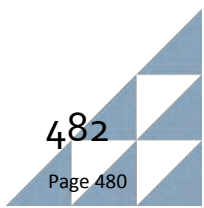
CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request



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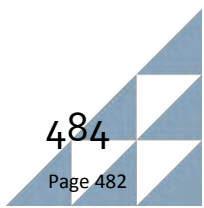


Solid Waste





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2020 Capital Requests

Provisional Budget

Solid Waste Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Solid Waste Capital - Priority 1									
484	Growth	Automated Collection Curbside Carts	300,000	(300,000)	0	0	0	0	0
		SW1 - Equipment	300,000	(300,000)	0	0	0	0	0
484	New	Landfill Liner Design and Construction	2,300,000	(2,300,000)	0	0	0	0	0
485	New	Water System Installation	200,000	(200,000)	0	0	0	0	0
485	Growth	General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
		SW2 - Site Improvement	2,600,000	(2,600,000)	0	0	0	0	0
486	New	Leachate and Landfill Gas Header	300,000	(300,000)	0	0	0	0	0
486	Growth	Landfill Gas & Leachate Recirculation Laterals	400,000	(400,000)	0	0	0	0	0
		SW3 - Gas Management	700,000	(700,000)	0	0	0	0	0
487	New	Drainage & Groundwater Management	50,000	(50,000)	0	0	0	0	0
		SW5 - Drainage & Groundwater Management	50,000	(50,000)	0	0	0	0	0
487	New	Commonage - Exterior Biosolids Tipping Bay	75,000	0	0	0	(25,000)	(50,000)	0
488	Growth	Commonage - Pavement Repairs	500,000	0	0	0	(166,700)	(333,300)	0
488	New	Commonage - Pond Pump Kiosk	100,000	0	0	0	(33,300)	(66,700)	0
OP 489	New	Commonage - Secondary Odour Control Misting System	75,000	0	0	0	(25,000)	(50,000)	0
		SW6 - Recycling & Waste Management	750,000	0	0	0	(250,000)	(500,000)	0
489	New	Road Construction	250,000	(250,000)	0	0	0	0	0
		SW7 - Landfill Area Development	250,000	(250,000)	0	0	0	0	0
Cost Center Totals			4,650,000	(3,900,000)	0	0	(250,000)	(500,000)	0
Grand Total			4,650,000	(3,900,000)	0	0	(250,000)	(500,000)	0

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW1 - \$300k	
Title:	Automated Collection Curbside Carts		PROVISIONAL

Justification:

Budget is requested to purchase new curbside carts as part of the City of Kelowna's curbside refuse, recycling and yard waste program. These new receptacles are necessary to address residential growth and residential needs for larger recycling and yard waste receptacles. This helps maintain an inventory to provide improved customer service.

There are no operation and maintenance budget impacts associated with this capital request. This budget will be spent in 2020.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(300,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW2 - \$2.3M	
Title:	Landfill Liner Design and Construction		PROVISIONAL

Justification:

Budget is requested for the design and installation of the liner system and supporting infrastructure (water lines, roads, leachate collection, etc.) for Area 2 as per the updated Fill Plan. This project will allow for the ongoing landfilling operations and supplements existing work initiated in 2019. The updated budget value is based on the preliminary design estimate and current unit costs from the Area 1 project completed in 2019. This capital item is a multi-year project funded from the Landfill Reserve, and this phase of construction is anticipated to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,300,000	(2,300,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW2 - \$200k	
Title:	Water System Installation		PROVISIONAL

Justification:

Budget is requested for installation of water mains within the landfill areas for fire protection and to maintain operational needs. This work is anticipated to be completed by 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	(200,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW2 - \$100k	
Title:	General Site Works and Investigations		PROVISIONAL

Justification:

This budget is requested for addressing the regulatory Capital requirements recommended from the 2019 Design Operation and Closure Plan (DOCP). The City will purchase items for monitoring nuisance elements consistent with the ongoing nuisance study work. Also included in this budget request are permanent test wells and geotechnical measurement systems as recommended in the DOCP. The work is anticipated to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	(100,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW3 - \$300k	
Title:	Leachate and Landfill Gas Header	PROVISIONAL	

Justification:

This budget is requested for installation of landfill gas headers to support the laterals and leachate recirculation system as sections of the landfill continue to rise. This capital item is anticipated to be completed by Spring 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Solid Waste operating budget.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	(300,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW3 - \$400k	
Title:	Landfill Gas & Leachate Recirculation Laterals	PROVISIONAL	

Justification:

This budget is requested for installation of landfill gas laterals and leachate recirculation systems as sections of the landfill continue to grow. This annual project will be completed in 2020.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Solid Waste operating budget.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
400,000	(400,000)	0	0	0	0	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW5 - \$50k	
Title:	Drainage & Groundwater Management	PROVISIONAL	

Justification:

This budget is requested to design stormwater and surface water infrastructure within the landfill consistent with the new Long Term Stormwater Management Plan developed in 2019. This work is anticipated to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	(50,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: Not included SW6	
Title:	Commonage - Exterior Biosolids Tipping Bay	PROVISIONAL	

Justification:

At least twice a year, the receiving and mixing of biosolids has to be done outside while maintenance is done in or around the covered mix building. Biosolids trucks are not designed to tip on flat surfaces and have had issues doing this adequately in the past. A proper concrete receiving bay would help contain biosolids and reduce splash onto the delivery trucks. The bay would be used to receive and store other feedstocks when not needed to receive biosolids. This project will be complete in 2020. One third of the cost will be funded by the City of Vernon, a partner in the Composting Facility.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
75,000	0	0	0	(25,000)	(50,000)	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: Not included SW6	
Title:	Commonage - Pavement Repairs		PROVISIONAL

Justification:

Significant pavement repairs are required, especially in sections that direct run-off to the leachate containment system. Repaving larger segments increases durability. The provincial operating permit requires that the site's impervious surface be maintained at all times to prevent leachate infiltration into the environment.

This project would be completed over three years.

One third of the cost will be funded by the City of Vernon, a partner in the Composting Facility.

There are no additional operation and maintenance budget impacts associated with this request.

Project Driver: Regulatory compliance and asset preservation (renewal and replacement to achieve anticipated

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
500,000	0	0	0	(166,700)	(333,300)	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: Not included SW6	
Title:	Commonage - Pond Pump Kiosk		PROVISIONAL

Justification:

Low strength leachate from the Biosolids facility is directed to a pond for evaporation or pumped to Vernon's wastewater effluent management system. The existing kiosk used to house the pumps is in need of replacement. This work will be timed with complement leachate pond upgrades taking place in 2019. This project will be complete in 2020. One third of the cost will be funded by the City of Vernon, a partner in the Composting Facility.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
100,000	0	0	0	(33,300)	(66,700)	0

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: Not included SW6	
Title:	Commonage - Secondary Odour Control Misting System		PROVISIONAL

Justification:

The City's operating permit requires a secondary odour treatment system at the Biosolids Compost facility. Our permit requires the new system be implemented by June 30, 2020. An odour management misting system has been selected for implementation as the best value choice. The project will be complete in 2020. One third of the cost will be funded by the City of Vernon, a partner in the Composting Facility.

Project Driver: Regulatory Compliance

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
75,000	0	0	0	(25,000)	(50,000)	0

Operating Impacts: Commonage - Secondary Odour Control Misting System

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2020	70,000	0	0	0	0	(23,300)	(46,700)	0
2021	70,000	0	0	0	0	(23,300)	(46,700)	0
2022	70,000	0	0	0	0	(23,300)	(46,700)	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2020 SW7 - \$250k	
Title:	Road Construction		PROVISIONAL

Justification:

New road construction is required on a regular basis as the landfill units shift in shape and size consistent with the Landfill Plan. Some of the longer term budget includes rehabilitation or maintenance of road network components. The works will be completed by Spring 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	(250,000)	0	0	0	0	0

2020 Capital Requests

Provisional Budget

Solid Waste Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Solid Waste Capital - Priority 2								
	Growth Equipment	150,000	(150,000)	0	0	0	0	0
	SW1 - Equipment	150,000	(150,000)	0	0	0	0	0
New	Landscaping and Irrigation Installation - Glenmore Road North Berm	400,000	(400,000)	0	0	0	0	0
	SW2 - Site Improvement	400,000	(400,000)	0	0	0	0	0
Growth	Stockpiles and Reprocessing Areas Relocation	4,300,000	(4,300,000)	0	0	0	0	0
	SW7 - Landfill Area Development	4,300,000	(4,300,000)	0	0	0	0	0
Renew	Infrastructure Renewal	460,000	(460,000)	0	0	0	0	0
	SW9 - Solid Waste Renewal	460,000	(460,000)	0	0	0	0	0
	Cost Center Totals	5,310,000	(5,310,000)	0	0	0	0	0
	Grand Total	5,310,000	(5,310,000)	0	0	0	0	0

Storm Drainage





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2020 Capital Requests

Provisional Budget

Storm Drainage Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Storm Drainage Capital - Priority 1									
494	Renew	Mill Creek Flood Protection	1,670,000	(1,000,000)	0	(670,000)	0	0	0
494	New	Mill Creek Flood Storage	908,200	(520,000)	0	(363,300)	0	0	(24,900)
495	Renew	Bertram Creek and Lakeshore Road Culvert Upgrades	50,000	0	0	0	0	0	(50,000)
		D1 - Hydraulic Upgrading Program	2,628,200	(1,520,000)	0	(1,033,300)	0	0	(74,900)
495	New	Containment Devices	200,000	0	0	0	0	0	(200,000)
		D2 - Storm Drainage Quality Program	200,000	0	0	0	0	0	(200,000)
Cost Center Totals			2,828,200	(1,520,000)	0	(1,033,300)	0	0	(274,900)
Grand Total			2,828,200	(1,520,000)	0	(1,033,300)	0	0	(274,900)

CCP - Combined capital project

OP - Capital request has operating impacts included on the request

RED - Capital request has reduction impacts included on the request

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2019 D1 - \$1.67M	
Title:	Mill Creek Flood Protection		PROVISIONAL

Justification:

Budget is requested to initiate the planning, design and construction of storm retention facilities on Mill Creek downstream of the Kelowna Airport. This phase of work will include modeling, environmental assessment, First Nations engagement, development of cost estimates and construction of one pond with completion by spring 2021. This work is 40% funded through the Disaster Mitigation and Adaptation fund (DMAF).

There are no operation and maintenance budget impacts associated with this request.

This project is named Upstream Storage for Peak Storm Attenuation in the 10-Year Capital Plan.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,670,000	(1,000,000)	0	(670,000)	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2020 D1 - \$908k	
Title:	Mill Creek Flood Storage		PROVISIONAL

Justification:

As part of the Mill Creek Flood Mitigation project funded by the Disaster Mitigation and Adaptation Fund, a new dam and reservoir upstream of the airport will be investigated to trim storm peaks during major freshet and storm events. Budget is requested for the works intended to be constructed downstream of Postill Lake and Bullman Lake, and will include a channel, intake structure and access road. The project will be multi-year, and final completion is anticipated by 2026.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
908,200	(520,000)	0	(363,300)	0	0	(24,900)

2020 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2020 D1 - \$50k	
Title:	Bertram Creek and Lakeshore Road Culvert Upgrades	PROVISIONAL	

Justification:

Budget is requested for works that include the installation of a ditch inlet, storm drain and riprap apron as part of a road culvert upgrade. The work will also include some tree removal and ditch upgrades to protect Bertram Creek Park.

The work is anticipated to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	0	0	0	0	0	(50,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2020 D2 - \$90k	
Title:	Containment Devices	PROVISIONAL	

Justification:

Oil-grit separators are the best management practice available to improve stormwater quality into our creeks and lakes from older commercial and industrial areas in the City. Budget is requested to allow City construction staff to install an oil grit separator as part of the Lakeshore Road and Bridge project to be completed in 2020.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
200,000	0	0	0	0	0	(200,000)

2020 Capital Requests

Provisional Budget

Storm Drainage Capital Summary - General Fund

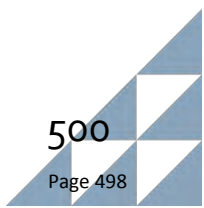
Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Storm Drainage Capital - Priority 2								
New	Design Flood Protection Upgrades (Clement to Brandt's Creek)	500,000	0	0	(200,000)	0	0	(300,000)
Renew	Mill Creek Dredging	200,000	0	0	0	0	0	(200,000)
Renew	Frost and Frazer Lake Stormwater Improvements	200,000	0	0	0	0	0	(200,000)
New	Springfield Rd - West of Belgo (Detention Pond)	270,600	0	0	0	0	0	(270,600)
New	Rembler Cr Channel (Chute Lake - Lakeshore)	15,000	0	0	0	0	0	(15,000)
	D1 - Hydraulic Upgrading Program	1,185,600	0	0	(200,000)	0	0	(985,600)
Cost Center Totals		1,185,600	0	0	(200,000)	0	0	(985,600)
Grand Total		1,185,600	0	0	(200,000)	0	0	(985,600)

Carryover Budget





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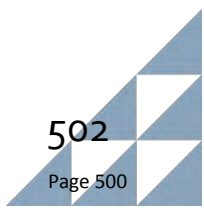


Final Budget





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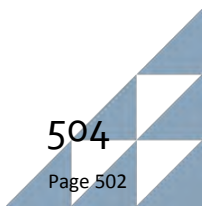


Five-Year Financial Plan





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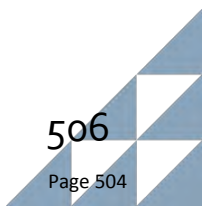


Appendix





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APPENDIX

Supplemental information

Citizen survey results

The Citizen Survey is conducted to gauge public satisfaction with municipal programs and services and to gain an insight into citizens' service priorities. Responses are weighted by age, gender and city-wide distribution to accurately reflect Kelowna's population. Ipsos has conducted Citizen Surveys for the City in 2018, 2017, 2015, and 2012.

Kelowna continues to be seen as a safe community with a good quality of life. Citizens are satisfied with City services and believe they receive good customer service and value for their tax dollars.

Top of mind issues for citizens include social issues (51%) and transportation (43%), following are second-tier issues crime (11%) and growth and development (10%).

Areas of strength include fire and police services, drinking water quality for City utility customers, community cleanliness and snow removal. Traffic flow management was identified as a primary area for improvement.

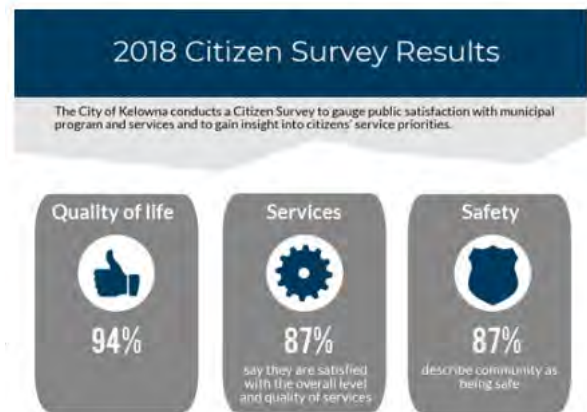
Specific research objectives for the 2018 Citizen Survey included:

- Identify important community issues
- Assess perceptions of Kelowna's quality of life
- Measure the importance of and satisfaction with municipal services and infrastructure
- Determine the perceived value for taxes and preferred funding options
- Identify priorities for investment
- Measure contact with the City and satisfaction with the City's customer service
- Assess perceptions of community safety

Insight gained by this research helps us make important decisions regarding planning, budgeting and service improvements.

Key Takeaways from the 2018 Citizen Survey Results include:

- Overall, citizens continue to demonstrate mostly positive views of the community and City although slightly lower than previous years.
- While perceptions of overall quality of life remain high, there is growing negative momentum to the direction that quality of life is taking. A number of factors are driving perceptions of a worsening quality of life, including traffic congestion, poverty/homelessness, safety, the cost of living, and the level and pace of growth and development.
- Social issues are a growing concern and continue to top the public issue agenda. Poverty/homelessness is the most commonly cited social issue, and addressing social issues such as homelessness, mental health, and addiction is citizens' leading priority for municipal investment over the next four years. Housing affordability and supply is also emphasized.
- Transportation issues persist. Traffic congestion and flow consistently surfaces as the area most in need of improvement.
- While Kelowna continues to be seen as a safe community overall, crime is a growing top-of-mind issue and residents feel less safe now as compared to three years ago. Homelessness/poverty is the main driver behind perceptions of worsening community safety.
- Overall satisfaction with City services remains high although has been gradually trending downward over the past several years. While satisfaction with community cleanliness has dropped, it continues to be one of the City's primary strengths.



- Key financial metrics hold steady. Residents continue to say they receive good value for their taxes, and prefer tax increases over service reductions; however, the gap separating the two options has narrowed.
- Overall, residents prioritize renewing existing infrastructure over building new infrastructure although there is appetite for both.
- The City continues to provide good customer service overall, with staff's courteousness standing out as a service highlight. However, there is still room for improvement, with one-quarter of those who contacted the City in the last 12 months saying they are dissatisfied with the service received.

To review the detailed report, visit kelowna.ca and search for Citizen Survey.

Official Community Plan: indicators report

The Official Community Plan (OCP) is our shared vision for Kelowna as a sustainable city over the next 20 years. It illustrates how we want to grow and what we want our city to be like. The City is currently working on updating the OCP, as well as the Transportation Master Plan (TMP). A draft of the OCP is expected to be delivered by summer 2020 and a final version for Council's consideration in early 2021. To learn more visit kelowna.ca/kelowna2040.

Importantly, it outlines what our city needs to be successful in the future — a great place to live, work and play. To achieve this, the OCP sets goals, objectives and policies to guide our growth and change. The plan was developed with significant public involvement and responds to the community's vision for a livable and thriving community.

According to community input into the Official Community Plan (OCP) 2010 - 2030, residents want a city where:

- Urban communities are compact and walkable
- Housing is available and affordable for all residents
- People feel safe downtown and in their own neighbourhoods
- The natural environment (land and water) is protected and preserved
- Walking paths and bicycle routes connect to key destinations
- The economy is growing, vibrant and bringing in new businesses
- Buildings and public spaces are attractive places
- Recreation and cultural opportunities are plentiful

OCP Indicators Report

Updating of Kelowna's Official Community Plan is underway. This multi-year project is anticipated for completion in 2020.

The most recent OCP Indicators Report was prepared in 2016 and suggests that the City is moving towards achieving OCP goals. The intent of the report is to produce a yearly snapshot report providing data relative to previous years. The OCP is a living document and data from these reports is used to support OCP amends on an ongoing basis. On a larger scale, the data from the indicators reports will be fundamental to informing any potential changes as part of the upcoming OCP Update process.

For the full 2016 report, visit kelowna.ca and search for Official Community Plan 2016 Indicators Report.



2019 Community Trends Report

The sharing economy is evolving at a rapid pace, disrupting various sectors of our cities and putting pressure on local governments to respond. The sharing economy is part of a shift in values with people favouring access over ownership, promoting a less consumptive lifestyle and changing the way our cities function. These new business models allow for cities to take advantage of the idle capacity or underutilization of assets resulting in a car that usually sits parked 90% of the time to be shared by 10 different people over the course of the day. Cities are beginning to respond, looking to develop policies and regulations that promote innovative ideas, but ensure there is a public benefit to the local community.

The Community Trends Report is prepared annually to explore how major changes in the future might impact the long-term management of cities. The Community Trends Report is a researched-based document that sets the stage for future action by identifying the local implications of broader national trends. The report allows the corporation to explore complex topics in a less formal manner that is more accessible to the broader community. For this reason, the Community Trends Report is intended to serve as a resource for the corporation and to inform residents, businesses and local community organizations about future shifts in society and the anticipated local impacts.



For the full report, visit kelowna.ca and search for Community Trends Report.

Statistics

Top 10 corporate taxpayers

2019

Rank	Business (owner) name	Type of property
1	Orchard Park Shopping Centre	Shopping Mall
2	FortisBC Inc	Electrical Utility
3	Al Stober Construction Ltd	Commercial Building
4	Inland Natural Gas Co Ltd DHL	Gas Utility
5	No 48 Holdings Ltd McIntosh	Shopping Mall
6	Properties Ltd 4231	Shopping Mall
7	Investments Ltd	Shopping Mall
8	RG Properties Ltd	Shopping Mall
9	Victor Projects Ltd	Shopping Mall
10	Wal-Mart Canada Corp	Shopping Mall

2018

Rank	Business (owner) name	Type of property
1	Orchard Park Shopping Centre	Shopping Mall
2	FortisBC Inc	Electrical Utility
3	DHL No 48 Holdings Ltd	Hotel & Convention Centre
4	Inland Natural Gas Co Ltd	Gas Utility
5	McIntosh Properties Ltd 4231	Shopping Mall
6	Investments Ltd	Shopping Mall
7	Victor Projects Ltd	Shopping Mall
8	RG Properties Ltd	Shopping Mall
9	Dilworth Shopping Centre Ltd	Shopping Mall
10	Wal-Mart Canada Corp	Shopping Mall

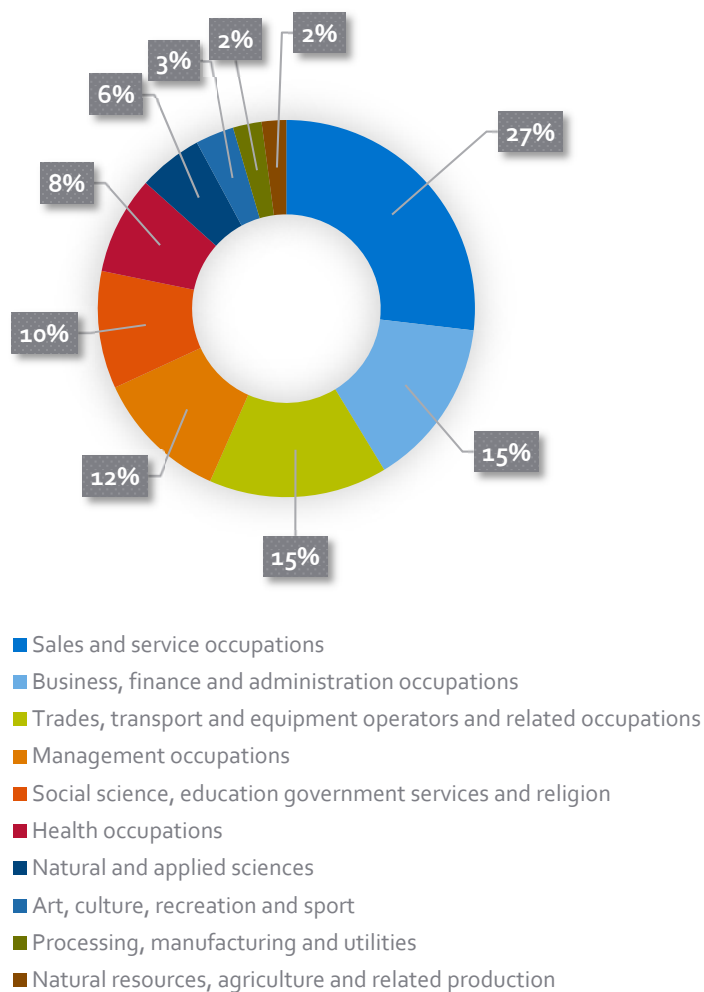
Tax comparison analysis – 2018 & 2019

Business	2018	2019	Difference	Change
Assessed value	1,514,610	1,630,100	155,610	7.63%
Municipal				
General Tax Levy	11,167.90	11,371.39	203.49	1.83%
Infrastructure Levy	0.00	253.51	253.51	2.27%
	11,167.90	11,624.90	457.00	4.10%
School				
General Tax Levy	6,361.36	6,846.42	485.06	7.63%
Other Taxing Jurisdictions				
Regional District Levy	970.72	987.68	16.96	1.75%
Hospital Levy	978.78	991.75	12.97	1.33%
Library Levy	517.62	520.49	2.88	0.56%
BC Assessment Levy	187.96	176.38	(11.59)	(6.16%)
Total Tax Levy	31,352.24	21,147.62	1,420.28	4.53%
Residential	2018	2019	Difference	Change
Assessed value	641,920	684,450	42,530	6.63%
Municipal				
General Tax Levy	1,990.69	2,026.99	36.3	1.83%
Infrastructure Levy	0.00	45.19	45.19	2.27%
Other Municipal User Fees				
Garbage Collection/Waste Reduction	174.30	180.30	6	3.44%
School				
General Tax Levy	930.72	992.38	61.66	6.63%
Homeowner Grant	(770)	(770)	0	
	160.72	222.38	61.66	38.37%
Other Taxing Jurisdictions				
Regional District Levy	167.96	169.26	1.31	0.78%
Hospital Levy	169.34	169.95	0.61	0.36%
Library Levy	92.24	92.81	0.57	0.62%
BC Assessment	25.87	26.62	0.75	2.91%
Total Tax Levy	2,781.12	2,933.51	152.39	5.48%

Local economy¹

Occupation

National Occupational Classification (NOC) 2016



For more information on the local economy, visit www.investkelowna.com.

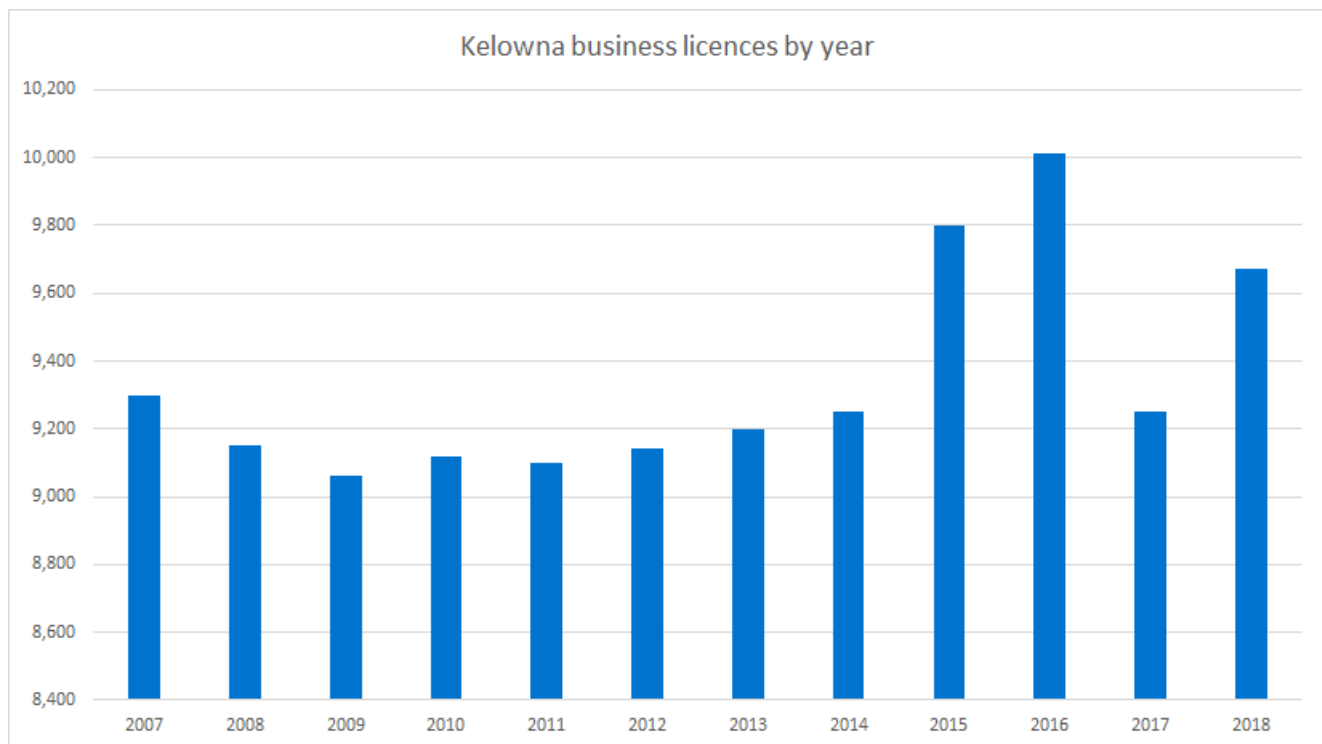
¹ Note:

[1] For the 2011 National Household Survey (NHS) estimates, the global non-response rate (GNR) is used as an indicator of data quality. This indicator combines complete non-response (household) and partial non-response (question) into a single rate. The value of the GNR is presented to users. A smaller GNR indicates a lower risk of non-response bias and as a result, lower risk of inaccuracy. The threshold used for estimates' suppression is a GNR of 50% or more. For more information, please refer to the National Household Survey User Guide, 2011.

[2] Includes self-employed with an incorporated business and self-employed with an unincorporated business. Also included among the self-employed are unpaid family workers.

Source: Statistics Canada - 2011 National Household Survey. Catalogue Number 99-012-X2011033.

Business licences



**The City of Kelowna stopped issuing secondary suite licences in 2017*

Access to markets

Kelowna's central location provides the city with access to key markets, as well as their population base.

Distance (km) to Kelowna from:

- Vancouver – 457
- Seattle – 579
- Calgary – 612
- Portland – 826
- Saskatoon – 1,233
- Salt Lake City – 1,614
- San Francisco – 1,872
- Winnipeg – 1,970
- Los Angeles – 2,494
- Denver – 3,215

Kelowna weather

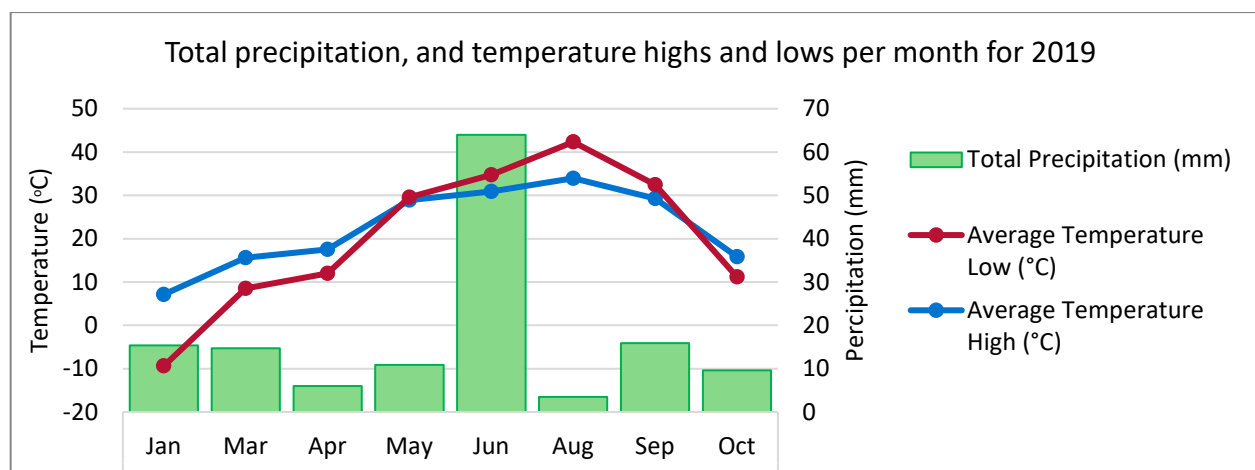
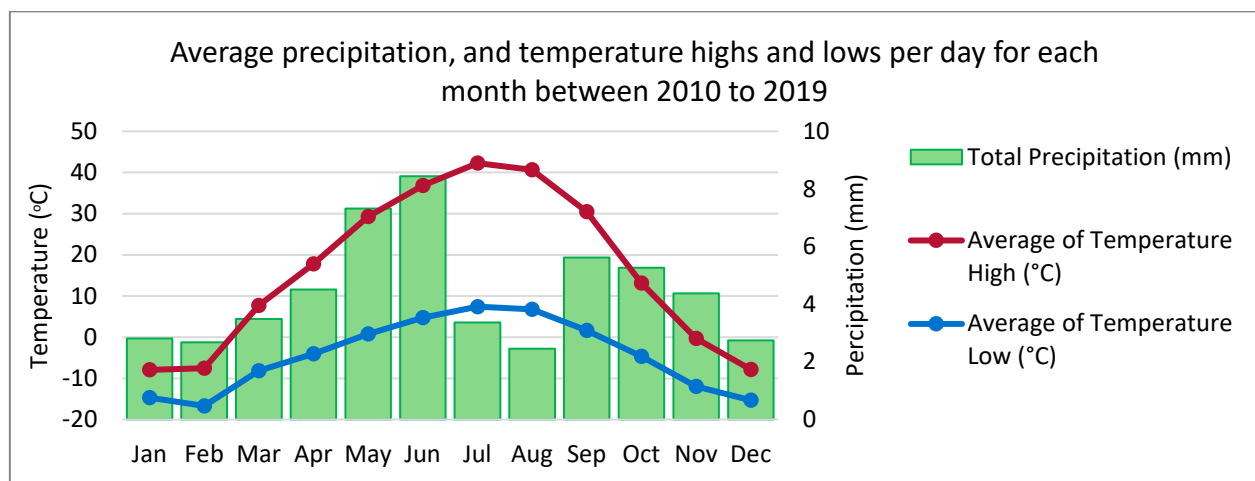
Historic Temperatures (°C)

Recorded Highs											
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
January		7.9	11.2	8.1		12		7.1		5.8	8.7
February		11.5	6.8	10.4	5.5	9.9	12.8	13.8			
March		14.3		13.5	17.6		19.3	20.3			17.1
April		23		25.8	22.6	22.7	25.8	27.4		25.4	17.5
May					30.3	25.1	29.5	28.4	31.8	31.9	30.5
June			29.8	26.7		31.2	38.7	35.7	32.8	33.3	33.9
July		33.7	33.2	34.7	36.6	37.1	37.6	35.7	33.9	36.8	
August		34.8	32.8	36.3		34.7	37.8	33.5	34	36.8	36.1
September	29.9	24.8	32.1	27.7	30.7	27.3		28.7	35.6		29.7
October	14.9	24.3	17.1	20.7		22.1	19.5	12.5		17.1	17.6
November	12.5	15.2	11.2	15.4		15.2	14.3	16.6		14	
December		8.6	9.5	11.9	4.4	10	11.9	6.1		9.6	
Highest Temperature per year	29.9	34.8	33.2	36.3	36.6	37.1	38.7	35.7	35.6	36.8	36.1
Record highs by month	Jan 13 2014	Feb 27 2016	Mar 31 2016	Apr 21 2016	May 23 2018	Jun 28 2018	Jul 9 2015	Aug 13 2015	Oct 2 2010	Nov 8 2016	Dec 1 & 9 2012 & 2015
	12	13.8	20.3	27.4	31.9	38.7	37.6	37.8	24.3	16.6	11.9
Recorded Lows											
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
January		-20.5	-19.9	-22.3		-24.8		-10.9		-13.8	-24.1
February		-19	-20.8	-16.2	-19	-14.6	-21.6	-20.2			
March		-3.6		-20	-12.2		-10.5	-19.3			-7.9
April		-4.1		-4.8	-4.9	-5.4	-2.6	-7.6		-1.4	-5.5
May					-2.8	-3.9	-1.4	0.5	-0.8	-0.4	-1
June			2.6	4.9		4.6	2	0.4	5.6	5.4	0.9
July		6.5	5.7	6.6	5	5.9	4.8	8.8	5.6	6.2	
August		3.6	3.5	5.8		6.3	7.9	4.6	2.4	8.9	5.4
September		-1.3	-1.2	-0.5	0.6	1		0.8	-0.2		2.8
October	-6	-4.7	-2.4	-10.7		-4.1	-11.6	-3.9		-6	-5.7
November	-15.2	-12.9	-21	-18		-11.3	-13.4	-14.5		-20.4	
December		-10	-18	-15.2	-23.4	-18.4	-19.3	-14.1		-24.1	
Lowest Temperature per year	-15.2	-20.5	-21	-22.3	-23.4	-24.8	-21.6	-20.2	-0.8	-24.1	-24.1
Record lows by month	Jan 12 2014	Feb 8 2015	Mar 4 2012	Apr 10 2016	May 1 2014	Jun 7 2016	Jul 9 2015	Aug 28 2017	Oct 11 2015	Nov 23 2011	Dec 17 2018
	-24.8	-21.6	-20	-7.6	-3.9	0.4	4.8	2.4	-11.6	-21	-24

Historic Precipitation (mm)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
January		15.7	14.3	6.6	11.5	12.6	11.4			7.3	7.8
February		3.9	8.9	19.6	5.1	4.4	19.8		5	10.9	
March			6.8	17.7	14.4	14.5	6.5	4	25.9	10.7	7.8
April		7.9	9.2	36.9	17.4	27.4	1.5	6	16.5	8.5	3.9
May		22.3	39.5		44.1	22.3	29.6	19.6	26.1	22.1	1.2
June		1.3	10.3	71	66.9	25.3	27.7	25.5	8.5	8.2	8.5
July		0.5	15.4	28.5	4.9	5.8		20.9			28.3
August		10.4	6.3		17.4	3.4		23.4		2.3	13.1
September	6.5	25	3.3		55.2	23.5		8.9	1.7	16.6	28
October	12.5	0.8	40.4	32.7		3.4		40.4	8.6	15.1	9.4
November			2.8	16.4	42.1	23.5		21.4	11.4	13.8	
December	9.9	3.6	2.6	10.1	11.7	17.4		4.6	15.5	9.8	
Total Recorded Precipitation per year	28.9	91.4	159.8	239.5	290.7	183.5	96.5	174.7	119.2	125.3	108

	May										
Record Daily	Jan 4	Feb 9	Mar 13	Apr 26	17	Jun 20	Jul 22	Aug 2	Oct 17	Nov 2	Dec 6
Precipitation by month	2019	2015	2013	2018	2016	2018	2013	2014	2015	2010	2015
	8.8	11.3	9.5	19.6	22.7	23.4	10.9	16.8	14.1	18.7	8.5



Glossary

Accrual method of accounting | A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Accumulated surplus | The balance in a fund that represents the cumulative excess in revenues over expenditures. This term also refers to reserve accounts.

Alternative approval process | To provide electors the opportunity to seek a vote on a particular matter being proposed by Council. Approval is obtained if fewer than 10% of eligible electors in the area submit elector response forms (former counter petition process).

Amortization | Is the gradual reduction of debt by means of equal periodic payments sufficient to meet current interest and liquidate the debt at maturity.

Appropriation | Term used to refer to the setting aside of monies into a reserve account or fund.

Balanced budget | Budgeted expenditures and transfers to funds are equal to budgeted revenues and transfers from funds.

Base budget | The initial budget that provides for the existing levels of service in the current year.

Capital assets | Is a long-term asset that is not purchased or sold in the normal course of business. Generally, it includes fixed assets.

Capital expenditures | Expenditures of a non-operating or maintenance nature, such as costs to acquire equipment, land, buildings and costs associated with new infrastructure or improvements to existing infrastructure.

Capital lease | Is a lease obligation that has to be capitalized on the balance sheet.

Cost center | Within the City's reporting structure a cost center refers to a specific director, manager, supervisor or division (see Department/Division/Branch).

Conditional grants | Grants (e.g. Federal and Provincial Government) that are dependent on annual approval and potentially limited in how they may be expended.

Debenture | A form of long term corporate debt that is not secured by the pledge of specific assets.

Debt service | The amount of interest and payments due annually on long term debt.

Deficit | An excess of expenditure over revenue. A loss in business operations.

Division/Department/Branch | Part of the City's organization structure. Divisions are the highest level grouping, departments are sections under the division and branches are sections under department. (ie. Division – Corporate & Protective Services; Department – Financial Services; Branch – Financial Planning).

Depreciation | To lower the price or estimated value of a capital asset.

Development Cost Charges (DCCs) | Monies collected from land developers to offset some of the infrastructure expenditures required to service new development. Charges are intended to facilitate development by providing a method to finance capital projects related to water, sewer, drainage, roads and parkland acquisition.

Drivers & activities | Details how Council, Corporate and Divisional priorities lead the work done at the divisional level. Activities are work plans to be accomplished in the current year.

Expenditure | The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expensed projects | A project which does not meet the criteria as established by the City's Tangible Capital Asset policy based on PSAB 1350 requirements. These project budgets are recognized in department operating budgets.

Expenditure reduction | A request to reduce an existing expenditure level.

Fees and charges | A source of revenue generated by the activities, works or facilities undertaken or provided by or on behalf of the City.

Financial Plan | Section 165 of the Community Charter requires that a municipality must have a financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted. The financial plan may be amended by bylaw at any time and is for a period of 5 years. The financial plan identifies the revenue sources and the proposed expenditures to be incurred to meet the outlined objectives.

Franchise fee | A charge made to a privately owned utility for the ongoing use of City property. The City of Kelowna has one franchise fee agreement with Terasen Gas Inc.

Full-Time Equivalents (FTEs) | A conversion measure to express all staffing (temporary, part-time, etc.) in terms of a common fulltime denominator.

Fund | A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity. The City has five main funds: general, water, wastewater, natural gas and airport. There are also various statutory reserve funds.

General Fund | This fund is used to account for general operations and activities and includes most city departments except the enterprise funds of water, wastewater, natural gas and airport. The departmental activities in the general fund are funded wholly or in part by property taxes.

General revenue | Refers to the revenues which are not specifically attributable to or generated by any particular department within the City's reporting structure.

Grants-in-lieu | Properties within a municipality that are owned by the Federal or Provincial governments are exempt from taxation. The City may receive a grant-in-lieu in place of a tax levy.

Infrastructure | Facilities and improvements such as buildings, roads, sidewalks, storm drainage, waterworks, sanitary sewer systems.

Internal control | Include policies and procedures that pertain to the maintenance of accurate and reasonably detailed records.

Internal equipment revenue | Revenue generated from a charge against current operations for the use of a City vehicle or equipment. The charge is similar for a class of vehicles and is based on full recovery plus inflation.

Local Government Act (LGA) | Provincial legislation that provides authority for municipal expenditure and revenue collection. Some sections of the LGA have been replaced by the Community Charter.

Modified accrual basis | Modified accrual accounting recognizes revenues when they become available and measurable and with a few exceptions, recognizes expenditures when liabilities are incurred.

Official Community Plan (OCP) | A City bylaw that defines policies for land use and development.

Operating expenses | The cost for personnel, internal equipment, materials, contract services and transfers required for a department to function.

Operating request | A request for operating budget that is required to provide a new service or expand an existing service beyond the current funding level.

Operating revenue | Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees and charges from specific services, interest earnings, and grant revenues.

Pay-as-you-go Capital | Capital expenditures that are financed from current year taxation revenues.

Parcel tax | A tax imposed on the basis of a single amount for each parcel, the taxable area of the parcel, or the taxable frontage of a parcel.

Property taxation | The process by which the City obtains the required funds to pay for the General Fund Operating and Capital expenditures of any given year not funded from another source. This is provided by a levy on each property of various classes within the municipality.

Reserve account | Part of the Accumulated Surplus that has been earmarked for future operating or capital expenditures.

Reserve Fund (statutory reserves) | A reserve fund is established by Council by bylaw for a specified purpose that is within the powers of the municipality within the powers of the LGA or another Act.

Revenue | Sources of income financing the operations of the City.

TDAR technology | Tailgate detection, alarm and recording system. Biometric system that uses fingerprinting and cards to access restricted areas.

Time Resource Management (TRM) | Recording system for payroll, equipment use and materials used by the operations group.

Tradewaste Treatment Facility (TWTF) | Wastewater treatment facility run by the City but charged back to specific commercial users.

UPASS | A program where students pay a fee per semester that lets them use their student card as a bus pass.

Utility | The City owns three utilities; water, wastewater and natural gas. The airport is also treated like a separate utility. These utilities pay for themselves through a separate revenue structure specific to each one that pays for their respective operating costs, debt servicing costs and capital projects not funded from other sources.

Working capital | The excess of current assets over current liabilities.

Acronyms & Abbreviations

AIF	Airport Improvement Fee	ORT	Okanagan Rail Trail
ALC	Active Living & Culture	PACT	Police and Crisis Team
ATC	Active Transportation Corridor	P.A.R.T.Y.	Prevent Alcohol and Risk Related Trama to Youth
BCA	BC Assessment		
BCMSA	BC Municipal Safety Association	PAWS	Pre-Authorized Withdrawal System
CARIP	Climate Action Revenue Incentive Program	PCARD	Purchasing Card
C.C.	Community Charter	PGB	Personal Growth Boundary
CCJS	Canadian Centre for Justice Statistics	POC	Paid-on-Call
CCTV	Closed-circuit television	PRC	Parkinson Recreation Centre
COJHS	Central Okanagan Journey Home Society	PSAB	Public Sector Accounting Board
COK	City of Kelowna	PSAS	Public Sector Accounting Standards
CPO	Community Policing Office	Q1	First Quarter
CPTED	Crime Prevention through Environmental Design	Q2	Second Quarter
		Q3	Third Quarter
CS4L	Canadian Sport for Life	Q4	Fourth Quarter
CUPE	Canadian Union of Public Employees	RCMP	Royal Canadian Mounted Police
CWME	Capital Works Machinery & Equipment – statutory reserve fund	RDCO	Regional District of the Central Okanagan
		RFI	Request for Information
DKA	Downtown Kelowna Association	RFP	Request for Proposal
EDMS	Electronic Data Management System	RIM	Records & Information Management
EOC	Emergency Operating Centre	SCADA	Supervisory control and data acquisition
FOI	Freedom of Information	SD23	School District No. 23
FTE	Full-time Equivalent	SEKID	South East Kelowna Irrigation District
FVA	Forensic Video Analyst	SOMID	South Okanagan Mission Irrigation District
GAAP	Generally Accepted Accounting Principles	STPCO	Sustainable Transportation Partnership of the Central Okanagan
GFOA	Government Finance Officers Association		
GHG	Greenhouse Gas	STR	Short-term Rentals
HIT	High Importance Trouble	TCA	Tangible Capital Assets
GIS	Geographical Information Systems	TWTF	Tradewaste Treatment Facility
HR	Human Resources	UBCM	Union of British Columbia Municipalities
HVAC	Heating, Ventilation and Air Conditioning	UCR	Uniform Crime Reporting
IAFF	International Association of Fire Fighters Union	UBCO	University of British Columbia – Okanagan
		URBA	Uptown Rutland Business Association
ICBC	Insurance Corporation of British Columbia	WQA	Water Quality Advisory
ICS	Incident Command System	WWTF	Waste Water Treatment Facility
IHA	Interior Health Authority	YLW	Kelowna International Airport
IK	Imagine Kelowna		
KFD	Kelowna Fire Department		
KPI	Key Performance Indicator		
LAS	Local Area Service		
LEED	Leadership in Energy and Environmental Design		
LOA	Lease and Operating Agreement		
MBL	Multiple Bottom Line		
MFA	Municipal Finance Authority		
MoTI	Ministry of Transportation and Infrastructure		
MOU	Memorandum of Understanding		
NSERC	National Sciences and Engineering Research Council of Canada		
NTU	Nephelometric Turbidity Unit		
OCP	Official Community Plan		
OMMLRA	Okanagan Mainline Municipal Labour Relations Association		