

City of Kelowna

Regular Council Meeting

AGENDA



Thursday, December 10, 2020

9:00 am

Council Chamber

City Hall, 1435 Water Street

Pages

1. Call to Order

I would like to acknowledge that we are gathered today on the traditional, ancestral, unceded territory of the syilx/Okanagan people.

In accordance with the most recent Provincial Health Officer Order regarding gatherings and events, the public is currently not permitted to attend Council meetings in-person. As an open meeting, a live audio-video feed is being broadcast and recorded on kelowna.ca.

2. Budget Discussion Schedule

2.1. Opening Comments 9:00 AM - 9:15 AM

2.2. 2021 Financial Plan - Provisional Volume 4 - 479

3. Capital Program

3.1. Airport - Operating and Capital Requests 9:15 AM - 9:25 AM

3.2. Fire - Operating and Capital Requests 9:25 AM - 9:30 AM

3.3. Information Services Capital & Corporate Strategic Services Operating 9:30 AM - 9:45 AM

3.4. Real Estate & Parking 9:45 AM - 9:50 AM

3.5. Building 9:50 AM - 10:00 AM

3.6. Parks 10:00 AM - 10:20 AM

3.7. Vehicle & Mobile Equipment 10:20 AM - 10:25 AM

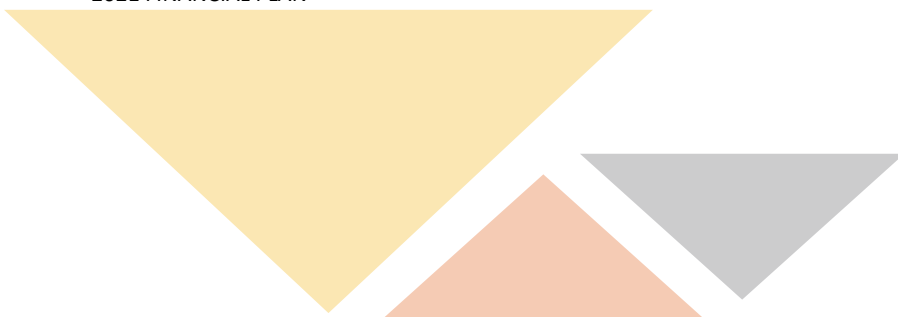
3.8. Transportation 10:25 AM - 11:10 AM

3.9.	Water	11:10 AM - 11:15 AM
3.10.	Wastewater	11:15 AM - 11:20 AM
3.11.	Solid Waste	11:20 AM - 11:25 AM
3.12.	Storm Drainage	11:25 AM - 11:30 AM
4.	Operating Program	
4.1.	City Administration	11:30 AM - 11:35 AM
4.2.	City Clerk	11:35 AM - 11:40 AM
4.3.	Planning & Development Services	11:40 AM - 11:50 AM
4.4.	Partnerships & Investments	11:50 AM - 12:00 PM
5.	Lunch Break	12:00 PM - 1:00 PM
6.	Operating Program (con't)	
6.1.	Infrastructure	1:00 PM - 1:20 PM
6.2.	Civic Operations	1:20 PM - 1:50 PM
6.3.	Water Utility	1:50 PM - 2:00 PM
6.4.	Wastewater Utility	2:00 PM - 2:10 PM
6.5.	Active Living & Culture	2:10 PM - 2:20 PM
6.6.	Corporate & Protective Services - HR & Risk Management	2:20 PM - 2:30 PM
6.7.	Corporate & Protective Services - Community Safety	2:30 PM - 2:45 PM
6.8.	Financial Services	2:45 PM - 2:50 PM
6.9.	Debt & Other	2:50 PM - 2:55 PM
6.10.	General Revenues	2:55 PM - 3:00 PM
7.	Break	3:00 PM - 3:15 PM
8.	Wrap-Up & Discussion	3:15 PM - 4:00 PM

9. Termination

2021 FINANCIAL PLAN

Kelowna, British Columbia
Preliminary - Volume 1



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TABLE OF CONTENTS

About this document	5		
2021 Council Changes	6		
INTRODUCTION & OVERVIEW			
Territory Acknowledgement	9		
Message from the City Manager	10		
Award for Financial Reporting	12		
Our Community	13		
Our City	14		
Our Citizens	15		
2020 by the numbers.....	17		
Imagine Kelowna	18		
Council priorities 2019-2022	20		
Delivering on Council priorities.....	23		
Budget highlights.....	30		
Budget at a glance	30		
General fund highlights.....	31		
Airport and Utility fund highlights.....	36		
STRONG FINANCIAL MANAGEMENT			
Organizational chart	41		
Budget process	42		
Public Input.....	42		
Budget development	42		
Budget cycle & timeline	43		
Performance measurement	44		
Basis of accounting/budgeting	45		
Financial principles & strategies	46		
Policies.....	48		
Financial planning polices	48		
Revenue & expenditure policies	48		
Investment & cash management policies	49		
Capital strategies	50		
Funds & departmental relationship	51		
Municipal funds	51		
Reserve & fund equity	53		
Debt management	55		
Full time equivalent (FTE) summary	64		
FINANCIAL SUMMARIES			
2021 Financial Plan Summary	71		
Analysis of tax demand	71		
Revenues & expenditures	72		
OPERATING BUDGET			
The City & its divisions	85		
Operating budget summary	85		
Operating requests summary	89		
City Administration	103		
City Clerk	111		
Kelowna International Airport	119		
Planning & Development	131		
Partnerships & Investments	147		
Infrastructure	165		
Civic Operations	185		
Water utility	215		
Wastewater utility	229		
Active Living & Culture	239		
Corporate & Protective Services	255		
Human Resources & Risk Management ...	257		
Community Safety	269		
Fire Department	283		
Corporate Strategic Services	293		
Financial Services	307		
Debt & Other	319		
General Revenues	325		
CAPITAL BUDGET			
Capital budget summary	331		
Capital requests summary	337		
Airport	347		
Fire	353		
Information Services	357		
Real Estate & Parking	365		
Building	373		
Parks	385		
Vehicle & Mobile Equipment	399		
Transportation	405		
Water	425		
Wastewater	435		
Solid Waste	443		
Storm Drainage	451		



CARRYOVER BUDGET

Report to Council	TBD
Financial summaries.....	TBD
Summary of 2021 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 2021-2025	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
Capital summary – Utility funds	TBD
Revenue sources & trends	TBD

APPENDIX

Supplemental information	III
Statistics.....	VI
Glossary.....	XI
Acronyms & Abbreviations	XIV

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 2021 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, *2020 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.

Operating budget requests begin with a summary list of all requests presented as 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 financial 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 cost centre 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.

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 includes 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 is provided.



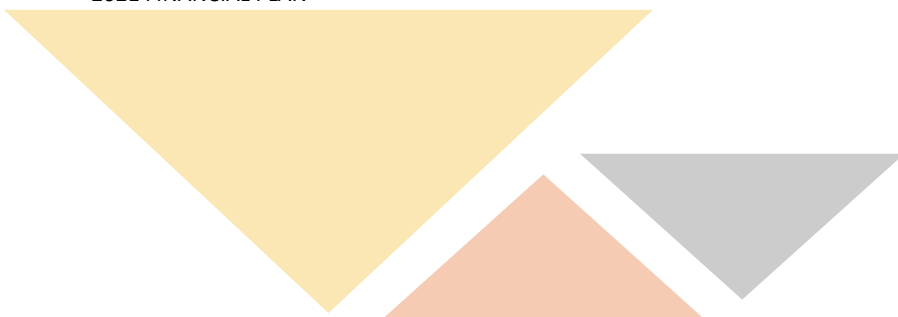


This page to be replaced.

This Preliminary 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 Council made during budget deliberation meetings.


Introduction & Overview





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Territory Acknowledgement

We acknowledge that our community is located on the traditional, ancestral, unceded territory of the syilx/Okanagan people.

City Manager Message



Imagine Kelowna envisions a community for everyone – a place where we collaborate and find innovative ways to address social, economic and environmental challenges and opportunities. That vision has served us well as we navigate the challenges brought on by the worldwide pandemic.

We have worked hard to collaborate with the community to find innovative responses to COVID-19, including the partial closure of Bernard Avenue in the summer and the introduction of many online services to help keep businesses moving forward.

Kelowna continues to be a place where people want to live, explore and do business and the pandemic may well position us as an even more attractive location to reside. The Official Community Plan anticipates ~50,000 more residents in our community by 2040. Our future is bright and the decisions we make today will shape and define our growing city.

Budget 2021 reflects how we are advancing the [2019-2022 Council Priorities](#), investing in essential services and funding projects that provide innovative service delivery or save money. Budget 2021 also includes investments to stimulate the economy and leverage partnerships and grant dollars to improve the experience of living in Kelowna.

Our well-established financial principles and strategies, a corporate focus on strong financial management and transparency remain hallmark guides to our budgeting process. We must be resourceful and innovative to meet community needs while funding plans that will continue to make Kelowna a welcoming, progressive and resilient city. We will do this in part by continuing to advocate for a new fiscal arrangement with the provincial government and by having funds available for “shovel-ready” projects important to the recovery of our community and our economy as we emerge from the pandemic.

We continue to provide good value for tax dollars. The 2020 Citizen Survey found that 79 per cent of citizens say they receive good value for their tax dollars. The survey also tells us the majority of residents prefer a tax increase to expand or maintain service levels, rather than reducing taxes.

Our residents told us through [Imagine Kelowna](#) and again in the [2020 Citizen Survey](#) that community safety and social issues are priorities for investment. Budget 2021 responds to those requests, balancing investment in public safety with social responsibility. Almost \$600,000 is earmarked for social issues including; additional support for Journey Home, complex needs and overnight sheltering. Eight new RCMP members and six new Police Services and Community Safety positions are also included in the budget. Once these are fully annualized, in 2022, the investment will total \$1.9 million annually.

In 2021, we will invest to maintain essential services and renew existing assets the community relies on every day. We propose \$33.4 million in renewal projects such as road resurfacing (\$4.4 million), renewal of wastewater mains and facilities (\$3.7 million), along with numerous park and facility improvements (Knox Mountain Park and City Park, City Hall, Downtown Parkades, Rutland Arena). Other renewal projects include upgrades to traffic signals, sidewalks and bikeways to ensure people in our growing community can continue to get around safely and seek transportation alternatives that help reduce our greenhouse gases.

We will continue to invest in vibrant neighbourhoods by developing more parks and green space in our community, improving transportation and mobility, and connecting high density areas. This includes more than \$4 million proposed for park development and improvements for Pandosy Waterfront Park, Kerry Park, Tower Ranch Park and others. Those funds include improving accessibility for all ages and abilities to existing parks. Active transportation corridors (Houghton, Lakeshore, Casorso) will benefit from a \$5 million investment, and we anticipate taking the next steps in building the Central Green Pedestrian Overpass.



While 81 per cent of 2021 capital budget requests are to maintain levels of service, renew existing infrastructure and cultivate existing projects and developments, 19 per cent of the requests support new investments. Looking to the future, we will invest strategically in new projects that enhance our city and services, including \$5.4 million proposed for general land and parkland acquisition to support the growth of our community, and to connect the Okanagan Rail Trail to Waterfront Park.

To move forward on commitments for environmental sustainability, we are proposing almost \$3 million in new environmental resilience projects to support Mill Creek flood protection efforts, low-carbon transportation options, current building energy retrofits, establish GHG Modelling, support low-carbon building, improve storm drainage and embark on a stormwater basin plan for downtown.

We received \$7.88 million in emergency financial assistance through the BC Safe Restart Program which will prove beneficial, however it does come with limitations and restrictions on how it is allocated. We have put just over \$2.5 million to work mitigating 2020 pandemic impacts, such as gaming revenue shortfalls, COVID-19 related spending and to support the Kelowna International Airport. The remaining \$5.36 million will address a portion of 2021 gaming and other revenue shortfalls, and emergency planning and response for 2021.

Beyond this one-time funding, the City is advocating for a new fiscal relationship with the Province to improve the stability of municipal funding. Municipalities currently receive 8 to 10 cents of every tax dollar paid in Canada yet pay for 60 per cent of municipal infrastructure and, increasingly, are required to support social issues and related services and programs that are mandates of federal and provincial governments.

Unlike other levels of government, the City is not permitted to run a deficit. So, while the City looks to reserves, grants and other sources of revenue, taxation remains an essential piece of the overall budget. Our responsible fiscal management over the years means we have only relied on property taxes to fund an average of 25 per cent of our operations, and while 2021 may present an increase to help offset a decrease in revenues, we are still a ways from other cities, who can be more than 70 per cent reliant on taxation.

Circumstances beyond our control have forced us to rearrange our lives and business practices to fit a shifting landscape of emerging priorities, but we continue to demonstrate resilience and resolve as we navigate the unknown and the unexpected. Our financial planning will continue to remain responsive and agile. With solid plans, strong financial principles and strategies in place to guide us, I believe we are well positioned to take on the challenges and opportunities in 2021 and for years to come.

We will emerge from the pandemic as an even more resilient community, having weathered the storm by maintaining the services residents expect of us while keeping an eye on the future infrastructure and services that make Kelowna a great place to live, visit and conduct business.

I am proud to provide Kelowna City Council with a budget for 2021 that balances the current and future needs of our community, advances Council priorities and supports the vision set out by our community in Imagine Kelowna.

DOUG GILCHRIST

► City Manager, Kelowna



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, 2019

Christopher P. Morrill

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, 2019.

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 18 consecutive years. With the 2020 Annual Budget still under review, we have full expectations of receiving this award once the results are released later this year.

This award is valid for a period of one year only. We believe the City's 2021 budget continues to conform to the program requirements and will be submitted to the GFOA to determine its eligibility for another award.



Our Community

Lifestyle

Kelowna is located along the beautiful shores of Okanagan Lake, in the heart of the stunning Okanagan Valley. It is the largest city in British Columbia outside of Greater Vancouver. Offering a four-season lifestyle, the lake affords boating, swimming and fishing experiences, 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 (92 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.

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 strong, with employment keeping pace with population growth. The technology sector has been dubbed the Silicon 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 economic drivers.

Airport

YLW remains open to allow for essential travel, the shipment of critical cargo, and emergency services such as life-saving medevac flights to continue. For up-to-date information on airport operations, visit ylw.kelowna.ca.

Education

Kelowna is a hub of academic and trades training excellence, with over 29,000 students registered at the University of British Columbia Okanagan (UBCO) and Okanagan College, both which continue to grow in course offerings and student populations.

Health

With Interior Health 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 Faculty of Medicine, our residents receive leading patient-care.





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

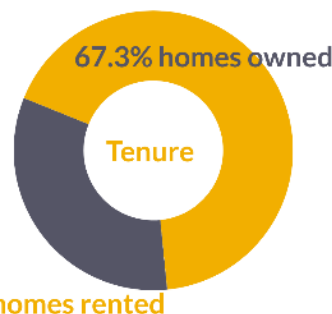




Our citizens

Demographics

*Source: DemoStat 2020 Environics Research



\$108,814
average
household
income

143,148 Residents

25 %
60 years or older

40 %
30 to 59 years old

64% family households



33 % have children

49 % couples without children

70%
Labour force
participation

78%
Travel to work by
car (as driver)



6%
Travel to work by
walking



4%
Travel to work by
cycling



57%
Post-secondary
educated

14%
Immigrant

11%
Visible
minority

7%
Know both official
languages

The **2020 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).

2020 Citizen Survey



92%
Quality of life



91%
Satisfied with overall
level and quality of
City services



87%
Describe
community as
being safe

Top issues for citizens

46%
Social issues

22%
Transportation

8%
COVID-19

Top 5 priorities for investment

1. Addressing social issues
2. Diverse housing options
3. Drinking water
4. Fire and police services
5. Traffic flow management

79% of residents believe they receive good value for tax dollars

89% agree that the City is inclusive and accepting of all





2020 by the numbers



2020 Action Plan

Developed collaboratively by all City Divisions

~100

operational and infrastructure improvements and initiatives



2019-2022 Council Priorities

26

results trending in the right direction

10

results show no change/first year that data is available

3

results trending in the wrong direction

52

Council days
meetings & public hearings

240,000

Landfill visits



\$7.88M

Stimulus
BC Safe Restart
Program Funding

95%

Property taxes paid
before penalty date



15

Dark fibre
connections

0.5%

Rental vacancy rate



Generating
\$14.5M in
revenue

11

new RCMP
members

20

CPTED* audits
conducted



*Crime Prevention Through Environmental Design

Generating
\$170K in
revenue

4

Problem properties
targeted by Property
Standards Compliance Team



1,920 building permits issued

\$475,000,000
construction value



418

Multi family
units
75 %



135

Single detached
units
25%



10,656
Business licences



12
Electric
vehicles in
City fleet
up from 3 in 2019



72 DAYS

of expanded patios and increased access for
pedestrians and cyclists by closing Bernard
Ave to vehicle traffic...

...resulting in an 88% increase
in pedestrian volume over that period



\$56 M

Capital construction projects
(down from 182.1M in 2019)



Water \$20.2M



Transportation \$14.2M



Parks & public spaces \$4.9M



Wastewater \$4.7M



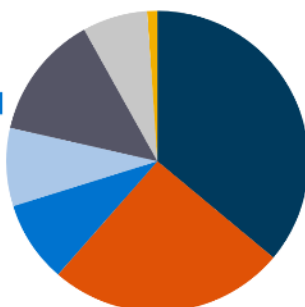
Solid waste \$7.5M



Civic buildings \$3.9M



Storm drainage \$0.6M



\$2M

Cost of
snow removal



Maintained



3,900
Trees

1,720
Road
lane KMs



370

Bike lane
KMs

84

Playgrounds

THE VISION

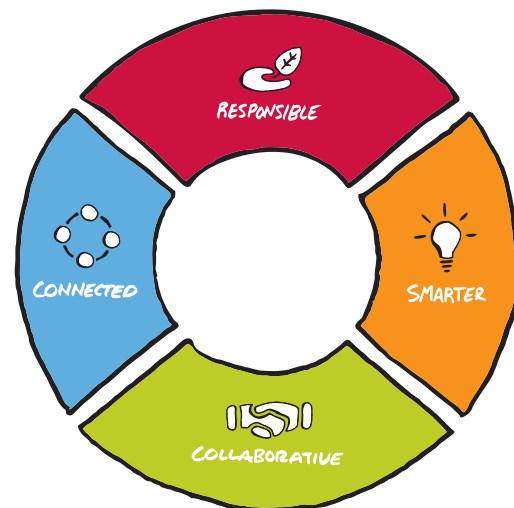
At-a-glance

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.



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

CONNECTED

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.



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

Council Priorities 2019-2022 identifies the strategic shifts, improvements and changes that are important to Council, the community and organization. It is an open and accessible commitment to how we will advance the Imagine Kelowna vision within the next four years. It will focus the work we do to become the Kelowna residents told us they want to see.

Reporting on its progress each year is part of Council's commitment to working in a way that is citizen focused, balanced and embraces continuous improvement. The interactive progress report can be found at kelowna.ca/councilpriorities

Results summary: Council | corporate

Imagine Kelowna: vision into action	Council priorities	Community safety	Social & inclusive	Transportation & mobility	Vibrant neighbourhoods	Economic resiliency	Environmental protection
		Crime rates are decreasing	Policy guides where the City invests resources	Investments are connecting high density areas	Number of urban centre development plans is increasing	Infrastructure deficit is reduced	Resiliency & adaptability to climate change
				More trips by transit, carpooling, cycling & walking	Site design & architecture is high quality, context sensitive	City policies are enabling investment	Greenhouse gas emissions are decreasing
		Residents feel safe	Homelessness is decreasing	Travel times are optimized	Affordable & attainable housing mix options	Top talent is living in Kelowna	Predictive modelling & forecasting
				Emerging technologies make it easier to get around	Accessible and multi-purpose amenities		
		Data and analysis is used to understand problems & target responses	Inclusivity and diversity are increasing	More opportunities to learn about transportation	Animated parks & public spaces	Key economic sector impact is increasing	Emergency response & preparation
				People of all ages & abilities can easily get around	Key sites are proactively planned		
	Corporate	Financial management					
		Lower value activities are improved or stopped			Non-tax revenues are increasing		Cost to deliver services is quantified
		Clear direction					
		Common understanding of future direction	Progress on results is measured, monitored & reported	Divisional business plans are created	Divisions have and use performance measures	Innovation is encouraged & supported	Services, processes & business activities are transformed
		People					
		Ability to attract, select & retain talent		Collaboration is improving problem solving		Staff engagement has increased	Organizational values prepare us for the future



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

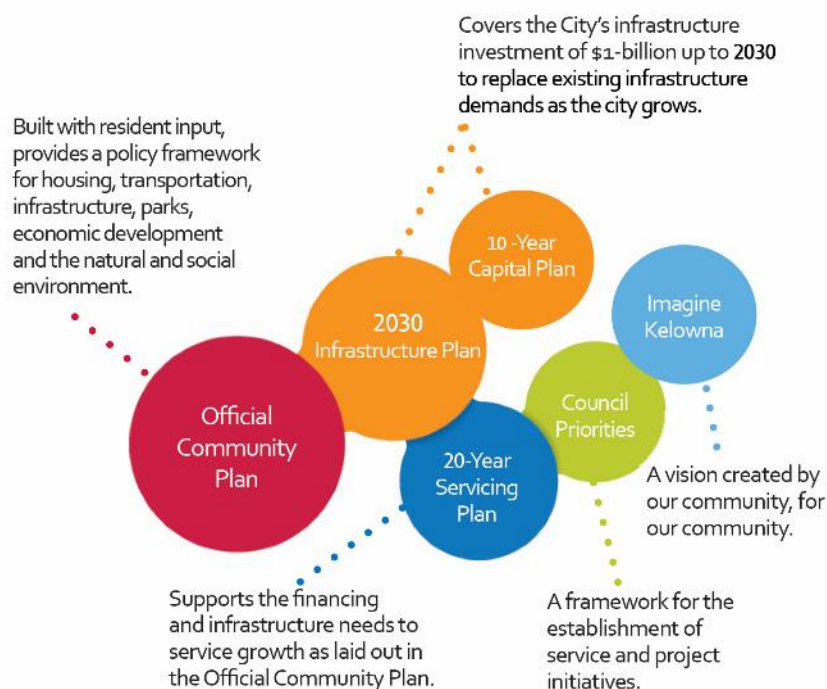
The right people



How do the City plans work together?



Plans that influence the Budget



Delivering on Council Priorities

City-wide accomplishments for 2020

Annual Action Plan and Council Priorities 2019-2022 report (Strategic Direction)

Imagine Kelowna: Vision into Action

Published the Action Plan 2020, an annual plan introduced to hold the City accountable to Council priorities and respond to the community's vision in *Imagine Kelowna*. This annual plan translates strategic direction into results while ensuring the City continues to operate effectively and defines the specific projects being undertaken in 2020 to advance Council's priorities and the City's business objectives.

- Provided the first report back on Council Priorities 2019-2022 and the results achieved in 2019. For 2019, of the 39 results statements, the organization reported that:
 - 26 results are trending in the right direction
 - 10 results show no change or is the first-year data is available
 - 3 results are not trending in the right direction.

Adapting in the face of COVID-19

Reduced the opportunity for the spread of COVID-19 in our community:

- In mid-March, the City closed all its public-facing facilities to the public, accepting appointments only for services.
- In response to the pandemic and physical distancing requirements, the City rolled out Microsoft Teams to more than 600 staff to maintain business continuity and increase collaboration inside and outside the organization.
- Automated 36 crosswalk intersections in the City, making these pedestrian crossing contactless to reduce touch points.
- Deployed Safety Education Ambassadors to visit popular outdoor areas in Kelowna including beaches, parks, sports fields and waterfront areas to ensure residents and visitors are practicing safe physical distancing while enjoying public spaces.
- Implemented a series of new health and safety initiatives at YLW to ensure the public and campus staff feel confident when travelling through the airport and know what to expect before they arrive.

Supported residents and maintained financial transparency and resilience in the face of the pandemic.

- Delayed the late penalty fee for property taxes, waived several charges and fees, supported free transit and provided free parking in some business areas of Downtown and South Pandosy.
- Cut the provisional tax rate in half, reducing it to 2.05 per cent from 4.15 per cent. As a result, reduced planned spending for new capital projects, deferred or eliminated new positions and reduced operational budgets across City departments.
- Adopted a Revenue Anticipation Borrowing bylaw, allowing the City to borrow up to \$150 million to support payments for legislated and essential costs on a one-time basis, for this extraordinary event being the COVID-19 pandemic. The City would only borrow what is necessary to cover determined cash flow shortages.
- Launched improvements to the kelowna.ca homepage to make it easier for residents to access online services under action four categories: apply, pay, report/request and explore.
- Expanded our online services to include more application, payment and chat options for improved customer service any time, day or night.
- Added ways for the public to engage with Council regarding development applications during the COVID-19 pandemic.
- YLW has responded to the impacts of COVID-19 by reducing capital expenditures by \$22.4M (79 per cent) in 2020 and reducing/deferring operating expenditures by \$6.0M (32 per cent) in 2020.
- Maintained operations at YLW, ensuring essential services were available throughout the pandemic.



Started planning for economic recovery

- An Economic Recovery Task was struck by the Regional Mayors and Westbank First Nation Chiefs with Mayor Colin Basran as co-chair.
- Approved using public space as patio space to help businesses enhance capacity, by limiting a section of Bernard Ave to pedestrians beginning June 20 to Sept. 8.
- Applied a phased re-opening of public facilities, following the direction from the Province.

Community Safety

- Invested in front-line safety resources with the addition of 11 RCMP members and 14 civilian support staff in the 2020 Budget.
- BC RCMP announced Inspector Kara Triance as the new Superintendent for the Kelowna Regional Detachment.
- Launched a voluntary CCTV camera registry pilot program in partnership with the Downtown Kelowna Association (DKA) and Kelowna RCMP to help police quickly and efficiently find important footage when investigating a crime.
- Launched the Property Standards Compliance Team (PSCT), a new collaboration between Kelowna RCMP, City of Kelowna staff, Kelowna Fire Department and other agencies as needed to attend to potentially unsafe or illegal properties.
- Began using data and analysis to better understand the issues related to community safety in order to deliver targeted responses.
- Participated on the advisory committee to have Community Court reinstated in Kelowna.
- Began work on the Community Safety Plan to be finalized in 2021.
- Installed sharps disposal boxes on the exterior of all public washrooms located within parks. Added a [map layer](#) showing all sharps containers, washroom and water fountain locations to City's online map system.
- Undertook a comprehensive and methodical review of every major program comprising the Kelowna RCMP Crime Prevention Unit (CPU) to ensure CPU programs are aligned with its vision and mandate, relevant, effective, measurable and efficient.
- YLW worked with the Kelowna RCMP to implement measures to improve safety and mitigate property damage.

Social & inclusive

- Signed a Memorandum of Understanding between the City and the Journey Home Society to support the continued implementation of the Journey Home Strategy, Kelowna's community-built and community-driven, five-year plan to address homelessness. The MOU is designed to support the Society as they build their capacity and continue to grow and evolve and increase their sustainability as an independent organization.
- Received \$691,000 from Health Canada to establish a peer navigator program for community social-serving organizations, in partnership with Urban Matters CCC and PEOPLE Employment Services. The program will provide employment opportunities and will support people experiencing a variety of vulnerabilities, including those with lived and living experience of homelessness and/or substance use.
- Opened the Queensway Washrooms, staffed by people with lived and living experience of homelessness through the newly established non-profit, PEOPLE Employment Services (Paid Employment for People with Lived Experience).
- Implemented the Community Inclusion Model to enhance how housing with supports is introduced into neighbourhoods.
- Supported the opening of Stephen Village and Samuel Place housing with supports (101 units) and broke ground on the Ellis St housing with supports (38 units) building in partnership with BC Housing.
- Partnered with federal and provincial government and NOW Canada Society on a project to build a four-storey building at 1060 Cawston Ave. that will provide 40 affordable rental homes for low- to middle-income individuals, families, and women and children.
- Presented the 45th Annual Civic & Community Awards virtually where finalists and the community could enjoy the celebration with friends and family from the comfort and safety of their own homes.



- Launched the City of Kelowna's first ever Artist in Residence program to broaden the community's experience with arts and culture and stimulate thoughtful conversation on local topics.
- Established a cultural resource hub for non-profit arts & culture groups to provide information, links and resources around support in dealing with the pandemic and the significant impact to this sector.
- Established an Access e-newsletter with updates and resources for people with *Diverse Abilities* to support these individuals to stay connected, supporting mental health while in isolation during the pandemic.
- Provided recreation resources online for older adults and those recovering from injury or illness such as Alzheimer's or Osteoporosis.
- Improved accessibility throughout YLW which includes a pet relief area post-security to accommodate service animals, the YLW website (ylw.kelowna.ca) AA certified for accessibility, and the implementation of a visual paging system in the airport.
- Completion of an accessibility audit by the Rick Hansen Foundation to help identify ways to further improve accessibility at YLW.
- YLW implemented measures to meet the Canada Transportation Act Accessible Transportation for Persons with Disabilities Regulations.
- Tendering now has an inclusion asking suppliers to provide how they are, and what they do to be, socially responsible corporate citizens. Those suppliers that are more impactful and aligned with the City's values can score additional points in evaluation of submissions, increasing their chances of being awarded a City contract.

Transportation & mobility

- Completion of the Chapman Parkade improvements improving the durability, safety and security of this facility.
- Rehabilitation of the Richter Street Bridge over Mill Creek valued at \$380,000.
- Partnered with Rogers and the University of British Columbia on a smart city 5G pilot project in downtown Kelowna, with the goal to find ways to improve mobility options and safety for pedestrians, cyclists and vehicles.
- YLW added new destinations with Flair Airlines to Winnipeg, Vancouver, Calgary and Edmonton.
- Construction completed on Ethel 5 Springfield to Rose Active transportation network and started on final phase from Rose to Raymer.
- Added bike lanes on Union Rd, Kneller Rd, Ellis north of Clement and improving safety for cyclists along Richter south of KLO with buffered bike lanes
- Completed designs for nine ATC projects throughout the City including Houghton Ave, Lakeshore, McCulloch and Hollywood neighbourhoods.
- Conducted the first statistically significant Transportation Citizen Survey and reported the results to Council in March 2020. Received direction to conduct the survey on a biennial basis.
- Completed the Regional Transportation Plan (RTP) which identifies transportation projects and priorities that will help build and maintain a healthy, thriving, and connected future for the Central Okanagan.
- Completed the Regional Bicycling and Trails Master Plan (RBTMP), an update to the 2012 Regional Active Transportation Master Plan in collaboration with the local governments of the Central Okanagan.
- Completed the Regional Disruptive Mobility Strategy which is a toolkit of policy options to help Central Okanagan governments prepare for technology change.
- Completed 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, and inform the Regional Transportation Plan and City's Transportation Master Plan.
- Completed Phase 3 of the Kelowna Transportation Master Plan, which included evaluating over 400 options and developing three transportation scenarios to help understanding of what can be achieved at three different price points.
- Installed more than 50 public bike racks Downtown.



- In partnership with BC Transit and in response to COVID-19, developed and delivered cost mitigation strategies for Transit via service changes to provide base levels at the lowest possible cost impact and delivered COVID-19 related transit safety measures and programming including *Together We Ride* campaign and face mask distribution promotion aimed at educating and increasing safety compliance on buses.
- Developed and delivered Transit Travel Training program for youth seniors, including creating training video and developing materials in partnership with BC Transit, as well as developing delivery partnership with SD23.
- Developed conceptual plans for ICIP (Investing in Canada Infrastructure Program) funding applications: Transit Maintenance and Operations Centre; Custom Transit Operations Centre; Mid-Town Exchange; Airport Exchange, Mission Rec Centre Exchange.
- Delivered 2020 Transit Shelter capital program.

Vibrant neighbourhoods

- Invested \$22.3 million for parks acquisition, development and improvements. This includes funding from the new parks Development Cost Charges program which will see the acceleration of park developments such as Phase 1 of Pandosy Waterfront Park.
- Built new washrooms and plaza at Boyce Gyro Park with improved lighting, more environmentally friendly amenities and the addition of free combination lockers. The new plaza includes stairs that lead to the beach to provide safer transition from sidewalk to sand for beachgoers.
- Rutland Centennial Park phase 4 improvements included an event stage, a basketball court, an ultimate frisbee field, a junior soccer field, ping pong tables, landscaping and new washrooms.
- Partnered with UBC Okanagan for office and residential space downtown anticipated to include 80,000-100,000 square feet of academic space to support community-facing programs and services.
- Introduced first 12 block connectors as part of the Strong Neighbourhoods program, adapted for COVID-19. Residents received training and resources to help create strong connections within their neighbourhoods.
- Purchased the former McDonald's 0.725-acre parcel at 1746 Water Street for \$2.05 million as part of an agreement to resolve outstanding claims stemming from the revised road alignments necessary for construction of the William R. Bennett Bridge in 2007. Coupled with last year's acquisition of the former Husky station at 380 Harvey Ave, these properties represent as a unique opportunity for future redevelopment in the City's western gateway.
- Key elements of the Civic Precinct Plan took shape in 2020. As part of a \$7 million lease agreement, a developer was selected to lease a portion of the property located at 350 Doyle Avenue, the former RCMP site, for a 13-storey mixed-use development. In addition to providing more housing options downtown, the project will see the build out of a 6,000-square-foot cultural space within the development, a new civic plaza, and extension of the Artwalk to Doyle Avenue.
- Council advanced progress on implementing the 'Big Moves' into the 2040 OCP update process that will launch the next phase to unveil the draft 2040 OCP Plan and corresponding mapping for public engagement.
- Re-launched the Annual Housing Report as an analytical report that monitors the performance of the rental and ownership housing markets and investigates how the local housing market is impacted by demographic, economic or policy shifts occurring regionally or nationally.
- Continued implementation of the City's Healthy Housing Strategy, a 5-year plan developed in line with the Journey Home Strategy (addressing homelessness), that aims to address the community's most pressing housing issues.
- Changes were made to the 10-year Revitalization Tax Exemption (RTE) Bylaw Program which encourages investment in rental housing and the Downtown and Rutland urban centres. The RTE Bylaw has been adapted to reflect current council priorities and to promote green building in Kelowna.
- An RU7 process and implementation report unveiled key findings from four public engagement stakeholder workshops in summer 2019 to determine infill objectives for the 2040 OCP.
- Updated the 10-Year Capital Plan and Financial Strategy that supports infrastructure investment over the next 10-years.
- Implemented Phase 2 of the Asset Management System that will track the performance, maintenance and condition of the City's infrastructure assets valued at over \$3.5 billion.



Economic resiliency

- Developed 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.
- Changed late tax payment to one annual 10 per cent penalty instead of two five per cent penalties which provides efficiencies in staff time, reduces mailing costs and aligns the City with all other similar sized Okanagan and Interior BC municipalities who apply the one-time penalty structure.
- Southeast Kelowna Water Integration project made possible due to an unprecedented senior government grant of \$43.9 million in March 2017, with a three-year timeline. The project brought clean drinking water to about 2,000 households and met Interior Health's 2025 clean drinking water mandate almost 10 years earlier than planned in Southeast Kelowna. Major components of the Phase 1 project include 82 km of domestic transmission and distribution water mains; upgrades to three existing pump stations; one new pump station; three new reservoirs; 815 new water services; and, 2,129 new water meters.
- The newly formed BC Urban Mayors' Caucus, made of up Mayors from 13 of B.C.'s biggest cities and co-chaired by Mayor Colin Basran, are advocating the Province for greater investment in affordable housing and public transit, as well as a new funding framework for municipalities.
- Business licensing applications and renewals moved to an online process for enhanced service, convenience and accessibility.

Environmental protection

- 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 around climate change, flood mitigation, environmental flow needs, drought management, forest fire protection and long-term water supply resiliency.
- Completed a detailed flood modelling and hazard assessment for Mill Creek throughout the entire City including the delivery of a full 1D-2D dynamic model of Mill Creek which has allowed us to further test different sensitivity scenarios and approach different mitigation design approaches.
- Completed feasibility and conceptual design of a secondary emergency flood diversion from Mill Creek to Brandt's Creek which paired with park and ridership improvements conceptually utilizes portions of the rail trail corridor and greatly enhances existing conditions along Brandt's Creek.
- Oil water separator installed at YLW to further protect Mill Creek.
- Installed and developed discharge curves for three different real-time flow monitoring stations. Two along Mill Creek and one along Brandt's Creek. This information was incorporated into the EOC Dashboard and have already proven their efficacy. The stream flow data that is collected will assist with appropriate flood protection measures for these water courses.
- Spearheaded the delivery of a flood mapping and hazard assessment for Mission Creek from the Joe Rich area all the way down to Okanagan Lake. Assessment included a dynamic dike bridge analysis along vulnerable areas.
- Completed the new Frazer Lake Dam detailed design to bring the existing structure into compliance under the Provincial Regulation. Permit to construct application submitted and currently with the Province under stakeholder's circulation.
- Updated Water and Sanitary Sewer design standards in Subdivision Bylaw to reflect current best practice and environmental standards.
- Westpoint transmission main installation included a new watermain, a pressure reducing station building, and a pressure reducing station kiosk were installed to provide a critical link between the City's north and south water systems. The new infrastructure ensures service and water quality keeps up with growing demands.



- Upgraded the 350 mm sanitary forcemain that connects the Gyro Sanitary Lift Station to the Wastewater Treatment Facility for 1,200m, and upgraded 450m of sanitary sewer along Swordy Road.
- Developed irrigation policies to adequately manage City's recently acquired new water utility infrastructure in Southeast Kelowna.
- Completed different utility servicing assessments to identify the feasibility and requirements to accommodate the Council Approved 2040 Growth Strategy.
- Revised DCC utility projects in accordance to the Council Approved 2040 Growth Strategy.
- Completed a condition assessment on 22 of the city's 40 wastewater lift stations. This valuable information has guided a 10-year capital investment program into the renewal of these stations. A second phase of lift station condition assessments will be completed in 2021.
- Installed 220m of new forcemain in order to accomplish the separation of the Cedar Lift station forcemain.
- Completed the expansion of the Glenmore Landfill by constructing a new lined cell and its respective civil works.
- A biosolids feasibility study was completed to identify the future management of wastewater solids at the WWTF. The study also investigates green energy and GHG emission reductions. This work will help guide applications to ALC for land use changes at Byrns Rd and information has been included in the 10-year capital and 20-year servicing plans.
- Installation of a new misting system at the commonage composting facility.
- Continued improvement of YLW's glycol collection program to further reduce the environmental impact of de-icing.
- Tendering now has an inclusion asking suppliers to provide how they are, and what they do to be, socially responsible corporate citizens. Those suppliers that are more impactful and aligned with the City's values can score additional points in evaluation of submissions, increasing their chances of being awarded a City contract.
- Increased energy savings with 3,000 decorative streetlights and replacement of YLW's taxiway lights being converted to LED. This is in addition to 10,000 streetlights that have already been switched over to the more energy and cost-efficient style of lighting in the past three years.
- Park Services staff delivered 548 trees directly to homes for this year's NeighbourWoods program.
- Added eight new electric vehicle charging stations downtown.
- Completed community engagement to identify barriers to electric vehicle (EV) and E-bike adoption to inform the Community EV and E-bike Strategy. Reported on the Climate Action Revenue Incentive Program with respect to the climate progress made in 2019 and the plans for 2020.

Corporate results

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

- As part of the City's commitment to strategic planning and clear direction, Action Plan 2020 outlines close to 100 projects and significant actions across all City divisions to deliver results aligned to Council Priorities.
- Corporate performance management program development.
- Implemented digital management asset system and enhanced corporate image access.
- DCC Bylaw was amended to add a new Parks Development Cost Charge that will fund \$107 million in Parks development in the next 10 years.
- Launched the Intelligent Cities Strategy with a plan 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.
- Launched a set of tools for staff by staff to help increase collaborative problem-solving (and embrace user-centred design thinking).
- Launched the City's first text-based chatbot on the Kelowna International Airport website (ylw.kelowna.ca) to help answer airport and travel questions even when a live agent isn't available.



- Unveiled ModelCity Infrastructure (MCI) a new analysis tool developed to assist staff, Council and the public as they consider the long-term infrastructure implications of critical land use decisions. The tool helps evaluate the long-term financial performance of Kelowna neighbourhoods by comparing how much the City spends on long-term infrastructure in different neighbourhoods with the tax revenue and utility fees collected from those neighbourhoods.
- YLW opened Aircrew Express, a dedicated screening check point for aircrew, separate from passengers as part of a pilot project to reduce wait times for passengers at the security checkpoint.
- Eliminated the need for the 2020 Tax Sale by working with taxpayers for payment of delinquent taxes.
- Completed transition of the property tax deferment program management to the Province.
- Transitioned former south-east Kelowna utility billing customers to City of Kelowna billing.
- Implemented new cellular meter-reading technology (Beacon/Eye on Water) to efficiently identify and notify utility customers of potential leaks (supports water conservation).
- Provided increased levels of customer service via phone, service requests and email (i.e. responded to and closed 2,167 service requests Jan-Sep 2020 compared to 1,635 in 2019 and 1,340 in 2018).
- Began livestreaming and recording Council meetings and public hearings, supporting transparency and accessibility in decision-making.
- Financial Policies continue to be developed and revised to keep relevant and up to date.
- Purchasing has increased the number of services under formal contracts to better protect the City and to increase regulatory procurement adherence.
- Completed Accounts Receivable and collection process review to ensure the City is following current best practices.
- Updated Unit4, the City's Enterprise Resource Planning (ERP) system for accounting and business processes.

Awards & Recognition

- For the 18th year in a row, received the Government Finance Officers Association (GFOA) Distinguished Budget Award for the 2019 Financial Plan. The 2020 Financial Plan is currently under review by the GFOA for this award.
- Received the GFOA Canadian Award for Financial Reporting for the 2018 Financial Statements within the Annual Report. It is the 17th consecutive year the City has received the award. The 2019 Financial Statements are currently under review by the GFOA for this award.
- The City was voted one of the top 50 government fleets in North America for 2020 by Government Fleet Magazine, sponsored by Ford. The City of Kelowna was one of only five Canadian municipalities named to the top 50.
- Awarded a \$500,000 BC Active Transportation Infrastructure Grant to support the extension of the Ethel Street Active Transportation Corridor from Springfield Road to Raymer Avenue.
- Received an Age Friendly Communities grant for transit marketing and programming valued at \$15,000.
- Ali Westlund, Community Recreation Coordinator, awarded a WOW (Widening our World) Award from Community Living BC for her efforts to maintain connection and recreation to the City's DiverseAbilities client group during COVID-19 recreation facility and programming closures and interruptions.

Talent Management

- Filled 58 per cent of full-time positions by internal promotions and transfers signaling continued strength in our career development and succession planning programs.
- 12 Employees were recipients of City of Kelowna Employee Development Scholarship awards that provided partial funding to support employee education related to career development and succession planning.
- Updated our Flexible Workplace and Working at Home policy.
- Set the foundation for a Diversity and Inclusion Strategy to be completed in 2021.
- Updated the City's Vision & Values.
- Successful introduction of new digital collaboration tools to support working from home during COVID-19.
- In response to COVID-19, a crisis response team was active for over six months, more than 200 staff began working from home in the spring and 25 staff were redeployed instead of being laid off.
- An internal safety team developed a variety of new safe work procedures and policies to keep staff, front-line services and the public safe in City facilities throughout the COVID-19 pandemic.

Budget highlights

Budget at a glance

The City of Kelowna, through the Financial Plan, works to understand community expectations and provide a budget that delivers on those expectations, while balancing 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 2021 budget balances emergent issues faced by the community such as the impacts of COVID-19 with advancing the 2019-2022 Council Priorities, investing in essential services and actions to achieve the community vision identified in Imagine Kelowna.

The City continues to be impacted financially by the COVID-19 pandemic. As part of the BC Safe Restart Program, the City received \$7.88M in emergency financial assistance. These funds have been allocated over 2020 and 2021 to address a portion of the gaming and other revenue shortfalls, emergency planning and response. The City continues to use our strong financial principles and strategies to guide us through these times.

The 2021 Financial Plan continues to make public safety and social needs a priority, as well as creating vibrant neighbourhoods by developing more parks and green spaces, improving transportation and mobility while also investing to maintain current services and renewing existing assets the community relies on every day. The City continues to seek alternative sources of funding through grants and partnerships in order to reduce the reliance on taxation.

Operating

The annualization of operating costs approved in previous budgets will add \$4.5M to the 2021 Financial Plan. The removal of one-time requests approved by Council in 2020 have reduced operating costs for 2021 by \$5.1M. The 2021 Financial Plan includes \$288k in base adjustments and \$7.4M for net operating requests.

2020 Net Operating Budget	\$150,520
Add: 2020 One-time Requests	(5,088)
Add: Annualized Requests (prior years)	4,454
Add: 2020 Base Adjustments (detailed in the divisions)	288
Add: 2020 operating requests	7,406
2021 Net Operating Budget	\$157,581

Note: Totals may not add due to rounding

The Financial Plan's Priority 1 (P1) General Fund operating requests total \$9.4M, of which \$7.4M is being funded from taxation. Sixty per cent of the \$7.4M comes from four significant requests: RCMP – eight regular member positions, a provision for contractual obligations, snow/ice control and street sweeping increases and overnight sheltering. The remaining \$2.9M of taxation funded requests continue to focus on public safety, addressing social responsibilities, creating vibrant neighbourhoods with a commitment to environmental sustainability while maintaining our essential services.

In addition to the P1 Operating Requests, there are Priority 2 (P2) General Fund requests that are included in the document for Council's consideration totaling \$1.0M, however these requests are not included in the totals.

The City of Kelowna's Water Utility is requesting to add \$602k to the utility operating program. Significant requests include \$170k to maintain water operations and \$130k for additional repair costs associated with the addition of the former South East Kelowna Irrigation District (SEKID) pipe network. There are no P2 operating requests for the Water Utility.

The \$576k of Wastewater Utility operating requests include \$250k to support wastewater treatment succession planning and \$150k for condition assessments at 12 of the 48 sewer lift stations operated by the City. There are no P2 operating requests for the Wastewater Utility.

The Kelowna International Airport continues to be significantly impacted by the COVID-19 pandemic. The dramatic decrease in passenger volumes has resulted in five P1 operating requests to reduce programs and reflect revenue losses. There are no P2 operating requests for the Airport.

Capital

The 2021 General Fund Capital Expenditure Program is \$60.6M, of which \$11.8M is requested to be funded from taxation. The general taxation contribution to the capital program has increased by \$2.3M compared to the 2020 Final Budget funding level. Funding from sources other than taxation is \$48.7M.

Major projects within the capital program include the Central Green pedestrian overpass for \$5.5M, the annual road resurfacing program \$4.4M and \$3.7M for DCC parkland acquisition.

There are 23 P2 General Fund capital requests totaling \$14.3M which are not included in the budgetary totals and

are summarized in the document for Council's consideration.

The Kelowna International Airport capital program has been reduced to reflect the impacts of COVID-19. The significantly reduced program is requesting five P1 capital requests totaling \$1.6M including \$475k for groundside equipment replacement and \$670k for projects included in the Soaring Beyond 2.5 Million Passengers AIF Program. There are no P2 capital requests for the Airport.

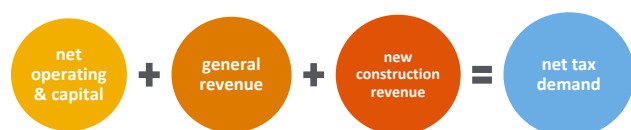
The Water Utility's 2021 capital program focuses on infrastructure renewal and includes 13 requests for a total of \$4.5M and \$4.2M of utility revenue. Significant projects include \$1.5M for cast iron pipe replacement and \$1.25M for safety upgrades at the Skyline Pump Station. There are no P2 capital requests for the Water Utility.

The Wastewater Utility has seven capital requests totaling \$6M. Major projects include \$3.7M for wastewater mains and facility renewal and \$1M for phase I & II of biosolids management. There are no P2 capital requests for the Wastewater Utility.

General fund highlights

Property taxation

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



Taxation Revenue from new construction is based on Preliminary Assessment Roll information from BC Assessment (BCA). New construction revenues are used to reduce the overall taxation demand. In 2021, the new construction revenue is estimated to be \$2.7M. The final new construction assessments will not be available from BCA until the second quarter of 2021 and will be reflected in Final budget.

Note, 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 2021.

For 2021, the overall taxation demand has increased from \$148.8M to \$157.9M, or 6.1 per cent which includes general revenue, net operating and capital. Taking into consideration the revenue generated from new construction, the average impact on existing property owners decreases to 4.27 per cent.

Other revenue sources that are used to help fund operating and capital programs include grants and reserves. Examples of other revenue sources in the 2021 plan are Development Cost Charge (DCC) Reserves, the Community Works Fund and the COVID-19 Safe Restart Grants for Local Governments grant.

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 2021 Financial Plan is projected to be \$11.5M which is a \$345k increase from 2020.

The changes to General Revenues are mainly attributable to \$195k for increased interest and penalties; \$54k for increased Federal and Provincial grants in lieu of taxes; \$27k in increased traffic fine revenue from the Province; and \$44k for increased FortisBC franchise fee revenue based on natural gas sales within the city.

With the continued Provincial Health Services Health Authority mandated closure of all casinos in British Columbia, 2021 gaming revenues are expected to decline by \$3.7M. Re-opening of casinos will not occur until the Province reaches Phase IV in its COVID-19 safety plan anticipated to be later in 2021.

Salaries, wages and fringe benefits

A significant portion of the annual operating budget is from staffing. The City of Kelowna CUPE agreement that was ratified in 2019, for 2019-2023, provides a 2 per cent increase in 2021 that is reflected in the budget requests. The collective agreements for the Airport CUPE employees and the Kelowna Fire Department employees (IAFF) are currently in renewal negotiations.

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

RCMP contract

The 2021 General Fund Police contract staffing is at 202 members with a budgeted vacancy factor for six members. The average cost per member has increased to \$181k in 2021 requiring \$1.4M in additional funding for increases for personnel costs, administration fees and

contract changes. The 2021 Financial Plan includes a budget request for an additional eight members.

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.

Staffing

The 2021 Financial Plan contains P1 requests for 26 new staff positions that support moving Council | Corporate priorities forward while also delivering the services residents expect. The new positions include 21 full-time positions and 7 term positions, with two of the new full-time positions being the conversion of 2 part-time positions to full-time. The total 2021 taxation impacts on budget for these position changes is \$1.1M.

This table shows the total positions requested by each Division by position type:

Division	Full-time positions	Part-time positions	Term positions
General Fund			
City Administration (CA)	0	0	0
Planning & Development Services (P&DS)	0	0	2
Partnerships & Investments (P&I)	1	0	0
Infrastructure (IN)	0	0	1
Civic Operations (CO)	0	0	0
Active Living & Culture (AL&C)	0	0	0
Corporate & Protective Services			
Human Resources (HR)	1	0	0
Community Safety (CS)	14	(2)	0
Fire Department (FD)	1	0	0
Corporate Strategic Services (CSS)	0	0	0
Financial Services (FS)	2	0	0
City Clerk (CC)	0	0	0
Total General Fund	19	(2)	3
Airport & Utility funds			
Kelowna International Airport (KIA)	0	0	0
Wastewater Utility (WW)	1	0	3
Water Utility (W)	1	0	1
Total Airport & Utility Funds	2	0	4
Total position requests	21	(2)	7

Each position is required to support Council | Corporate priorities ensuring Divisions are making a difference in services, programs and infrastructure that address our community's needs. In the next section, *Budgeting for Council | Corporate Priorities*, the new staff positions are listed within each Council | Corporate priority.

Budgeting for Council | Corporate Priorities

Each operating request must indicate the Council or Corporate priority that is best aligned with. Listed below by Council | Corporate Priority, are some of the operating, staffing and capital requests being requested.

Community Safety

Operating requests:

To help address community safety needs, the Civic Operations Division is requesting \$64k for security system renewal of camera, door card access and security/fire systems and \$260k for additional snow removal and street sweeping on roads and City parking lots; the Community Safety department is requesting \$100k for the Community Safety Plan implementation which will be a multi-year plan funded from reserve; and \$50k has been requested to support an analysis of future fire station locations by the Fire Department.

Additional staffing:

- RCMP - 8 Regular Member Positions (CS)
- Business Intelligence Analyst Position (CS)
- Police Information Technician Position (CS)
- Court Liaison Officer Position (CS)
- Operational Intelligence Clerk Position (CS)
- 0.5 Labourer II Position (CS)
- Police Information Clerk Position (CS)

This additional staffing will improve community safety through: additional members; comprehensive, timely and accurate data and file analysis; and increased year-round service delivery for graffiti programs.

Capital requests:

Community safety capital projects include \$140k for Lombardy Park protective netting to increase safety at the softball diamonds and \$60k for the annual Neighbourhood Traffic Calming program that moderates speeding and short-cutting on local neighbourhood streets.

Social & inclusive

Operating requests:

Supporting social & inclusion initiatives, the Community Safety Department is requesting \$400k for maintaining clean streets allowing for vigilant cleaning/sanitation and disposal of abandoned items at temporary overnight sheltering site(s) and high-traffic locations frequented by visitors and residents funded \$200k from taxation and \$200k from reserve. Human Resources & Risk

Management is requesting \$145k to continue the staffed washroom at Queensway as the model has proven to be well accepted within the downtown location. \$50k has been requested by the Active Living & Culture Division for a sport league management software to provide participants an inclusive and accessible way to enjoy competitive recreation opportunities. Partnerships & Investment Division is requesting \$25k for implementation and/or development of concrete strategic initiatives resulting from the advocacy paper on housing for those with complex needs.

Capital requests:

A social & inclusive capital request has been requested for Access For All Improvements renewal program for the replacement or improvements to park amenities to increase access for all ages and abilities in all park types for \$100k.

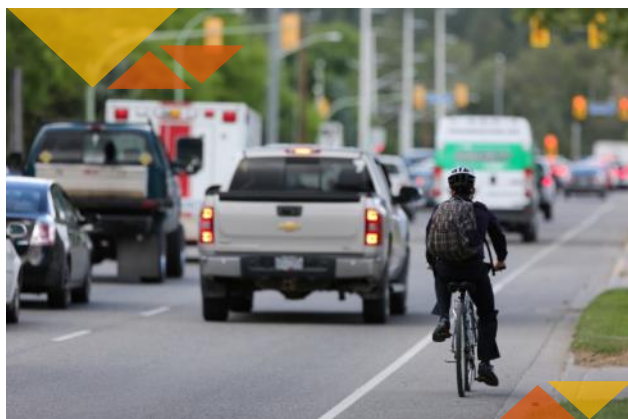
Transportation & mobility

Operating requests:

To increase transportation & mobility initiatives, the Infrastructure Division is requesting \$50k from reserve for a Neighbourhood Bikeway Program helping to reduce greenhouse gas emissions and increase alternative modes of transportation; \$30k is requested to partner with major employers for a commute trip reduction pilot program that will reduce single occupant vehicle usage to work; and \$120k for a regional goods movement study to develop a strategy for supporting goods movement, including deliveries and policies to right-size delivery vehicles in urban centres funded \$60k from taxation and \$60k from Ministry contributions.

Capital requests:

Capital requests that will further transportation and mobility include: \$3.7M for active transportation corridors for Casorso 4 (Raymer – KLO) to improve access to Okanagan College, Casorso 3 (KLO – Barrera) creating a continuous corridor from downtown to the south of



Pandosy, Lakeshore 1 (Dehart – Vintage Terrace) for the bridge approach and Houghton 1 (Nickel – Rails with Trails) linking existing segments within Rutland to the rest of the City's primary cycling network funded \$2.9M from reserve and \$778k from taxation.

Two bicycle network project have been submitted, the Abbott (Rose Ave to south of West Ave) protected bike lanes and the construction of 450m of trail linking the end of the Rail Trail with the Waterfront Walkway, helping to make cycling an easier and safer option for more residents, funded \$195k from reserve and \$305k from taxation.

Construction of the Central Green pedestrian and cyclist overpass is requested as part of the site's 2012 rezoning requirement funded from \$5.2M reserve and \$316k from taxation.

Vibrant neighbourhoods

Operating requests:

Helping to create vibrant neighbourhoods, Active Living & Culture is requesting \$50k to begin planning, development and delivery of an annual signature Kelowna event to bring citizens together to celebrate and showcase our City and unique heritage.



Partnerships & Investment Division is requesting \$53k funded \$20k from rental revenue and \$33k from taxation to explore placemaking initiatives to enhance the aesthetic appeal of the Bernard Avenue area; a review of municipal boating facilities is requested to ensure this service is delivered in a cost-effective manner maximizing benefit for the community funded \$50k from reserve; \$100k is requested for preparatory work for the Alternate Approval Process for the borrowing to fund the Parkinson Recreation Center replacement funded from reserve; \$10k is requested for the operating and maintenance for Rotary Beach North that will now be open from May 1 to Labour Day weekend; and due to the increased interest in

outdoor sports, \$10k is requested for increased sport court cleaning.

Capital requests:

Neighbourhood investment requests include: \$3.7M funded \$417k from taxation and \$3.3M from reserve for acquisition of land to be used for neighbourhood community, city-wide, recreation and linear type parks; \$4M for park development funded \$809k from taxation and remaining from reserve for design and construction at Ballou Park creating a connection to Knox Mountain Park, design and construction of Tower Ranch Park #1 located in a new subdivision, continued upgrades at Pandosy Waterfront Park and design work for Kerry Park future phases.



Mission Recreation Park is requiring replacement of the artificial turf field to maximize return on investment of the facility funded \$218k from taxation and \$702k from reserve and as well, twinning of the ball diamonds has been requested to form the second quad in accordance with the site masterplan for \$3.3M funded from reserve.

\$1.4M has been requested to begin the Parkinson Recreation Centre building replacement design and associated sports field reconfiguration, parking and site access improvements to the recreation park.

Requests for renewal, rehabilitation and infrastructure upgrades for \$3.1M funded \$295k from taxation, \$2.5M from reserve and \$300k from contributions include: chiller replacements at the Capital News Centre, H2O Centre and Rutland Arena (West); boiler replacement at the Library; roof, soffit, flashing and insulation upgrades to the Richter St. Boys & Girls Club facility; roof and mechanical unit replacement, insulation upgrades and lobby renewal to increase the user experience and longevity of the Kelowna Community Theatre building; and renewal projects at the Kelowna Family Y, and the Memorial and Rutland Arenas.

Economic resiliency

Operating requests:

To ensure preservation of infrastructure, Civic Operations is requesting \$50k for Landfill Administration building façade repairs and \$25k for leachate collection cleaning at the Landfill to ensure assets will meet their service life with requests funded from reserve.

Additional staffing:

- Co-op Student - Asset Management Data Analyst (IN)

This additional staffing will improve operational efficiency, extend asset service life and support asset management planning

Capital requests:

Helping to ensure asset preservation, \$4.4M is requested for the road resurfacing program with priority roads being selected for renewal based on assessments funded \$2.8M from reserve and remaining from taxation.

Environmental protection

Operating requests:

Supporting Council's focus on decreasing greenhouse gas emissions, the Planning & Development Services Division is requesting from reserve: \$70k for greenhouse gas data driven modelling to continue the progress on emission reductions; \$40k for a low carbon energy retrofit incentive program for existing buildings and to create a heritage energy grant pilot program; \$20k for continued support of low carbon initiatives on new buildings, as well as, development of an auditing program to ensure compliance that buildings are achieving the performance level being modelled; and \$80k for support activities that will encourages a shift to electric transportation options.

Additional staffing:

- Fire Inspector (10th Year) Position (FD)
- Community Energy Specialist Position Extension (P&DS)
- Champion of the Environment Term Position (P&DS)

This additional staffing will address inspection requirements due to construction and business licence growth; continue to focus and bolster the City's climate change and environmental initiatives; and analyze water consumption data for restriction compliance and conservation efforts.

Capital requests:

Requests that encourage resiliency and adaptability to climate change include: Mill Creek flood protection funded \$1.4M from reserve and \$933k from a Federal grant to create the conditions to safely pass a one in 200 year flood event; \$450k from reserve for installation of landfill gas laterals and leachate recirculation systems as the landfill continues to grow; and \$380k for continued asset renewal of storm drainage mains, pump stations, detention and treatment facilities approaching the end of their service life.

Financial management**Operating requests:**

Ensuring the cost to deliver services is quantified, Active Living & Culture Division is requesting \$50k from reserve to review the existing Lease and Operating Agreement with the YMCA for the operation of the H2O Adventure Fitness Center as the contract is coming to an end; The Infrastructure Division has submitted the transit base operating costs resulting in a zero-taxation impact with the anticipated BC Transit grant funding; and Partnerships & Investments Division is requesting \$100k from reserve to convene conversations and assemble knowledge to understand potential opportunities for a performing arts center partnership.

Additional staffing:

- Accountant Position (FS)
- Financial Analyst Position – Corporate Divisional Support (FS)

This additional staffing will enhance processes, provide timely service and financial stewardship.

Capital requests:

The Information Services capital program is requesting to continue installing fibre optic service lines to new customers with all costs funded by the users.

Clear direction**Operating requests:**

Due to the economic environment resulting from the COVID-19 pandemic, revenue reductions totaling \$4.7M have been requested for Development Planning, Development Engineering, Licencing, Permit and Inspections and Provincial Gaming revenues with \$4.6M of the shortfall being funded from the Provincial COVID-19 Safe Restart Grants for Local Governments.

Financial Services Division is requesting \$225k funded from reserve to further Financial Planning's system and process review for the replacement of the current excel and legacy based budget system helping to transform current processes and business activities.

Additional staffing:

- Intergovernmental Relations Manager Position (P&I)

This additional position will build strong relationships with government partners and advance the City's strategic interests.

Capital requests:

Information Services capital is requesting \$325k for phase III of the Asset Management System project to include Parks & Building Services to the service area funded \$75k taxation and \$250k from reserve; and \$201k for major systems projects that will include data warehouses with analytics and onboarding of new online services to meet the demand for data analytic solutions funded \$66k from taxation and \$135k from reserve. Real Estate and Parking capital is requesting \$1.5M for varying land acquisitions for widening of roads and expansion of sidewalks as well for strategic and time-sensitive opportunities funded \$460k from taxation and the remaining from reserve.

People**Operating requests:**

The Corporate and Protective Services Division have requested \$50k for a Diversity and Inclusion Strategic Plan project outlining an overall strategy inclusive of plans for staff education and communications, staff training and a recruitment plan to increase the diversity of applicants; and \$50k funded from reserve for a strategy to address the increased concerns of protective services staff and first responders mental health issues stemming from trauma and stress experienced on the job.

Additional staffing:

- Human Resources Business Partner Position (HR)

This additional position will improve performance in recruitment and employee and labour relations to become more proactive.

Other**Operating requests:**

With the safety precautions implemented for COVID-19, \$249k is requested to reduce programming budgets for Community and Neighbourhood, Community Theatre

and Sports and Events departments; \$500k for City-wide incremental costs of COVID-19; and \$40k for decreased sponsorship revenue. These requests will be funded from the Provincial COVID-19 Safe Restart Grants for Local Governments.

Active Living & Culture Division is requesting \$130k for a new Recovery and Future Sustainability Program to provide one-time grants for arts, culture, sport and event organizations who continue to be significantly impacted by lost revenue as a result of COVID-19.

Corporate Strategic Services Division is requesting \$178k to begin moving City technology to the cloud helping to provide a secure, robust digital environment to support the needs of a growing city and reducing facility space needed to support technology infrastructure.

Capital requests:

Building capital is requesting \$4.7M for City Hall renovations funded \$526k from taxation and the remaining from reserve to increase workspaces, reduce reliance on lease space and create flexible meeting rooms that will be independently secured to allow for evening and weekend use by the community.

The Real Estate capital program includes \$1.3M from Parking reserves for renewal of enforcement equipment, servers and asphalt in pay parking lots, a mechanical upgrade to the Library Parkade elevator and various repairs to the Library and Chapman Parkades to help ensure the maximum life expectancy is achieved.



Vehicle & Mobile Equipment is requesting \$4.0M for vehicle and equipment renewal and fleet growth purchases funded from reserve.

\$1M in the Storm Drainage Capital program, funded \$700k from reserve and \$300k from utility, is requested for Knox Mountain geotechnical engineering for expanded Civil works required to re-establish the slope to

an acceptable safety factor for long term protection of properties above and below.

The Information Services capital program is requesting \$435k funded \$150k from taxation and \$285k from reserve for front office equipment renewal and new software purchases and cyber security initiatives.



Transportation capital projects includes \$1.3M, funded \$1.1M from reserve and \$176k from taxation for the replacement and widening of the bridge deck and extension of the existing abutments/foundation on Lakeshore Rd at Bellevue Creek; and \$529k for continued renewal of bridges, sidewalks and bikeways.

Solid Waste capital includes \$1M funded from reserve to initiate Landfill site preparation including blasting and land leveling in the north east area for the next phase of landfill liner construction to be installed; and \$3.5M from reserve for the first phase of the stockpiles and reprocessing area relocation moving materials from the northeast area to the area west of the entrance.

Airport and Utility fund highlights

Two major utilities are operated within the City of Kelowna providing Water and Wastewater services 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) is not funded through municipal taxes, and operates in compliance with Federal regulations as part of the National Airport System.

The COVID-19 pandemic has had a significant impact on passenger numbers, which has resulted in a corresponding decrease in revenues. As a result, the

Airport decreased its operating and capital programs significantly in both 2020 and 2021.

Airport - Financial Outlook – 2021

The 2021 gross revenues from Airport operations are projected to be \$19.3M with \$8.7M coming from Airport Improvement Fee (AIF) revenue. Total operating expenditures and debt repayments from Airport operations are projected to be \$18.9M. The Airport contributes excess revenue to reserves for future use. In 2021, it is anticipated that \$0.4M will be contributed to the Airport's reserves.

The 2021 operating program changes include: a \$15.1M reduction in Airport Improvement Fee revenue; a \$2.8M decrease in Airside revenue which is partially offset by a \$1.3M decrease in Airside operating expenditures; a \$2.9M decrease in Terminal revenues which is partially offset by a \$1M decrease in Terminal operating expenditures; a \$6.7M decrease in Groundside revenues which is partially offset by a \$0.8M decrease in Groundside operating expenditures; and a \$0.6M decrease in Finance & Administration operating expenditures. The net result of the 2021 operating requests will reduce contributions to Airport reserves by \$23M.



Capital projects for 2021 include: \$670k to complete airside pavement rehab and commence consultation for the Self-Serve Baggage Drop, \$475k to replace the parking system and light standard poles in and around the Airport, \$250k for replacements and improvements to the Air Terminal Building; \$150k for small capital projects; and \$80k for the purchase of Airside equipment attachments.

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 - 2021

The budgeted 2021 surplus for the Wastewater Utility is \$1.2M. Expected operating revenues are projected to be \$21.1M with approximately \$13.9M required to fund wastewater operating expenditures. The total Wastewater Capital Program is \$6.0M funded \$5.9M from current year utility revenues and \$55k from reserves. The Wastewater utility is also contributing to the General and Water fund capital programs for Phase III of the Asset Management System, \$38k, Knox Mountain Geotechnical Engineering, \$150k, the Hydro Excavator Parking Facility, \$50k and Office Acoustic & Yard Security Items - Gulley Rd, \$35k.

The 2021 operating program request highlights include: \$250k for Wastewater Treatment succession planning as a significant portion of the workforce is due to retire in the next 2-4 years, \$51k for an Instrument Electrician Technician position to help maintain current service levels with the growth in lift stations, \$75k to move the Poplar lift station kiosk to prevent damage due to possible flooding, \$150k to complete condition assessments on 12 lift stations and \$50k to review the sewer connection area bylaw and update for new unit costs and minimum charge allocations.

The Wastewater capital program includes \$1M for the Biosolids Management Phase I and II to initiate the preliminary design of the site requirements, a public communications plan and application to the Agricultural Land Commission for a digestion facility to be constructed in the next five years and for the future site of a wastewater treatment facility slated after 2050.



Capital requests for the Network and Facility Renewal program include \$3.7M for Wastewater mains and facility renewal for assets that are at higher risk for failure with

replacement work being coordinated with other road and water projects, \$300k for SCADA system equipment upgrades on processors and controller technology that are no longer supported by the industry and \$700k for lift station renewal projects that were outlined in the recently completed condition assessment.

The anticipated accumulated surplus position at the end of 2021 for the Wastewater Utility will be \$46.5M.

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.

The City Water Utility provides water to just over half of the Kelowna population. The Southeast Kelowna and South Mission water systems were added to the City Water Utility through the first phase of the Kelowna Integrated Water Supply Plan added 6,560 people to the potable supply.

Water Utility - Financial Outlook - 2021

In 2021 the Water Utility is budgeting for a \$128k surplus. Operating revenues are projected at \$18.6M with approximately \$14.3M required to cover operating expenditures and debt repayment. Total capital expenditures are \$4.5M funded \$4.2M from current year utility revenues, \$69k from reserves allocations and \$150k from developer contributions. The Water utility is also contributing to the General fund capital program for Phase III of the Asset Management System, \$38k, and Knox Mountain Geotechnical Engineering, \$150k.

Operating program request highlights include: \$170k to maintain current programs and address increasing costs of chemicals, repair parts, equipment charges and water meter operating costs; \$53k for increased water conservation efforts to use a consultant specialized in consumption and irrigation, as well, create a student analyst to work with water meter and water production data to diagnose consumption, water leaks, restriction compliance and water conservation efforts; \$130k for SEKID infrastructure emergency repair and maintenance

cost and \$62k for an Instrument Electrician Technician position to help maintain current service levels for the highly sophisticated water pumping and treatment facilities, irrigation system and SCADA data radio systems.

Included in this year's capital, under the DCC Water program is \$350k for addressing the aging disinfection apparatus at Poplar Point pump station with specific works being determined through an in-progress assessment.



Capital projects for the Network and Facility Renewal program include: Office acoustic and yard security items at the Gulley Rd building to improve building function and increase security for \$100k partially funded from the Wastewater and Landfill departments; \$1.3M to complete electrical, install new electrical controls and a backup generator at the Skyline pump station; \$1.5M to replace aging cast iron water mains; and \$500k for the Water Meter Replacement program for renewal of water meters, agricultural meters and meter pits.

Requests for the Network and Facility Improvements program include: \$100k for two chemical storage tanks at the Kettle Valley UV Treatment facility; \$100k for a hydro excavator parking facility at the Gully Rd building funded 50% with the Wastewater Utility; \$50k to install and implement a snow pillow in the McCulloch area to capture snow and water data to help predict water storage; and \$150k for installation of new water meters in new developments within the City, funded by the developer.

Projects included in the Irrigation Network Improvements program include \$20k for additional hydrant installations in South East Kelowna to increase rural fire hydrant coverage and \$250k for repairs identified in a dam safety reports to meet safety guidelines.

The anticipated accumulated surplus position at the end of 2021 for the Water utility will be \$13.1M.



Strong Financial Management

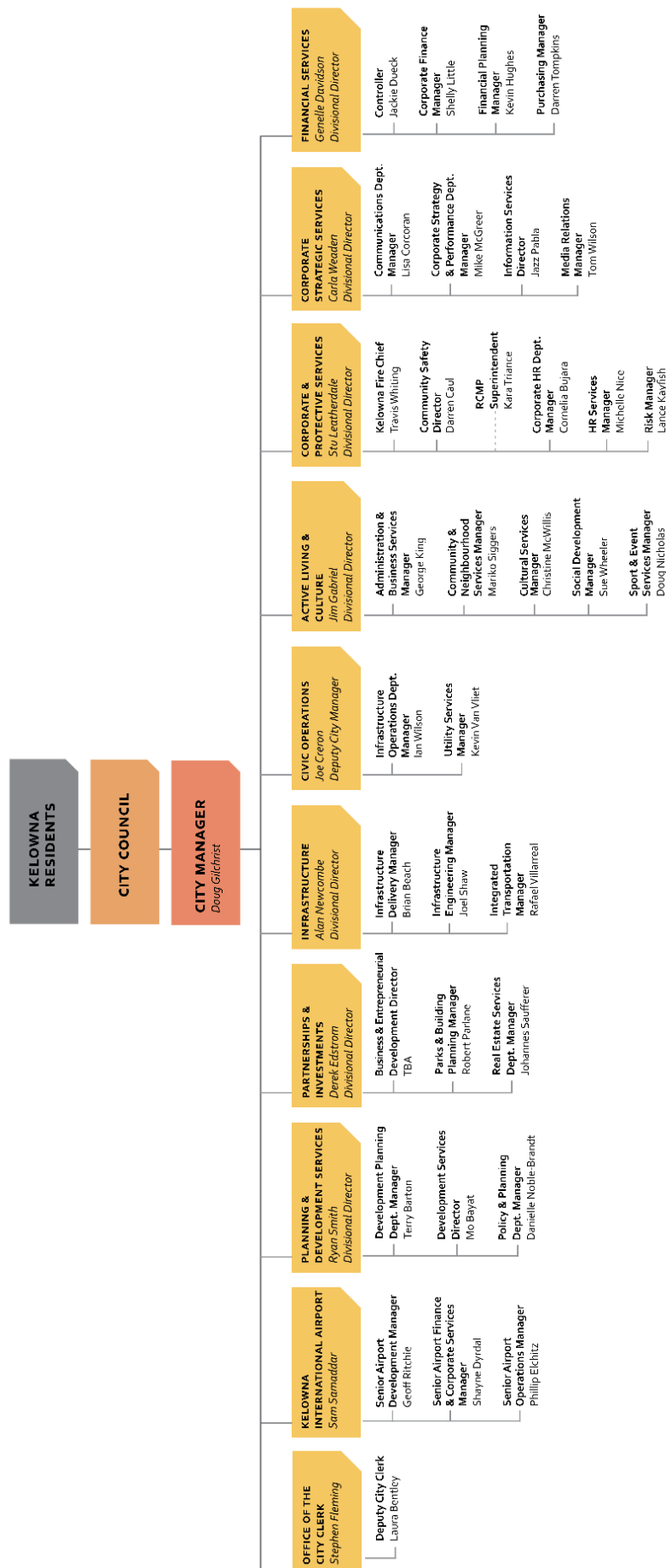


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STRONG FINANCIAL MANAGEMENT

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
- Imagine Kelowna Community Vision
- Community Trends report

Input from City staff, City Council, outside agency is 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.

Public Input

Public input is gathered in a variety of ways. Citizens are able to provide input through Imagine Kelowna, citizen surveys, the elected mayor and council members, and public council meetings. All of which allow for the public to engage in the decision-making process for their city, voicing concerns and recommendations for their community.

Imagine Kelowna is the result of an 18-month long conversation with over 4,000 resident contributions about the future of our City. It is the vision, principles and goals created by our community, for our community. The principles and goals of Imagine Kelowna will guide the development of plans such as the Official Community Plan, the Transportation Master Plan and other initiatives, and will draw on the rich data of public input and research that was compiled through the extensive engagement process. The vision of Imagine Kelowna will unify strategies and projects that already exist or are underway to make sure they work together to build the kind of community Kelowna residents want.

The Citizen Survey is conducted to determine how satisfied the public is with municipal programs and services, and to learn what citizens' service priorities are. Responses are weighted by age, gender and city-wide distribution to accurately reflect Kelowna's population. Results are benchmarked against other local governments. Insights gained by this research help us make important decisions regarding planning, budgeting and service improvements.

The City strives to balance the needs of all citizens in decision making and offers engagement opportunities to our communities to gather feedback and ideas on everything from community vision to park design. Engagement activities include surveys, focus groups, online discussion forums, information sessions and virtual panels.

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.

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 Preliminary 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 2021 for changes to the Financial Plan for all 2020 year-end requirements. Council Policies 261 & 262 cover budget transfer and amendment procedures. These policies 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 for all transfer or amendment requests.

Budget transfers involve the re-allocation of existing approved budget and do not change the overall budget total. Council approval is required to cancel an approved project or to add a new program or project. Budget amendments do increase the City's budget total and all changes greater than \$200,000 must be approved by Council prior to entry.

2021 budget calendar

Description	Required Date
2020	
Prepare capital requests for 2021 Financial Plan	June 5
Departmental Work Plans complete	Aug. 14
Establish City priorities for the 2021 budget year, based on discussion with Council & City Manager*	Sep. 10
City Manager meets with each department to review and prioritize capital requests, operating requests and expenditure reductions	Oct. 13-15
Council receives overview presentation of the Provisional 2021 Financial Plan	Dec. 7
Council reviews and adopts the Provisional 2021 Financial Plan	Dec. 10
2021	
Council reviews and adopts carryover projects from 2020	March 15

*City Manager & Council meeting to set priorities occurred in Sept in 2020 due to the COVID-19 financial situation.

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
- **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.

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.

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 transactions and balances are eliminated in preparation of the consolidated financial statements.

Accrual basis of accounting

City of Kelowna revenues and expenditures are recognized on an accrual basis of accounting. Revenues are recognized in the accounting period in which the transaction or event occurred that give rise to the revenue. Expenses are recognized in the accounting period in which the goods or services are acquired and a liability is incurred.

- Inventory is valued at the lower of cost, determined principally on a weighted average and specific item basis, or replacement cost
- Portfolio investments are recorded at cost
- Tangible capital assets on the consolidated statement of financial position will be shown at the net book value (cost, less amortization, less disposal)
- Tangible capital assets will be written off due to impairment
- Amortization, gain or loss on disposal, 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

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 the 2030 Infrastructure Plan sets the direction for infrastructure investment to 2030. The Council endorsed 10-Year Capital Plan is guided by these plans but is updated annually to response to emerging issues and priority changes. 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 comply 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.



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.



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.



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 of 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, 2019 and projected balances to the end of 2021. The projected balance to the end of 2021 assumes all 2020 budgeted expenditures will be completed and funded (even though some of the projects will not be completed in 2020).

	Actual Balance	Projected Balance	Projected Balance
(\$ thousands)	2019	2020	2021
<u>General Fund</u>			
Fund Equity	4,323	4,244	1,399
Statutory Reserve Funds	78,758	58,587	53,664
Legacy Reserves	97,949	99,423	100,423
Reserves for Future Expenditures	105,594	74,653	71,342
	286,624	236,907	226,828
<u>Wastewater Fund</u>			
Fund Equity	40,903	45,313	46,535
Statutory Reserve Funds	12,472	12,628	12,785
Reserves for Future Expenditures	10,677	7,169	7,380
	64,052	65,110	66,700
<u>Water Fund</u>			
Fund Equity	11,576	6,486	6,614
Statutory Reserve Funds	158	158	158
Reserves for Future Expenditures	22,326	14,343	17,737
	34,060	20,987	24,509
<u>Airport Fund</u>			
Fund Equity	2,407	3,339	3,339
Reserves for Future Expenditures	30,337	28,030	23,636
	32,744	31,370	26,975
Total Reserves & Fund Equity	417,480	354,373	345,012
Deferred Development Cost Charges	79,100	64,739	77,799

**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, 2021.

Reserve & fund equity summary by type

Municipal statutory reserves are reserves that have been created through bylaws, in accordance with the provincial legislation that governs municipalities, and must be used for specific purposes. This type of reserve is typically used to fund one-time capital projects and are replenished through various ways including annual contributions, user fees and land sales. Major projects included in the 2021 Financial Plan consist of the Central Green Pedestrian Overpass, with \$5.2M of funding from the Community Works Reserve, and the Vehicle and Mobile Equipment replacement capital program for \$3.4M with funding from the Vehicle and Equipment Replacement Reserve.

General Reserves, or non-statutory, are not restricted by bylaw and therefore have more flexibility of use. These reserves can be used to help equalize operating revenues and expenses as well as to help fund future projects. The 2021 Financial Plan is requesting to use these reserves to fund one-time 2021 capital expenditures such as City Hall Renovations for \$2.7M, Kelowna Community Theatre Renewal for \$630k, and the H2O Centre Chiller Replacement for \$600k, as well as \$1.4M for various one-time operating requests.

(\$ thousands)	Actual Balance 2019	Projected Balance 2020	Contribution to Reserve	Budget Expend	Projected Balance 2021
General Fund Equity	4,323	4,244	0	(2,844)	1,399
General Reserves					
Planning Initiatives - Corporate	9,564	8,351	792	(1,206)	7,937
Major Facilities	11,818	10,819	975	(3,274)	8,520
Misc. Recreation Facilities	1,727	2,811	1,563	0	4,374
Park Development/Other Land	6,345	(648)	1,443	(573)	222
Upgrades/Mntc. Existing Assets	10,964	7,470	533	(1,402)	6,601
Operating Exp. Equalization	23,387	19,926	188	(1,616)	18,498
Operating Rev. Equalization	6,535	5,337	215	(85)	5,467
Transportation & Drainage Capital	7,826	6,361	336	(619)	6,078
Multipurpose Facility Investment	6,700	6,946	147	0	7,093
Unspent Budget Reserve	20,728	7,279	0	(728)	6,551
General Reserves Sub-Total	105,594	74,653	6,192	(9,503)	71,342
Statutory (CWME, Land, Pkg, Cem)	91,388	71,373	26,372	(31,139)	66,607
Legacy Reserves	97,949	99,423	2,650	(1,650)	100,423
Wastewater Reserve/Fund Equity	51,580	52,482	1,433	0	53,915
Water Reserve/Fund Equity	33,902	20,829	3,522	0	24,351
Airport Reserve/Fund Equity	32,744	31,370	7,101	(11,495)	26,975
Total Reserves & Fund Equity	417,480	354,373	47,270	(56,631)	345,012
Deferred Development Cost Charges	79,100	64,739	24,842	(11,782)	77,799

Note: Totals may not add due to rounding.

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

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 2020 and 2021 may 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, 2020.

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.

The City of Kelowna does not issue bonds. Borrowings are done through the Municipal Finance Authority which has a triple A rating.

General Fund debt servicing costs

Net Debt Servicing Costs are budgeted at **\$4.5M in 2021** (2.9 per cent of taxation demand), which is the same as the 2020 budgeted amount. The current net general debt (including internal financing) as a percentage of taxation demand is 2.9 per cent in 2021, as compared to 3.9 per cent of taxation demand in 2020.

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:

	2019 Balance	2020 Balance	2021 Est. Bal.
General Capital Fund	70,045	65,360	61,145
Water Utility Capital Fund	6,240	5,755	5,250
Wastewater Utility Capital Fund	14,882	8,811	6,566
Airport Fund	18,178	16,153	14,062
Total Debenture Debt	\$109,345	\$96,079	\$87,023

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 \$7M based on \$50 per capita and a 2021 population estimate of 143,000. 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 By-Law must be approved by Council and is limited to 75 per cent of all property taxes imposed for all purposes in the preceding year.

In 2020 the City of Kelowna passed a Revenue Anticipation Borrowing Bylaw to mitigate potential cash flow risks associated with the timing of the collection of tax revenue and paying other taxing authorities while providing for City essential services during the COVID-19 pandemic. Using the 2019 property taxes of \$254,657,555, Part 6 Division 3 Section 177 of the Community Charter allowed for borrowing to a maximum of \$190,993,166. The City has not borrowed any amount relating to this bylaw in 2020.

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 four capital projects that are being internally financed and their estimated balances at the end of 2020 are:

- Airport - 3770 Bulman Road - \$900k
- Dewdney Park - \$2.2M
- Diamond Mountain - \$2.5M
- West Campus Lands – 4.4M

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 2021 and future years is illustrated on the following pages.



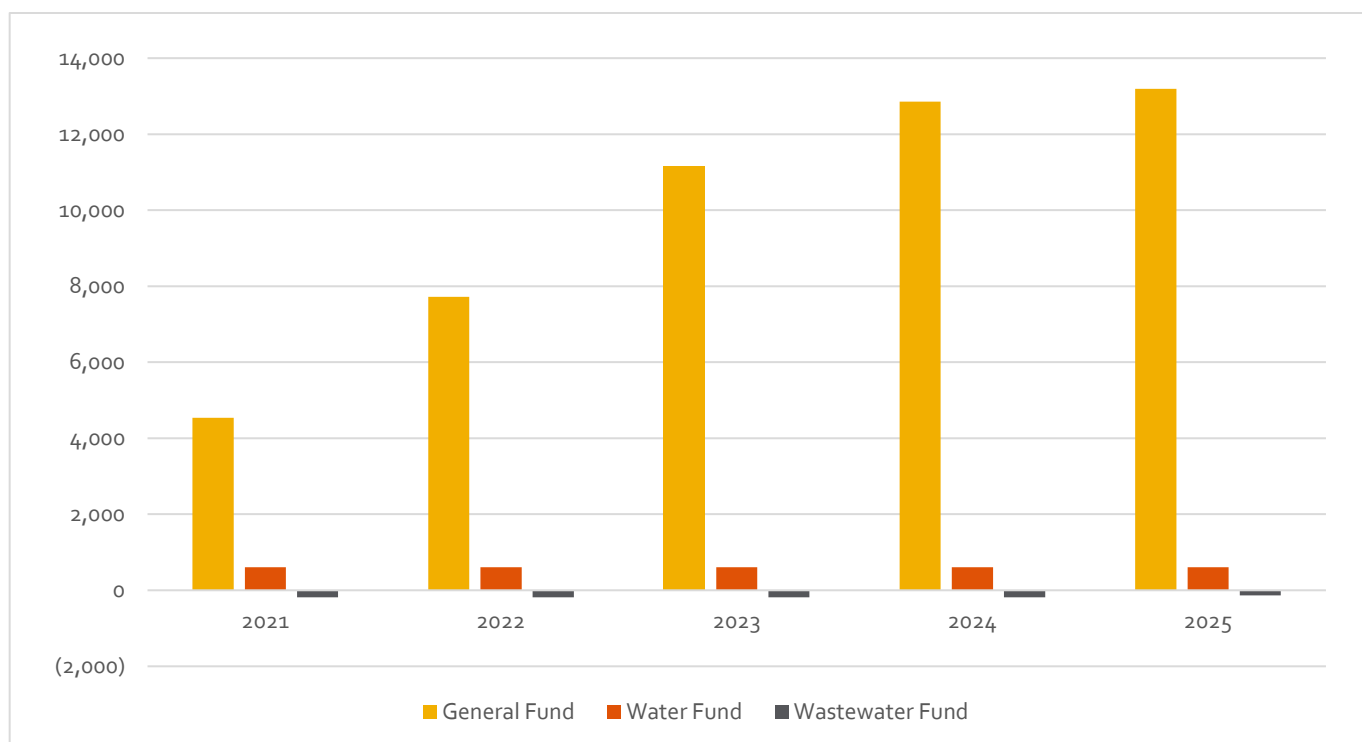
10 Year Debt Repayment Schedule (\$ thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Remaining
General Fund											
Debenture											
Principal	3,168	5,228	7,395	8,545	8,761	8,761	8,761	7,811	7,897	7,897	87,805
Interest	2,347	3,445	4,575	5,140	5,255	5,255	5,255	4,618	4,642	4,642	48,540
Total Expenditures	5,516	8,674	11,970	13,684	14,016	14,016	14,016	12,429	12,540	12,540	136,345
Recoveries	(1,248)	(1,224)	(1,010)	(1,010)	(1,010)	(1,010)	(1,010)	(965)	(965)	(965)	(4,802)
Net Debenture Debt	4,267	7,449	10,960	12,675	13,006	13,006	13,006	11,464	11,575	11,575	131,543
Other Debt											
MFA Levy	11	11	11	11	11	11	11	11	11	11	
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	
Mortgages	84	84	0	0	0	0	0	0	0	0	
TOTAL NET DEBT (General)	4,537	7,719	11,146	12,860	13,192	13,192	13,192	11,650	11,761	11,761	
Water Fund											
Debenture											
Principal	335	335	335	334	333	333	333	333	69	69	81
Interest	297	297	297	295	295	295	295	295	67	67	77
Total Expenditures	632	632	632	630	628	628	628	628	135	135	159
Recoveries	(25)	(25)	(25)	(23)	(22)	(22)	(22)	(22)	(3)	(3)	(27)
Net Debenture Debt	606	606	606	606	606	606	606	606	132	132	132
Wastewater Fund											
Debenture											
Principal	828	828	827	827	721	417	227	227	0	0	0
Interest	467	467	467	467	387	319	196	196	0	0	0
Total Expenditures	1,295	1,295	1,294	1,294	1,108	736	423	423	0	0	0
Recoveries	(1,478)	(1,478)	(1,476)	(1,476)	(1,244)	(743)	(429)	(429)	0	0	0
Net Debenture Debt	(183)	(183)	(182)	(182)	(136)	(6)	(6)	(6)	0	0	0
Airport Fund											
Debenture											
Principal	1,897	2,193	3,036	3,332	3,332	2,692	2,132	1,435	1,435	1,435	18,649
Interest	584	742	1,192	1,349	1,349	1,098	877	765	765	765	9,945
Total Expenditures	2,481	2,934	4,228	4,681	4,681	3,790	3,009	2,200	2,200	2,200	28,594
Recoveries (AIF Revenue)	(2,481)	(2,934)	(4,228)	(4,681)	(4,681)	(3,790)	(3,009)	(2,200)	(2,200)	(2,200)	(28,594)
Net Debenture Debt	0	0	0	0	0	0	0	0	0	0	0
Total net debt payment	4,961	8,142	11,570	13,284	13,662	13,792	13,792	12,250	11,893	11,893	124,004

Note: Totals may not add due to rounding.

Five-year net debt repayment (\$ thousands)

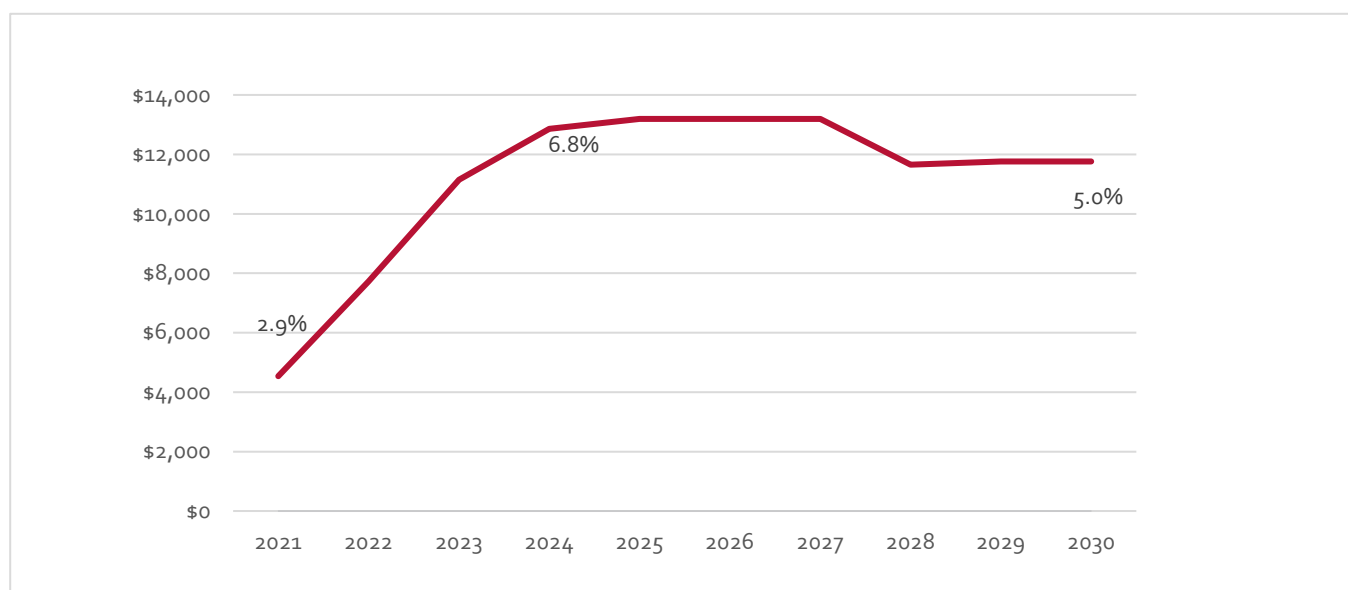
Over the next five years, the City's net debt in the general fund is expected to increase as the Parkinson Recreation Centre building is replaced and two new ice sheets and a full-size indoor soccer field is added to the Capital News Centre. Further details on these projects can be found in the 10-Year 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 2021 will be 2.9 per cent and is anticipated to reach a maximum of 6.8 per cent over the next five years; decreasing to 5.0 per cent by 2030.

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

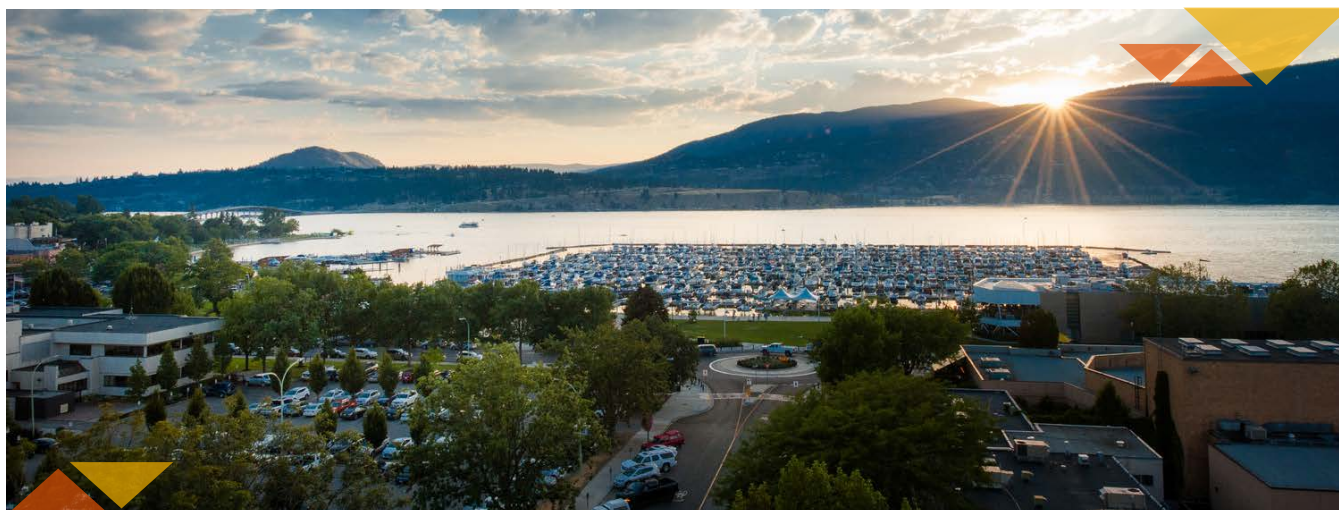
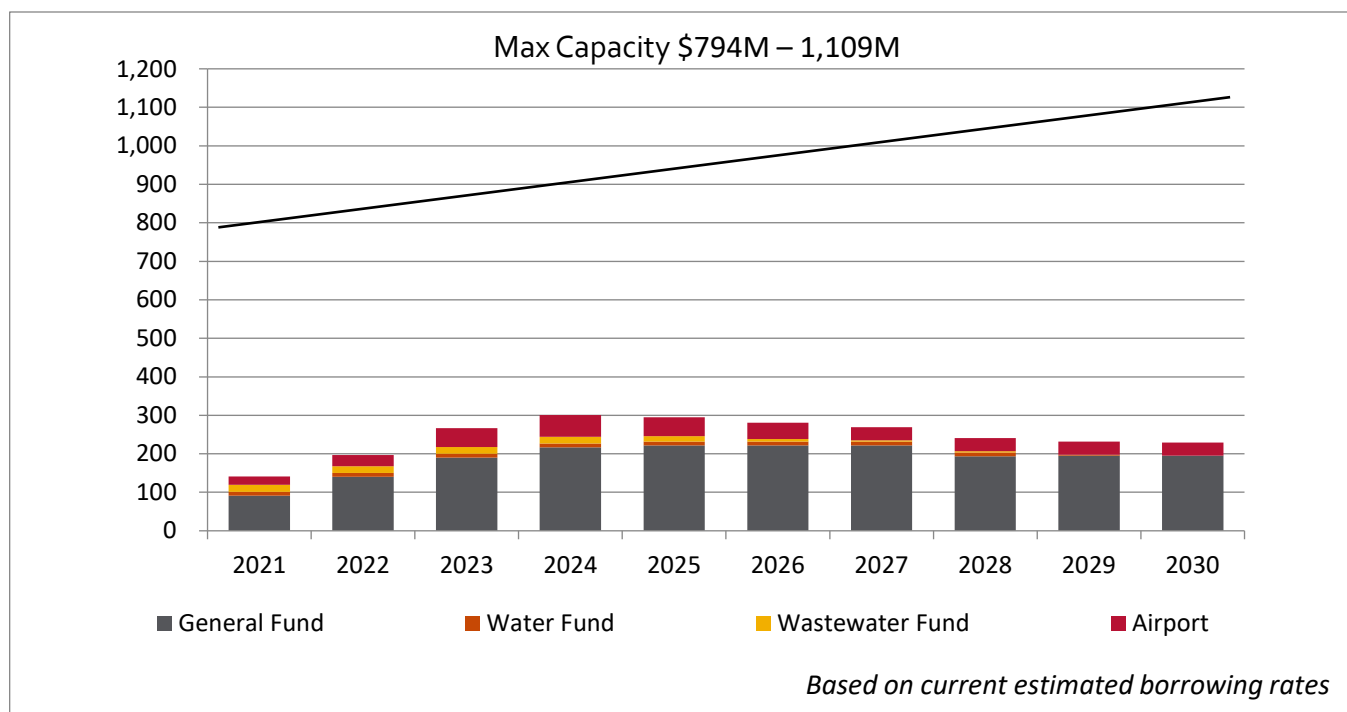


Existing Debt – All Funds

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 2019 revenues, the current liability servicing limit is \$81.6M of which \$19.6M of this capacity has been used, leaving an available capacity of \$62M. While \$19.6M represents approved debt capacity, the total debt servicing cost payable (principal and interest) is \$18.6M. The balance of \$1M 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 \$62M for 2020 is approximately **\$794M**.

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

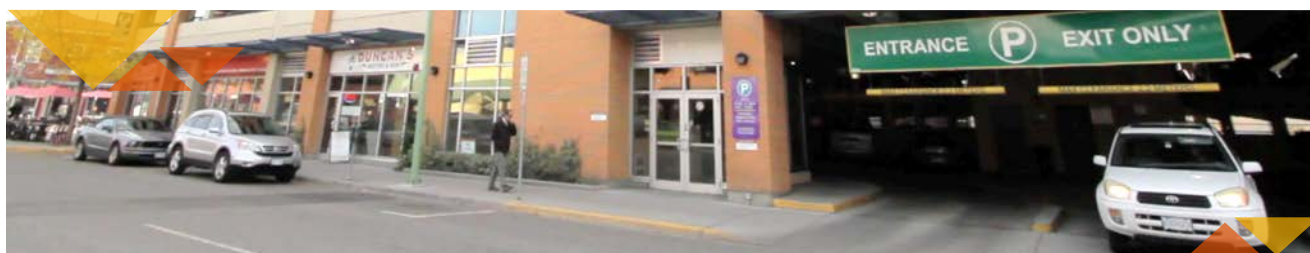
Existing debt & maximum borrowing



Debt charges analysis – General Fund (\$ thousands)

	Revised 2020	Provisional 2021	
Debentures			
Parkade Extension & Memorial Parkade MFA 133	943	943	
Local Improvements - MFA 130	22	22	
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 – MFA 133, 137,142, 145	2,600	2,600	5,516
Debenture recoveries			
Local Improvement Levies	(22)	(22)	
Kokanee Gymnastic	(28)	(28)	
- Appropriation to Major Facilities Res.	4	4	
Okanagan Gymnastics	(45)	(45)	
South Pandosy Spec Area 1 & 2	0	0	
Parking Reserve	(1,158)	(1,158)	(1,248)
Net debenture debt		4,267	4,267
Short term borrowing			
MFA levy	8	11	
Net short term debt		8	11
Temporary debt			
Mortgage payable – Dewdney Park	84	84	
Interest on prepaid taxes	150	150	
Bank charges/local improvements	101	101	335
Temporary debt - recovery			
Parking Reserve		(76)	(76)
Net temporary debt		259	259
Net debt - General		4,534	4,537
Dollar change		3	0.1%
Internal borrowing			
Mission Recreation Park Facilities (est. completion 2023)	940		0
Protective Services Property	504		0
Net internal borrowing	1,444		0
Total including internal financing		5,978	4,537

Note: Totals may not add due to rounding.



Debt charges analysis – Water Fund (\$ thousands)

	Revised 2020	Provisional 2021	
Debentures			
Specified Area 16 - Byrns Rd - MFA 80	2	2	
Specified Area 18 - Lakeshore Rd - MFA 85	1	1	
Specified Area 26 - Fisher Rd - MFA 104	19	19	
Cedar Creek Pump Station - MFA 104	474	474	
Poplar Point Pump Station - MFA 117	132	132	
Local Service Area - Aspen Rd - MFA 146	3	3	
	<u>632</u>	<u>632</u>	
Debenture recoveries			
Specified Areas	(22)	(22)	
Local Service Areas	(3)	(3)	
	<u>(26)</u>	<u>(26)</u>	
Net debenture debt	606	606	
Short term borrowing			
	0	0	
Net short term debt	0	0	
Temporary debt			
	0	0	
	<u>0</u>	<u>0</u>	
Temporary debt - recovery			
	<u>0</u>	<u>0</u>	
Net temporary debt	0	0	
Net debt - Water	<u>606</u>	<u>606</u>	
Dollar change		0	0.0%
Internal borrowing			
	0	0	
Net internal borrowing	0	0	
Total including internal financing	<u>606</u>	<u>606</u>	

Note: Totals may not add due to rounding.



Debt charges analysis – Wastewater Fund (\$ thousands)

	Revised 2020	Provisional 2021	
Debentures			
Specified Area 20 - North Rutland - MFA 95	374	340	
Specified Area 21A - McKenzie Bench - MFA 85	71	71	
Specified Area 22A - Gerstmar - MFA 77	2	2	
Specified Area 22B - Vista Rd - MFA 85	4	4	
Specified Area 22C - Hein Rd - MFA 85	14	14	
Specified Area 22D - Elwyn Rd - MFA 85	8	8	
Specified Area 22E - Dease Rd - MFA 85	5	5	
Specified Area 22F - Mills Rd - MFA 85	18	18	
Specified Area 26 - Fisher Rd - MFA 104	126	126	
Specified Area 28A - Okaview - MFA 95	35	32	
Specified Area 29 - Campion Cambro - MFA 85	46	46	
Specified Area 30 - Ackland - MFA 85	19	19	
Specified Area 34 - Country Rhodes - MFA 104	27	27	
Specified Area 36 - Clifton - MFA 104	17	17	
Wastewater Treatment Expansion - MFA 112	1,206	0	
Brandt's Creek Tradewaste Treatment - MFA 117	314	314	
	<u>2,286</u>	<u>1,043</u>	
Debenture recoveries			
Specified Areas	(1,332)	(1,296)	
Okanagan Basin Water Board	(183)	(183)	
Reserve	(1,206)	0	
	<u>(2,721)</u>	<u>(1,478)</u>	
Net debenture debt	(435)	(435)	
Short term borrowing			
	0	0	
Net short term debt	0	0	
Temporary debt			
Mortgage - Commonage Rd	107	0	
	<u>107</u>	<u>0</u>	
Temporary debt - recovery			
Reserve	<u>(107)</u>	<u>0</u>	
Net temporary debt	0	0	
Net debt - Wastewater	<u>(435)</u>	<u>(435)</u>	
Dollar change		0	0.0%
Internal borrowing			
Local Area Service - Rutland	252	252	
	<u>0</u>	<u>0</u>	
Net internal borrowing	252	252	
Total including internal financing	<u><u>(183)</u></u>	<u><u>(183)</u></u>	

Note: Totals may not add due to rounding.

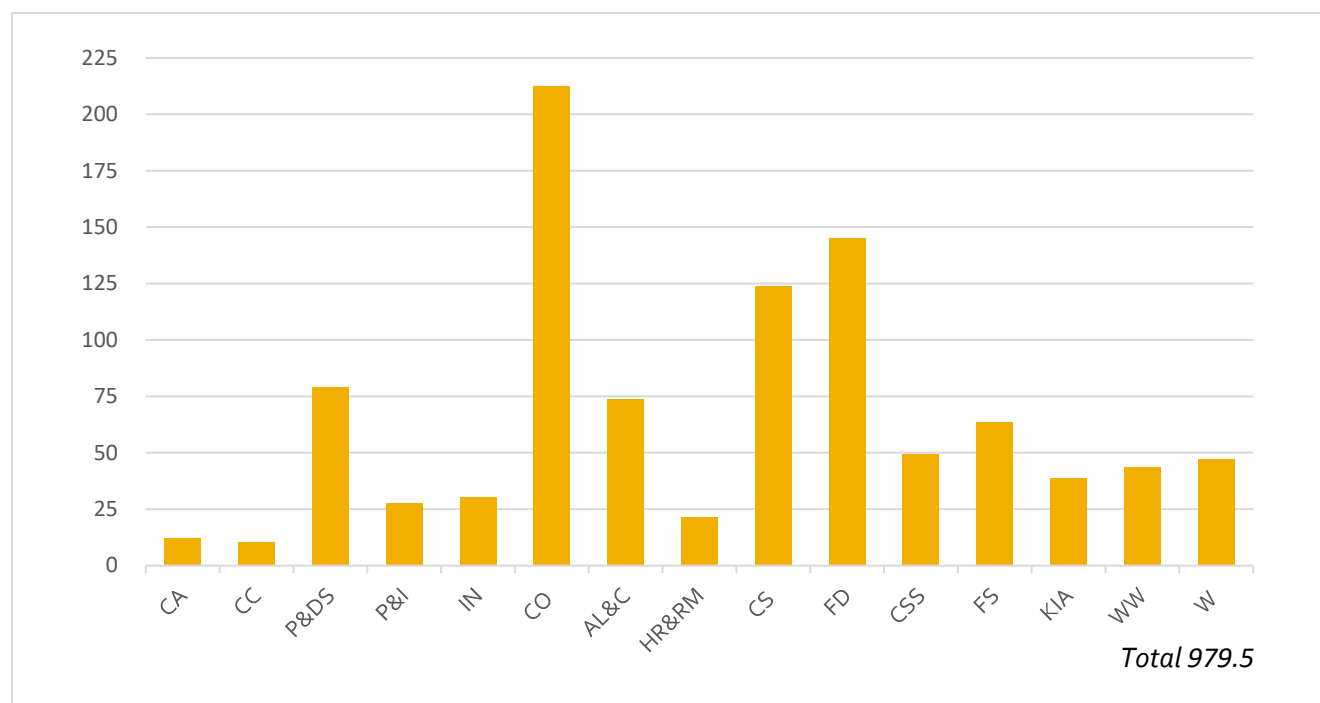
Debt charges analysis – Airport Fund (\$ thousands)

	Revised 2020	Provisional 2021
Debentures		
Airport Expansion - MFA 133	846	846
Airport Expansion - MFA 137	389	389
Airport Expansion - MFA 139	325	325
Airport Expansion - MFA 141	922	922
	<u>2,481</u>	<u>2,481</u>
Debenture recoveries		
AIF Revenue	(2,481)	(2,481)
	<u>(2,481)</u>	<u>(2,481)</u>
Net debenture debt	<u>0</u>	<u>0</u>
Short term borrowing	0	0
Net short term debt	<u>0</u>	<u>0</u>
Temporary debt		
Mortgage - Bulman Rd	900	900
	<u>900</u>	<u>900</u>
Temporary debt - recovery		
Groundside Revenue	<u>(900)</u>	<u>(900)</u>
Net temporary debt	<u>0</u>	<u>0</u>
Net debt - Airport	<u>0</u>	<u>0</u>
Dollar change		0 0.0%
Internal borrowing	0	0
Net internal borrowing	<u>0</u>	<u>0</u>
Total including internal financing	<u>0</u>	<u>0</u>

Note: Totals may not add due to rounding.



Full-time equivalent (FTE) summary



	Budget 2019	Actual 2019	Revised 2020	Preliminary 2021
General Fund				
City Administration (CA)	12.2	11.4	12.2	12.2
City Clerk (CC)	9.7	9.1	10.2	10.2
Planning & Development Services (P&DS)	77.1	74.3	80.5	79.2
Partnerships & Investments (P&I)	25.5	23.7	26.5	27.7
Infrastructure (IN)	29.7	30.2	29.4	30.3
Civic Operations (CO)	209.6	180.3	206.7	212.7
Active Living & Culture (AL&C)	73.5	69.5	73.0	73.6
Corporate & Protective Services				
Human Resources & Risk Management (HR&RM)	19.2	19.8	20.3	21.5
Community Safety (CS)	106.7	101.4	116.0	124.0
Fire Department (FD)	140.7	139.7	144.8	145.3
Corporate Strategic Services (CSS)	46.8	48.3	49.0	49.4
Financial Services (FS)	62.3	59.5	61.3	63.5
Total General Fund	813.0	767.2	829.9	849.6
Airport & Utility Funds				
Kelowna International Airport (KIA)	47.7	49.5	48.4	39.0
Wastewater (WW)	41.7	34.2	42.0	43.7
Water (W)	41.1	34.4	45.8	47.2
Total Airport & Utility Funds	130.5	118.1	136.2	129.9
Total FTEs	943.5	885.3	966.1	979.5

General Fund

City Clerk

- 2019 Addition 0.5 FTE for Legislative Coordinator (FOI) Position operating request
- 2020 Addition 0.5 FTE for annualization of 2019 operating request

Planning & Development Services

- 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 2.0 FTE for annualization of 2019 operating requests
- Reduction 1.8 FTE for removal of 2019 carryover request
- Addition 0.1 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 1.0 FTE for Climate Action Plan carryover request
- Addition 0.5 FTE for Administrative Clerk increase for Policy & Planning
- Reduction 0.2 FTE from Final Budget changes reducing the Summer Student position onetime
- Movement 2.0 FTE from hourly to salary for Licensing & Property Use Inspector positions
- 2021 Addition 0.2 FTE from 2020 Final Budget changes reducing the Summer Student position onetime
- Reduction 1.0 FTE for removal of 2020 carryover request
- Reduction 0.3 FTE for 2020 Official Community Plan Contract Position Extension operating request
- Reduction 1.0 FTE Administration Clerk
- Reduction 1.0 FTE Development Engineering Technologist Term Position 2019 operating request
- Addition 1.0 FTE Champion of the Environment Term Position
- Addition 0.8 FTE Community Energy Specialist Position Extension

Partnership & Investments

- 2019 Addition 0.7 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 1.0 FTE for annualization of 2019 operating requests
- Addition 0.2 FTE for Parks and Landscape Planner Position operating request
- Reduction 1.2 FTE for Final budget reductions
- Addition 0.5 FTE for Administration Clerk Position
- Addition 0.5 FTE for the Grants & Special Projects Manager moving from Part-time to Full-time
- 2021 Addition 0.7 FTE for annualization of 2020 operating requests
- Addition 0.5 FTE for Intergovernmental Affairs Position operating request

Infrastructure

- 2019 Addition 0.2 FTE for annualization of 2017 and 2018 operating requests
- Addition 0.7 FTE for ongoing Transit Service Coordinator Position operating request
- Addition 0.5 FTE for Senior Transportation Engineer Position operating request
- Addition 0.7 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 Transportation Master Planning Program carryover request
- 2020 Reduction 0.4 Transportation Master Planning Program carryover request

Addition 0.7 FTE for annualization of 2019 operating requests
 Reduction 0.2 FE for increased capital allocation for Mobility Specialist position
 Addition 0.3 FTE for Co-op Student – Asset Management Data Analyst operating request
 Addition 0.1 FTE for Project Manager (Buildings) Position operating request
 Reduction 0.8 FTE for Final budget reductions
 2021 Addition 0.6 FTE for annualization of 2020 operating positions
 Addition 0.3 FTE for Co-op Student – Asset Management Data Analyst operating request

Civic Operations

2019 Addition 0.4 FTE for annualization of 2018 operating positions
 Reduction 1.5 FTE from 2018 Landfill position onetime budget transfers
 Addition 3.6 FTE from various 2019 ongoing operating requests for wages
 Reduction 0.2 FTE for Parks Operating Budget Reduction onetime 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 2019 operating requests
 Reduction 0.4 FTE for reversal of 2019 operating requests
 Addition 1.2 FTE for various 2020 ongoing operating requests for wages
 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 0.3 FTE for Streetlight Student Term Labourer Position operating request
 Addition 0.5 FTE for Landfill Equipment Operator IV Position operating request
 Reduction 0.2 FTE increased capital allocation for Design Technician position
 Addition 0.2 FTE for Parks and Beaches Supervisor position
 Reduction 2.5 FTE for moving Graffiti Eradication and Prevention from Civic Operations
 Reduction 5.0 FTE for Final Budget operating reductions
 2021 Addition 5.1 FTE for annualization of 2020 operating request
 Addition of 0.1 FTE for moving wages to part-time wages for a Cemetery Clerk position
 Addition 0.8 FTE for various 2021 ongoing operating requests for wages

Active Living & Culture

2019 Addition 0.2 FTE for annualization of 2018 Kelowna Community Theatre – Technician Position
 Reduction 0.2 FTE for reversal of 2018 onetime 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
 Reduction 2.7 FTE for Final Budget reductions
 2021 Addition 2.7 FTE for annualization of 2020 operating requests
 Reduction 1.9 FTE for Community Theatre Operating Changes – COVID-19 operating request
 Reduction 0.1 FTE for Sports and Events Services Operating Changes – COVID-19 operating request
 Reduction 0.1 FTE for Community and Neighbourhood Operating Changes – COVID-19 operating request

Corporate & Protective Services

Human Resources & Risk Management

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
	Addition 1.0 FTE for HR Coordinator position
2020	Reduction 0.4 FTE for reversal of 2019 carryover requests
	Reduction 0.7 FTE for annualization of 2019 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
	Reduction 0.5 FTE for Final Budget reductions
	Addition 0.3 FTE for Safety Management Software Project
2021	Addition 0.2 FTE for reversal of onetime 2020 requests
	Addition 0.5 FTE for part-time Admin Coordinator position
	Addition 0.5 FTE for Human Resources Business Partner Position operating request

Community Safety

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 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 0.3 FTE for Administration Coordinator Position operating request
	Addition 0.5 FTE for Crime Reviewer Position operating request
	Addition 0.6 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
	Addition 2.5 FTE for moving Graffiti Eradication and Prevention from Civic Operations
	Reduction 0.1 FTE for increasing a Part-time Police Services Records Clerk to Full-time
2021	Addition 5.3 FTE for annualization of 2020 operating requests
	Addition 0.5 FTE for Court Liaison Officer Position operating request
	Addition 0.5 FTE for Operational Intelligence Clerk Position operating request
	Addition 0.5 FTE for Police Information Technician Position operating request
	Addition 0.5 FTE for Business Intelligence Analyst Position operating request
	Addition 0.5 FTE for Labourer II Position operating request
	Addition 0.2 FTE for Police Information Clerk Position operating request

Fire Department

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
	Addition 0.1 FTE for casual Fire Dispatch positions
2021	Addition 0.5 FTE for Fire Inspector (10th Year) Position operating request

Corporate Strategic Services

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 Communications Consultant, Emerging Issues Position operating request
	Addition 0.5 FTE for annualization of 2019 operating request
	Addition 1.0 FTE for moving a Network Systems Analyst from Financial Services
	Addition 0.2 FTE for Administration Coordinator position

2021 Addition 0.4 FTE from annualization of 2020 requests

Financial Services

2019 Addition 1.7 FTE for annualization of 2018 operating requests
Addition 0.5 FTE for Financial Analyst Position - Infrastructure operating request

2020 Addition 0.5 FTE for annualization of 2019 operating request
Reduction 1.0 FTE for moving a Network Systems Analyst to Corporate Strategic Services
Reduction 0.7 FTE for Summer Student reduction at Final Budget
Addition 0.5 FTE for Financial Analyst Position
Reduction 0.3 FTE to move a Senior Buyer to the Airport

2021 Addition 1.2 FTE for annualization of prior year requests
Addition 0.5 FTE for Accountant Position operating requests
Addition 0.5 FTE for Financial Analyst Position - Corporate Divisional Support operating request

Airport & Utility Funds

Airport

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
Movement from Airport Operations Technician operating request, 0.5 FTE from hourly to salary

2021 Addition 0.5 FTE for annualization of 2020 operating request
Reduction 9.9 FTE for multiple positions through 2021 operating requests

Wastewater

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 0.1 FTE for annualization of 2019 operating request
Addition 0.2 FTE for Wastewater Lift Station Capital Growth operating request

2021 Addition 0.4 FTE for annualization of 2019 operating requests
Reduction 0.4 FTE for 2018 Pump Operations - Instrument Electrician Term Position operating request
Reduction 1.4 FTE for Wastewater Treatment I/E Technician Term Position operating request
Addition 0.5 FTE for Instrument Electrician Technician Wastewater Position operating request
Addition 2.6 FTE for Wastewater Treatment Succession Planning Positions operating request

Water

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 1.9 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
Addition 1.0 FTE for Operations Clerk position

2021 Addition 1.2 FTE for annualization of 2019 operating requests
Reduction 0.6 FTE for 2018 Pump Operations - Instrument Electrician Term Position operating request
Addition 0.1 FTE for Water Station Control Systems Renewal Project operating request
Addition 0.5 FTE for Instrument Electrician Technician Wastewater Position operating request
Addition 0.2 FTE for Water Conservation Enhancement operating request

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 2019	Revised 2020	Preliminary 2021
General revenues	(12,085)	(11,184)	(11,529)
Net operating budget	140,206	150,520	157,581
2019 surplus	514		
Pay-as-you-go capital	13,890	9,510	11,848
Taxation demand	142,525	148,847	157,900
New construction tax revenue	(3,570)	(3,400)	(2,700)
Net property owner impact	4.10%	2.05%	4.27%

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.

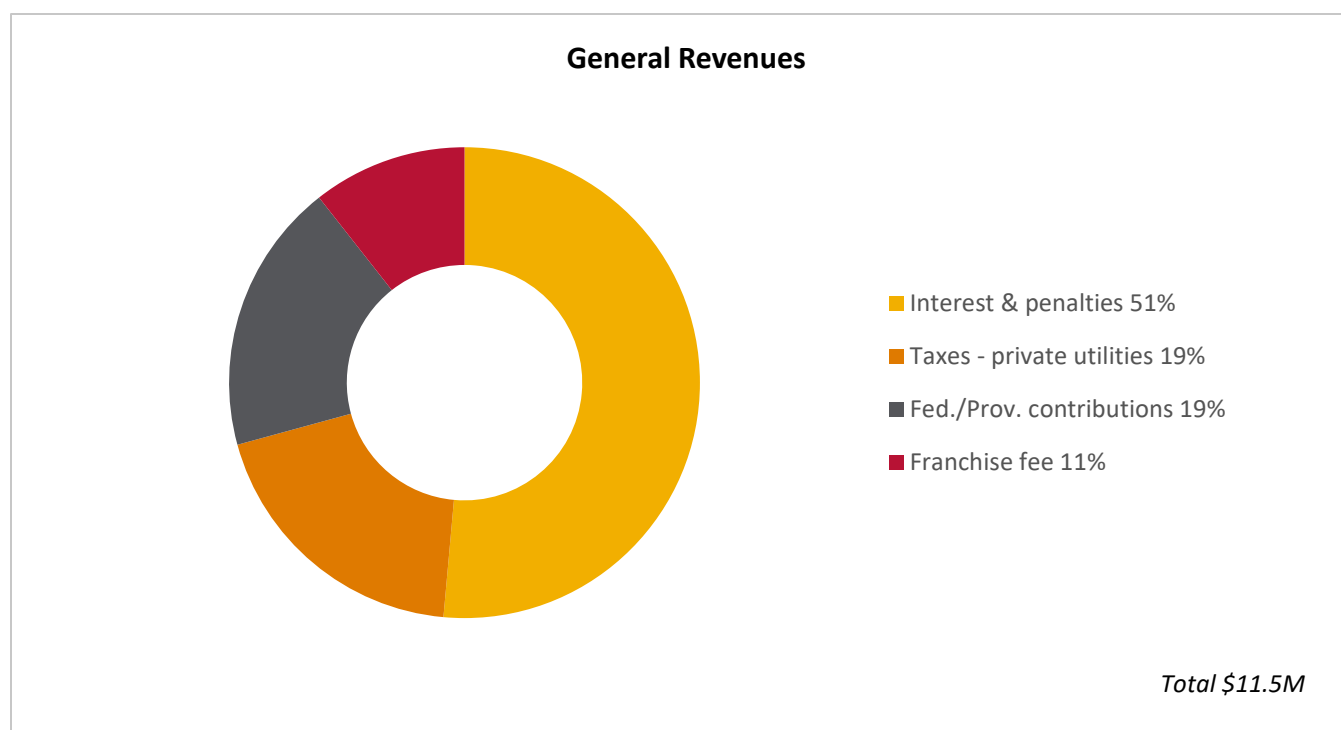
	2020	2021	Change	% change
Gross departmental operating expenditures	253,606	253,534	(72)	(0.03%)
Net departmental revenue	(107,535)	(100,406)	7,130	(6.63%)
Net departmental operating expenditure	146,070	153,128	7,058	4.83%
Net general debt	4,450	4,453	3	0.06%
Capital expenditures from general taxation	9,510	11,848	2,338	24.58%
General revenue	(11,184)	(11,529)	(345)	3.08%
Gross tax demand	148,847	157,900	9,053	6.08%
Less estimated new construction revenue	(3,400)	(2,700)		
Net property owner impact	2.05%	4.27%		2.22%

Note: Totals may not add due to rounding

Revenues & expenditures

General revenues (\$ thousands)

General Revenues are revenues that are not specifically attributable to or generated by any particular City of Kelowna division. 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.

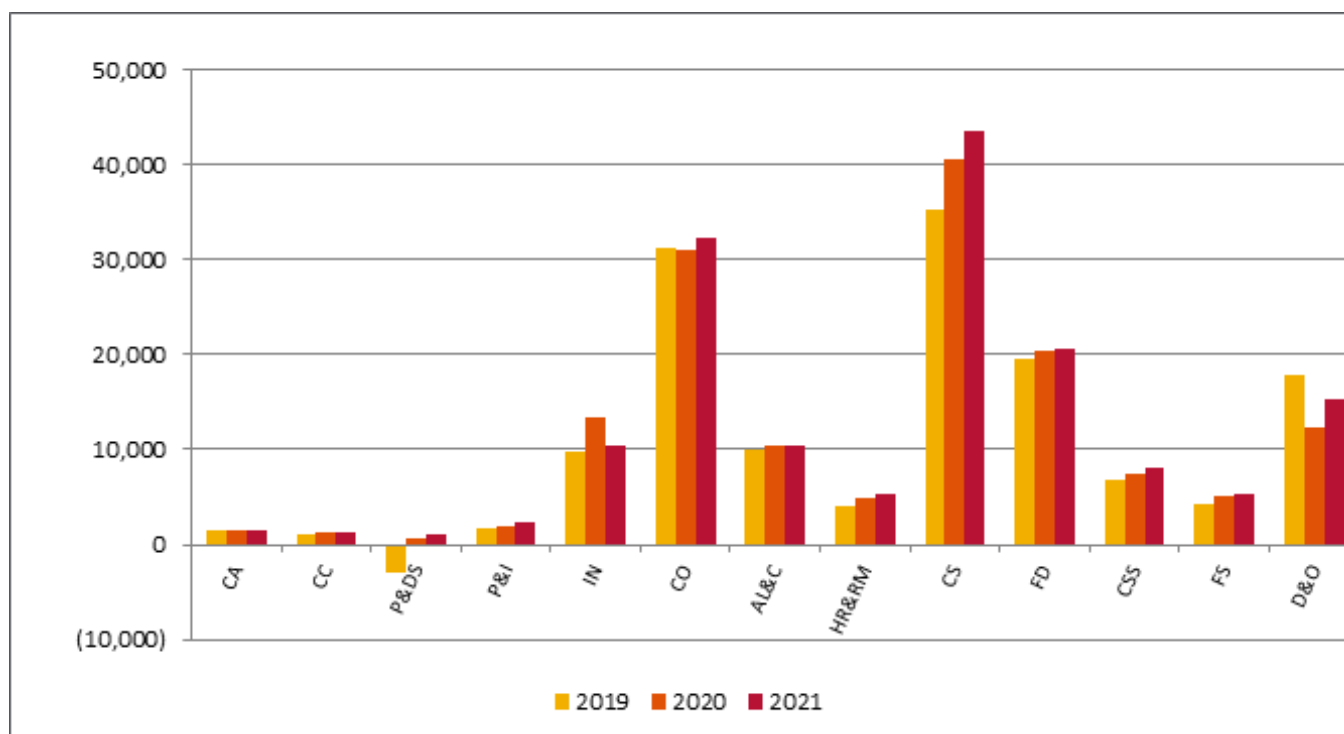
	Actual 2019	Revised 2020	Preliminary 2021
Licences	43	3	3
Franchise fee	1,190	1,190	1,234
Interest & penalties	7,587	5,792	5,987
Miscellaneous revenues	(1,106)	(140)	(116)
Fed./Prov. contributions (Inc. traffic fine revenue)	2,109	2,090	2,171
Taxes - private utilities (1% in Lieu)	2,262	2,249	2,250
Total General Revenues	12,085	11,184	11,529
Property taxation	142,525	148,847	157,900
Total General Revenue & taxation	154,610	160,030	169,428

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 2019	Revised 2020	Preliminary 2021
City Administration (CA)	1,480	1,540	1,580
City Clerk (CC)	1,143	1,329	1,338
Planning & Development Services (P&DS)	(3,032)	625	1,094
Partnerships & Investments (P&I)	1,700	1,829	2,343
Infrastructure (IN)	9,828	13,393	10,416
Civic Operations (CO)	31,293	30,991	32,389
Active Living & Culture (AL&C)	9,917	10,340	10,368
Corporate & Protective Services			
Human Resources & Risk Management (HR&RM)	4,042	4,850	5,301
Community Safety (CS)	35,276	40,481	43,586
Fire Department (FD)	19,536	20,323	20,588
Corporate Strategic Services (CSS)	6,919	7,511	8,016
Financial Services (FS)	4,239	5,043	5,318
Debt & Other (D&O)	17,865	12,265	15,245
Total Division Net Operating Exp.	140,206	150,520	157,581

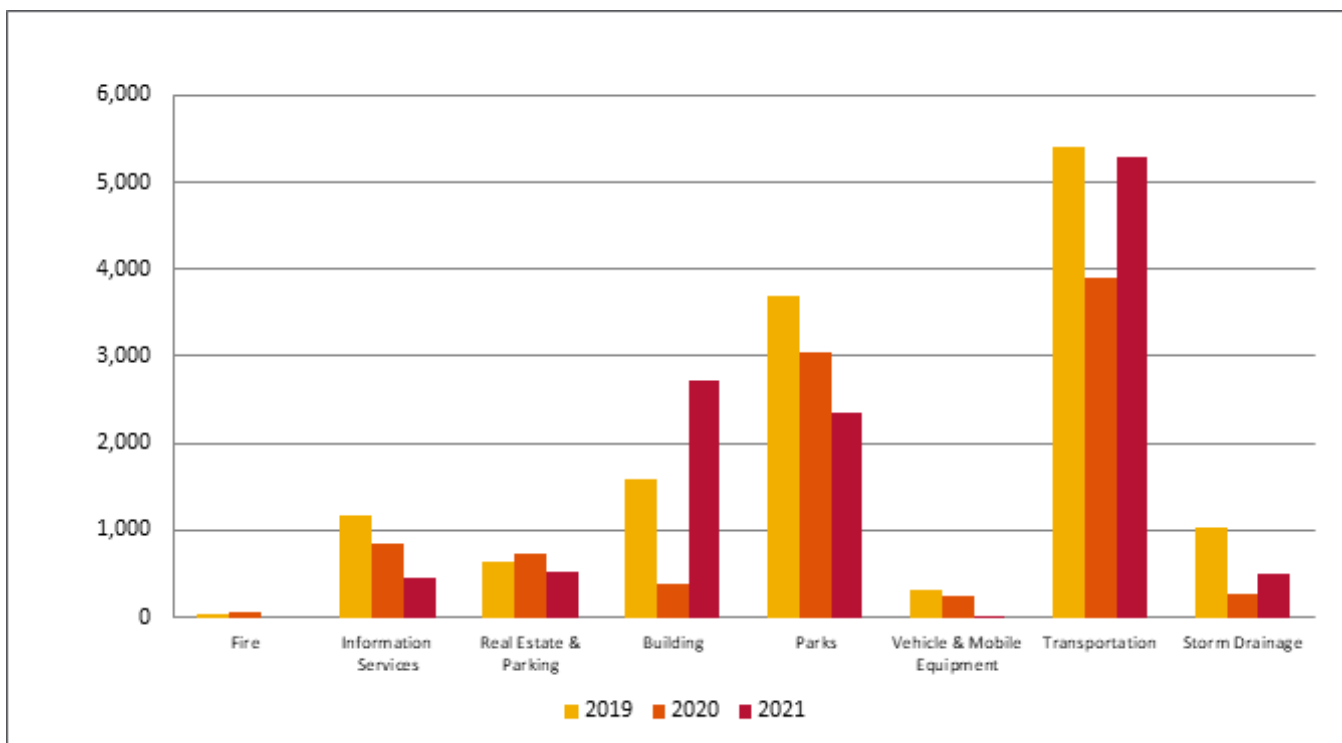
* City Administration includes City Management and Mayor & Council

Note: Totals may not add due to rounding

General Fund – taxation capital summary (\$ thousands)

The taxation capital summary information below is separated into the eight General Fund capital cost centres. The graph and table illustrate total taxation 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 2019	Revised 2020	Preliminary 2021
Fire	37	61	0
Information Services	1,177	844	456
Real Estate & Parking	635	737	526
Building	1,595	395	2,721
Parks	3,703	3,052	2,342
Vehicle & Mobile Equipment	304	252	11
Transportation	5,414	3,895	5,293
Storm Drainage	1,025	275	500
Total Taxation Capital	13,890	9,510	11,848

Note: Totals may not add due to rounding

General Fund excluding General Revenue

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	(146)	0	0
Parcel Tax	(35)	0	0
Fees and Charges	(80,985)	(62,407)	(59,776)
Other Revenue	(45,118)	(36,140)	(34,766)
Transfers from Funds			
Special (Stat Reserve) Funds	(2,581)	(2,497)	(1,408)
Development Cost Charges	0	(1,449)	(1,449)
Accumulated Surplus	(3,598)	(6,370)	(4,349)
Total Revenue	(132,462)	(108,864)	(101,749)
<u>Expenditures</u>			
Salaries and Wages	78,713	82,035	84,063
Internal Equipment	7,852	7,524	7,967
Material and Other	50,796	47,928	37,198
Contract Services	73,165	77,607	81,002
Debt Interest	2,711	2,497	2,497
Debt Principal	5,827	6,935	5,937
Internal Allocations	4,599	4,930	4,485
Transfers to Funds			
Special (Stat Reserve) Funds	32,859	23,296	25,816
Development Cost Charges	0	0	0
Accumulated Surplus	16,147	6,632	10,364
Total Expenditures	272,669	259,384	259,330
Net Operating Expenditures	140,206	150,520	157,581
<u>Capital Expenditures</u>			
Gross Expenditures	72,346	115,693	60,591
Other Funding Sources	(58,456)	(106,183)	(48,744)
Taxation Capital	13,890	9,510	11,848
Net Operating & Tax Capital Exp.	154,096	160,030	169,428

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	543.3	512.1	570.0	583.6
Hourly	269.7	255.1	259.9	266.0

Note: Totals may not add due to rounding

Utility Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(3,206)	(3,142)	(3,196)
Fees and Charges	(73,492)	(81,899)	(53,911)
Other Revenue	(4,817)	(3,142)	(2,059)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	(4,971)	(1,313)	0
Accumulated Surplus	(6,364)	(10,066)	(9,533)
Total Revenue	(92,850)	(99,562)	(68,699)
<u>Expenditures</u>			
Salaries and Wages	11,587	13,794	13,217
Internal Equipment	1,332	1,456	1,616
Material and Other	17,803	20,126	16,664
Contract Services	552	179	199
Debt Interest	2,526	1,671	1,231
Debt Principal	7,648	4,794	3,826
Internal Allocations	7,154	9,914	6,879
Transfers to Funds			
Special (Stat Reserve) Funds	655	156	156
Development Cost Charges	0	0	0
Accumulated Surplus	28,446	41,136	14,781
Total Expenditures	77,702	93,226	58,568
Net Operating Expenditures Capital	(15,147)	(6,336)	(10,131)
<u>Expenditures</u>			
Gross Expenditures	72,244	128,994	12,134
Other Funding Sources	(66,172)	(122,659)	(2,004)
Utility Capital	6,072	6,336	10,131
Net Operating & Utility Capital Exp.	(9,075)	0	0

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	62.6	63.2	64.2	55.1
Hourly	67.9	54.9	72.0	74.8

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, and the Water and Wastewater Utilities.

	Actual 2019	Revised 2020	Preliminary 2021
Revenues			
General Fund			
Taxation	(142,525)	(148,847)	(157,900)
General Revenues	(12,085)	(11,184)	(11,529)
General Fund Revenues	(132,462)	(108,864)	(101,749)
Other Capital Funding	(58,456)	(106,183)	(48,744)
	(345,528)	(375,078)	(319,921)
Utility Funds			
Utility Fund Revenues	(92,850)	(99,562)	(68,699)
Other Capital Funding	(66,172)	(122,659)	(2,004)
	(159,022)	(222,221)	(70,702)
Total Revenues	(504,549)	(597,299)	(390,624)

Expenditures			
General Fund			
General Fund Expenditures	272,669	259,384	259,330
Capital Exp. from Tax Demand	13,890	9,510	11,848
Other Capital Expenditures	58,456	106,183	48,744
	345,014	375,078	319,921
Utility Funds			
Utility Fund Expenditures	77,702	93,226	58,568
Capital Exp. from Utility	6,072	6,336	10,131
Other Capital Expenditures	66,172	122,659	2,004
	149,946	222,221	70,702
Total Expenditures	494,960	597,299	390,624

Note: Totals may not add due to rounding

(9,589)

*Difference in 2019 actuals due to:

General Fund Surplus

(514)

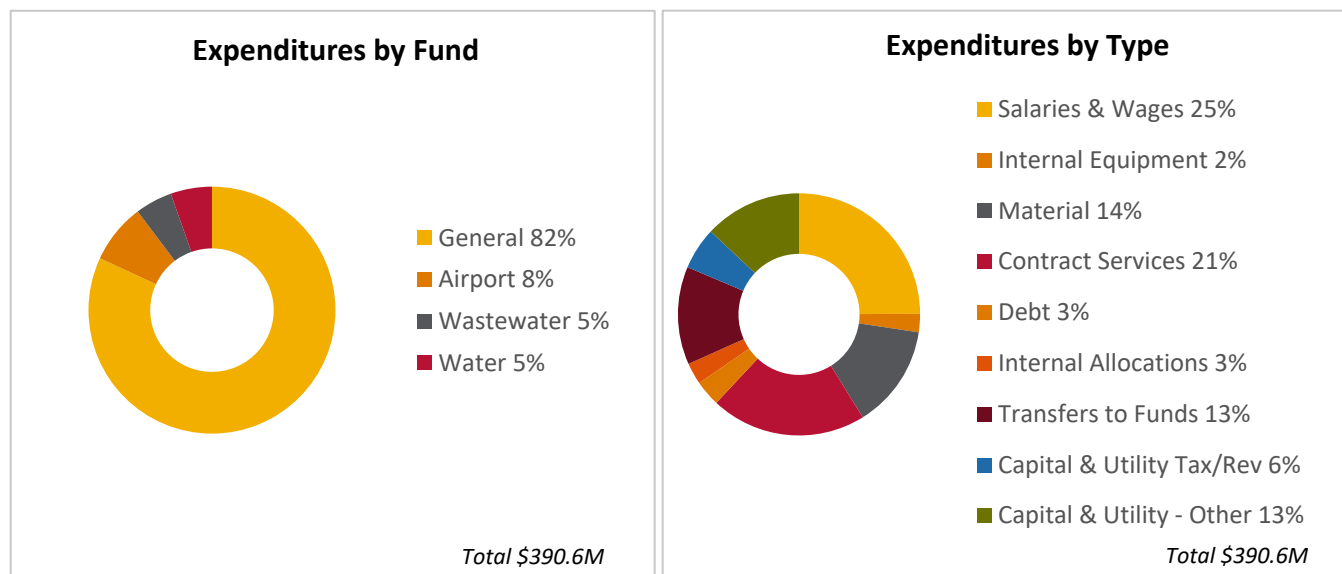
Utility Funds Surplus

(9,075)

(9,589)

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 2019	Revised 2020	Preliminary 2021	
			Operating	Capital
General	345,014	375,078	259,330	60,591
Airport	59,785	142,576	28,954	1,625
Water	63,894	48,444	14,464	4,509
Wastewater	26,268	31,200	15,151	6,000
Subtotal			317,898	72,726
Total	494,960*	597,299	390,624	

* Net of Surplus \$9,589k

Note: Totals may not add due to rounding

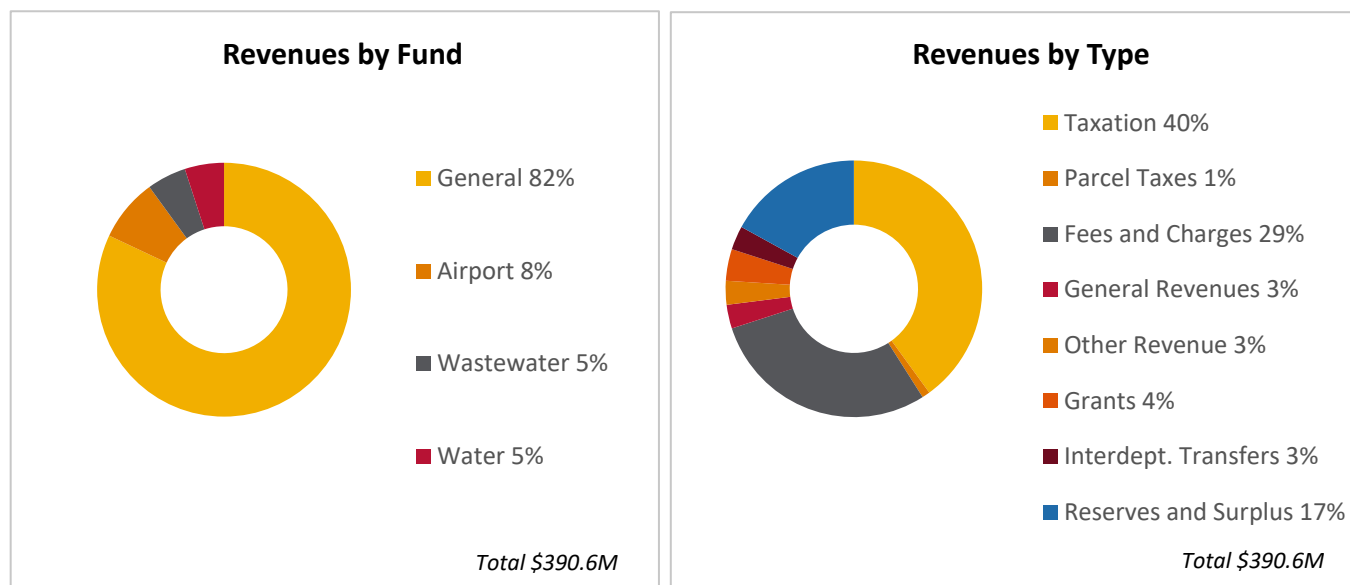
Expenditures by Type (\$ thousands)

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

	Actual 2019	Revised 2020	Preliminary 2021
Salaries & Wages	90,300	95,829	97,280
Internal Equipment	9,184	8,981	9,583
Material	68,599	68,054	53,862
Contract Services	73,718	77,787	81,201
Debt	18,712	15,896	13,491
Internal Allocations	11,753	14,844	11,364
Transfers to Funds	78,107	71,220	51,117
Capital & Utility Tax/Rev	19,961	15,846	21,978
Capital & Utility - Other	124,628	228,842	50,748
Total	494,960	597,299	390,624

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 2019	Revised 2020	Preliminary 2021	
			Operating	Capital
General	345,528	375,078	259,330	60,591
Airport	60,717	142,576	28,954	1,625
Water	66,286	48,444	14,464	4,509
Wastewater	32,018	31,200	15,151	6,000
Subtotal			317,898	72,726
Total	504,549	597,299	390,624	

Revenues by Type (\$ thousands)

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

	Actual 2019	Revised 2020	Preliminary 2021
Taxation	142,525	148,847	157,900
Parcel Taxes	3,386	3,142	3,196
Fees and Charges	154,477	144,306	113,687
Debtenture/Borrowing	3,267	7,159	0
General Revenues	12,085	11,184	11,529
Other Revenue	23,543	18,595	11,656
Grants	51,254	31,830	16,745
Interdept. Transfers	10,800	12,735	10,838
Reserves and Surplus	103,212	219,502	65,074
Total	504,549	597,299	390,624

Note: Totals may not add due to rounding

Revenues – total general & utility (\$ thousands)

	Revised 2020	Preliminary 2021
Net General Operating		
Licences	3	3
Franchise Fee	1,190	1,234
Interest & Penalties	5,792	5,987
Miscellaneous Revenue	(140)	(116)
Federal Contributions	129	131
Provincial Contributions (Inc. Traffic Fine Revenue)	1,961	2,040
Taxes – Private Utilities (1% in Lieu)	2,249	2,250
Property Taxation	148,847	157,900
Sub-Total	160,030	169,428
Capital Funding Source		
Civic Facilities		2,050
CWME - Cemetery Replacement		200
CWME - Community Works Fund		7,585
CWME - Fire Equipment		110
CWME - Municipal Works		1,860
CWME - Sanitary Landfill		5,906
CWME - Vehicle and Equipment Replacement		3,633
DCC - Park A		3,241
DCC – Park D		4,833
DCC - Road A		63
DCC - Road B		1,221
DCC - Road I		861
Electrical – Electrical Expenditure Reserve		223
Energy Management Reserve		300
Finance/Major System Software		475
H2O Center		600
Infrastructure Levy Reserve		5,635
Kelowna Sportsfields		463
Land Sales Reserve		3,083
Major Recreation Facilities		474
Municipal Boating Facilities		190
Pandosy Town Centre		139
Parking Reserve		1,321
Public Private Partnership Opportunity Reserve		150
Public Art		32
Slope Stability		200
Theatre Improvement		630
Transit Facility Enhancement		380
Unspent Budget Reserve		728
Various other funding sources		2,158
Sub-Total (2020 various Other Funding Sources)	106,183	48,744
Net General Operating & Capital Revenue	266,214	218,172
Utilities		
Airport	87,943	1,625
Water	26,945	324
Wastewater	7,771	55
Total Utilities	122,659	2,004
Total General & Utilities Operating & Capital	388,872	220,177

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

Note: Totals may not add due to rounding

Expenditures – total general & utility (\$ thousands)

			<u>Capital Expenditures</u>		
	Revised 2020	Net Operating	General/ Utility Revenue	Other Funding Sources	Preliminary 2021
General					
City Administration	1,540	1,580	0	0	1,580
City Clerk	1,329	1,338	0	0	1,338
Planning & Development Services	625	1,094	0	0	1,094
Partnerships & Investments	7,076	2,343	526	2,865	5,734
Infrastructure	13,393	10,416	0	0	10,416
Civic Operations	131,997	32,389	10,866	44,919	88,174
Active Living & Culture	10,340	10,368	0	0	10,368
Corporate & Protective Services					
Human Resources & Risk Management	4,850	5,301	0	0	5,301
Community Safety	40,481	43,586	0	0	43,586
Fire Department	22,180	20,588	0	110	20,698
Corporate Strategic Services	15,095	8,016	456	850	9,322
Financial Services	5,043	5,318	0	0	5,318
Debt & Other	12,265	15,245	0	0	15,245
Net General Operating & Capital Expenditures	266,214	157,581	11,848	48,744	218,173
Utilities					
Airport	87,943	0	0	1,625	1,625
Water	26,945	(4,186)	4,186	324	324
Wastewater	7,771	(5,945)	5,945	55	55
Net Utilities Operating & Capital Expenditures	122,659	(10,131)	10,131	2,004	2,004
Total Expenditures	388,873	147,450	21,979	50,749	220,177

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

Note: Totals may not add due to rounding.



Ongoing budget impacts – General Fund (\$ thousands)

Below is a projection of the next five years net property owner impacts using the best information available at the time of preparation of this volume. As with any planning exercise, the level of certainty and detail is most appropriately found in the current year. For the years after 2021, budgets have been adjusted for current one-time projects, changes in operating budgets from previously approved requests, new capital projects included in the Council endorsed 10-Year Capital Plan, growth and/or inflationary rates, and other key assumptions. Although this forward looking information is based on what is believed to be reasonable assumptions, there can be no assurance that this information will prove to be accurate as actual results and future events could differ materially from the anticipated information contained in this forecast.

	2021	2022	2023	2024	2025
General revenues	(11,529)	(11,758)	(11,991)	(12,238)	(12,490)
Net operating budget	157,581	168,306	177,871	186,542	194,105
Pay-as-you-go capital	11,848	12,780	13,871	15,014	16,203
Taxation demand	157,900	169,328	179,750	189,318	197,818
New construction tax revenue	(2,700)	(2,542)	(2,726)	(2,858)	(2,972)
Net property owner impact	4.27%	5.63%	4.54%	3.73%	2.92%

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.

A 10-member Senior Leadership Team reports to the City Manager, representing all lines of business for the City and, by extension all contracted services.



Operating budget summary

Operating expenditures & revenues

Operating requests are presented using the City operating structure: Division, Department and Branch.

For example:

Division: Corporate & Protective Services

Department: Community Safety

Branch: Police Services

Each operating request is categorized into the three 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 is continuing to focus on maintaining and growth, with smaller investments in new operational requirements.

The requests are presented under the requesting division and are presented in divisional rank order within the three categories. 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.

General Fund

The 2021 Financial Plan includes 113 General Fund Priority 1 (P1) requests that total \$9.4M, of which \$7.4M is requested to be funded from taxation. These requests focus on public safety, addressing social responsibilities,

creating vibrant neighbourhoods with a commitment to environmental sustainability while maintaining essential services. In addition to the P1 operating requests, there are 29 Priority 2 (P2) General Fund requests that are included for Council's consideration totaling \$1.0M. The P2 requests are not included in the summary totals.

Operating requests by type:			
	Maintain	Growth	New
Revenue	44%	24%	32%
Expenditure	65%	16%	19%

The 2021 operating request revenues largely fall into the maintain category at 44 per cent, followed by 32 per cent for new initiatives and 24 per cent for growth in programs.

New requests for operating expenditures are primarily to maintain current operations at 65 per cent followed by 19 per cent due to new and 16 per cent for growth.

Airport Fund

The Kelowna International Airport has been significantly impacted by the COVID-19 pandemic. A dramatic decrease in passenger volumes has resulted in major changes to the 2021 operating program. The five P1 operating requests include program reductions of \$4.4M and revenue losses of \$28.0M. There are no P2 operating requests for the Airport.

Operating requests by type:			
	Maintain	Growth	New
Revenue	100%	0%	0%
Expenditure	100%	0%	0%

Both the 2021 operating request revenues and expenditures are 100 per cent dedicated to the maintain category.

Water Fund

The City of Kelowna's Water Utility is requesting to spend \$602k over nine P1 operating requests. These operating requests will allow the utility to maintain current programs and services levels, address increasing operating costs, and increase water conservation efforts. There are no P2 operating requests for the Water Utility.

Operating requests by type:			
	Maintain	Growth	New
Revenue	0%	0%	0%
Expenditure	51%	39%	10%

There are no operating request revenues in 2021.

New requests for operating expenditures are primarily to maintain current operations at 51 per cent followed by 39 per cent for growth and 10 per cent due to new.

Wastewater Fund

The Wastewater Utility has five P1 operating requests that total \$576k. These 2021 operating requests focus on succession planning, maintaining service levels, and long-term capital planning. There are no P2 operating requests for the Wastewater Utility.

Operating requests by type:			
	Maintain	Growth	New
Revenue	0%	0%	0%
Expenditure	91%	0%	9%

There are no operating request revenues in 2021.

New requests for operating expenditures are primarily to maintain current operations at 91 per cent and 9 per cent due to new.

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	(20)	0	(20)	0	0	0
City Clerk	(1)	0	(1)	0	0	0
Planning & Development Services	308	235	543	0	0	0
Partnerships & Investments	258	398	656	36	0	36
Infrastructure	403	(41)	362	169	17	186
Civic Operations	786	521	1,307	305	23	327
Active Living & Culture	224	(207)	17	220	0	220
Corporate & Protective Services		0	0	0	0	0
Human Resources & Risk Management	265	595	860	24	15	39
Community Safety	962	300	1,262	0	0	0
Fire Department	126	0	126	12	0	12
Corporate Strategic Services	331	0	331	71	0	71
Financial Services	99	225	324	76	33	109
Debt & Other	3,666	(49)	3,617	0	0	0
General Revenue	0	0	0	0	0	0
Total General Fund	7,406	1,977	9,384	912	88	1,000
<i>Funded from</i>	Priority 1			Priority 2		
	Utility	Other Sources	Total	Utility	Other Sources	Total
Airport	0	(4,370)	(4,370)	0	0	0
Water	602	0	602	0	0	0
Wastewater	576	0	576	0	0	0
Total Utilities	1,178	(4,370)	(3,192)	0	0	0
Total All Funds Operating	8,584	(2,393)	6,192	912	88	1,000

Note: Totals may not add due to rounding



Net operating budgets by Division (\$ thousands)

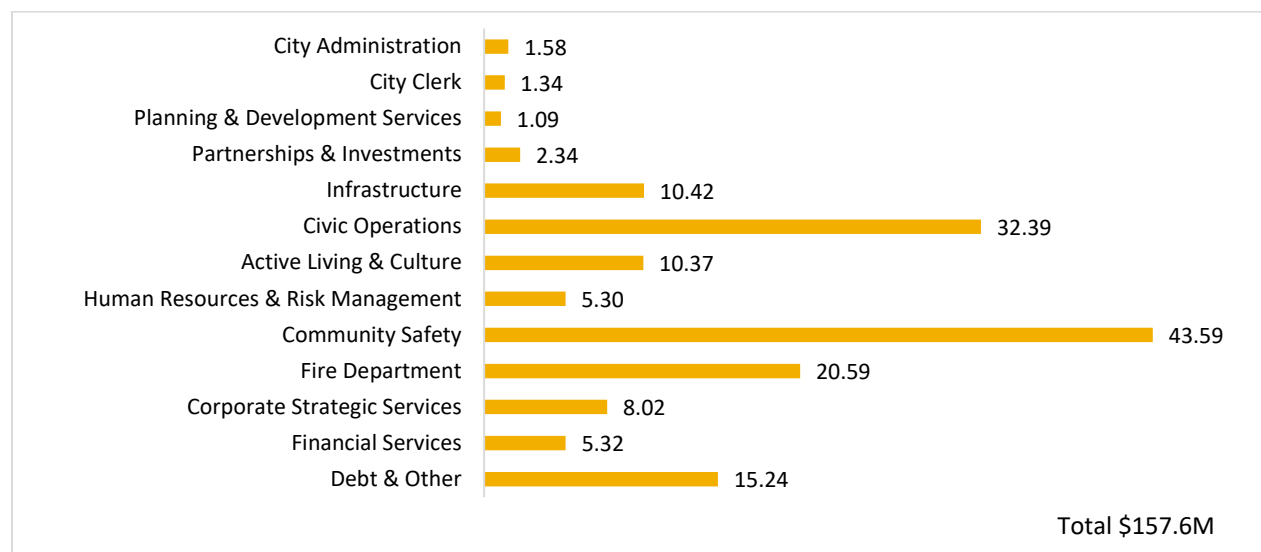
The table below displays the General, Airport and Utility Funds net operating budget by division/department including the priority one requests from above.

	Expend/ Other	Revenues	Net	Per cent of Total
City Administration	1,580	0	1,580	1.0%
City Clerk	1,428	(90)	1,338	0.8%
Planning & Development Services	9,933	(8,840)	1,094	0.7%
Partnerships & Investments	11,078	(8,735)	2,343	1.5%
Infrastructure	29,108	(18,692)	10,416	6.6%
Civic Operations	67,363	(34,974)	32,389	20.5%
Active Living & Culture	14,795	(4,427)	10,368	6.6%
Corporate & Protective Services				
Human Resources & Risk Management	6,020	(719)	5,301	3.4%
Community Safety	49,852	(6,266)	43,586	27.7%
Fire Department	23,392	(2,804)	20,588	13.0%
Corporate Strategic Services	8,427	(411)	8,016	5.1%
Financial Services	6,944	(1,626)	5,318	3.4%
Debt & Other	29,288	(14,043)	15,245	9.7%
Total Net Operating Budget - General Fund	259,209	(101,628)	157,581	100.0%
Airport	28,873	(28,873)	0	0.0%
Water	14,464	(18,650)	(4,186)	41.3%
Wastewater	15,151	(21,096)	(5,945)	58.7%
Total Net Operating Budget - Airport and Utility Funds	58,487	(68,618)	(10,131)	100.0%

Note: Totals may not add due to rounding

General Fund – net operating budget 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.



2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
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City Administration

Maintain

109	Travel Expense Reduction	(20,300)	0	0	0	0	0	20,300	OT
	Total Maintain	(20,300)	0	0	0	0	0	20,300	
	Division Priority 1 Total	(20,300)	0	0	0	0	0	20,300	

City Clerk

Maintain

109	* Travel Expense Reduction	(500)	0	0	0	0	0	500	OT
	Total Maintain	(500)	0	0	0	0	0	500	
	Division Priority 1 Total	(500)	0	0	0	0	0	500	

Planning & Development Services Division

Maintain

141	Permit Revenue Decrease	0	0	0	(650,000)	650,000	0	0	OT
141	Development Planning - Revenue Reduction	0	0	0	(185,600)	185,600	0	0	OT
142	Development Engineering Revenue Reduction	0	0	0	(80,000)	80,000	0	0	OT
142	Cannabis Licence Revenue Reduction	0	0	0	0	100,000	0	(100,000)	OG
143	Community Energy Specialist Position Extension	125,000	0	0	(125,000)	0	0	0	OT
	Total Maintain	125,000	0	0	(1,040,600)	1,015,600	0	(100,000)	

New

143	Greenhouse Gas Modelling	70,000	(70,000)	0	0	0	0	0	OT
144	Low Carbon Existing Buildings: Energy Retrofits	40,000	(40,000)	0	0	0	0	0	OT
144	Supporting Low Carbon New Buildings	20,000	(20,000)	0	0	0	0	0	OT
145	Supporting Low Carbon Transportation through Electrification	80,000	(80,000)	0	0	0	0	0	OT
145	Champion of the Environment Term Position	197,000	0	0	0	0	0	(197,000)	OG
	Total New	407,000	(210,000)	0	0	0	0	(197,000)	

Maintain

109	* Travel Expense Reduction	(6,400)	0	0	0	0	0	6,400	OT
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Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
	Total Maintain	(6,400)	0	0	0	0	0	6,400	
New									
CAP 402	* <i>Fleet Growth</i>	17,700	0	0	0	0	0	(17,700)	OG
	Total New	17,700	0	0	0	0	0	(17,700)	
Division Priority 1 Total									
		543,300	(210,000)	0	(1,040,600)	1,015,600	0	(308,300)	

Partnerships & Investments Division

Maintain

157	Housing For Those With Complex Needs	25,000	0	0	0	0	0	(25,000)	OT
157	Strategic Land Development Projects	110,000	(110,000)	0	0	0	0	0	OT
158	Building Master Plan	125,000	0	0	0	0	0	(125,000)	OG
158	Parks Master Plan	75,000	0	0	0	0	0	(75,000)	OG
159	Consulting Services - Grants	25,000	0	0	0	0	0	(25,000)	OG
159	Performing Arts Centre Feasibility & Partnerships	100,000	(100,000)	0	0	0	0	0	OT
160	Advertising Revenue Reduction	0	0	0	(40,000)	40,000	0	0	OT
	Total Maintain	460,000	(210,000)	0	(40,000)	40,000	0	(250,000)	

Growth

160	Consulting Services - Partnership	18,000	(18,000)	0	0	0	0	0	OG
	Total Growth	18,000	(18,000)	0	0	0	0	0	

New

161	Intergovernmental Relations Manager Position	69,600	0	0	0	0	0	(69,600)	OG
161	Parkinson Recreation Centre Replacement	100,000	(100,000)	0	0	0	0	0	OT
162	Operational Review and Assessment of Municipal Boating Facilities	50,000	(50,000)	0	0	0	0	0	OT
162	Placemaking/Public Space Animation	40,000	0	0	0	(20,000)	0	(20,000)	OG
	Total New	259,600	(150,000)	0	0	(20,000)	0	(89,600)	

Maintain

109	* <i>Travel Expense Reduction</i>	(5,500)	0	0	0	0	0	5,500	OT
197	* <i>1475 Ellis St. Units 300 & 301 Operating</i>	(95,400)	0	0	0	0	0	95,400	OG
	Total Maintain	(100,900)	0	0	0	0	0	100,900	

New

178	* <i>STPCO Reorganization</i>	19,000	0	0	0	0	0	(19,000)	OG
	Total New	19,000	0	0	0	0	0	(19,000)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Division Priority 1 Total		655,700	(378,000)	0	(40,000)	20,000	0	(257,700)	
Infrastructure Division									
Maintain									
175	Transit Base Operating Costs	(118,300)	(2,844,400)	0	530,600	2,432,100	0	0	OT
175	Reid's Corner Landscaping Initiative	20,000	0	0	0	0	0	(20,000)	OG
176	Preliminary Design Program	100,000	0	0	0	0	0	(100,000)	OT
176	Miscellaneous Drainage	100,000	0	0	0	0	0	(100,000)	OG
Total Maintain		101,700	(2,844,400)	0	530,600	2,432,100	0	(220,000)	
Growth									
177	Landfill - Stormwater and Property Planning	50,000	(50,000)	0	0	0	0	0	OT
Total Growth		50,000	(50,000)	0	0	0	0	0	
New									
177	Low Carbon Transportation: Neighbourhood Bikeway Program	50,000	(50,000)	0	0	0	0	0	OT
178	STPCO Reorganization	(150,400)	(39,200)	0	4,500	117,300	0	67,800	OG
178	Major Employer Commute Trip Reduction - Pilot Program	30,000	0	0	0	0	0	(30,000)	OT
179	Co-op Student - Asset Management Data Analyst	15,100	0	0	0	0	0	(15,100)	OT
179	Stormwater Basin Plan - Downtown	150,000	0	0	0	0	0	(150,000)	OT
180	Regional Goods Movement Study	120,000	0	0	0	(60,000)	0	(60,000)	OT
Total New		214,700	(89,200)	0	4,500	57,300	0	(187,300)	
Maintain									
109	* Travel Expense Reduction	(4,800)	0	0	0	0	0	4,800	OT
Total Maintain		(4,800)	0	0	0	0	0	4,800	
Division Priority 1 Total		361,600	(2,983,600)	0	535,100	2,489,400	0	(402,500)	

Civic Operations Division

Maintain

197	1475 Ellis St. Units 300 & 301 Operating	151,500	0	0	0	0	0	(151,500)	OG
197	Landfill - Leachate Collection Cleaning	25,000	(25,000)	0	0	0	0	0	OT
198	2020 Capital Operation and Maintenance Budget Reduction	(9,300)	0	0	0	0	0	9,300	OT
198	Landfill - Gas Blower Maintenance	20,000	(20,000)	0	0	0	0	0	OT
199	Storm Network Outfall Inspections	20,000	0	0	0	0	0	(20,000)	OG
199	Cook Road Boat Launch Dredging Top-up	0	(125,000)	0	0	125,000	0	0	OG

	Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
CAP	419	Crosswalk Safety - Signals and Flashers	1,000	0	0	0	0	0	(1,000)	OG
	200	Pedestrian Bridge Rehabilitation	10,000	0	0	0	0	0	(10,000)	OG
	200	Landfill - Buffer Maintenance	25,000	(25,000)	0	0	0	0	0	OG
	201	Energy Savings Program	50,000	(50,000)	0	0	0	0	0	OT
	201	Annual Roofing Maintenance Program	60,000	0	0	0	0	0	(60,000)	OG
	202	Landfill - Administration Building Facade Repairs	50,000	(50,000)	0	0	0	0	0	OT
	202	Security System Maintenance	64,000	0	0	0	0	0	(64,000)	OG
	203	Piping Renewal	25,000	0	0	0	0	0	(25,000)	OG
	203	Bluebird Storm Pump Station Standby Pump	10,000	0	0	0	0	0	(10,000)	OT
	204	Technical Specification Development - Buildings	75,000	(75,000)	0	0	0	0	0	OT
	204	Snow & Ice Control and Street Sweeping	260,000	0	0	0	0	0	(260,000)	OG
CAP	393	Linear Park - DCC Program	4,200	0	0	0	0	0	(4,200)	OG
CAP	411	Houghton 1 DCC (Nickel - Rails with Trails), ATC	13,600	0	0	0	0	0	(13,600)	OG
CAP	410	Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC	7,000	0	0	0	0	0	(7,000)	OG
CAP	416	Abbott Protected Bike Route (Rose - West), ATC	2,200	0	0	0	0	0	(2,200)	OG
CAP	416	Active Transportation Corridor/Bicycle Network Expansion	20,000	0	0	0	0	0	(20,000)	OG
CAP	410	Casorso 4 DCC (Raymer - KLO), ATC	7,000	0	0	0	0	0	(7,000)	OG
CAP	417	Okanagan Rail Trail - Connection to Waterfront Park Pathway	1,400	0	0	0	0	0	(1,400)	OG
CAP	418	Sidewalk Network Expansion	2,000	0	0	0	0	0	(2,000)	OG
CAP	414	Transit - Bus Stop Renewal	1,000	0	0	0	0	0	(1,000)	OG
CAP	421	Intelligent Transportation Systems	1,200	0	0	0	0	0	(1,200)	OG
CAP	420	Traffic Signals and Roundabouts	3,500	0	0	0	0	0	(3,500)	OG
	205	Wetland Rehabilitation	10,000	0	0	0	0	0	(10,000)	OG
CAP	417	Central Green Pedestrian Overpass	0	0	0	0	0	0	0	OG
	205	Landfill - Surface Water Monitoring	75,000	(75,000)	0	0	0	0	0	OT
CAP	390	Mission Recreation - Softball Diamonds (DCC)	0	0	0	0	0	0	0	OG
CAP	421	Transit - New Bus Stops	1,000	0	0	0	0	0	(1,000)	OG
	206	Sport Court Cleaning	10,000	0	0	0	0	0	(10,000)	OG
	206	Landfill - Pump Rentals	90,000	(90,000)	0	0	0	0	0	OG
Total Maintain			1,086,300	(535,000)	0	0	125,000	0	(676,300)	
Growth										
CAP	389	Ballou Park (DCC)	0	0	0	0	0	0	0	OG
CAP	389	Tower Ranch Park #1 (DCC)	0	0	0	0	0	0	0	OG
Total Growth			0	0	0	0	0	0	0	
New										
CAP	402	Fleet Growth	154,900	(66,400)	0	0	0	0	(88,500)	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
207	Rotary Beach North	10,000	0	0	0	0	0	(10,000)	OG
207	Commonage - Odour Monitoring System Renewal	25,000	0	0	0	(8,300)	(16,700)	0	OG
208	Commonage - Noxious Weed Management	20,000	0	0	0	(6,700)	(13,300)	0	OG
Total New		209,900	(66,400)	0	0	(15,000)	(30,000)	(98,500)	
Maintain									
109	* Travel Expense Reduction	(2,700)	600	0	0	0	0	2,100	OT
Total Maintain		(2,700)	600	0	0	0	0	2,100	
Growth									
177	* Landfill - Stormwater and Property Planning	0	0	0	0	0	0	0	OT
Total Growth		0	0	0	0	0	0	0	
New									
162	* Placemaking/Public Space Animation	13,000	0	0	0	0	0	(13,000)	OG
Total New		13,000	0	0	0	0	0	(13,000)	
Division Priority 1 Total		1,306,500	(600,800)	0	0	110,000	(30,000)	(785,700)	

Active Living & Culture Division

Maintain

248	Community Theatre Operating Changes - COVID-19	(221,600)	(70,000)	0	(45,600)	337,200	0	0	OT
248	Sports and Events Services Operating Changes - COVID-19	(7,600)	(22,500)	0	(70,600)	100,700	0	0	OT
249	Community and Neighbourhood Operating Changes - COVID-19	(27,800)	0	0	(133,200)	161,000	0	0	OT
249	Sport League Management Software	50,000	0	0	0	0	0	(50,000)	OG
250	H2O Adventure Fitness Centre Operating Model Review	50,000	(50,000)	0	0	0	0	0	OT
250	Sport Development - Small Equipment Program	0	0	0	0	0	0	0	OG
Total Maintain		(157,000)	(142,500)	0	(249,400)	598,900	0	(50,000)	

Growth

251	Journey Home Funding	0	0	0	0	0	0	0	OG
Total Growth		0	0	0	0	0	0	0	

New

251	Recovery and Future Sustainability Program	130,000	0	0	0	0	0	(130,000)	OT
252	Community Signature Event	50,000	0	0	0	0	0	(50,000)	OG
Total New		180,000	0	0	0	0	0	(180,000)	

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Maintain									
109	* Travel Expense Reduction	(5,800)	0	0	0	0	0	5,800	OT
	Total Maintain	(5,800)	0	0	0	0	0	5,800	
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	Division Priority 1 Total	17,200	(142,500)	0	(249,400)	598,900	0	(224,200)	

Corporate & Protective Services Division

Maintain

263	COVID-19 Incremental Costs	500,000	0	0	(500,000)	0	0	0	OT
263	Washroom at Queensway, Operations	155,000	0	0	0	(10,000)	0	(145,000)	OT
	Total Maintain	655,000	0	0	(500,000)	(10,000)	0	(145,000)	

New

264	Human Resources Business Partner Position	47,300	0	0	0	0	0	(47,300)	OG
264	Diversity and Inclusion Strategic Plan Project	50,000	0	0	0	0	0	(50,000)	OT
265	Safety Management Software	25,000	(25,000)	0	0	0	0	0	OT
265	Protective Services Mental Health and Wellness Strategy	50,000	(50,000)	0	0	0	0	0	OT
266	Safety Equipment	25,000	0	0	0	0	0	(25,000)	OG
266	Silica Dust	10,000	(10,000)	0	0	0	0	0	OT
	Total New	207,300	(85,000)	0	0	0	0	(122,300)	

Maintain

109	* Travel Expense Reduction	(2,800)	0	0	0	0	0	2,800	OT
	Total Maintain	(2,800)	0	0	0	0	0	2,800	

	Division Priority 1 Total	859,500	(85,000)	0	(500,000)	(10,000)	0	(264,500)	
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Corporate & Protective Services Division*Community Safety*

Maintain

277	Gaming Revenues Reduction	0	0	0	(3,662,300)	3,662,300	0	0	OT
277	Police Information Technician Position	44,900	0	0	0	0	0	(44,900)	OG
278	Court Liaison Officer Position	44,000	0	0	0	0	0	(44,000)	OG
278	Operational Intelligence Clerk Position	34,400	0	0	0	0	0	(34,400)	OG
279	Cells Guards - Contracted Services	120,000	0	0	0	0	0	(120,000)	OG
	Total Maintain	243,300	0	0	(3,662,300)	3,662,300	0	(243,300)	

Growth

279	RCMP - 8 Regular Member Positions	390,200	0	0	0	0	0	(390,200)	OG
280	0.5 Labourer II Position	47,400	0	0	0	0	0	(47,400)	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
280	Community Safety Plan Implementation	100,000	(100,000)	0	0	0	0	0	OT
281	Overnight Sheltering	400,000	(200,000)	0	0	0	0	(200,000)	OG
	Total Growth	937,600	(300,000)	0	0	0	0	(637,600)	
New									
281	Business Intelligence Analyst Position	47,100	0	0	0	0	0	(47,100)	OG
282	Police Information Clerk Position	23,100	0	0	0	0	0	(23,100)	OG
	Total New	70,200	0	0	0	0	0	(70,200)	
Maintain									
109	* <i>Travel Expense Reduction</i>	(6,600)	0	0	0	0	0	6,600	OT
	Total Maintain	(6,600)	0	0	0	0	0	6,600	
New									
402	* <i>Fleet Growth</i>	17,700	0	0	0	0	0	(17,700)	OG
	Total New	17,700	0	0	0	0	0	(17,700)	
Department Priority 1 Total		1,262,200	(300,000)	0	(3,662,300)	3,662,300	0	(962,200)	

Corporate & Protective Services Division*Fire Department*

Growth

290	Fire Inspector (10th Year) Position	78,300	0	0	0	0	0	(78,300)	OG
290	Firehall Location Analysis	50,000	0	0	0	0	0	(50,000)	OT
	Total Growth	128,300	0	0	0	0	0	(128,300)	

Maintain

109	* <i>Travel Expense Reduction</i>	(2,000)	0	0	0	0	0	2,000	OT
	Total Maintain	(2,000)	0	0	0	0	0	2,000	

Department Priority 1 Total		126,300	0	0	0	0	0	(126,300)	
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Corporate Strategic Services Division

Growth

303	Move to Cloud Strategy	178,000	0	0	0	0	0	(178,000)	OG
303	Internet Services Upgrade	38,000	0	0	0	0	0	(38,000)	OG
304	Light Detection and Ranging	59,500	0	0	0	0	0	(59,500)	OG
	Total Growth	275,500	0	0	0	0	0	(275,500)	

New

304	Strategy Management Software	60,000	0	0	0	0	0	(60,000)	OG
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Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
	Total New	60,000	0	0	0	0	0	(60,000)	
	Maintain								
109	* <i>Travel Expense Reduction</i>	(4,100)	0	0	0	0	0	4,100	OT
	Total Maintain	(4,100)	0	0	0	0	0	4,100	
	Division Priority 1 Total	331,400	0	0	0	0	0	(331,400)	
	Financial Services Division								
	Maintain								
315	Financial Planning System and Process Review	225,000	(225,000)	0	0	0	0	0	OT
	Total Maintain	225,000	(225,000)	0	0	0	0	0	
	Growth								
315	Accountant Position	47,100	0	0	0	0	0	(47,100)	OG
	Total Growth	47,100	0	0	0	0	0	(47,100)	
	New								
316	Financial Analyst Position – Corporate Divisional Support	54,600	0	0	0	0	0	(54,600)	OG
	Total New	54,600	0	0	0	0	0	(54,600)	
	Maintain								
109	* <i>Travel Expense Reduction</i>	(2,800)	0	0	0	0	0	2,800	OT
	Total Maintain	(2,800)	0	0	0	0	0	2,800	
	Division Priority 1 Total	323,900	(225,000)	0	0	0	0	(98,900)	
	Financial Services Division								
	<i>Debt & Other</i>								
	Maintain								
324	Other Working Capital	3,616,700	0	0	0	0	0	(3,616,700)	OG
	Total Maintain	3,616,700	0	0	0	0	0	(3,616,700)	
	New								
178	* <i>STPCO Reorganization</i>	0	0	0	0	48,800	0	(48,800)	OG
	Total New	0	0	0	0	48,800	0	(48,800)	
	Division Priority 1 Total	3,616,700	0	0	0	48,800	0	(3,665,500)	
	Total Priority 1 Operating	9,383,500	(4,924,900)	0	(4,957,200)	7,935,000	(30,000)	(7,406,400)	

2021 Operating Requests

Preliminary Budget

Summary - All Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Maintain								
222	Water Operations - Maintain	170,000	0	0	0	0	(170,000)	OG
222	Pressure Reducing Valve Condition Assessment	50,000	0	0	0	0	(50,000)	OT
223	Water Station Control Systems Renewal Project	25,000	0	0	0	0	(25,000)	OG
223	Water System Control Cyber Security Upgrades	12,500	0	0	0	0	(12,500)	OG
224	Water Operations - Supply Projects 2021	50,000	0	0	0	0	(50,000)	OT
Total Maintain		307,500	0	0	0	0	(307,500)	
Growth								
224	SEKID Infrastructure Repair Costs	130,000	0	0	0	0	(130,000)	OG
225	Water Operations - Growth	50,000	0	0	0	0	(50,000)	OG
225	Water Conservation Enhancement	53,000	0	0	0	0	(53,000)	OG
Total Growth		233,000	0	0	0	0	(233,000)	
New								
226	Instrument Electrician Technician Water Services Position	61,500	0	0	0	0	(61,500)	OG
Total New		61,500	0	0	0	0	(61,500)	
Maintain								
109	* Travel Expense Reduction	0	0	0	0	0	0	OT
Total Maintain		0	0	0	0	0	0	
Department Priority 1 Total		602,000	0	0	0	0	(602,000)	
Wastewater								
Maintain								
235	Instrument Electrician Technician Wastewater Position	50,600	0	0	0	0	(50,600)	OG
235	Wastewater Treatment Succession Planning Positions	250,000	0	0	0	0	(250,000)	OG
236	Poplar Point Lift Station Kiosk	75,000	0	0	0	0	(75,000)	OT
236	Sewer Lift Station Condition Assessment	150,000	0	0	0	0	(150,000)	OT
Total Maintain		525,600	0	0	0	0	(525,600)	
New								
237	Sewer Connection Area Bylaw	50,000	0	0	0	0	(50,000)	OT

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Review								
	Total New	50,000	0	0	0	0	(50,000)	
Maintain								
109	* <i>Travel Expense Reduction</i>	0	0	0	0	0	0	OT
	Total Maintain	0	0	0	0	0	0	
New								
207	* <i>Commonage - Odour Monitoring System Renewal</i>	0	0	0	0	0	0	OG
208	* <i>Commonage - Noxious Weed Management</i>	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
Department Priority 1 Total		575,600	0	0	0	0	(575,600)	
Airport								
Maintain								
127	Airport Improvement Fee	0	(15,137,000)	0	0	15,137,000	0	OG
127	Airport Airside	(1,073,100)	(1,769,900)	0	0	2,843,000	0	OG
128	Airport Terminal	(955,700)	(1,968,300)	0	0	2,924,000	0	OG
128	Airport Groundside	(722,800)	(6,326,900)	0	0	7,049,700	0	OG
129	Airport Finance & Administration	(1,618,000)	1,595,000	0	0	23,000	0	OG
	Total Maintain	(4,369,600)	(23,607,100)	0	0	27,976,700	0	
Department Priority 1 Total		(4,369,600)	(23,607,100)	0	0	27,976,700	0	
Total Priority 1 Operating		(3,192,000)	(23,607,100)	0	0	27,976,700	(1,177,600)	

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
New									
164	ECO-Counters	36,000	0	0	0	0	0	(36,000)	OG
	Total New	36,000	0	0	0	0	0	(36,000)	
<hr/>									
	Division Priority 2 Total	36,000	0	0	0	0	0	(36,000)	
<hr/>									
Infrastructure Division									
Maintain									
182	Utilities Foremen Positions	26,100	0	0	0	0	(17,400)	(8,700)	OG
	Total Maintain	26,100	0	0	0	0	(17,400)	(8,700)	
<hr/>									
New									
182	Pandosy / Richter Transit Corridor Study	100,000	0	0	0	0	0	(100,000)	OT
183	Public Education to Introduce New Infrastructure - Pilot Project	20,000	0	0	0	0	0	(20,000)	OT
183	Bike Lane Snow Clearing Study	20,000	0	0	0	0	0	(20,000)	OT
184	Strategy - Transportation Knowledge Opportunities - Pilot Program	20,000	0	0	0	0	0	(20,000)	OT
	Total New	160,000	0	0	0	0	0	(160,000)	
<hr/>									
	Division Priority 2 Total	186,100	0	0	0	0	(17,400)	(168,700)	
<hr/>									
Civic Operations Division									
Maintain									
210	Sport Court Cleaning	20,000	0	0	0	0	0	(20,000)	OG
210	Wetland Rehabilitation	10,000	0	0	0	0	0	(10,000)	OG
CAP -	Bertram Bridge ATC Connections	2,000	0	0	0	0	0	(2,000)	OG
CAP -	Master Planned Primary AT Routes	10,000	0	0	0	0	0	(10,000)	OG
CAP -	Road Safety & Operations Partnership with ICBC	5,000	0	0	0	0	0	(5,000)	OG
CAP -	Safe Routes to School Program	3,000	0	0	0	0	0	(3,000)	OG
CAP -	Traffic Signals and Roundabouts	2,500	0	0	0	0	0	(2,500)	OG
CAP -	Traffic Signals and Roundabouts - Kane & Valley	5,000	0	0	0	0	0	(5,000)	OG
CAP -	Crosswalk Safety - Signals and Flashers	1,000	0	0	0	0	0	(1,000)	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
211	Ventilation and Air Quality Assessments - Essential Service Facilities	90,000	0	0	0	0	0	(90,000)	OT
211	Parks Fencing and Signage Replacement	22,500	0	0	0	0	0	(22,500)	OG
Total Maintain		171,000	0	0	0	0	0	(171,000)	
New									
CAP -	Fleet Growth	23,400	0	0	0	0	0	(23,400)	OG
212	Drinking Water Access - Vulnerable Populations	45,000	0	0	0	0	0	(45,000)	OG
212	HVAC Technician Position	50,400	0	0	0	0	0	(50,400)	OG
213	Waste Receptacle Replacements	15,000	0	0	0	0	0	(15,000)	OG
318	* Financial Analyst Position - Civic Operations	22,500	(13,800)	0	0	(2,900)	(5,800)	0	OG
Total New		156,300	(13,800)	0	0	(2,900)	(5,800)	(133,800)	
Division Priority 2 Total		327,300	(13,800)	0	0	(2,900)	(5,800)	(304,800)	

Active Living & Culture Division

Growth

254	Journey Home Funding	100,000	0	0	0	0	0	(100,000)	OG
Total Growth		100,000	0	0	0	0	0	(100,000)	

New

254	Social Policy Framework Development	120,000	0	0	0	0	0	(120,000)	OT
Total New		120,000	0	0	0	0	0	(120,000)	

Division Priority 2 Total		220,000	0	0	0	0	0	(220,000)	
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Corporate & Protective Services Division

New

268	PeopleAdmin Position Management Software	23,600	0	0	0	0	0	(23,600)	OG
268	Work Station Accommodations and Ergonomics	15,000	(15,000)	0	0	0	0	0	OG
Total New		38,600	(15,000)	0	0	0	0	(23,600)	

Division Priority 2 Total		38,600	(15,000)	0	0	0	0	(23,600)	
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Corporate & Protective Services Division*Fire Department*

New

CAP -	* Fleet Growth	11,700	0	0	0	0	0	(11,700)	OG
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Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
	Total New	11,700	0	0	0	0	0	(11,700)	
	Division Priority 2 Total	11,700	0	0	0	0	0	(11,700)	
Corporate Strategic Services Division									
Growth									
306	Training and Education - New Technologies	13,500	0	0	0	0	0	(13,500)	OG
	Total Growth	13,500	0	0	0	0	0	(13,500)	
New									
306	Business Systems Analyst - Analytics Position	57,600	0	0	0	0	0	(57,600)	OG
	Total New	57,600	0	0	0	0	0	(57,600)	
	Division Priority 2 Total	71,100	0	0	0	0	0	(71,100)	
Financial Services Division									
New									
318	Financial Analyst Position - Civic Operations	54,500	0	0	0	(22,500)	(10,200)	(21,800)	OG
318	Financial Analyst Position - Corporate and Protective Services	54,600	0	0	0	0	0	(54,600)	OG
	Total New	109,100	0	0	0	(22,500)	(10,200)	(76,400)	
	Division Priority 2 Total	109,100	0	0	0	(22,500)	(10,200)	(76,400)	
	Total Priority 2 Operating	999,900	(28,800)	0	0	(25,400)	(33,400)	(912,300)	

2021 Operating Requests

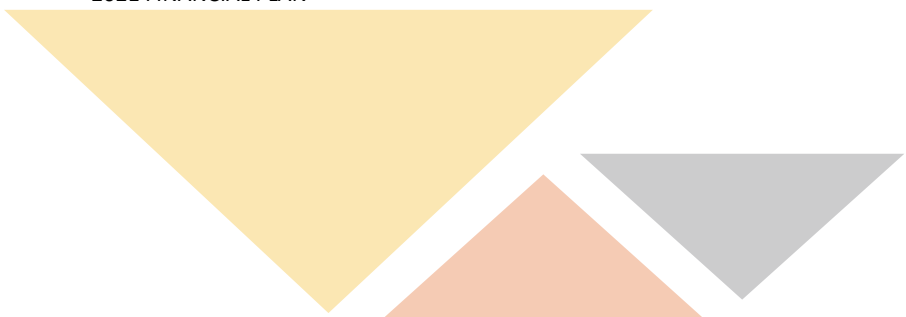
Preliminary Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Maintain								
182	* Utilities Foremen Positions	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
New								
318	* Financial Analyst Position - Civic Operations	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
Department Priority 2 Total		0	0	0	0	0	0	
Wastewater								
Maintain								
182	* Utilities Foremen Positions	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
New								
318	* Financial Analyst Position - Civic Operations	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
Department Priority 2 Total		0	0	0	0	0	0	
Total Priority 2 Operating		0	0	0	0	0	0	

City Administration





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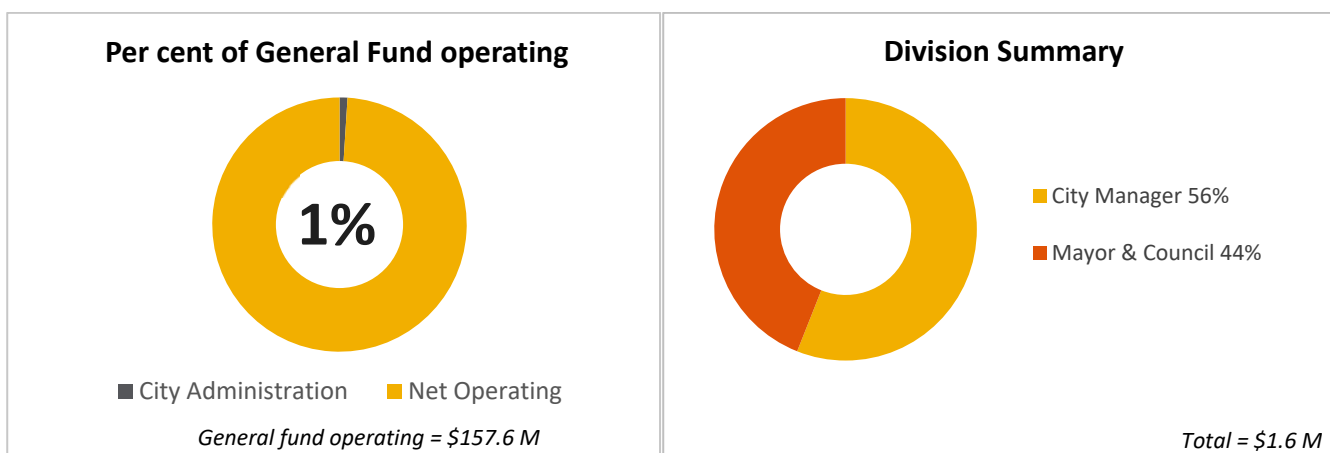
City Administration

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 2020 City-wide accomplishments demonstrating how staff delivered on Council Priorities on page 19.

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Mayor & Council					
103 Council	439	448	445		
104 Mayor	234	236	249		
	673	684	695	11	1.6%
City Manager					
100 City Manager	807	856	885		
	807	856	885	29	3.4%
Net operating expenditure	1,480	1,540	1,580	40	2.6%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	1,480	1,540	1,580	40	2.6%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

		Total	FTE
2020 revised budget		1,540	12.2
2021 net impacts			
One-time operating requests			
One-time operating requests	0		
Prior years ongoing adjustments	51		
Divisional adjustments	10	61	
		1,600	12.2
2021 program additions (P1)			
2021 operating requests:		(20)	
Total		1,580	12.2
Unfunded 2021 requests (P2)			
2021 operating requests		0	
Total unfunded requests for 2021		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 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	0	0	0
Other Revenue	(3,597)	0	0
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Revenue	(3,597)	0	0
<u>Expenditures</u>			
Salaries and Wages	930	962	964
Internal Equipment	7	8	16
Material and Other	3,325	224	254
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	471	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Expenditures	5,078	1,540	1,580
Net Operating Expenditures	1,480	1,540	1,580
<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.	1,480	1,540	1,580

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	12.0	11.3	12.0	12.0
Hourly	0.2	0.1	0.2	0.2

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
City Administration									
Maintain									
109	Travel Expense Reduction	(20,300)	0	0	0	0	0	20,300	OT
	Total Maintain	(20,300)	0	0	0	0	0	20,300	
<hr/>									
	Division Priority 1 Total	(20,300)	0	0	0	0	0	20,300	
<hr/>									
	Total Priority 1 Operating	(20,300)	0	0	0	0	0	20,300	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	City Manager	Priority: 1	Maintain
Department:	City Manager		ONE-TIME
Title:	Travel Expense Reduction		PRELIMINARY

Justification:

Due to the COVID-19 pandemic, international and provincial travel restrictions have been put in place and are expected to continue for the majority of 2021. As staff are expected to travel less in 2021, travel expense budgets are recommended to be reduced by 50%.

Strategic Direction:	Other - Extraordinary or Unforeseen Obligation							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(64,300)	600	0	0	0	0	0	63,700



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Office of the 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.

**OFFICE OF THE
CITY CLERK**
Stephen Fleming
Divisional Director

Deputy City Clerk
Laura Bentley

2021 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 organization's diverse activities

Activities

Vibrant Neighbourhoods

- Expand on ways for the public to engage with Council regarding development applications

Clear Direction

- Implement new electronic document and records management system to improve efficiency, ensure compliance with access to information and protection of privacy legislation, manage electronic records, and facilitate new corporate initiatives
- Complete review and updates of Council policies to ensure direction is clear and relevant
- Support new City initiatives that advance Council and corporate priorities by providing guidance on policies, bylaws, and procedures

People

- Provide more training opportunities for new and existing employees on Council reports and procedures, freedom of information, privacy, and records management

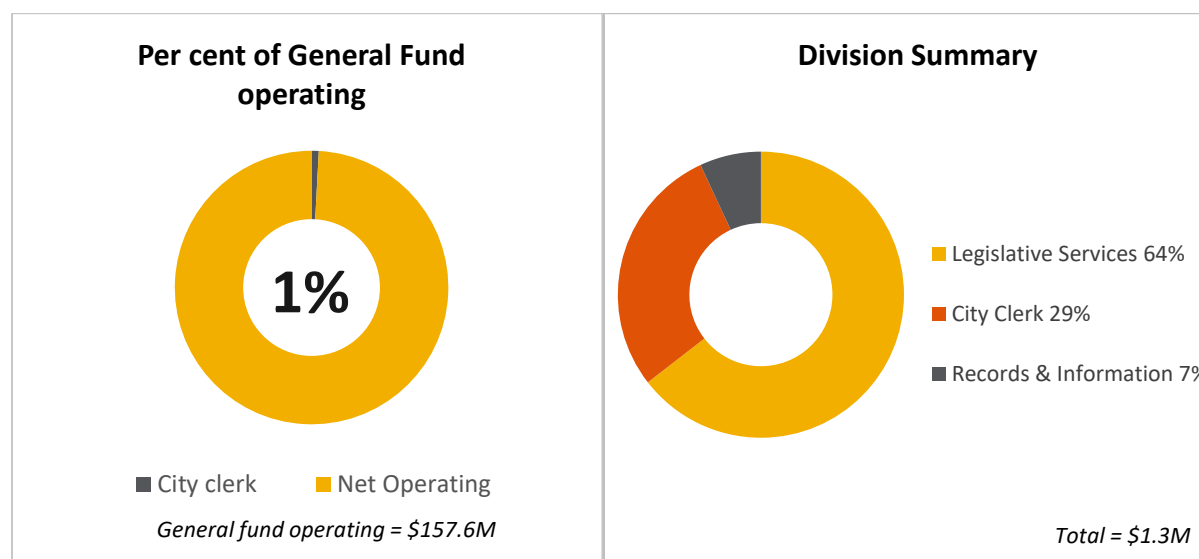
Base Business

- Prepare bylaws for the early termination of land use contracts in preparation for legislated terminations in 2024
- Conduct annual archiving and disposition processes across city business areas
- Ensure public access to information and protection of privacy in accordance with provincial legislation

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
# of Freedom of Information (FOI) requests received	86	65	85
# of bylaws drafted (development & regulatory)	213	140	180
# of Council meeting & public hearing (days)	63	52	54
# of agreements executed by Mayor/Clerk	497	420	480
# of legal documents e-registered	252	185	225
# of paper files processed for final disposition	5,757	3,159 actual	4,952
# of paper files processed for archive	3,257	9,874	9,500
# of paper files in storage	94,042	102,800	107,500
Business areas that met annual corporate archive deadline (%)	92	100	100
Business areas that met annual corporate disposition deadline (%)	97	97	100
FOI requests/responded to within 30 days (%)	93	100	100
FOI requests/responded within legislated timeline (including extensions up to 60 days or over) (%)	95	100	100
Council meeting packages prepared/delivered on time (%)	100	100	100
Council committee meetings attended (%)	100	100	100
# of scheduled training/education sessions provided by staff	29	10	35

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
City Clerk					
119 Legislative Services	670	857	860		
120 City Clerk	384	380	386		
228 Records & Information	89	92	92		
Net operating expenditure	1,143	1,329	1,338	9	0.7%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	1,143	1,329	1,338	9	0.7%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	1,329	10.2
2021 net impacts		
One-time operating requests	1	
Prior years ongoing adjustments	7	
Divisional adjustments	2	
	9	
	1,338	10.2
2021 program additions (P1)		
2021 operating requests:	(1)	
Total	1,338	10.2
Unfunded 2021 requests (P2)		
2021 operating requests	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

City Clerk - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(2)	(10)	(10)
Other Revenue	(91)	(147)	(80)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	0	0
Total Revenue	<u>(93)</u>	<u>(157)</u>	<u>(90)</u>
<u>Expenditures</u>			
Salaries and Wages	777	978	926
Internal Equipment	0	0	0
Material and Other	316	416	410
Contract Services	78	92	92
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	66	0	0
Total Expenditures	<u>1,236</u>	<u>1,486</u>	<u>1,428</u>
Net Operating Expenditures	1,143	1,329	1,338
<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>1,143</u>	<u>1,329</u>	<u>1,338</u>

	Budgeted	Actual	Revised	Preliminary
Authorized FTE	2019	2019	2020	2021
Positions	9.5	9.1	10.0	10.0
Salaried	0.2	0.0	0.2	0.2
Hourly				

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
City Clerk									
Maintain									
109	* <i>Travel Expense Reduction</i>	(500)	0	0	0	0	0	500	OT
	Total Maintain	(500)	0	0	0	0	0	500	
<hr/>									
	Division Priority 1 Total	(500)	0	0	0	0	0	500	
<hr/>									
	Total Priority 1 Operating	(500)	0	0	0	0	0	500	
<hr/>									

* italics - denotes that this is a shared (part of another department) operating request.

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 2021



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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. Based on the 2015 economic impact report, YLW's total economic impact is 4,545 jobs and \$789 million in total economic output to the province of British Columbia. Serving over two million passengers in 2019, YLW offered 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. YLW has been significantly impacted by the impact of COVID-19 and is forecasting to serve less than 800 thousand passengers in 2021.

KELOWNA INTERNATIONAL AIRPORT *Sam Samaddar* Divisional Director

Senior Airport Development Manager Geoff Ritchie

Business Development & Community Relations Manager Chad Munchinsky

Airport Project Manager Joe Yakimchuk

Senior Airport Finance & Corporate Services Manager Shayne Dyrdal

Senior Airport Operations Manager Phillip Elchitz

Airport Emergency & Operational Readiness Manager Mark Stella

Airport Operations Manager James Hall

Airport Safety & Security Manager Neil Drachenberg

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 Development is also responsible for commercial development, air service development, community relations and community engagement.

Airport Finance & Corporate Services is responsible for overseeing the financial well-being of the Airport including, but not limited to, budgeting, analytics and forecasting. 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, the customer experience, emergency preparedness and Airport fire and rescue.

2021 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
 - Continued enhancement and implementation of COVID-19 measures
 - Rehabilitation of airside pavement to further improve the safety of aircraft and passengers
- Data and analysis are used to understand problems and target responses
 - Accomplish the goals set out in the Airport's safety management system

Social & Inclusive

- Inclusivity and diversity are increasing
 - Work in partnership with the Canucks Autism Network to provide a more inclusive airport environment for families living with autism
 - Work in partnership with Pets and People to provide a more calming airport environment for travelers

Transportation & Mobility

- Emerging technologies make it easier to get around
 - Lifecycle replacement of the parking lot equipment and alignment with parking technology used throughout the City of Kelowna

Vibrant Neighbourhoods

- Accessible and multi-purpose amenities
 - Utilize feedback from the Rick Hansen Foundation to further improve the accessibility of the current and future air terminal building
- Key sites are proactively planned
 - Commencement of construction of the KF Aerospace Centre for Excellence
 - Enter into an agreement with the Kelowna Flying Club to further support General Aviation and build youth and community interest in aviation

Economic Resiliency

- Key economic sector impact is increasing
 - Participate in the recovery from COVID-19
 - Regain and generate air service to help stimulate the economy
 - Leasing and development of the Airport West Lands groundside lots

Environmental Protection

- Greenhouse gas emissions are decreasing
 - Continued implementation of the Airport's environmental management system, including glycol mitigation measures and noise management
 - Maintain Airport Carbon Accreditation Level I
 - Amend the ground handler agreement to move towards the use of equipment that is non-carbon fuel based

Financial Management

- Non-tax revenues are increasing
 - Identify opportunities to further diversify the Airport's revenues
 - Increase in Municipal administration and services, which helps reduce the need for taxation

Clear Direction

- Common understanding of future direction
 - Consistent and transparent communication of the impacts of COVID-19 and YLW's recovery
- Progress on results is measured, monitored and reported

- Monthly COVID-19 financial forecasting updates provided to the YLW team
- Innovation is encouraged and supported
 - Continued implementation of operational changes to help reduce costs in response to the impact of COVID-19
- Services, processes and business activities are transformed
 - Real-time assessment of YLW's recovery from COVID-19, assessment of corresponding operational changes, and implementation of the same

People

- Ability to attract, select and retain talent
 - Continue to explore all options to keep people engaged in meaningful work.
 - Help individuals find meaningful work in other areas

Base Business

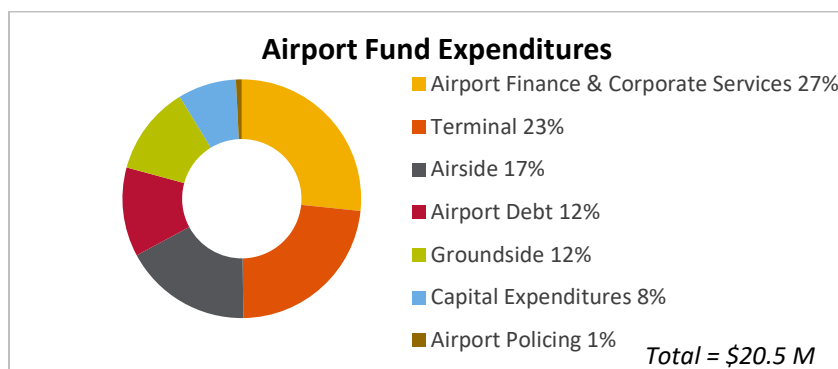
- Continuation of the phased replacement of the air terminal building roof
- Replacement of certain components of the passenger bridges to extend the useful lives of the bridges

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Economic Resiliency – Key Economic Sector Impact is Increasing			
Meet long-term medium passenger activity forecast to 2025: 2.25M	2.03M	0.76M	0.76M
Environmental Protection – Greenhouse Gas Emissions Are Decreasing			
Carbon Accreditation Level	1	1	1
Financial Management - Non-tax Revenues Are Increasing			
Municipal Administration and Services Fee (\$)	1.34M	1.53M	1.65M
Financial Management – Cost to deliver services is quantified			
Aeronautical Revenues per Landed Air Carrier Seat (\$)	5.95	6.52	6.52
Base Business - Customer satisfaction			
Airport service quality benchmark rating (out of 5.0)	4.24	N/A*	N/A*

* The ASQ benchmarking survey was suspended in 2020, due to the impact of COVID-19.

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Airport					
106 Airport Finance & Corporate Services	4,321	5,964	4,495		
230 Airside	(1,505)	(1,749)	(1,537)		
231 Groundside	(1,971)	(2,239)	(1,597)		
232 Terminal	(1,971)	(2,173)	(1,523)		
233 Airport Improvement Fee	0	0	0		
234 Airport Policing	193	197	162		
Net operating expenditures	(932)	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	(932)	0	0	0	0.0%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	0	48.4
2021 net impacts		
One-time operating requests	0	
Prior years ongoing adjustments	0	0.5
Divisional adjustments	0	
	0	48.9
2021 Program additions (P1)		
2021 operating requests:	0	(9.9)
Total	0	39.0
Unfunded 2021 requests (P2)		
2021 operating requests	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

Airport**Revenues/Expenditures by Category (\$ thousands)**

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(39,528)	(46,639)	(19,047)
Other Revenue	(957)	(373)	(373)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(5,411)	(7,620)	(9,533)
Total Revenue	(45,895)	(54,633)	(28,954)
<u>Expenditures</u>			
Salaries and Wages	4,619	5,406	4,440
Internal Equipment	37	47	34
Material and Other	11,005	11,859	9,167
Contract Services	57	55	25
Debt Interest	584	584	584
Debt Principal	2,797	2,797	2,797
Internal Allocations	1,735	1,964	2,007
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	24,129	31,920	9,899
Total Expenditures	44,963	54,633	28,954
Net Operating Expenditures	(932)	0	0
<u>Capital Expenditures</u>			
Gross Expenditures	14,821	87,943	1,625
Other Funding Sources	(14,821)	(87,943)	(1,625)
Taxation Capital	0	0	0
Net Operating & Tax Capital Exp.	(932)	0	0

	Budgeted	Actual	Revised	Preliminary
Authorized FTE	2019	2019	2020	2021
Positions	43.9	43.6	45.1	36.0
Salaried	43.9	43.6	45.1	36.0
Hourly	3.8	5.9	3.3	3.0

2021 Operating Requests

Preliminary Budget

Summary - Airport Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Airport								
Maintain								
127	Airport Improvement Fee	0	(15,137,000)	0	0	15,137,000	0	OG
127	Airport Airside	(1,073,100)	(1,769,900)	0	0	2,843,000	0	OG
128	Airport Terminal	(955,700)	(1,968,300)	0	0	2,924,000	0	OG
128	Airport Groundside	(722,800)	(6,326,900)	0	0	7,049,700	0	OG
129	Airport Finance & Administration	(1,618,000)	1,595,000	0	0	23,000	0	OG
	Total Maintain	(4,369,600)	(23,607,100)	0	0	27,976,700	0	
	Department Priority 1 Total	(4,369,600)	(23,607,100)	0	0	27,976,700	0	
	Total Priority 1 Operating	(4,369,600)	(23,607,100)	0	0	27,976,700	0	

* *italics* - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

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

Justification:

The decrease in budgeted Airport Improvement Fee revenues is due to the forecasted impact of COVID-19 on the Airport's operations.

Revenues are contributed to the Airport Improvement Fee Reserve.

2020 Base Budget: \$23,810,000.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	0	(15,137,000)	0	0	0	15,137,000	0
2022	0	(15,137,000)	0	0	0	15,137,000	0
2023	0	(15,137,000)	0	0	0	15,137,000	0

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

Justification:

The decrease in budgeted Airport Airside revenues and expenditures is due to the forecasted impact of COVID-19 on the Airport's operations.

Revenues are contributed to the Airport Airside Reserve and expenditures are appropriated from the Airport Airside Reserve.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	(1,073,100)	(1,769,900)	0	0	0	2,843,000	0
2022	(1,073,100)	(1,769,900)	0	0	0	2,843,000	0
2023	(1,073,100)	(1,769,900)	0	0	0	2,843,000	0

2021 Operating Request Details

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

Justification:

The decrease in budgeted Airport Terminal revenues and expenditures is due to the forecasted impact of COVID-19 on the Airport's operations.

Revenues are contributed to the Airport Terminal Reserve and expenditures are appropriated from the Airport Terminal Reserve.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	(955,700)	(1,968,300)	0	0	0	2,924,000	0
2022	(955,700)	(1,968,300)	0	0	0	2,924,000	0
2023	(955,700)	(1,968,300)	0	0	0	2,924,000	0

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

Justification:

The decrease in budgeted Airport Groundside revenues and expenditures is due to the forecasted impact of COVID-19 on the Airport's operations.

Revenues are contributed to the Airport Groundside Reserve and expenditures are appropriated from the Airport Groundside Reserve.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	(722,800)	(6,326,900)	0	0	0	7,049,700	0
2022	(722,800)	(6,326,900)	0	0	0	7,049,700	0
2023	(722,800)	(6,326,900)	0	0	0	7,049,700	0

2021 Operating Request Details

Division:	City Manager	Priority: 1	Maintain
Department:	Airport		ON-GOING
Title:	Airport Finance & Administration		PRELIMINARY

Justification:

The decrease in budgeted Airport Finance and Administration revenues and expenditures is due to the forecasted impact of COVID-19 on the Airport's operations.

Revenues are contributed to the Airport Airside, Groundside and Terminal Reserves, evenly. Expenditures are appropriated from the Airport Airside, Groundside and Terminal Reserves, evenly.

Strategic Direction: Other - Supports Base Business

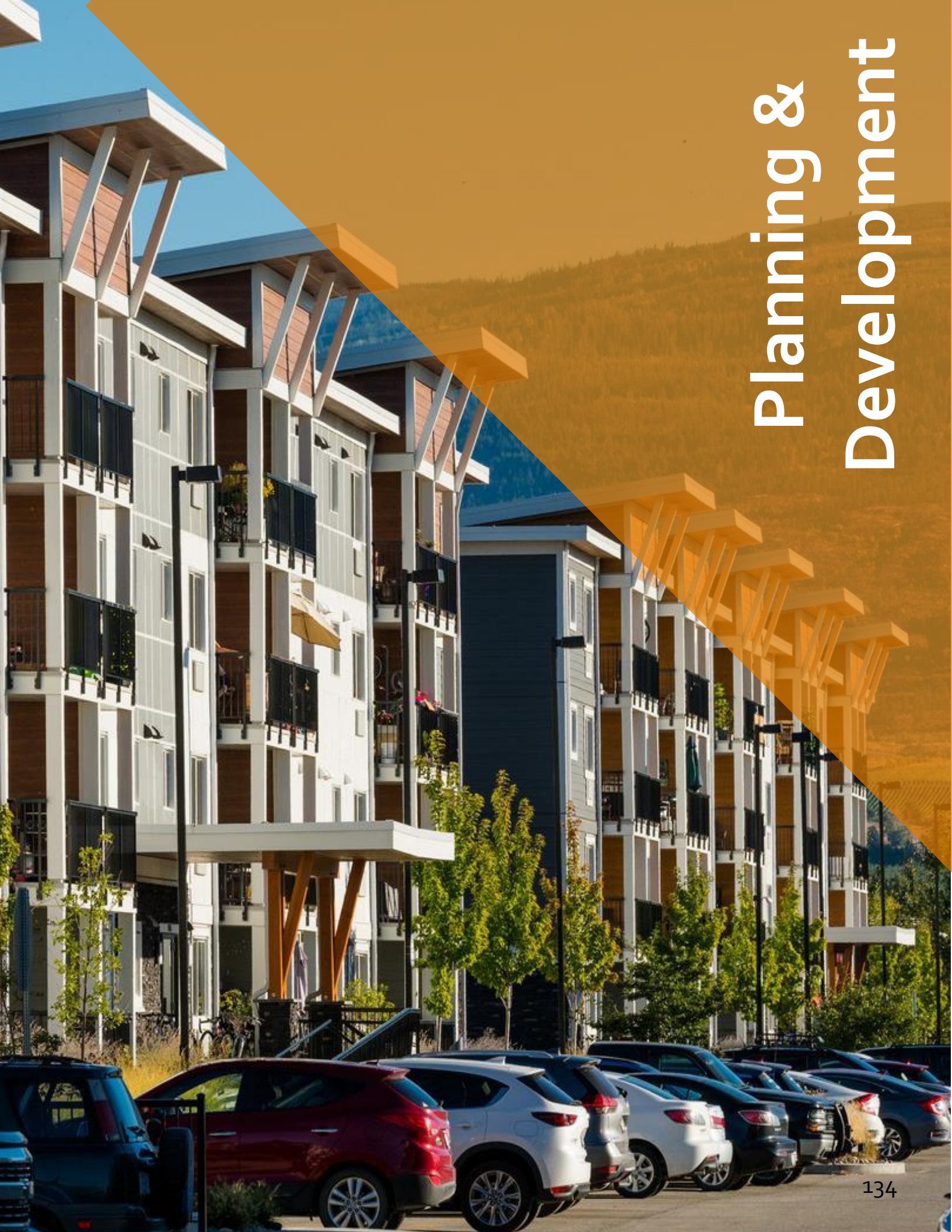
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	(1,618,000)	1,595,000	0	0	0	23,000	0
2022	(1,618,000)	1,595,000	0	0	0	23,000	0
2023	(1,618,000)	1,595,000	0	0	0	23,000	0

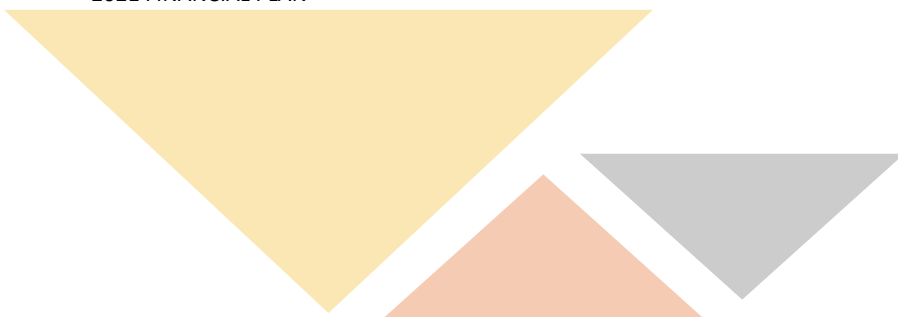


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Planning & Development



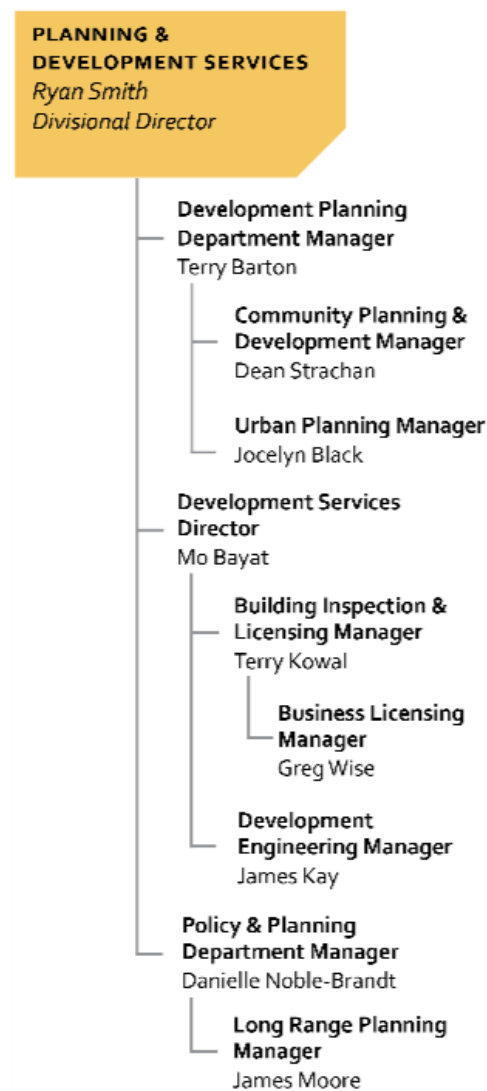


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Planning & Development Services

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.

2021 Divisional drivers & activities

Drivers

- Building Trust
- Firm and Fair
- Efficient and Effective
- Forward Looking and Responsible
- United and Collaborative
- Improving and Innovating

Activities

Community Safety

- Improved regulatory and inspections process with internal departments and inter agency stakeholders such as Kelowna Fire Dept, Liquor and Cannabis Regulation Branch, Agricultural Land Commission and RCMP
- Improve safety initiatives between staff and development sites

Social & Inclusive

- To advance work on developing and implementing an Affordable Housing Land Acquisition Strategy that actions the Healthy Housing Strategy key direction to 'promote and protect rental housing'
- In partnership with UBC School of Community and Regional Planning (SCARP), the City will undertake a Community Equity Analysis Mapping project that will include collecting and analyzing data such as language, income, age of housing, health and other vulnerability indicators to create a fulsome picture of the geographic disparities and opportunities within our community
- Develop training workshops for developers and builders to convey changes to the British Columbia Building Code in 2021 to ensure we are:
 - Gathering relevant feedback
 - Adjusting to changes appropriately
- Outreach to UBCO and OC for mentorship, recruitment and research projects

Transportation & Mobility

- Develop regulatory and licensing regime for boat rental and tour operators utilizing public launch facilities
- Transportation Engineering Skill Development & Training for staff in the Development Engineering Branch

Vibrant Neighbourhoods

- Advance work on Model City that will open up new analysis of all forms of spatial information by empowering evidence-based decision and driving improved predictive modeling and forecasting
- To complete phase 4 of the 2040 OCP project that will result in a draft 2040 OCP for Council's endorsement of the way the City will grow over the next 20-years and put the Imagine Kelowna vision into action
- To continue the implementation of the Capri Landmark Urban Center that will transform this area of the City into a vibrant, mixed use neighborhood with improved amenities.
- To examine next pilot phase of the residential infill strategy that supports the 2040 OCP growth direction by signaling more housing diversity and tenures in the Core Area
- Continued development of regulatory and licensing regime for short term rentals, to include staff training and written policies and procedures
- Develop and action short term rental compliance and licensing process and procedure addressing the licensing of over 700 properties
- Advance Duck Lake Industrial Park Servicing discussions
- South Perimeter Road Facilitation (design and construction)
- Complete comprehensive Zoning Bylaw update that complements the policy goals of the 2040 OCP
- Implement Advisory Design Panel as part of the Development Application process
- Update City regulations and fees to reflect BC Building Code changes to Secondary Suites in diverse housing types

Economic Resiliency

- Expand Property Information Request program, including new online application tools
- Liaise with development and construction industries to identify opportunities to support COVID-19 recovery

Environmental Protection

- To partner with Natural Resources Canada (NRCan) through a research collaboration to create a map prototype built-in support of the City's Energy Retrofit Program designed towards reducing energy, emissions and operating energy costs for the residents of Kelowna
- To take action on climate change by accelerating implementation of the Community Climate Action Plan (CCAP) and/or align with the Intergovernmental Panel on Climate Change's (IPCC's) targets to ensure that "greenhouse gas (GHG) emissions are decreasing"
- To develop and implement a Community Electric Vehicle Strategy that includes policies and programs to address charging infrastructure to support the transition to increase EV ownership
- To develop and implement a Community Energy Retrofit Strategy that outlines how the City will address energy efficiency and GHG emissions reduction in existing buildings
- To implement Energy Step Code for large/complex (Part 3) building to help prepare the building industry for expected changes to the BC Building Code when buildings are expected to be 20% more efficient by 2022
- Introduce Champion of the Environment position and associated Climate Action and Environmental policy review project

Financial Management

- Complete the project to replace our Property Legacy System with new leading-edge software allowing:
 - Online payment integration
 - Online permit applications
 - Online plan checking
- Implement credit card and debit payments for building and general permits at One Window counter on second floor
- Create a comprehensive plan to help direct Deferred Revenue expenditures (related to property frontage and streetscape) in the core area of Kelowna

Clear Direction

- Maintain accreditation with International Accreditation Services, completing required annual audits and reports
- Complete departmental audit of internal and external documents (bulletins, checklists, forms, handouts and manuals) and rebrand / revise as needed
- Complete transfer of data to new operating system, including updating and maintenance task in our legacy system to ensure all records are retained
- Participate on Subdivision and Development Servicing Bylaw 7900 Update Team
- Implement digital Drawing Submission Implementation for Development Engineering and Building and Permitting teams
- Create a Development Engineering related landing page on kelowna.ca to improve ease of use and increase public interaction with this tool
- Complete branch audit of internal and external documents (bulletins, checklists, forms, handouts and manuals)

People

- Maintain training and cross-training opportunities for all members of the department
- Complete staff training and cross-training on new operating system to ensure system functionality by early 2021
- Continue to support staff liaison activities with local stakeholders groups including: UDI, CHBA, Professional Engineers, Architects and residents associations
- Maintain our OQM and MIT accreditations in the Development Engineering and Building and Permitting Departments

- Divisional Strategic Plan Implementation team will work to implement the “Improving Communication” focus area and select a new focus area for the 2022 team to implement

Base Business

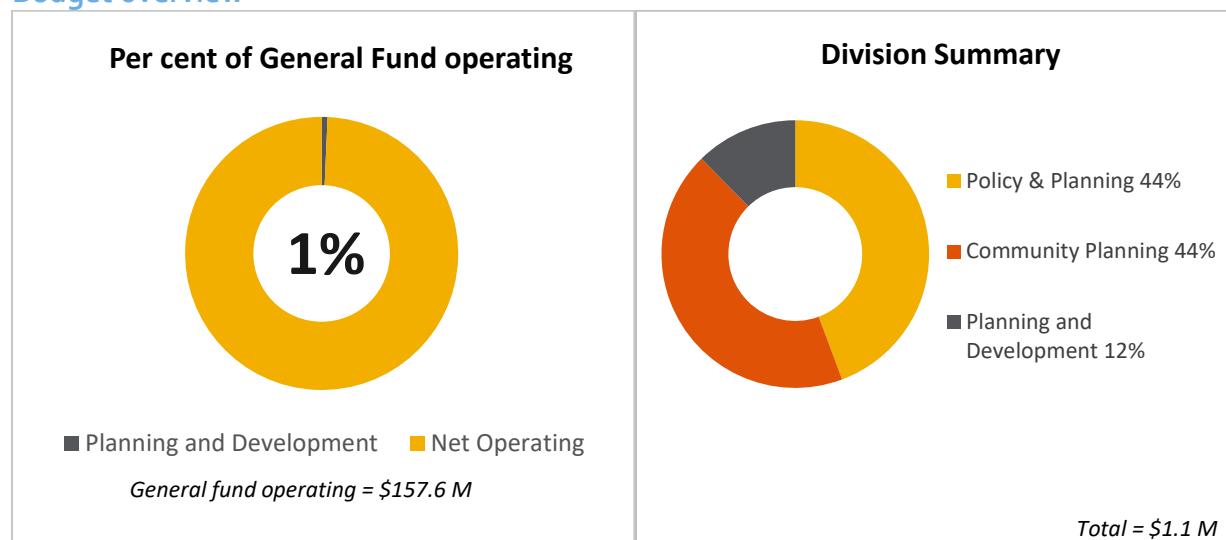
- To annually produce the Community Trends Report, which is one of several analytical reports produced by the Policy and Planning department that explores major trends and examines possible local impacts and responses

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
# of business licenses	10,008	10,656	10,020
# of business license applications	3,371	2,266	3,000
# of licensing compliance files	477	536	545
# of development applications processed	842	710	650
# of development files authorized by Council	241	220	200
Construction value of building permits (\$)	889M	475M	675M
# of building permits	2,359	1,920	2,060
# of gas permits	4,052	2,964	3,115
# of plumbing permits	1,821	1,401	1,505
Total # of building inspections	12,192	9,095	11,350
Total # of plumbing & gas inspections	14,250	13,100	13,650
# of development applications reviewed	425	400	380
# of engineering construction drawings reviewed	187	195	199
# of utility drawings reviewed	443	376	464
# of building permit applications reviewed by Development Engineering	64	78	85
# of strata applications reviewed by Development Engineering	6	4	9
# of deferred revenue releases	25	21	30
# of 3rd Party release of Right of Ways	33	30	52
# of As-Builts drawings reviewed	70	20	67
# of staff initiated Zoning Bylaw amendments (improvements)	8	2	4
# of Community Heritage Commission meeting (staff supported)	5	3	10
# of Agricultural Advisory Committee meetings (staff supported)	10	4	10
1-2 family building permit applications approved for issuance within 10 working days (%)	86	82	79
Inspections made within 48 hours or request (%)	98	95	95

<i>Continued</i>			
Building permit applications for commercial, multi-family, industrial and institutional approved for issuance within 20 working days (%)	87	84	82
# of Director approved development/heritage permits	83	60	50
# of total mobile licences by year	1,192	1,141	1,100
# of total new licences by year	2,472	2,058	1,994
# of development applications per planner	88	92	90
Average number of inspections per inspector per day	12	10	12
Inspection costs recovered by permit revenues (%)	100	100	100
Building permits issued within 2 days or less (%)	28	25	26
Ensuring timely and complete inspections and license release within 2 weeks (%)	91	88	87
# of closed service requests:			
Development Planning	207	145	150
# of information booklets/bulletins created by Building & Permitting	10	30	15
# of new (or renewed) partnerships formed (Policy & Planning)	7	8	8

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Planning and Development					
144 Planning and Development	197	212	423		
	197	212	423	211	99.5%

*Continued***Development Services**

148 Development Services	(7,507)	(5,108)	(4,992)		
138 Business License	(1,290)	(1,508)	(1,449)		
149 Building, Plumbing & Gas Inspections	1,443	1,608	1,608		
151 Building & Permitting	1,770	2,264	2,264		
178 Development Engineering	(54)	290	243		
	(5,637)	(2,455)	(2,326)	129	(5.2%)

Policy & Planning

153 Policy & Planning	1,140	1,141	1,183		
235 Long Range Policy Planning	314	332	332		
	1,453	1,472	1,515	43	2.9%

Community Planning

146 Urban Planning management	525	801	816		
147 Development Planning	(558)	(256)	(217)		
181 Suburban & Rural Planning	703	840	883		
253 Community Planning Services	285	10	0		
	955	1,395	1,481	86	6.2%

Net operating expenditures	(3,032)	625	1,094	469	74.9%
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Capital cost centres:

	0	0	0		
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Net capital expenditures	0	0	0	0	0.0%
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Total Division net expenditures	(3,032)	625	1,094	469	74.9%
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Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	625	80.5
2021 net impacts		
One-time operating requests	(57)	(0.8)
Prior years ongoing adjustments	161	(1.3)
Divisional adjustments	56	(1.0)
	785	77.4
2021 program additions (P1)		
2021 operating requests:	308	1.8
Total	1,094	79.2
Unfunded 2021 requests (P2)		
2021 operating requests	0	
Total unfunded requests for 2021	0	0.0

Planning & Development Services - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(11,299)	(8,583)	(7,589)
Other Revenue	(108)	(126)	(1,041)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(181)	(289)	(210)
Total Revenue	(11,588)	(8,998)	(8,840)
<u>Expenditures</u>			
Salaries and Wages	7,109	8,053	8,028
Internal Equipment	88	106	124
Material and Other	1,212	1,190	1,458
Contract Services	30	19	69
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	55	55	55
Transfers to Funds			
Special (Stat Reserve) Funds	0	200	200
Development Cost Charges	0	0	0
Accumulated Surplus	63	0	0
Total Expenditures	8,557	9,623	9,933
Net Operating Expenditures	(3,032)	625	1,094
<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.	(3,032)	625	1,094

	Budgeted	Actual	Revised	Preliminary
Authorized FTE	2019	2019	2020	2021
Positions	72.0	62.3	78.0	76.5
Salaried	5.1	12.0	2.5	2.7
Hourly				

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Planning & Development Services Division									
Maintain									
141	Permit Revenue Decrease	0	0	0	(650,000)	650,000	0	0	OT
141	Development Planning - Revenue Reduction	0	0	0	(185,600)	185,600	0	0	OT
142	Development Engineering Revenue Reduction	0	0	0	(80,000)	80,000	0	0	OT
142	Cannabis Licence Revenue Reduction	0	0	0	0	100,000	0	(100,000)	OG
143	Community Energy Specialist Position Extension	125,000	0	0	(125,000)	0	0	0	OT
Total Maintain		125,000	0	0	(1,040,600)	1,015,600	0	(100,000)	
New									
143	Greenhouse Gas Modelling	70,000	(70,000)	0	0	0	0	0	OT
144	Low Carbon Existing Buildings: Energy Retrofits	40,000	(40,000)	0	0	0	0	0	OT
144	Supporting Low Carbon New Buildings	20,000	(20,000)	0	0	0	0	0	OT
145	Supporting Low Carbon Transportation through Electrification	80,000	(80,000)	0	0	0	0	0	OT
145	Champion of the Environment Term Position	197,000	0	0	0	0	0	(197,000)	OG
Total New		407,000	(210,000)	0	0	0	0	(197,000)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(6,400)	0	0	0	0	0	6,400	OT
Total Maintain		(6,400)	0	0	0	0	0	6,400	
New									
CAP 402	<i>* Fleet Growth</i>	17,700	0	0	0	0	0	(17,700)	OG
Total New		17,700	0	0	0	0	0	(17,700)	
Division Priority 1 Total		543,300	(210,000)	0	(1,040,600)	1,015,600	0	(308,300)	
Total Priority 1 Operating		543,300	(210,000)	0	(1,040,600)	1,015,600	0	(308,300)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Development Services		ONE-TIME
Title:	Permit Revenue Decrease		PRELIMINARY

Justification:

This request is to decrease Building and Permitting revenue budgets to reflect the actual anticipated revenue due to an anticipated down turn in construction activity in 2021.

Projected decreases are for General Revenue, New Residential Apartment, Residential Accessory, New Industrial, Industrial Alteration, New Commercial, Commercial Alteration, Semi-detached Residential, New Single Family and New Townhouse.

These revenue shortfalls will be offset by the COVID-19 Safe Restart Grants for Local Governments.

2021 Base Budget: (\$5.33M)

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	(650,000)	0	650,000	0	0

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Development Planning		ONE-TIME
Title:	Development Planning - Revenue Reduction		PRELIMINARY

Justification:

This request is to decrease revenue budget for the Development Planning Department to reflect an anticipated revenue reduction in 2021. This revenue reduction is related to lower levels of expected development activity.

These revenue shortfalls will be offset by the COVID-19 Safe Restart Grants for Local Governments.

2021 Base Budget: (\$635.6k)

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	(185,600)	0	185,600	0	0

2021 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Development Services		ONE-TIME
Title:	Development Engineering Revenue Reduction		PRELIMINARY

Justification:

Development Engineering revenues are directly linked to developer activity. The combination of the Development Cost Charges (DCC) increases, Official Community Plan (OCP) Growth Strategy and Pandemic has resulted in reduced applications, and revenue, for single-family projects. It is anticipated that this will normalize after 2021.

These revenue shortfalls will be offset by the COVID-19 Safe Restart Grants for Local Governments.

2021 Base Budget: (\$115k)

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	(80,000)	0	80,000	0	0
Division:	Planning & Development Services					Priority: 1	Maintain	
Department:	Development Services						ON-GOING	
Title:	Cannabis Licence Revenue Reduction						PRELIMINARY	

Justification:

This request is to decrease Cannabis Licence revenue to reflect the actual anticipated revenue due to Provincial approval delays and financial impacts due to COVID-19.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	100,000	0	(100,000)
2022	0	0	0	0	0	100,000	0	(100,000)
2023	0	0	0	0	0	100,000	0	(100,000)

2021 Operating Request Details

Division:	Planning & Development Services	Priority: 1	Maintain
Department:	Policy & Planning		ONE-TIME
Title:	Community Energy Specialist Position Extension		PRELIMINARY

Justification:

The City of Kelowna's Community Energy Specialist (CES) position is fully funded through a grant from FortisBC for a term of April 2019 to April 2021. FortisBC has offered the City of Kelowna a grant up to \$125k to extend the Community Energy Specialist Position for one additional year (April 2021 to July 8, 2022), with an opportunity for further extension.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	125,000	0	0	(125,000)	0	0	0	0

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ONE-TIME
Title:	Greenhouse Gas Modelling		PRELIMINARY

Justification:

Modelling and identifying new actions are essential to continue to progress on greenhouse gas emissions reductions as our current Community Climate Action Plan (CCAP) is only effective until 2023. This analysis will help us prepare data driven modelling to develop a climate resiliency plan in the near future. The large gap between targets and what the scientific community states is required in terms of emissions reduction needs to be reconciled (the CCAP was developed prior to the release of both the Intergovernmental Panel on Climate Change and provincial CleanBC targets). This requested budget helps address Council's Environmental Protection Priority result statements: Greenhouse gas emissions are decreasing and predictive modelling and forecasting and Imagine Kelowna's goal to take action in the face of climate change.

Strategic Direction:	Environmental protection - Greenhouse gas emissions are decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	70,000	(70,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ONE-TIME
Title:	Low Carbon Existing Buildings: Energy Retrofits		PRELIMINARY

Justification:

Deep energy retrofits can help create jobs, save energy, improve home comfort, and reduce emissions. They help deliver on Council's Environmental Protection priority result statement greenhouse gas emissions are decreasing. They also reduce home operating costs delivering on Council's vibrant neighbourhoods priority result statement affordable and attainable housing mix options. Budget is requested for:

Energy retrofit top up incentives (\$20k): Municipalities can match provincial and FortisBC incentives to lower the price of electric heat pumps, a technology that can significantly reduce emissions. This program is administered by the Province.

Heritage energy grant pilot (\$15k): Character homes built before 1940 can have some of the lowest energy performance. A pilot program would offer free energy assessments and discounts on energy upgrades through expanding the Heritage Grants Program.

Promotion (\$5k) - public education and awareness is needed on benefits and programs.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

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

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ONE-TIME
Title:	Supporting Low Carbon New Buildings		PRELIMINARY

Justification:

Building capacity and awareness has been one of the reasons implementation of the Energy Step Code for Part 9 buildings has been relatively successful. \$10k is requested for efforts to continue to ensure industry buy-in and capacity as the City implements higher steps for Part 9 buildings and begins an implementation strategy for Part 3 buildings. An additional \$10k is requested to develop an auditing program to ensure compliance and that buildings are achieving the performance level being modelled. These programs help deliver on Council's Environmental Protection priority result statement greenhouse gas emissions are decreasing as well as keeping housing operating costs lower delivering on Council's vibrant neighborhoods priority result statement affordable and attainable housing mix options.

Strategic Direction: Environmental protection - Greenhouse gas emissions are decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	(20,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Planning & Development Services	Priority: 1	New
Department:	Policy & Planning		ONE-TIME
Title:	Supporting Low Carbon Transportation through Electrification		PRELIMINARY

Justification:

Several activities are proposed to encourage the shift to electric transportation options to reduce greenhouse gas emissions to support Council's Environmental Protection priority, greenhouse gas emissions are decreasing and Transportation & Mobility priorities that emerging technologies make it easier to get around. These include:

E-bikes (\$25k) - To help E-bikes become more affordable for low-income residents this project proposes offering a limited number of income-qualified E-bike financial rebates.

EV Charger Top Up (\$20k) - Municipalities can increase provincial and FortisBC incentives with matching contributions to lower the price of an EV charger. This program is administered by the Province.

Streetlamp charging pilot project with Fortis (\$25k) - To pilot Level 2 chargers on streetlights to provide charging access to those EV drivers who don't have the ability to charge at home.

Promotion (\$10k) - public education and awareness is needed on benefits and programs.

Strategic Direction:	Environmental protection - Greenhouse gas emissions are decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	80,000	(80,000)	0	0	0	0	0	0

Division:	Planning & Development Services	Priority: 1	New
Department:	Planning & Development Services		ON-GOING
Title:	Champion of the Environment Term Position		PRELIMINARY

Justification:

Staff and Council have noted that some of the City's Climate Change and Environmental indicators are not trending in the correct direction. As such a new two year term position is proposed to help focus and bolster current efforts. The Champion of the Environment will lead a comprehensive review of the City's Climate and Environment related policies, programs and actions and provide a comprehensive report with a series of recommendations for improvements and coordination. In addition, the position will be responsible to provide expert advice, guidance and support to existing climate and environment related initiatives in support of Council's Environmental priority.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	197,000	0	0	0	0	0	0	(197,000)
2022	197,000	0	0	0	0	0	0	(197,000)
2023	0	0	0	0	0	0	0	0



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Partnerships & Investments



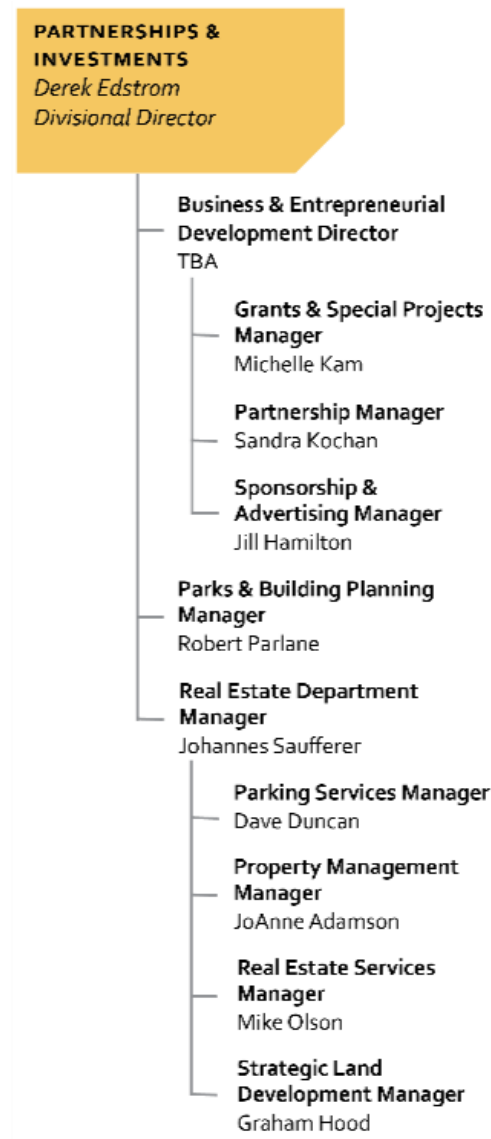


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Partnerships & Investments

The **Partnerships & Investments 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 partnerships and business arm of the City that seeks innovative opportunities to achieve community goals. Partnership development, 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 serves to maximize the value and utility of Kelowna's Real Estate Assets. The Real Estate department is committed to being fair, equitable and efficient when acquiring, developing, managing, maintaining and disposing of the City's real estate and building assets.

2021 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

- Staff will seek to develop a report in conjunction with the Central Okanagan Journey Home Society that identifies critical information and steps when identifying land for shelter needs
- Upgrade older parkade security cameras to improve real-time monitoring capabilities
- Perform CPTED (Crime prevention through environmental design) reviews of all three parkades to identify opportunities for further security enhancements

Social & Inclusive

- 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
- Implementation of updates to the City's accessible parking program

Transportation & Mobility

- Implementation of recommendations from the Capri-Landmark area parking plan
- Use technology to facilitate alternative uses of parking assets, such as loading/pick-up zones to support the increase in ridesharing and food pickup and delivery services

Vibrant Neighbourhoods

- Building on the success of the Bernard Laneway project staff anticipate developing a framework for the enhancement of public placemaking within the urban cores of the City
- Research and recommend best practices for downtown mobile food vendor program
- Review and implement Bernard Ave road closure
- Joint Education, Health & Wellness Facility – ongoing participation in work teams to support the second phase of planning activity with SD23
- Buildings Masterplan - create a vision and model to assess both infrastructure renewal and new construction to match growth, assess provision and distribution of built services and amenities across the City, and prioritise needs between the different building types
- Performing Arts Centre Feasibility & Partnerships – commencement of long-range planning for a new Performing Arts Centre on the Kelowna Community Theatre site, including assembly of an inter-departmental working group, exploration of potential synergies with other development projects, identification of possible funding opportunities, and examining the feasibility of an in-house philanthropic/fund development function to support major capital projects
- Creative Hub Feasibility Project (Community Amenity Space, 350 Doyle Avenue Redevelopment) – ongoing involvement in this project which will culminate in a proposal for Council consideration regarding the design, build-out and operation of a Creative Hub
- Parks Masterplan – developing the guiding document that contains our vision statement, goals and principles, measures of success and plan of direction. The principles of the document will be balance, equity and transparency for park acquisition, development and management
- Pandosy Waterfront Park – continuing the design and construction of this important urban waterfront. The works include a central plaza and pier, activity lawns, beach front, restored shoreline, as well as the integration of the Kelowna Paddle Centre into the overall park.
- City Park - 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
- Partners in Parks – working in partnership with local community groups to explore a variety of grassroots initiatives as they arise throughout the year

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

- Partnership with Tourism Kelowna – MRDT Renewal – collaboration with Tourism Kelowna to prepare a 5-year strategic plan and other deliverables required for renewal of the 3% MRDT
- Establishment of program to connect local start-up community to solving city challenges through an RFP process. Way for local firms to test and demonstrate services and goods to while creating new approaches to service delivery
- Implementation of an Unsolicited Bid Proposal policy to enhance opportunities to provide services in a different way

Environmental Protection

- Continue to pursue partnership and grant opportunities to expand the electric vehicle charging network
- Shoreline protection – restoration of failing shoreline in a variety of park locations across the City to prevent further damage during flood events and subsequent loss of land. Locations include City Park, Pandosy Waterfront Park, Thompson Creek outflow & others

Financial Management

- Staff anticipate exploring adaptive re-use opportunities relating to identified heritage assets in 2021, building on the previous success of initiatives at heritage sites such as St. Aiden's church and the Surtees property
- Setup and deploy a new Analytics System for Parking Services
- Unsolicited Proposal Program – development of policy, guidelines and resources to coordinate intake, screening and evaluation of external proposals regarding research, business opportunities or partnered approaches to facilities and services. Program will stimulate focus on ideas which align with City priorities. Program launch anticipated in 2021
- Continue to grow revenue through marketing of the City's Dark Fibre network
- Sought and evaluated new opportunities to generate revenue for the City
- Strategic Negotiation Training – Advanced course to be developed and implemented resulting in better deals and outcome financially

Clear Direction

- Complete an operational review and assessment of Municipal Boating Facilities
- Partnership Reporting Framework – continuing work to establish baseline reporting requirements for the City's most important partnership relationships, including consolidated information for Council and internal departments with a vested interest in partnership performance. First consolidated Council report anticipated in 2021
- Development and implementation of innovation-based training program to senior staff to encourage new and creative approaches to doing business at City Hall

People

- City Hall Phase V - this phase will create a large suite of meeting rooms with adjustable partitions immediately adjacent to the main foyer, thereby improving the public face of City Hall with citizen first service. The suite will also be available for out of hours use by the community
- Develop and launch a flexible parking permit program for staff to provide incentives for the use of alternative transportation options
- Collaboration with UBC Okanagan – assisting with development of an approach to collaborative research excellence which translates into broad-based action and innovation and generates benefits for the broader community

Base Business

- Continue infrastructure renewal projects at the Library and Chapman Parkades
- Deployment of Residential Parking Permit system replacement to offer online application and renewals

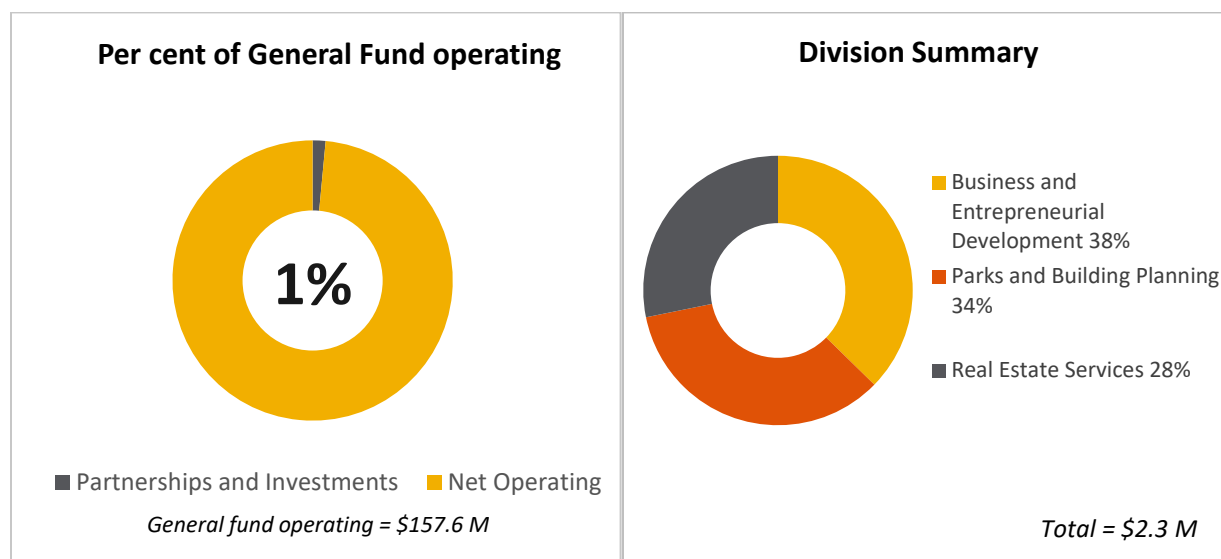
- Inclusion in the Cityworks Asset Management System to ensure inspections and preventative maintenance tasks are completed to maximize life expectancy
- Prepare for anticipated 2022 Credit Card processing changes by upgrading parking equipment to utilize chip (EMV) technology
- Create and administer a preventative maintenance program for the residential rental portfolio
- Advisor for development and renewal of partnership/collaboration agreements
- Advisor for partnership relationship management (issues, capacity building)
- Building and sustaining internal partnership culture and collaboration
- Monitoring trends, policies and case studies for partnership development
- Grants Management – Drivers and Activities

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
# of fibre network customers	14	16	18
# of business enquiries handled	684	382	500
# of key employer site visits	684	382	12
# of Mayor company site tours	19	18	12
# of business licenses	9,833	9,750	8,880
Property acquisition			
Value (\$)	11M	15M	10M
Area (acre)	35	45	40
# of parcels acquired	30	40	35
Park property acquisition			
Value (\$)	7M	8M	5M
Area (acre)	25	35	30
# of parcels acquired	5	7	7
Arrears ratio building (amount collected / amount due) (%)	1	1	1
Rental vacancy rate (%)	0.2	0.5	0.5
# of residential parking permits issued	2,746	2,800	2,900
# of accessible parking permits issued	3,710	3,700	3,800
# of PayByPhone system transactions	559,803	525,000	6,000
# of online payment transactions	23,395	18,000	2,300
# of monthly parking wait list entries (end of year)	368	70	200
# of grant applications submitted	24	13	25
Value of grant applications submitted (\$)	137M	24M	25M
# of grant applications awarded funding	6	8	15
Value of grant applications awarded funding (\$)	23M	1.7M	15M

<i>Continued</i>			
# of grant applications denied	10	3	10
Value of grant applications denied (\$)	56M	9.3M	
# of sponsorships and advertising cold calls	25	60	75
# of sponsorship contract renewals	0	1	3
# of new sponsorship prospects	4	6	12
# of new sponsorship contracts	1	1	6
Assessed value of City real estate (\$)			
Land	1.4B	1.5B	1.55B
Improvements	432M	448M	500M
# of service requests per staff member – Parking Services	242	200	233
# of closed service requests - Parking Services	4,851	4,200	4,900

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Real Estate Services					
155 Real Estate Services Department	220	249	256		
252 Parking Services	(150)	(150)	(150)		
157 Property Management	(230)	(39)	0		
116 Real Estate Services manager	283	386	421		
118 Strategic Land Development	127	133	133		
	250	578	660	82	14.2%

<i>Continued</i>					
Business and Entrepreneurial Development					
250 Business and Entrepreneurial Development	389	527	630		
273 Sponsorship & Advertising	25	12	11		
276 Partnerships and Investments	217	230	233		
	632	770	874	105	13.6%
Parks and Building Planning					
173 Parks and Building Planning	818	481	808		
	818	481	808	327	68.0%
Net operating expenditure	1,700	1,829	2,343	514	28.1%
Capital cost centres:					
300 Real Estate and Parking Capital	635	737	526		
Net capital expenditures	635	737	526	(211)	(28.7%)
Total Division net expenditures	2,334	2,566	2,868	302	11.8%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	1,829	26.5
2021 net impacts		
One-time operating requests	12	0.2
Prior years ongoing adjustments	82	0.5
Divisional adjustments	162	
	2,085	27.2
2021 program additions (P1)		
2021 operating requests:	258	0.5
Total	2,343	27.7
Unfunded 2021 requests (P2)		
2021 operating requests	36	
Total unfunded requests for 2021	36	0.0

Note: Totals may not add due to rounding.

Partnership & Investments - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(8,855)	(5,950)	(8,306)
Other Revenue	(142)	(268)	(51)
Transfers from Funds			
Special (Stat Reserve) Funds	(45)	(522)	(50)
Development Cost Charges	0	0	0
Accumulated Surplus	(266)	(872)	(328)
Total Revenue	(9,309)	(7,612)	(8,735)
<u>Expenditures</u>			
Salaries and Wages	2,596	2,910	3,021
Internal Equipment	47	55	55
Material and Other	2,150	3,256	2,679
Contract Services	1,408	1,165	1,435
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	231	198	213
Transfers to Funds			
Special (Stat Reserve) Funds	4,144	1,843	3,520
Development Cost Charges	0	0	0
Accumulated Surplus	432	14	155
Total Expenditures	11,009	9,441	11,078
Net Operating Expenditures	1,700	1,829	2,343
<u>Capital Expenditures</u>			
Gross Expenditures	9,819	5,247	3,390
Other Funding Sources	(9,184)	(4,510)	(2,864)
Taxation Capital	635	737	526
Net Operating & Tax Capital Exp.	2,334	2,566	2,868

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	19.6	17.2	20.6	21.6
Hourly	5.9	6.5	5.9	6.1

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
Maintain									
157	Housing For Those With Complex Needs	25,000	0	0	0	0	0	(25,000)	OT
157	Strategic Land Development Projects	110,000	(110,000)	0	0	0	0	0	OT
158	Building Master Plan	125,000	0	0	0	0	0	(125,000)	OG
158	Parks Master Plan	75,000	0	0	0	0	0	(75,000)	OG
159	Consulting Services - Grants	25,000	0	0	0	0	0	(25,000)	OG
159	Performing Arts Centre Feasibility & Partnerships	100,000	(100,000)	0	0	0	0	0	OT
160	Advertising Revenue Reduction	0	0	0	(40,000)	40,000	0	0	OT
	Total Maintain	460,000	(210,000)	0	(40,000)	40,000	0	(250,000)	
Growth									
160	Consulting Services - Partnership	18,000	(18,000)	0	0	0	0	0	OG
	Total Growth	18,000	(18,000)	0	0	0	0	0	
New									
161	Intergovernmental Relations Manager Position	69,600	0	0	0	0	0	(69,600)	OG
161	Parkinson Recreation Centre Replacement	100,000	(100,000)	0	0	0	0	0	OT
162	Operational Review and Assessment of Municipal Boating Facilities	50,000	(50,000)	0	0	0	0	0	OT
162	Placemaking/Public Space Animation	40,000	0	0	0	(20,000)	0	(20,000)	OG
	Total New	259,600	(150,000)	0	0	(20,000)	0	(89,600)	
Maintain									
109	* <i>Travel Expense Reduction</i>	(5,500)	0	0	0	0	0	5,500	OT
197	* <i>1475 Ellis St. Units 300 & 301 Operating</i>	(95,400)	0	0	0	0	0	95,400	OG
	Total Maintain	(100,900)	0	0	0	0	0	100,900	
New									
178	* <i>STPCO Reorganization</i>	19,000	0	0	0	0	0	(19,000)	OG
	Total New	19,000	0	0	0	0	0	(19,000)	
	Division Priority 1 Total	655,700	(378,000)	0	(40,000)	20,000	0	(257,700)	
	Total Priority 1 Operating	655,700	(378,000)	0	(40,000)	20,000	0	(257,700)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

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

Justification:

Staff are currently developing an advocacy paper intended to create a road-map toward effectively and holistically addressing the complex needs among the most vulnerable members of our community. While the majority of this work is anticipated to be completed in 2020, additional third-party consultant services are anticipated to be required in 2021 to assist with the implementation and/or development of concrete strategic initiatives resulting from the advocacy paper.

Strategic Direction:	Social & inclusive - Policy guides where the city invests resources							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	0	0	0	0	0	0	(25,000)

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

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, 4690 Highway 97 and various site redevelopment.

Strategic Direction:	Vibrant neighbourhoods - Key sites are proactively planned							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	110,000	(110,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Parks & Buildings Planning		ON-GOING
Title:	Building Master Plan		PRELIMINARY

Justification:

Budget is requested to develop a comprehensive Master Plan for City-owned buildings. The Master Plan will create a vision and model to assess both infrastructure renewal and new construction to match growth; assess provision and distribution of built services and amenities across the City; and prioritise needs between the different building types. The Master Plan will provide a tool with which City building expenditure can be planned. This plan will consolidate other functional building plans into one comprehensive document with an eye to ongoing renewal costs.

Strategic Direction: Social & inclusive - Policy guides where the city invests resources

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	125,000	0	0	0	0	0	0	(125,000)
2022	125,000	0	0	0	0	0	0	(125,000)
2023	0	0	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Parks & Buildings Planning		ON-GOING
Title:	Parks Master Plan		PRELIMINARY

Justification:

The Parks Masterplan started in 2020 will be a four step process over three years to a total budget request of \$250k. The first step is a guiding document that contains our vision, objectives and goals and principles. The second step, utilizing in house GIS resources, is an inventory & mapping of our existing assets.

Budget is requested in 2021 for the third step, development of the park types (community, waterfront, linear, etc.) and base level amenities, as well as location specific destinations or specializations, establishing metrics, asset targets and areas in need of resources. The final step in the third year will be the implementation plan, costing and funding sources. Public engagement will occur at steps 1, 2 & 4.

Strategic Direction: Social & inclusive - Policy guides where the city invests resources

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	75,000	0	0	0	0	0	0	(75,000)
2022	75,000	0	0	0	0	0	0	(75,000)
2023	0	0	0	0	0	0	0	0

2021 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Business and Entrepreneurial Development		ON-GOING
Title:	Consulting Services - Grants		PRELIMINARY

Justification:

Budget is requested to create grant template tools (video, design, etc.) to allow for a creative approach in seeking funding from non-government sources (foundations, trusts, etc.). There is a need to create great stories for non-government funding sources and therefore the budget would be allocated to assist in telling these stories. These tools may also increase the quality of government grant applications as well.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	0	0	0	0	0	0	(25,000)
2022	12,500	0	0	0	0	0	0	(12,500)
2023	12,500	0	0	0	0	0	0	(12,500)

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Business and Entrepreneurial Development		ONE-TIME
Title:	Performing Arts Centre Feasibility & Partnerships		PRELIMINARY

Justification:

Supported by the Civic Precinct Plan and a report from Colliers International, a new Performing Arts Centre on the existing Kelowna Community Theatre (KCT) site is included in the 10-year capital plan as a Priority 2 item for the years 2025-2027, at a cost approaching \$70M. The establishment of KCT in 1962 was driven by community fundraising efforts. Such efforts, combined with additional partnerships and resources, could support feasibility of a new vision. Work in 2021 will convene conversations and assemble knowledge to understand potential opportunities associated with major downtown area developments, grants, major sponsorships and partnerships and the feasibility of establishing an in-house philanthropic/fundraising function to support major capital projects and further advise on the role of local government and other agencies in capital campaigns.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	(100,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	Maintain
Department:	Business and Entrepreneurial Development		ONE-TIME
Title:	Advertising Revenue Reduction		PRELIMINARY

Justification:

Due to COVID-19 and the unexpected financial landscape that has followed, there has been a reduction in 2020 sponsorship revenue that is expected to continue into 2021. The status of the City's current contracted partners is as follows: one has placed their renewal on hold due to budgetary concerns, one has requested an extension on payment until November 2020 and the other has continued with their sponsorship payments as contracted. A number of future partnership opportunities transitioning to contracted partners are anticipated towards year end 2020 and early 2021. This revenue shortfall will be offset by the COVID-19 Safe Restart Grants for Local Governments.

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

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

Division:	Partnerships & Investments	Priority: 1	Growth
Department:	Business and Entrepreneurial Development		ON-GOING
Title:	Consulting Services - Partnership		PRELIMINARY

Justification:

Annual budget is requested to allow the City's Partnership Office to pro-actively respond to, and invest in, partnership opportunities as they arise. Opportunities typically include unsolicited proposals which, after internal review and submission of a business case, may require City in kind and/or financial support to move forward, and grant programs which have a matching requirement such as the Canada Cultural Spaces Program of Canadian Heritage which is funding the feasibility study for a Creative Hub as part of the 350 Doyle Avenue redevelopment.

The first year of this program is requested to be funded from the Public/Private Partnership reserve, with ongoing funding from taxation.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	18,000	(18,000)	0	0	0	0	0	0
2022	18,000	0	0	0	0	0	0	(18,000)
2023	18,000	0	0	0	0	0	0	(18,000)

2021 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Partnerships & Investments		ON-GOING
Title:	Intergovernmental Relations Manager Position		PRELIMINARY

Justification:

The Intergovernmental Relations Manager will be responsible for managing the City's overall approach to intergovernmental relations, representing the City's position and interests by communicating and negotiating with other jurisdictions. This position will work collaboratively across all divisions and agencies to build strong relationships with government partners as well as key regional and national stakeholders to support Council direction and advance the City's strategic interests. The position will have a primary responsibility in managing Council's recently adopted Advocacy Framework.

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	69,600	0	0	0	0	0	0	(69,600)
2022	136,000	0	0	0	0	0	0	(136,000)
2023	136,000	0	0	0	0	0	0	(136,000)

Division:	Partnerships & Investments	Priority: 1	New
Department:	Parks & Buildings Planning		ONE-TIME
Title:	Parkinson Recreation Centre Replacement		PRELIMINARY

Justification:

Budget is requested for preparatory consultant work for the Alternate Approval Process for the borrowing to fund the replacement of Parkinson Recreation Centre, and the appointment of a Project Manager for the project.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	(100,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Partnerships & Investments	Priority: 1	New
Department:	Real Estate		ONE-TIME
Title:	Operational Review and Assessment of Municipal Boating Facilities		PRELIMINARY

Justification:

The effective operation and management of the City's three primary boat launch facilities (Mission, Water St and Sutherland Ave) has become increasingly challenging as a result of ever increasing marine traffic on Okanagan Lake. With the reconstruction of the Mission Boat Launch parking lot anticipated for spring of 2021, a holistic review of municipal boating facilities and operating models is appropriate to ensure this service is delivered in a cost-effective manner for the maximum benefit of our community. Budget is requested for third-party consulting services associated with this work, which is anticipated to include engagement with community partners such as Regional District Central Okanagan, City of West Kelowna, Westbank First Nations, the provincial and federal governments.

Strategic Direction:	Vibrant neighbourhoods - Accessible and multi-purpose amenities							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

Division:	Partnerships & Investments	Priority: 1	New
Department:	Real Estate		ON-GOING
Title:	Placemaking/Public Space Animation		PRELIMINARY

Justification:

Building off of the lessons learned from the vehicular closure of Bernard Avenue for the summer of 2020, staff will explore how to pursue similar initiatives in 2021. Budget is requested for items such as planters, fencing, additional security, enhanced cleaning measures, and temporary amenities to enhance the aesthetic appeal of the placemaking area. Staff anticipate approximately \$20k in additional revenue as a result of expanded business opportunities associated with the placemaking initiative.

Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	53,000	0	0	0	0	(20,000)	0	(33,000)
2022	5,000	0	0	0	0	0	0	(5,000)
2023	5,000	0	0	0	0	0	0	(5,000)

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Partnerships & Investments Division									
New									
164	ECO-Counters	36,000	0	0	0	0	0	(36,000)	OG
	Total New	36,000	0	0	0	0	0	(36,000)	
<hr/>									
	Division Priority 2 Total	36,000	0	0	0	0	0	(36,000)	
<hr/>									
	Total Priority 2 Operating	36,000	0	0	0	0	0	(36,000)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021.

2021 Operating Request Details

Division:	Partnerships & Investments	Priority: 2	New
Department:	Parks & Buildings Planning		ON-GOING
Title:	ECO-Counters		PRELIMINARY

Justification:

Staff have been using infrared pedestrian counters to provide comprehensive and reliable data on pedestrian usage in City owned parks. This allows for effective evidence based decision making for parking policies and future investments. These units are easy to use and provide valuable data, for instance, the Bernard Ave and Knox Mountain usage during the 2020 COVID-19 summer. The current program has funded the acquisition of one unit per year since 2017. Due to multiple entry points to parks, several units are required to assess one park. Budget is requested for the acquisition of seven units in 2021 to support the data collection for the Parks Master Plan, and an additional three units per annum ongoing.

Strategic Direction:	Social & inclusive - Policy guides where the city invests resources							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	36,000	0	0	0	0	0	0	(36,000)
2022	18,000	0	0	0	0	0	0	(18,000)
2023	18,000	0	0	0	0	0	0	(18,000)





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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

Alan Newcombe
Divisional Director

Infrastructure Delivery Manager Brian Beach

Senior Project Managers

Todd DeGruchy
Andrew Gibbs
Janis Netzel

Project Managers

Patrick Aylard
Scott Bushell
Steven Robertson

Infrastructure Engineering Manager Joel Shaw

Asset Manager

Joline McFarlane

Infrastructure Administration Manager Kelly Isaak

Utility Planning Manager Rod MacLean

Integrated Transportation Manager Rafael Villarreal

Senior Transportation Planning Engineer Stephen Sargeant Chad Williams

Strategic Transportation Planning Manager Mariah VanZerr

Transit & Programs Manager Jerry Dombowsky

Transportation Engineering Manager Gordon Foy

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. Responsibility for managing transit governance and liaising with BC Transit also lies with Infrastructure.

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 for all service areas 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 manages the City's Asset Management Program through the development of policy, strategy, planning and system implementation for an asset portfolio of \$3.5 billion. 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. Utility Planning provides the strategic and long term planning for the City's water and wastewater utilities, as well as the stormwater and solid waste sectors. The Utility Planning group produces detailed projects and an implementation schedule, as well as policy direction for the City's capital needs, operational challenges, new development planning and coordination with outside agencies.

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. As well, regional air quality planning and coordination is provided under contract to the Regional District of the Central Okanagan.

2021 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 \$3.5 billion in infrastructure assets
- Engage the community and stakeholders in project development and delivery;
- Foster and maintain regional partnerships
- 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 resiliency for extreme weather events related to climate change by updating bylaws and upgrading infrastructure and waterways for flood protection

Activities

Community Safety

- Construct three new infill fire hydrants in locations with limited coverage within the City water utility
- Remove vegetation along Mill Creek Corridor north of Edwards Road

Social & Inclusive

- Engage Okanagan Nation Alliance on Mill Creek corridor flood protection program with a primary focus on environmental values and fish habitat

Transportation & Mobility

- Update Transportation section of Subdivision, Development and Servicing Bylaw
- Completion of Transportation Master Plan
- Continue working on securing the funding, designs for a state-of-the-art transit facility/garage
- Develop a partnership-based Transportation Demand Management Program with major employers
- Cental Green Pedestrian / Bicycle Overpass
- Abbott St interim Protected Bike lanes Pilot, with design from Rose to Boyce-Gyro Beach Park
- Sutherland ATC protected bike lanes from Ethel to Burtch
- Casorso ATC as an extension of the Ethel ATC south to Barrera
- Houghton 2, Hollywood to Rutland Multi-use pathway
- Ethel ATC from Rose to Raymer

Vibrant Neighbourhoods

- Continue to upgrade and improve our major community parks, with projects planned for Glenmore Recreation Park Phase 3, City Park Promenade, Pandosy Waterfront Park, Ponds Sports Field and Gopher Creek Linear Park

Economic Resiliency

- Initiate the first ever targeted goods movements study for Kelowna
- Update the 10-Year Capital Plan and Financial Strategy that supports infrastructure investment over the next 10-years and includes the financial impacts of COVID-19
- Update the 20-Year Servicing Plan and Financial Strategy which details capital investment to accommodate growth projected in the 2040 OCP and forms the basis of the Development Cost Charge

- Update the City's Asset Management Plans for all service areas. The last update was completed in 2015
- Implement Phase 3 of the Asset Management System that will track the performance, maintenance and condition of the City's infrastructure assets valued at over \$3.5 billion
- Finalize 2040 Infrastructure Plan in conjunction with the 2040 OCP that will detail infrastructure investments required to support growth, enhance services and renew existing assets. The 2040 Infrastructure Plan will set direction for infrastructure investment and include all capital needs identified in the 20-Year Servicing Plan and Asset Management Plans

Environmental Protection

- Continue to apply for and source out grant funding programs for expanding the sanitary collection system areas still serviced by septic fields
- Continue with the detailed design, cost estimate and funding strategy for the future digestion facility
- Complete approval and construction of the Frazer Lake Dam Upgrades
- Complete installation of power source upgrades for temporary flood mitigation pumps at Smith Outfall (Yacht Club)
- Mill Creek Flood Protection Project
 - Initiate the comprehensive environmental and archaeological overview assessments
 - Complete upgrades to the existing Mill-to-Mission Creek diversion
 - Complete the process to obtain a 5 year Creek Maintenance license
 - Initiate the overall plan development process
 - Identify and complete conveyance and storage upgrades along the lower section of Mill Creek, from Spall Road to Okanagan Lake
 - Initiate conceptual design and land acquisition exercise for a stormwater treatment facility that will simultaneously provide quantity and quality treatment for the Sexsmith area
 - Initiate design and land acquisition exercise for flood mitigation projects downstream of the airport to the existing Mill-to-Mission Diversion
- Complete second phase of lift station condition assessments for updating the 10 year capital investment program
- Establish a groundwater recharge suitability map as part of the 2040 OCP and encourage the use of green infrastructure for stormwater management

Financial Management

- Amend DCC Bylaw and rates to reflect updated 20-Year Servicing Plan.
- Initiate Phase 2 of the Water Meter Replacement program including the installation of new meters and end points within the existing water utility
- Revise the Sanitary Sewer Connection Area bylaw to reflect current construction costs and area reserve balances
- 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

People

- Expand the Infrastructure Delivery team with permanent retention of positions established with the Water Integration Project, to be well positioned for upcoming workload and future opportunities

Base Business

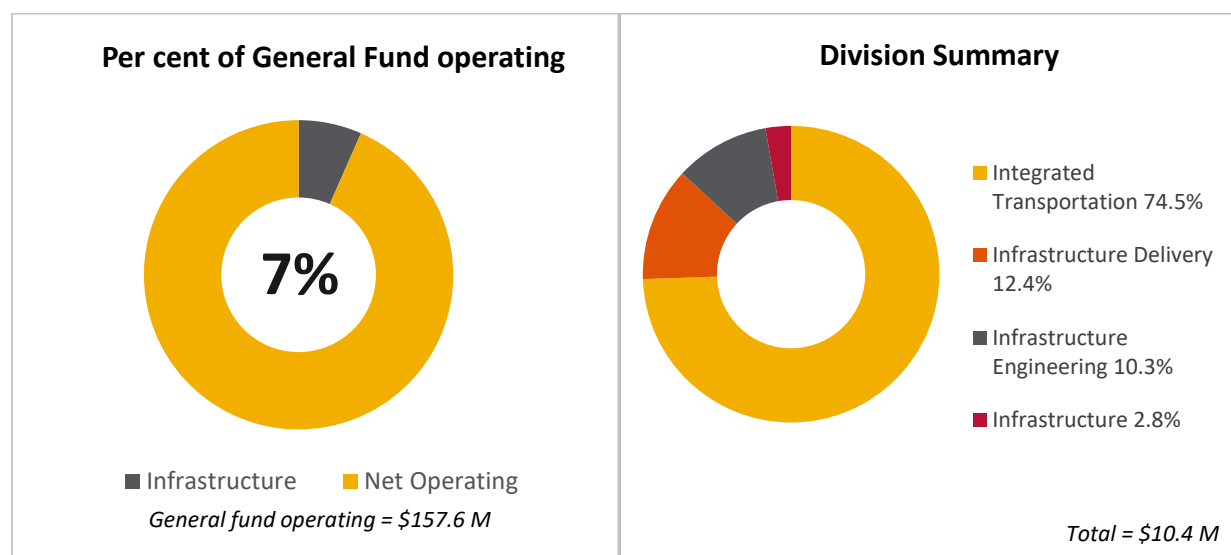
- Base Business is the core of the Infrastructure Division. Staff are directly responsible for the development and implementation of the 10-Capital Plan which delivers renewal, growth and new infrastructure projects, adding to the asset base valued at over \$3.5 billion
- This annual capital investment is in the order of \$60-\$100 million
- Administer the contract, in conjunction with BC Transit, to operate the local transit network

- Restructure our Survey Team operations to improve efficiencies that reflect new equipment technologies and shifting of drafting responsibilities from the IS mapping department

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Total lane kilometres of roads resurfaced (km)	33.1	33.2	34.8
New water main pipe installed (m)	54,200	8,535	1,000
Renewal water main pipe installed (m)	0	2,000	600
New sanitary sewer main pipe installed (m)	0	0	0
Renewal sanitary sewer main pipe installed (m)	1,800	2,680	850
# of water main breaks (includes SEK non-potable)	17	18	20
# of water service breaks (includes SEK non-potable)	108	132	150
Air quality - # of woodstoves exchanged for high-efficiency stoves	1	47	54
Air quality - # of cubic metres of orchard wood waste chipped	1,717	6,121	6,121
Total value of capital construction projects (\$)			
Civic buildings	3.2M	3.9M	9.8M
Parks & public spaces	16.9M	4.9M	13.4M
Transportation	17.3M	14.2M	19.1M
Solid waste	6.1M	7.5M	5.5M
Storm drainage	1.8M	0.6M	3.8M
Water	47.6M	20.2M	4.5M
Wastewater	5.8M	4.7M	6.0M
Total corporate greenhouse gas (GHG) emissions (CO ₂) (tonnes)	10,764	10,800	10,800
Service request average response time by type (in calendar days)			
Bus stops	12	2	5
Construction	5	29	5
Drainage	276	2	5
Air quality	4	23	5
Dog Parks	2	N/A	N/A
Bike lanes	30	9	5
Future road plans	10	10	5
Transit ridership (# of people per year)	5,968,823	3,815,869	3,044,100
Transit service (hours)	204,106	197,711	190,000

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Infrastructure					
220 Infrastructure	539	285	289		
	539	285	289	5	1.7%
Infrastructure Engineering					
176 Infrastructure Administration	365	440	435		
221 Solid Waste Management	0	0	0		
223 Infrastructure Engineering	226	189	193		
245 Utility Planning	335	313	447		
* 246 Utility Planning - Wastewater	0	0	0		
* 247 Utility Planning - Water	0	0	0		
	925	942	1,075	134	14.2%
Infrastructure Delivery					
214 Infrastructure Delivery	1,010	1,077	1,150		
215 Utilities Construction	125	135	144		
* 236 Wastewater Construction	0	0	0		
* 237 Water Construction	0	0	0		
* 263 Infrastructure Delivery - Wastewater	0	0	0		
* 264 Infrastructure Delivery - Water	0	0	0		
	1,135	1,211	1,294	83	6.9%

Continued

Integrated Transportation					
185 Integrated Transportation	363	352	298		
192 Transportation Engineering	782	843	883		
193 Transit and Programs	134	163	163		
224 Strategic Transportation Planning	230	239	310		
257 Kelowna Regional Transit	5,720	9,358	6,102		
	7,228	10,955	7,757	(3,198)	(29.2%)
Net operating expenditures	9,828	13,393	10,416	(2,977)	(22.2%)
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	9,828	13,393	10,416	(2,977)	(22.2%)

*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
2020 revised budget	13,393	29.4
2021 net impacts		
One-time operating requests	(3,502)	0.2
Prior years ongoing adjustments	91	0.4
Divisional adjustments	31	
	10,013	30.0
2021 program additions (P1)		
2021 operating requests:	403	0.3
Total	10,416	30.3
Unfunded 2021 requests (P2)		
2021 operating requests	169	1.0
Total unfunded requests for 2021	169	1.0

Note: Totals may not add due to rounding.

Infrastructure Fund 10 - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(9,171)	(4,305)	(5,104)
Other Revenue	(11,284)	(12,731)	(10,654)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(1,150)	(2,035)	(2,934)
Total Revenue	(21,604)	(19,071)	(18,692)
<u>Expenditures</u>			
Salaries and Wages	3,557	3,456	3,511
Internal Equipment	204	155	151
Material and Other	5,307	5,481	2,566
Contract Services	21,166	22,639	22,185
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	416	436	387
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	783	297	307
Total Expenditures	31,432	32,464	29,108
Net Operating Expenditures	9,828	13,393	10,416
<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.	9,828	13,393	10,416

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	26.2	26.4	26.8	26.9
Hourly	3.5	3.8	2.6	3.4

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
175	Transit Base Operating Costs	(118,300)	(2,844,400)	0	530,600	2,432,100	0	0	OT
175	Reid's Corner Landscaping Initiative	20,000	0	0	0	0	0	(20,000)	OG
176	Preliminary Design Program	100,000	0	0	0	0	0	(100,000)	OT
176	Miscellaneous Drainage	100,000	0	0	0	0	0	(100,000)	OG
	Total Maintain	101,700	(2,844,400)	0	530,600	2,432,100	0	(220,000)	
Growth									
177	Landfill - Stormwater and Property Planning	50,000	(50,000)	0	0	0	0	0	OT
	Total Growth	50,000	(50,000)	0	0	0	0	0	
New									
177	Low Carbon Transportation: Neighbourhood Bikeway Program	50,000	(50,000)	0	0	0	0	0	OT
178	STPCO Reorganization	(150,400)	(39,200)	0	4,500	117,300	0	67,800	OG
178	Major Employer Commute Trip Reduction - Pilot Program	30,000	0	0	0	0	0	(30,000)	OT
179	Co-op Student - Asset Management Data Analyst	15,100	0	0	0	0	0	(15,100)	OT
179	Stormwater Basin Plan - Downtown	150,000	0	0	0	0	0	(150,000)	OT
180	Regional Goods Movement Study	120,000	0	0	0	(60,000)	0	(60,000)	OT
	Total New	214,700	(89,200)	0	4,500	57,300	0	(187,300)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(4,800)	0	0	0	0	0	4,800	OT
	Total Maintain	(4,800)	0	0	0	0	0	4,800	
Division Priority 1 Total		361,600	(2,983,600)	0	535,100	2,489,400	0	(402,500)	
Total Priority 1 Operating		361,600	(2,983,600)	0	535,100	2,489,400	0	(402,500)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Infrastructure	Priority: 1	Maintain
Department:	Integrated Transportation		ONE-TIME
Title:	Transit Base Operating Costs		PRELIMINARY

Justification:

This request is to reflect the expected changes in revenue and costs in transit operations including management/labor, fuel, maintenance and lease fees, expansion and revenue reductions from declining ridership due to COVID-19. This operating request will decrease Conventional and Community by \$2,614,571 and decrease Custom Transit by \$89,822. Accumulated surplus funding will be used to offset the reduced ridership revenue and replaced with BC Transit grant funding when further details are provided.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(118,300)	(2,844,400)	0	530,600	0	2,432,100	0	0

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Reid's Corner Landscaping Initiative		PRELIMINARY

Justification:

Budget is requested to implement a unique "meadow" concept at Reid's Corner (northeast corner of Highway 97 and Old Vernon Road) that reduces the need for water, fertilizer, mowing and on-going maintenance. Monitoring support and maintenance in the first two years is required to ensure success. The initial landscaping is being completed in 2020 with funding from the Ministry of Transportation and Infrastructure. This project is expected to be completed by end of 2022.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)
2023	0	0	0	0	0	0	0	0

2021 Operating Request Details

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

Justification:

Budget is requested to advance studies and preliminary designs of future transportation projects. Preliminary plans facilitate strategic project implementation and a common understanding of future projects. These plans support land acquisition, improved budgeting, informed development coordination and funding from senior levels of government. Studies and plans inform future detailed design, supporting the effective and efficient delivery of a balanced transportation network. Intent is to be complete by the end of 2021, however, complexity and consultation could push completion into 2022.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	0	0	0	0	0	0	(100,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Miscellaneous Drainage		PRELIMINARY

Justification:

The City continues to see an unprecedented increase in the number of drainage issues related to climate/weather changes, groundwater interactions and increased hillside development. Budget is requested to help with the backlog of miscellaneous drainage projects in 2021 and 2022.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	0	0	0	0	0	0	(100,000)
2022	100,000	0	0	0	0	0	0	(100,000)
2023	0	0	0	0	0	0	0	0

2021 Operating Request Details

Division:	Infrastructure	Priority: 1	Growth
Department:	Infrastructure Engineering		ONE-TIME
Title:	Landfill - Stormwater and Property Planning		PRELIMINARY

Justification:

Budget is requested to hire a consultant to review potential uses of the agricultural zoned properties surrounding the landfill. Currently these properties are leased to graze cattle and localized storm water is used for irrigation. The properties may require additional works to allow for storm water management in the Glenmore Basin when current leases expire in 2022. This planning will ensure that the medium term land use on these properties is consistent with the Official Community Plan and is compatible with setback requirements for landfill operations. This will be initiated by Civic Operations in conjunction with Real Estate and Utility Planning and completed in 2021.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

Division:	Infrastructure	Priority: 1	New
Department:	Integrated Transportation		ONE-TIME
Title:	Low Carbon Transportation: Neighbourhood Bikeway Program		PRELIMINARY

Justification:

Neighbourhood Bikeways are an "all ages and abilities" lower-cost alternative to fully protected bike lanes on busier streets. They are typically located on lower traffic volume neighborhood streets and may include features such as wayfinding, traffic calming, and crossing treatments. Funds in 2021 would be used to advance network planning for the Neighborhood Bikeway Program included in Scenario 2 of the Transportation Master Plan. Budget is requested to address Council's Environmental Protection Priority Result Statement: Greenhouse gas emissions are decreasing and the Transportation & Mobility result statement: more trips by transit, carpooling, cycling & walking. It also helps deliver on Imagine Kelowna's goals to take action in the face of climate change, embrace diverse transportation options and build healthy neighbourhoods for all.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Integrated Transportation		ON-GOING
Title:	STPCO Reorganization		PRELIMINARY

Justification:

The Sustainable Transportation Partnership of the Central Okanagan (STPCO), formed in 2014 as a local government partnership to coordinate and support City and regional transportation interests, is winding down. Some of the responsibilities and resources are being transferred to the City of Kelowna to address Kelowna's growing and evolving needs for transportation. Some functions will be transferred to the Regional District of the Central Okanagan (RDCO), and as such a portion of the City's partnership funding will be allocated to the RDCO to support some regional functions such as the SD#23 traffic safety officer and active transportation promotion. The changes in the program will allow transportation functions (including transportation planning, new mobility, transit, education and communication) to continue with a renewed emphasis on the City of Kelowna.

Strategic Direction: Financial management - Lower value activities are improved or stopped

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(131,400)	(39,200)	0	4,500	0	166,100	0	0
2022	(131,400)	(39,200)	0	4,500	0	166,100	0	0
2023	(131,400)	0	0	4,500	0	166,100	0	(39,200)

Division:	Infrastructure	Priority: 1	New
Department:	Integrated Transportation		ONE-TIME
Title:	Major Employer Commute Trip Reduction - Pilot Program		PRELIMINARY

Justification:

Partnering with employers to help reduce the need for their employees to travel by single occupant vehicle is a cost-effective way to reduce traffic congestion and greenhouse gas emissions. Building off the recent 'work from home' experience due to the pandemic, the time is right to engage employers to support them in offering more permanent flexible workplace arrangements. Typical programs provide employers with resources and incentives to help reduce single-occupancy vehicle trips to their work sites during rush hour. This pilot program would include designing a new commute trip reduction program tailored to the needs of employers in the City of Kelowna. The pilot program would be developed over one year, and, if successful, could be a candidate for ongoing implementation. Pilot program completion is expected by the end of 2021.

Strategic Direction: Transportation & mobility - Travel times are optimized

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	30,000	0	0	0	0	0	0	(30,000)

2021 Operating Request Details

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

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 2021.

Strategic Direction:	Economic resiliency - Infrastructure deficit is reduced							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	15,100	0	0	0	0	0	0	(15,100)

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ONE-TIME
Title:	Stormwater Basin Plan - Downtown		PRELIMINARY

Justification:

This request is for a stormwater system plan to be developed for the downtown catchment area feeding Mill and Brandts Creeks. This plan will help identify Minor and Major system infrastructure components to assist future development planning. The plan will be developed with a focus on Geographic Information System (GIS) mapping, 2D hydraulic model development, climate change factors and stormwater quality. Standards will be updated to current Bylaw 7900 protocols. Project is expected to be completed by end of 2021.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	150,000	0	0	0	0	0	0	(150,000)

2021 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Integrated Transportation		ONE-TIME
Title:	Regional Goods Movement Study		PRELIMINARY

Justification:

Budget is requested to develop a regional strategy for supporting goods movement, including deliveries and policies to right-size delivery vehicles in urban centres. The Study will coordinate with industry stakeholders and the province to identify goods movement solutions. As Kelowna and the surrounding region grows, goods movement and the delivery of goods will be critical for supporting businesses and the economy. This study will identify policies and solutions needed to ensure the sustainable movement of goods as our City and region grow. Anticipated 18 month study, to be completed Q1 2022.

Strategic Direction:	Transportation & mobility - Travel times are optimized							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	120,000	0	0	0	0	(60,000)	0	(60,000)

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Infrastructure Division									
Maintain									
182	Utilities Foremen Positions	26,100	0	0	0	0	(17,400)	(8,700)	OG
	Total Maintain	26,100	0	0	0	0	(17,400)	(8,700)	
New									
182	Pandosy / Richter Transit Corridor Study	100,000	0	0	0	0	0	(100,000)	OT
183	Public Education to Introduce New Infrastructure - Pilot Project	20,000	0	0	0	0	0	(20,000)	OT
183	Bike Lane Snow Clearing Study	20,000	0	0	0	0	0	(20,000)	OT
184	Strategy - Transportation Knowledge Opportunities - Pilot Program	20,000	0	0	0	0	0	(20,000)	OT
	Total New	160,000	0	0	0	0	0	(160,000)	
	Division Priority 2 Total	186,100	0	0	0	0	(17,400)	(168,700)	
	Total Priority 2 Operating	186,100	0	0	0	0	(17,400)	(168,700)	

2021 Operating Request Details

Division:	Infrastructure	Priority: 2	Maintain
Department:	Infrastructure Delivery		ON-GOING
Title:	Utilities Foremen Positions		PRELIMINARY

Justification:

These positions were approved for 2020 but cancelled due to COVID-19 budget reductions. The highest priority need for long term success and stability of the Utility Construction team is with these critical leadership foreman training positions. The Utility Construction Foreman position is demanding and takes years to achieve the training and certifications required. Having two additional Foremen in training positions will provide support for the current foremen and provide for an ideal succession plan. The annual cost of each position will be \$101,300 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 (Drainage).

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	26,100	0	0	0	0	0	(17,400)	(8,700)
2022	51,700	0	0	0	0	0	(34,400)	(17,300)
2023	51,700	0	0	0	0	0	(34,400)	(17,300)

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ONE-TIME
Title:	Pandosy / Richter Transit Corridor Study		PRELIMINARY

Justification:

The 2040 Official Community Plan (OCP) identifies Pandosy and Richter as 'Transit Supportive Corridors', where new housing and commercial will be focused around high-quality transit service. This study will identify needed transit service and infrastructure improvements along the Pandosy and Richter corridors to accommodate future transit demand as this area grows. This study will provide answers to urgent questions such as land acquisition needs along Richter as the corridor redevelops, and how best to shift future trips between Downtown and the Pandosy Urban Centre to transit, which will be critical for managing traffic congestion along these corridors as they grow.

This study is expected to be completed by end of 2021.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	0	0	0	0	0	0	(100,000)

2021 Operating Request Details

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ONE-TIME
Title:	Public Education to Introduce New Infrastructure - Pilot Project		PRELIMINARY

Justification:

Historically, the City delivers new transportation infrastructure elements (within the Kelowna context) with little education to help people understand how they should be used. This has led to confusion and a lowered fundamental value of these design interventions. This request will help to introduce new infrastructure and technology to help residents and visitors get around. This will also include outreach regarding trail etiquette as our Active Transportation Corridors become busier and new types of vehicles become more popular (e-scooters, e-bikes, etc.) as well as educational collateral for new infrastructure elements including roundabouts, protected bike lanes, floating transit stops and the various design elements within them. The benefit is to maximize value from transportation improvements with a clear public understanding of how to use them.

To be completed Q1 2022.

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

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

Justification:

Currently, clearing bike lanes of snow is cost prohibitive. Historically the City has seen bike lanes as winter snow storage for travel lanes and sidewalks. To achieve goals set for cycling mode share, the City will need to see year-round cycling climb significantly. The first step was ensuring off-street pathways and protected bike lanes were cleared of snow. The City has been piloting this for multiple years now with good success. The next step is to challenge the current process of clearing on-street painted bike lanes and where snow is placed on the roadway. Budget is requested to study how snow plowing operations can allow for bike lane snow clearance without significant budget impact. This study is expected to be completed end of 2021.

Strategic Direction:	Transportation & mobility - More trips by transit, carpooling, cycling & walking							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	0	0	0	0	0	0	(20,000)

2021 Operating Request Details

Division:	Infrastructure	Priority: 2	New
Department:	Integrated Transportation		ONE-TIME
Title:	Strategy - Transportation Knowledge Opportunities - Pilot Program		PRELIMINARY

Justification:

Aligning with council priorities, budget is requested to develop a communications strategy to elevate the conversation about transportation and mobility city-wide. This will provide the public with more opportunities to learn about transportation, including the causes of congestion. Without base knowledge on transportation fundamentals, it is difficult for residents to communicate their needs to the City in the context of our long-term planning horizon. A baseline of knowledge may help the public communicate their needs and improve the projects the City of Kelowna delivers and their acceptance within the community.

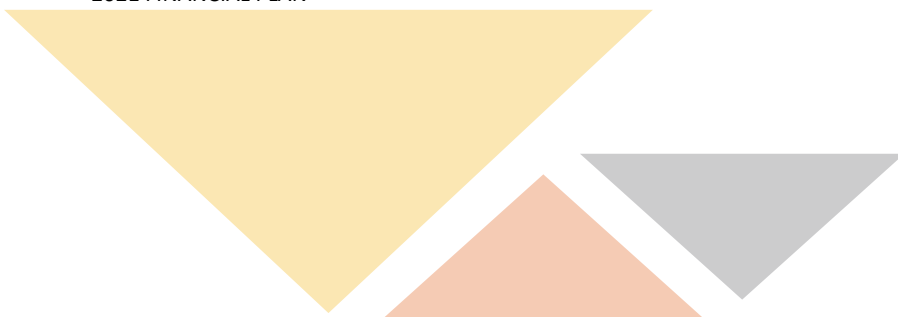
This would be a 12 month pilot program and if successful, could become an on-going budget request.

This pilot project is expected to be completed Q1 2022.

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

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.

CIVIC OPERATIONS

Joe Creron

Deputy City Manager

Infrastructure Operations Dept. Manager Ian Wilson

Building Services Manager Arlo Johnson

Civic Ops Finance & Administration Manager Tiffany Keis

Fleet Services Manager Alf Soros

Parks Services Manager Blair Stewart

Public Works Manager Darryl Astofooroff

Utility Services Manager Kevin Van Vliet

Landfill & Compost Operations Manager Scott Hoekstra

Wastewater Manager Mike Gosselin

Water Operations Manager Andrew Weremy

Building Services operates and maintains more than 150 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 the corporate 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 (597 vehicles/equipment) plus contract equipment procurement and management.

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

Public Works is responsible for managing, operating and maintaining roads (1700 lane km), 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.

2021 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

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

Social & Inclusive

- Support services for vulnerable populations such as access to water and public washrooms

Transportation & Mobility

- Continue conversion of street markings to more durable road markings

Vibrant Neighbourhoods

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

Economic Resiliency

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

Environmental Protection

- Continue upgrading decorative and post-top lights to LED for energy savings
- Implement chemical management plan
- Installation of new water meters on-going

Financial Management

- Review and update contracts from service providers
- Council approved new water rates beginning January 1, 2021.

Clear Direction

- Implement new Divisional Strategic Plans

People

- Improve employee engagement

Base Business

- Provide well maintained infrastructure
- Provide excellent customer service

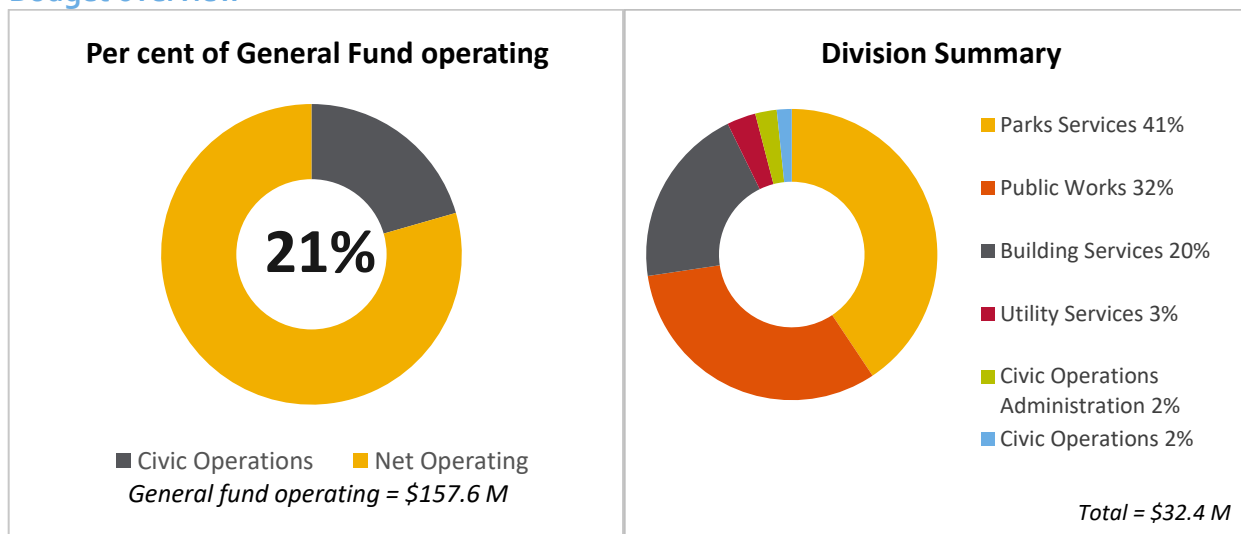
2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Admin			
# of locates	4,803	4,900	5,000
# of road usage permits	878	807	800
# of service requests processed	21,081	20,800	21,500
# of hydrant permits and water bulk filling cards	185	160	170
# of traffic orders	142	128	135
Revenue collected for road usage permits (\$)	408,584	380,000	375,000
Revenue collected for hydrant permits and water cards (\$)	29,772	25,230	26,500
# of staff Attending Unit4, Service Request and SharePoint, and City Works training	13	14	14
# of staff attending Professional Financial and Strategic, Wellness and Better Workplace conference, Communication training	2	2	2
Buildings			
# of service requests	4,569	3,948	5,000
# of service requests completed within 48hrs	3,090	3,079	4,000
City building electrical consumption (Kwh/yr)	15,043,910	15,000,000	15,000,000
City building natural gas consumption (GJ/yr)	63,149	63,000	63,000
Parks			
# of off-leash dog parks per 100,000 residents	9	11	11
# of sports fields maintained	68	68	70
# of outdoor events supported	238	4	50
# of trees (streets and developed parks) maintained annually	3,800	3,900	4,000
# of trees and seedlings planted on City property	3,000	3,000	3,000
# of funerals administered	425	400	430
# of parks service requests administered	3,568	3,500	3,700
Cost to maintain all parks per capita	92	92	93
Average cost to maintain parks per hectare	10,300	10,350	10,400
# of full time staff per hectare	0.06	0.06	0.06
Average cost to maintain a playground for a year (\$)	1,015	1,020	1,030
# of service requests completed in five days or less	2,386	2,000	2,200
Solid Waste			
Total Solid Waste buried (tonnes)	156,566	141,000	140,000
Construction/demolition waste buried (tonnes)	54,011	52,000	48,000

<i>Continued</i>			
Friable asbestos handled (tonnes)	638	550	600
Landfill scale revenues (\$)	14.4M	14.5M	14.0M
Landfill site visits	235,229	240,000	235,000
Organics diverted from disposal (tonnes)	50,117	52,500	50,000
Gypsum diverted from disposal (tonnes)	3,043	4,500	3,000
Mandatory 'Recyclables in Garbage' surcharge (\$)	62,427	55,000	50,000
Landfill gas managed (Millions standard cubic feet)	135	140	145
Net cost per tonne Organics processed for Glengrow (\$)	35	29	33
Gross cost per tonne Organics processed for Glengrow (\$)	41	40	44
Biogas sold to FortisBC			
Volume of CH ₄ (GJ)	74877	76125	77374
Total Payment received (\$)	284,777	326,191	367,605
Roads and Traffic			
Road maintained (lane km)	1,700	1,720	1,730
Bike lanes (lane km)	365	370	375
Curb & gutter (lane km)	860	865	870
Operating cost of spring sweeping (\$)	800,000	900,000	900,000
Cost of snow removal (\$)	2,000,000	2,000,000	2,000,000
# of staff attending core training	25	25	25
# of staff trained as Geo-tab super users	2	2	4
# of staff trained on using the scale at the Westside gravel pit	4	6	8
# of staff enrolled in training opportunities	2	4	4
# of staff attended Public works conferences	2	0	0
# of staff completing BC Mines supervisor certification	5	6	8
# of road marking service requests	168	120	110
# of road sign & street name requests	680	450	410
# of streetlight pole replacement	157	220	200
# of streetlight service requests	452	450	400
# of traffic signal service requests	208	220	220
Fleet Services			
Operating costs (\$)	6,071,811	6,070,000	6,100,000
Fuel costs (\$)	1,669,480	1,000,000	1,100,000

<i>Continued</i>			
Fleet size	695	646	660
External hired equipment (\$)	3,864,537	3,800,000	3,800,000
Napa parts inventory (\$)	675,000	661,000	670,000
# of hybrid Vehicles	22	24	25
# of electric Vehicles	3	12	17
# of garage work orders	5,793	4,923	5,626
Utilities - Compost			
Biosolids processed by composting (tonnes)	31,670	33,390	35,000
Volume of Ogogrow compost sold (cubic meters)	41,768	40,000	50,000
Volume of Glengrow compost sold (cubic meters)	17,402	35,000	35,000
Sales revenue from Glengrow (\$)	220,835	300,000	275,000
Sales revenue from Ogogrow (\$)	224,273	260,000	300,000
Net cost per tonne biosolids processed (\$)	90	88	100
Gross cost per tonne biosolids processed (\$)	95	95	105
# of biosolids composting odour reports	16	12	10
Utilities – Drainage			
Drainage pipes cleaned (km)	15	0	44
# of catch basins cleaned	9,955	11,708	12,000
Creek maintenance (person hours)	3,324	5,346	5,500
Utilities - Networks			
# of requests - water on/off	971	978	1,050
Utilities- # of operators with target level of certification			
Wastewater Collection Network	7/13	7/13	9/13
Water Distribution	8/8	9/9	11/11
Water Supply	11/11	13/13	13/13

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Civic Operations					
226 Civic Operations	257	259	265		
168 Infrastructure Operations	271	265	269		
	529	524	535	11	2.0%
Civic Operations Administration					
211 Civic Operations Finance & Administration	631	761	773		
	631	761	773	12	1.5%
Building Services					
156 Building Services	5,773	3,900	4,251		
204 Property Maintenance - Library	(21)	0	0		
277 Energy Management	0	2,248	2,250		
	5,752	6,148	6,501	353	5.7%
Park Services					
169 Park Services	865	656	664		
170 Cemetery	0	0	0		
172 Parks, Beaches & Sports Fields	9,664	9,491	9,849		
174 Urban Forestry	2,397	2,523	2,628		
	12,927	12,671	13,140	470	3.7%
Public Works					
180 Street Lights	1,955	1,849	1,861		
188 Roadways Construction	131	123	136		
189 Roadways Operations	6,085	5,374	5,786		
190 Traffic Operations & Technical Support	1,036	1,291	1,315		
212 Public Works	161	158	158		
219 Traffic Signals & Systems	1,054	1,031	1,095		
	10,421	9,826	10,351	525	5.3%

*Continued***Utility Services**

183 Solid Waste	(200)	(200)	(200)		
184 Biosolids	0	0	0		
201 Utility - Stormwater	1,038	1,008	1,044		
213 Utility Services	44	53	53		
199 Pumpstations - Stormwater	4	28	19		
267 Water Quality & Customer Care - General	113	121	121		
	999	1,010	1,037	28	2.7%

Fleet Services

191 Fleet Services	35	51	51		
	35	51	51	0	0.0%

Net operating expenditures	31,293	30,991	32,389	1,398	4.5%
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Capital cost centres:

301 Building Capital	1,595	395	2,721		
302 Parks Capital	3,703	3,052	2,342		
304 Transportation Capital	5,414	3,895	5,293		
305 Solid Waste Capital	0	0	0		
306 Storm Drainage Capital	1,025	275	500		
310 Vehicle & Mobile Equipment	304	252	11		

Net capital expenditures	12,041	7,869	10,866	2,998	38.1%
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Total Division net expenditures	43,334	38,860	43,255	4,395	11.3%
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Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	30,991	206.7
2021 net impacts		
One-time operating requests	197	2.1
Prior years ongoing adjustments	258	3.0
Divisional adjustments	156	0.1
	31,603	211.9
2021 program additions (P1)		
2021 operating requests:	786	0.8
Total	32,389	212.7

Unfunded 2021 requests (P2)

2021 operating requests	305	0.6
Total unfunded requests for 2021	305	0.6

Note: Totals may not add due to rounding.

Civic Operations

Fund 10 - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(34,370)	(28,704)	(30,400)
Other Revenue	(3,966)	(4,539)	(4,167)
Transfers from Funds			
Special (Stat Reserve) Funds	(168)	(528)	(200)
Development Cost Charges	0	0	0
Accumulated Surplus	(407)	(548)	(208)
Total Revenue	(38,911)	(34,318)	(34,974)
<u>Expenditures</u>			
Salaries and Wages	17,863	18,699	19,248
Internal Equipment	7,035	6,713	7,090
Material and Other	17,859	15,846	15,645
Contract Services	13,612	13,246	13,739
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	3,519	3,835	3,422
Transfers to Funds			
Special (Stat Reserve) Funds	9,394	6,356	7,603
Development Cost Charges	0	0	0
Accumulated Surplus	921	615	615
Total Expenditures	70,204	65,309	67,363
Net Operating Expenditures	31,293	30,991	32,389
<u>Capital Expenditures</u>			
Gross Expenditures	58,264	101,006	55,785
Other Funding Sources	(46,223)	(93,137)	(44,919)
Taxation Capital	12,041	7,869	10,866
Net Operating & Tax Capital Exp.	43,334	38,860	43,255

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	45.5	45.9	47.8	49.8
Hourly	164.1	134.4	158.9	162.9

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Civic Operations Division									
Maintain									
197	1475 Ellis St. Units 300 & 301 Operating	151,500	0	0	0	0	0	(151,500)	OG
197	Landfill - Leachate Collection Cleaning	25,000	(25,000)	0	0	0	0	0	OT
198	2020 Capital Operation and Maintenance Budget Reduction	(9,300)	0	0	0	0	0	9,300	OT
198	Landfill - Gas Blower Maintenance	20,000	(20,000)	0	0	0	0	0	OT
199	Storm Network Outfall Inspections	20,000	0	0	0	0	0	(20,000)	OG
199	Cook Road Boat Launch Dredging Top-up	0	(125,000)	0	0	125,000	0	0	OG
CAP 419	Crosswalk Safety - Signals and Flashers	1,000	0	0	0	0	0	(1,000)	OG
200	Pedestrian Bridge Rehabilitation	10,000	0	0	0	0	0	(10,000)	OG
200	Landfill - Buffer Maintenance	25,000	(25,000)	0	0	0	0	0	OG
201	Energy Savings Program	50,000	(50,000)	0	0	0	0	0	OT
201	Annual Roofing Maintenance Program	60,000	0	0	0	0	0	(60,000)	OG
202	Landfill - Administration Building Facade Repairs	50,000	(50,000)	0	0	0	0	0	OT
202	Security System Maintenance	64,000	0	0	0	0	0	(64,000)	OG
203	Piping Renewal	25,000	0	0	0	0	0	(25,000)	OG
203	Bluebird Storm Pump Station Standby Pump	10,000	0	0	0	0	0	(10,000)	OT
204	Technical Specification Development - Buildings	75,000	(75,000)	0	0	0	0	0	OT
204	Snow & Ice Control and Street Sweeping	260,000	0	0	0	0	0	(260,000)	OG
CAP 393	Linear Park - DCC Program	4,200	0	0	0	0	0	(4,200)	OG
CAP 411	Houghton 1 DCC (Nickel - Rails with Trails), ATC	13,600	0	0	0	0	0	(13,600)	OG
CAP 410	Lakeshore 1 DCC (DeHart -Vintage Terrace), ATC	7,000	0	0	0	0	0	(7,000)	OG
CAP 416	Abbott Protected Bike Route (Rose - West), ATC	2,200	0	0	0	0	0	(2,200)	OG
CAP 416	Active Transportation Corridor/ Bicycle Network Expansion	20,000	0	0	0	0	0	(20,000)	OG
CAP 410	Casorso 4 DCC (Raymer - KLO), ATC	7,000	0	0	0	0	0	(7,000)	OG
CAP 417	Okanagan Rail Trail - Connection to Waterfront Park Pathway	1,400	0	0	0	0	0	(1,400)	OG
CAP 418	Sidewalk Network Expansion	2,000	0	0	0	0	0	(2,000)	OG
CAP 414	Transit - Bus Stop Renewal	1,000	0	0	0	0	0	(1,000)	OG
CAP 421	Intelligent Transportation Systems	1,200	0	0	0	0	0	(1,200)	OG
CAP 420	Traffic Signals and Roundabouts	3,500	0	0	0	0	0	(3,500)	OG
205	Wetland Rehabilitation	10,000	0	0	0	0	0	(10,000)	OG
CAP 417	Central Green Pedestrian Overpass	0	0	0	0	0	0	0	OG

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
205	Landfill - Surface Water Monitoring	75,000	(75,000)	0	0	0	0	0	OT
CAP 390	Mission Recreation - Softball Diamonds (DCC)	0	0	0	0	0	0	0	OG
CAP 421	Transit - New Bus Stops	1,000	0	0	0	0	0	(1,000)	OG
206	Sport Court Cleaning	10,000	0	0	0	0	0	(10,000)	OG
206	Landfill - Pump Rentals	90,000	(90,000)	0	0	0	0	0	OG
Total Maintain		1,086,300	(535,000)	0	0	125,000	0	(676,300)	
Growth									
CAP 389	Ballou Park (DCC)	0	0	0	0	0	0	0	OG
CAP 389	Tower Ranch Park #1 (DCC)	0	0	0	0	0	0	0	OG
Total Growth		0	0	0	0	0	0	0	
New									
CAP 402	Fleet Growth	154,900	(66,400)	0	0	0	0	(88,500)	OG
207	Rotary Beach North	10,000	0	0	0	0	0	(10,000)	OG
207	Commonage - Odour Monitoring System Renewal	25,000	0	0	0	(8,300)	(16,700)	0	OG
208	Commonage - Noxious Weed Management	20,000	0	0	0	(6,700)	(13,300)	0	OG
Total New		209,900	(66,400)	0	0	(15,000)	(30,000)	(98,500)	
Maintain									
109	* <i>Travel Expense Reduction</i>	(2,700)	600	0	0	0	0	2,100	OT
Total Maintain		(2,700)	600	0	0	0	0	2,100	
Growth									
177	* <i>Landfill - Stormwater and Property Planning</i>	0	0	0	0	0	0	0	OT
Total Growth		0	0	0	0	0	0	0	
New									
162	* <i>Placemaking/Public Space Animation</i>	13,000	0	0	0	0	0	(13,000)	OG
Total New		13,000	0	0	0	0	0	(13,000)	
Division Priority 1 Total		1,306,500	(600,800)	0	0	110,000	(30,000)	(785,700)	
Total Priority 1 Operating		1,306,500	(600,800)	0	0	110,000	(30,000)	(785,700)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	1475 Ellis St. Units 300 & 301 Operating		PRELIMINARY

Justification:

The City has acquired two office spaces within a stratified office complex at 1475 Ellis Street. Budget is requested to pay for janitorial services, and routine/incidental maintenance consistent with service level expectations at other facilities.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	56,100	0	0	0	0	0	0	(56,100)
2022	56,100	0	0	0	0	0	0	(56,100)
2023	56,100	0	0	0	0	0	0	(56,100)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Leachate Collection Cleaning		PRELIMINARY

Justification:

Budget is requested to perform a cleaning and inspection of the three major leachate collection pipes installed at the landfill to prevent bio-fouling of the system and ensure the system remains functional. These three collection pipes have been operational between 7 and 18 years and have not been cleaned or inspected during this time.

Strategic Direction: Economic resiliency - Infrastructure deficit is reduced

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

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	2020 Capital Operation and Maintenance Budget Reduction		PRELIMINARY

Justification:

This request is to reduce the operation and maintenance budget linked to the 2020 Roadway Urbanization (\$4k) and Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC (\$5.3k) as the capital projects will not be completed in 2021, as anticipated.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(9,300)	0	0	0	0	0	0	9,300

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Gas Blower Maintenance		PRELIMINARY

Justification:

Budget is requested to perform maintenance on the landfill gas collection blower systems. This is preventative maintenance performed approximately every five years to ensure the system is operational and in compliance with the Provincial regulatory requirements.

It is expected that this will be the last maintenance of the blowers before replacement.

Strategic Direction:	Environmental protection - Greenhouse gas emissions are decreasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	(20,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Storm Network Outfall Inspections		PRELIMINARY

Justification:

The storm network has four Okanagan Lake outfalls that should be inspected annually to ensure risk management and preventative maintenance needs are met. These outfalls require divers to perform this inspection.

2021 Base Budget: \$514

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)
2023	20,000	0	0	0	0	0	0	(20,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Cook Road Boat Launch Dredging Top-up		PRELIMINARY

Justification:

Budget is requested to extend the operating request approved in 2020 for Cook Road boat launch dredging to 2022. The 2020 request anticipated \$125k from revenue. This revenue was not achieved, therefore budget is requested for funding from the parking reserve in 2021 and 2022.

2021 Base Budget: \$250k

Strategic Direction: Environmental protection - Predictive modelling & forecasting

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	(125,000)	0	0	0	125,000	0	0
2022	250,000	(250,000)	0	0	0	0	0	0
2023	0	0	0	0	0	0	0	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Pedestrian Bridge Rehabilitation		PRELIMINARY

Justification:

Pedestrian bridges within City parks are now part of an annual bridge inspection program administered by Infrastructure Delivery. Recent inspections have discovered a number of significant safety and operational issues that need to be addressed. Budget is requested for on-going repairs to railings, decking and sub-structure elements to protect the value of these assets.

2021 Base Budget: \$7.4k

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	10,000	0	0	0	0	0	0	(10,000)
2022	20,000	0	0	0	0	0	0	(20,000)
2023	20,000	0	0	0	0	0	0	(20,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Landfill - Buffer Maintenance		PRELIMINARY

Justification:

Budget is requested to fund an ongoing program to hire a contractor to re-establish fire breaks to mitigate fires. The BC Landfill Criteria requires a minimum 15 meter wide "fire break" be maintained around the Landfill. This budget would fund an initial clean up of this regulatory setback in 2021 and then allow for ongoing care in the years after that.

Strategic Direction: Environmental protection - Emergency response & preparation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	(25,000)	0	0	0	0	0	0
2022	10,000	(10,000)	0	0	0	0	0	0
2023	10,000	(10,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Energy Savings Program		PRELIMINARY

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 (funded from the Energy Reserve) is for research, development and execution of key initiatives and projects. This budget will allow the Energy Committee and Building Services to investigate corporate energy reduction initiatives, develop business cases and implement energy conservation measures throughout the year as they are identified.

2021 Base Budget: \$50k

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Annual Roofing Maintenance Program		PRELIMINARY

Justification:

As the City's facilities continue to age, and the number of facilities continues to increase, an improved roofing maintenance and inspection program is required. This program will cover annual preventative maintenance of key roofing systems, and will provide information on expected life remaining, prioritization, and overall condition of roofing systems. The intent of this program is to prolong the life of these assets and help defer costly replacement projects.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	60,000	0	0	0	0	0	0	(60,000)
2022	60,000	0	0	0	0	0	0	(60,000)
2023	60,000	0	0	0	0	0	0	(60,000)

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Administration Building Facade Repairs		PRELIMINARY

Justification:

Budget is requested to perform maintenance and repairs to the exterior of the Glenmore Landfill Administration building. Building Services has identified that the wood structures have degraded, resulting in gaps allowing for water intrusion to the building envelope and significant pest control issues. Funding will be provided from the Landfill Reserve.

Strategic Direction:	Economic resiliency - Infrastructure deficit is reduced							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Security System Maintenance		PRELIMINARY

Justification:

The infrastructure investment for camera systems, door card access systems, and security/fire systems has significantly increased in the last five years and includes systems in 54 facilities. Current infrastructure value is approx. \$1.3M.

Budget is requested to provide renewal on a 10 year cycle.

Strategic Direction:	Community Safety - Residents feel safe							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	64,000	0	0	0	0	0	0	(64,000)
2022	96,000	0	0	0	0	0	0	(96,000)
2023	128,000	0	0	0	0	0	0	(128,000)

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Piping Renewal		PRELIMINARY

Justification:

The City has begun working to understand some of the implications of operating older facilities and how that relates to drinking water quality. An extensive testing program in 2020 showed some areas for concern, which have been mitigated with replacement of older piping sections. The intent is to continue this testing/replacement strategy on an ongoing basis to ensure that water quality inside of facilities meets the Canadian Drinking Water Guidelines.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	0	0	0	0	0	0	(25,000)
2022	25,000	0	0	0	0	0	0	(25,000)
2023	25,000	0	0	0	0	0	0	(25,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Bluebird Storm Pump Station Standby Pump		PRELIMINARY

Justification:

Bluebird pump station is a single pump design. The criticality of this station requires a shelf ready stand by pump to prevent area flooding in the event of a failure.

Strategic Direction: Other - Supports Base Business

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

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Technical Specification Development - Buildings		PRELIMINARY

Justification:

As the City continues to build more facilities, the requirement for a set of standards/specifications for buildings projects has become apparent. Budget is requested to fund the development of an internal specification package that will help ensure that construction methods are being implemented which align with the expectations of the City operations and maintenance departments. Attention will focus on mechanical and electrical systems and energy efficiency.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	75,000	(75,000)	0	0	0	0	0	0

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Snow & Ice Control and Street Sweeping		PRELIMINARY

Justification:

Additional budget is requested for snow removal and sweeping on roads and City parking lots. An analysis of average expenditures over the last five years found that these budgets have been overspent due to significant snow and ice events and subsequent increased sand usage. Additional funding is requested to avoid depletion of the snow and ice reserve. The majority of funds requested are for additional contract services.

Strategic Direction:	Community Safety - Residents feel safe							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	260,000	0	0	0	0	0	0	(260,000)
2022	260,000	0	0	0	0	0	0	(260,000)
2023	260,000	0	0	0	0	0	0	(260,000)

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Wetland Rehabilitation		PRELIMINARY

Justification:

Wetland management plans are currently being completed in co-operation with the Central Okanagan Land Trust (COLT), with financial support from the Okanagan Basin Water Board (OBWB). With well over 75% of the low-lying wetlands in the area under threat or lost to urbanization, it becomes increasingly important to work collectively with community groups to protect these resources. Budget is requested to implement some of the recommendations from the Plan.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Landfill - Surface Water Monitoring		PRELIMINARY

Justification:

Budget is requested to purchase and install water level and flow monitoring equipment at the Landfill. This is a recommendation of the City's consultant to monitor surface water volumes in key locations. This flow rate and volume information is critical to adequately design future storm water diversion system and retention ponds.

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	75,000	(75,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Sport Court Cleaning		PRELIMINARY

Justification:

Through capital expansion over the recent years there are now 50 sports courts through the City. Due to increasing interest in outdoor sports, staff have seen an increase in demand for court cleaning. This budget request will allow a contractor with specialized equipment to clean high demand sites once a year.

2021 Base Budget: \$9.9k

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Landfill - Pump Rentals		PRELIMINARY

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
2021	90,000	(90,000)	0	0	0	0	0	0
2022	90,000	(90,000)	0	0	0	0	0	0
2023	90,000	(90,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Civic Operations		ON-GOING
Title:	Rotary Beach North		PRELIMINARY

Justification:

Budget is requested for operating and maintenance costs for a new property north of Rotary Beach Park (3676 Lakeshore Rd). The house at this site has been removed and the area is now open to the public. This property will be open from May 1 until the Labour Day weekend and maintenance will be conducted by a student.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Commonage - Odour Monitoring System Renewal		PRELIMINARY

Justification:

An odour monitoring system for the facility is an Operating Permit requirement. The current odour monitoring system became obsolete and unsupported in mid-2020. This system is being replaced using existing operational budget in 2020, however based on input from vendors we expect a subscription/service fee of \$25k per year starting in 2021. Costs will be shared one-third with the City of Vernon and two-thirds with the City of Kelowna's Wastewater utility.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	0	0	0	0	(8,300)	(16,700)	0
2022	25,000	0	0	0	0	(8,300)	(16,700)	0
2023	25,000	0	0	0	0	(8,300)	(16,700)	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Commonage - Noxious Weed Management		PRELIMINARY

Justification:

Weeds such as Scotch Thistle are spreading within the Commonage site. This and other weed management has become an onerous task for staff. Budget is requested to hire a contractor to carry out a proper weed management program. The request is for \$20k in 2021 for an initial large scale removal and \$10k annually thereafter for maintenance. Costs will be shared one-third with the City of Vernon and two-thirds with the City of Kelowna's Wastewater utility.

Strategic Direction:	Other - Extraordinary or Unforeseen Obligation							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	0	0	0	0	(6,700)	(13,300)	0
2022	10,000	0	0	0	0	(3,300)	(6,700)	0
2023	10,000	0	0	0	0	(3,300)	(6,700)	0

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Civic Operations Division									
Maintain									
210	Sport Court Cleaning	20,000	0	0	0	0	0	(20,000)	OG
210	Wetland Rehabilitation	10,000	0	0	0	0	0	(10,000)	OG
CAP -	Bertram Bridge ATC Connections	2,000	0	0	0	0	0	(2,000)	OG
CAP -	Master Planned Primary AT Routes	10,000	0	0	0	0	0	(10,000)	OG
CAP -	Road Safety & Operations Partnership with ICBC	5,000	0	0	0	0	0	(5,000)	OG
CAP -	Safe Routes to School Program	3,000	0	0	0	0	0	(3,000)	OG
CAP -	Traffic Signals and Roundabouts	2,500	0	0	0	0	0	(2,500)	OG
CAP -	Traffic Signals and Roundabouts - Kane & Valley	5,000	0	0	0	0	0	(5,000)	OG
CAP -	Crosswalk Safety - Signals and Flashers	1,000	0	0	0	0	0	(1,000)	OG
211	Ventilation and Air Quality Assessments - Essential Service Facilities	90,000	0	0	0	0	0	(90,000)	OT
211	Parks Fencing and Signage Replacement	22,500	0	0	0	0	0	(22,500)	OG
Total Maintain		171,000	0	0	0	0	0	(171,000)	
New									
CAP -	Fleet Growth	23,400	0	0	0	0	0	(23,400)	OG
212	Drinking Water Access - Vulnerable Populations	45,000	0	0	0	0	0	(45,000)	OG
212	HVAC Technician Position	50,400	0	0	0	0	0	(50,400)	OG
213	Waste Receptacle Replacements	15,000	0	0	0	0	0	(15,000)	OG
318	* <i>Financial Analyst Position - Civic Operations</i>	22,500	(13,800)	0	0	(2,900)	(5,800)	0	OG
Total New		156,300	(13,800)	0	0	(2,900)	(5,800)	(133,800)	
Division Priority 2 Total		327,300	(13,800)	0	0	(2,900)	(5,800)	(304,800)	
Total Priority 2 Operating		327,300	(13,800)	0	0	(2,900)	(5,800)	(304,800)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ON-GOING
Title:	Sport Court Cleaning		PRELIMINARY

Justification:

Through capital expansion over the recent years there are now 50 sports courts through the city. Due to increasing interest in outdoor sports, staff have seen an increase in demand for court cleaning. This budget request will allow a contractor with specialized equipment to clean all sites once a year and higher demand sites more frequently.

2021 Base Budget: \$9.9k

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)
2023	20,000	0	0	0	0	0	0	(20,000)

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ON-GOING
Title:	Wetland Rehabilitation		PRELIMINARY

Justification:

Wetland management plans are currently being completed in co-operation with the Central Okanagan Land Trust (COLT), with financial support from the Okanagan Basin Water Board (OBWB). With well over 75% of the low-lying wetlands in the area under threat or lost to urbanization, it becomes increasingly important to work collectively with community groups to protect these resources. \$10k of budget is being requested as a priority one. An additional \$10k will allow for further implementation of recommendations from the completed plan.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	10,000	0	0	0	0	0	0	(10,000)
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)

2021 Operating Request Details

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ONE-TIME
Title:	Ventilation and Air Quality Assessments - Essential Service Facilities		PRELIMINARY

Justification:

Ventilation systems are key to the overall health and comfort of building occupants and emerging research indicates that it may be a factor in the spread of COVID-19. Funding is being requested to undertake an assessment program at City facilities which accommodate essential service workers (15 facilities). This assessment will guide and prioritize future renovations to work towards improving air quality. The results of this assessment should also help provide options for improving ventilation in other facilities, if desired.

Strategic Direction:	Environmental protection - Emergency response & preparation							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	90,000	0	0	0	0	0	0	(90,000)

Division:	Civic Operations	Priority: 2	Maintain
Department:	Civic Operations		ON-GOING
Title:	Parks Fencing and Signage Replacement		PRELIMINARY

Justification:

Parks is developing a new Asset Management Plan and staff have recognized that aging parks structures such as fencing and signage are not being replaced at an adequate rate. Staff are requesting additional funding for repair and replacements.

2021 Base Budget: \$7.4k

Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	22,500	0	0	0	0	0	0	(22,500)
2022	29,000	0	0	0	0	0	0	(29,000)
2023	38,500	0	0	0	0	0	0	(38,500)

2021 Operating Request Details

Division:	Civic Operations	Priority: 2	New
Department:	Civic Operations		ON-GOING
Title:	Drinking Water Access - Vulnerable Populations		PRELIMINARY

Justification:

Due to the current COVID-19 pandemic and Overdose crisis, lack of drinking water access for vulnerable populations has been exposed and exacerbated within the community. Due to COVID-19 protocols, access to drinking water that was previously available to vulnerable populations have been eliminated. The Lived Experience Circle on Homelessness, along with COVID-19 Response Outreach teams, have highlighted the lack of access to drinking water as a critical need not being met in our community. Federal Government funding helped to fill the gap this summer through funding water bottle distribution coordinated through local outreach teams. All outdoor water drinking fountains were opened and cleaned twice per day to combat potential spread of COVID-19. Despite these efforts, the need for access to healthy drinking water was not fully met. Budget is requested for a pilot project to install and maintain up to three new fountains. Grant opportunities will also be pursued, if available.

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	45,000	0	0	0	0	0	0	(45,000)
2022	15,000	0	0	0	0	0	0	(15,000)
2023	15,000	0	0	0	0	0	0	(15,000)

Division:	Civic Operations	Priority: 2	New
Department:	Civic Operations		ON-GOING
Title:	HVAC Technician Position		PRELIMINARY

Justification:

A HVAC Technician position is being requested to maintain current service levels, reduce operational and contracted services costs, support increased regulatory reporting requirements, and support the development and continuous improvement of the building systems automation program. The City currently has two full time HVAC staff supporting 200 facilities, supplemented with contract services. This new position would provide additional staff back-up and more ability to optimize our HVAC and building energy systems.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,400	0	0	0	0	0	0	(50,400)
2022	99,800	0	0	0	0	0	0	(99,800)
2023	99,800	0	0	0	0	0	0	(99,800)

2021 Operating Request Details

Division:	Civic Operations	Priority: 2	New
Department:	Civic Operations		ON-GOING
Title:	Waste Receptacle Replacements		PRELIMINARY

Justification:

Parks services manages over 720 waste receptacles, as part of our asset management plan we should be replacing approximately 20 per year. Many of these cans are beyond their life expectancy and require replacement. Furthermore, many of them are not wildlife proof in our natural parks. This budget request will go towards a long-term replacement plan.

2021 Base Budget: \$29.2k

Strategic Direction:	Vibrant neighbourhoods - Animated parks & public spaces							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	15,000	0	0	0	0	0	0	(15,000)
2022	20,000	0	0	0	0	0	0	(20,000)
2023	25,000	0	0	0	0	0	0	(25,000)



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Water Utility



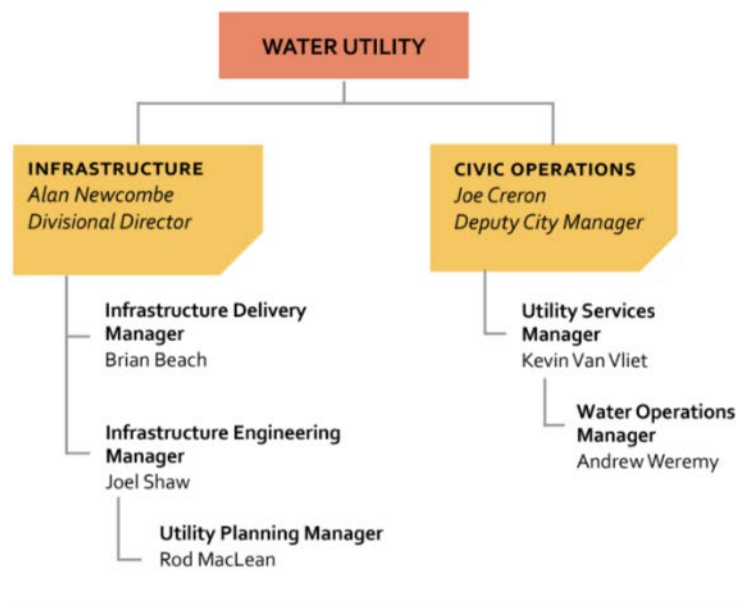


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Water Utility

The City Water Utility sources its drinking water from Okanagan Lake and provides water to just over half of the Kelowna population. We serve approximately 73,000 customers from the Poplar Point, Eldorado, Cedar Creek, and the Swick Road pump stations. The City also provides non-potable water for irrigation in southeast Kelowna from Hydraulic Creek. The City water systems deliver up to 210 million litres of water per day and requires over 630km of pipes, 57 water pump stations, 4 treatment stations and 26 reservoirs to support water delivery.



Local health authorities have described our Water Utility's Source-to-Tap program as one of the best in BC. The program's goal is to identify hazards and weaknesses that can affect the safety and quality of our drinking water supply. The framework of the Source-to-Tap program is the multi-barrier approach.

The Southeast Kelowna and South Mission water systems, added through Phase 1 of the Kelowna Integrated Water Supply Plan, are an extension of the Cedar Creek system, adding 6,560 people to the potable supply.

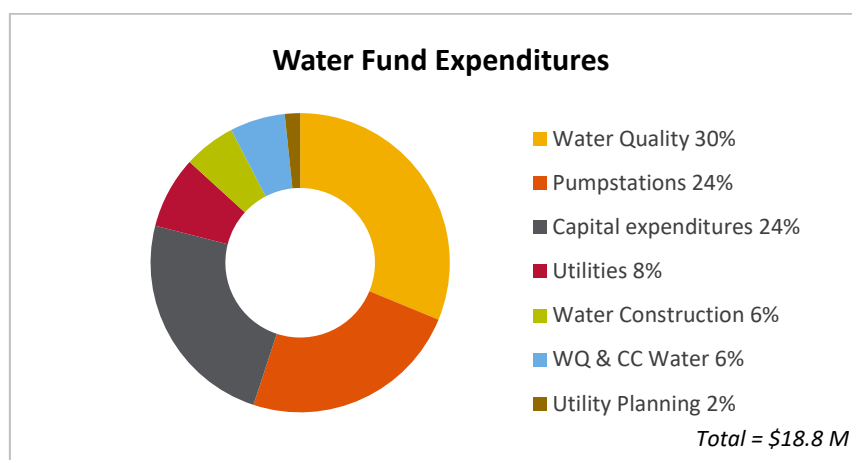
Water utility - Performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Water main flushed (km)	69	280	400
Hydrants inspected & maintained (annual service)	2,190	2,456	2,475
# of mainline valves exercised	340	707	750
# of curb stops (service valves) exercised	6	581	4,000
# of landscape water use applications received	40	20	50
# of irrigation inquiries received	70	95	110
Volume potable water produced (million cubic metres)	16	17	18
Volume of non-potable water produced (million cubic metres)	8.65	6.45	7.00
# of days with turbidity co-efficient > 1 Nephelometric Turbidity Unit (NTU)	0	0	0
# of days Water Quality Advisory (WQA) issued – Kelowna north distribution system	0	0	0

<i>Continued</i>			
# of days Water Quality Advisory issued – Kelowna south distribution system	0	0	0
# of days Water Quality Advisory issued – Swick Road distribution system	0	0	0
Electrical energy cost (\$ per cubic meter water produced)	0.065	0.078	0.082
# of water quality inquiries (2019/2020 includes SEKID)	70	50	60

*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 operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Reliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Water					
196 Water Operations	(9,744)	(10,940)	(12,324)		
198 Pumpstations - Water	2,519	3,865	4,491		
200 Utility - Water	611	1,221	1,223		
* 237 Water Construction	800	815	948		
* 247 Utility Planning - Water	134	467	311		
* 264 Infrastructure Delivery - Water	40	110	110		
266 Water Quality & Customer Care - Water	479	929	1,055		
Net operating expenditures	(5,162)	(3,533)	(4,186)	(653)	18.5%
Capital cost centres:					
313 Water Capital	2,769	3,533	4,186		
Net capital expenditures	2,769	3,533	4,186	653	18.5%
Total Department net expenditures	(2,393)	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
2020 revised budget		(3,533)	45.8
2021 net impacts			
One-time operating requests	(497)		(0.2)
Prior years ongoing adjustments	764		1.4
Divisional adjustments	(1,522)	(1,255)	(0.6)
		(4,788)	46.4
2021 Program additions (P1)			
2021 operating requests:		602	0.8
Total		(4,186)	47.2

Unfunded 2021 requests (P2)

2021 operating request	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

Civic Operations

Water Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(1,848)	(1,810)	(1,810)
Fees and Charges	(12,899)	(16,886)	(15,244)
Other Revenue	(1,212)	(1,265)	(313)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(380)	(1,538)	(115)
Total Revenue	(16,339)	(21,500)	(17,482)
<u>Expenditures</u>			
Salaries and Wages	2,620	4,373	4,559
Internal Equipment	464	550	697
Material and Other	2,533	4,503	3,710
Contract Services	416	22	72
Debt Interest	297	297	297
Debt Principal	512	335	335
Internal Allocations	1,357	3,236	1,329
Transfers to Funds			
Special (Stat Reserve) Funds	1	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	2,977	4,650	2,298
Total Expenditures	11,177	17,967	13,297
Net Operating Expenditures	(5,162)	(3,533)	(4,186)
<u>Capital Expenditures</u>			
Gross Expenditures	49,515	30,477	4,509
Other Funding Sources	(46,746)	(26,945)	(324)
Taxation Capital	2,769	3,533	4,186
Net Operating & Tax Capital Exp.	(2,393)	0	0

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	9.4	11.0	10.1	10.1
Hourly	31.7	23.4	35.7	37.1

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - Water Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Maintain								
222	Water Operations - Maintain	170,000	0	0	0	0	(170,000)	OG
222	Pressure Reducing Valve Condition Assessment	50,000	0	0	0	0	(50,000)	OT
223	Water Station Control Systems Renewal Project	25,000	0	0	0	0	(25,000)	OG
223	Water System Control Cyber Security Upgrades	12,500	0	0	0	0	(12,500)	OG
224	Water Operations - Supply Projects 2021	50,000	0	0	0	0	(50,000)	OT
Total Maintain		307,500	0	0	0	0	(307,500)	
Growth								
224	SEKID Infrastructure Repair Costs	130,000	0	0	0	0	(130,000)	OG
225	Water Operations - Growth	50,000	0	0	0	0	(50,000)	OG
225	Water Conservation Enhancement	53,000	0	0	0	0	(53,000)	OG
Total Growth		233,000	0	0	0	0	(233,000)	
New								
226	Instrument Electrician Technician Water Services Position	61,500	0	0	0	0	(61,500)	OG
Total New		61,500	0	0	0	0	(61,500)	
Maintain								
109	<i>* Travel Expense Reduction</i>	0	0	0	0	0	0	OT
Total Maintain		0	0	0	0	0	0	
Department Priority 1 Total		602,000	0	0	0	0	(602,000)	
Total Priority 1 Operating		602,000	0	0	0	0	(602,000)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Water Operations - Maintain		PRELIMINARY

Justification:

In order to continue to maintain previously approved levels of service and commitments for the existing water facilities additional funding is required on an ongoing basis:

1. To address increasing costs of chemicals, repair parts and purchase services that have seen 10% increases due to COVID-19, shipping and related issues (\$30k)
2. Match budget to the actual fleet related costs of vehicles used (\$90k)
3. Fund the operating costs of the new meter reading technology. This operating budget will need to increase annually as more meters are installed over the next five years. In time this will be offset by reductions in spending on staff manually reading meters. (\$50k in 2021)

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	170,000	0	0	0	0	0	(170,000)
2022	215,000	0	0	0	0	0	(215,000)
2023	259,000	0	0	0	0	0	(259,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Engineering		ONE-TIME
Title:	Pressure Reducing Valve Condition Assessment		PRELIMINARY

Justification:

Over 60 pressure reducing valves (PRV) were acquired by the City from the conversion of the old South East Kelowna Irrigation District (SEKID) irrigation system. These are key network components in maintaining operating pressures and are governed by Bylaw 7900. Nearly all of these valve systems are underground and require significant effort to access them to meet WorkSafeBC requirements. Full replacement of these items will take years to complete, however some PRV components are in better shape than others. This assessment will prioritize maintenance work required and provide cost estimates. To be completed by end of 2021.

Strategic Direction: Other - Supports Base Business

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

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Water Station Control Systems Renewal Project		PRELIMINARY

Justification:

A majority of the Programmable Logic Controllers (PLC's) that control water system functions at more than 80 sites are more than 20 years old. Spare parts and customer support is no longer available for these PLC's. Budget is requested to allow for this equipment to be replaced with new units that are supported and function better with the data radios that have been replaced over the last few years. This will be a 5 yr project and budget requests will be submitted in 2024 and 2025.

2021 Base Budget: \$2,500

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	25,000	0	0	0	0	0	(25,000)
2022	31,000	0	0	0	0	0	(31,000)
2023	37,000	0	0	0	0	0	(37,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Water System Control Cyber Security Upgrades		PRELIMINARY

Justification:

As per the recommendations of the Auditor General's report, Water Supply has been undertaking upgrades to "harden" the water system controls to prevent cyber-attacks and ensure reliable treatment and supply of drinking water to the residents of Kelowna. Budget is requested to upgrade hardware and software for work station security, host intrusion and anti-virus. Information Services has been consulted on the project components to ensure alignment with current City cyber-security protocols. This will be a three-year project (2021-2023).

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	12,500	0	0	0	0	0	(12,500)
2022	16,500	0	0	0	0	0	(16,500)
2023	8,500	0	0	0	0	0	(8,500)

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Water Operations - Supply Projects 2021		PRELIMINARY

Justification:

Budget is requested to address larger replacement or upgrade projects that cannot be funded within the basic Water Supply operations and repair budgets for the following tasks:

1. Replace altitude valve at Dilworth reservoir that has reached end of service life (\$20k)
2. Have supplier perform assessment and servicing of Ultraviolet reactors. Should occur every 3 years (\$10k)
3. Condition assessment of Poplar Point and Cedar Creek building facilities (\$20k)

Strategic Direction: Other - Supports Base Business

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

Division:	Infrastructure	Priority: 1	Growth
Department:	Infrastructure Delivery		ON-GOING
Title:	SEKID Infrastructure Repair Costs		PRELIMINARY

Justification:

Commencing January 2020, approximately 100 km of the former South East Kelowna Irrigation District (SEKID) pipe network became the City's responsibility for maintenance and emergency repairs. Emergency repairs are executed when required 24 hours a day, 7 days a week. Expenses associated with various repairs were absorbed within existing operating accounts in 2020. Budget is requested to accurately reflect current requirements related to the additional inherited pipe.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	130,000	0	0	0	0	0	(130,000)
2022	130,000	0	0	0	0	0	(130,000)
2023	130,000	0	0	0	0	0	(130,000)

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Operations - Growth		PRELIMINARY

Justification:

In order to address growth in the water supply and distribution system, additional funding is required on an ongoing basis for the following:

1. To address the full scale of new potable water facilities constructed as part of the Water Integration Project including 2 booster stations, 2 reservoirs and 10 pressure regulating stations.
2. Maintain certification of an additional 700 backflow prevention devices installed on potable services at properties that use both potable and non-potable water from the City Utility.

Strategic Direction:	Environmental protection - Emergency response & preparation
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	50,000	0	0	0	0	0	(50,000)
2022	51,000	0	0	0	0	0	(51,000)
2023	52,000	0	0	0	0	0	(52,000)

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Conservation Enhancement		PRELIMINARY

Justification:

Funding increase is requested to increase water conservation efforts through identification of leaks using advanced metering technology and increasing on site and customer contact to improve water conservation outreach, compliance monitoring of water restrictions and assisting the agricultural community to optimize water practices. This budget request is broken into two components:

1. Increased funding for water conservation consultant (specialist in consumption and irrigation). \$40k
2. Funding for student analyst to work with water meter and water production data to diagnose consumption and water leaks quickly and leverage water consumption data for water restriction compliance and water conservation efforts. \$13k

Strategic Direction:	Environmental protection - Resiliency & adaptability to climate change
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	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	53,000	0	0	0	0	0	(53,000)
2022	52,800	0	0	0	0	0	(52,800)
2023	52,800	0	0	0	0	0	(52,800)

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Instrument Electrician Technician Water Services Position		PRELIMINARY

Justification:

Budget is requested for an additional full-time Instrumentation/Electrical Technician. There are currently only two Instrument Electricians in the Water Supply & Pumps Stations group. This position would allow the department to maintain current service levels for the highly sophisticated water pumping and treatment facilities, irrigation system and SCADA data radio systems.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	61,500	0	0	0	0	0	(61,500)
2022	100,000	0	0	0	0	0	(100,000)
2023	100,000	0	0	0	0	0	(100,000)

2021 Operating Requests

Preliminary Budget

Summary - Water Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Maintain								
182	* <i>Utilities Foremen Positions</i>	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
New								
318	* <i>Financial Analyst Position - Civic Operations</i>	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
Department Priority 2 Total		0	0	0	0	0	0	
Total Priority 2 Operating		0	0	0	0	0	0	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

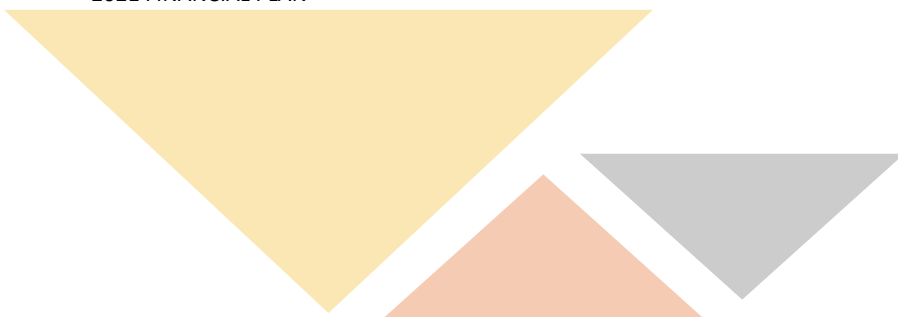


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Wastewater Utility





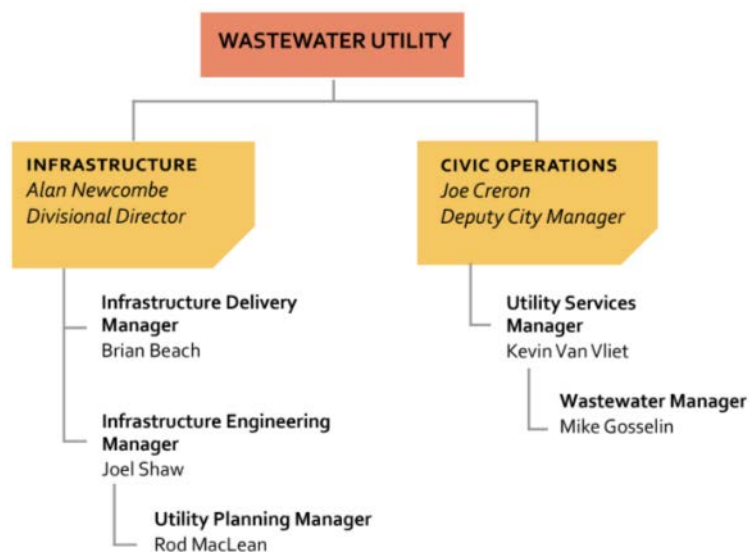
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Wastewater Utility

The City of Kelowna's Wastewater Treatment Facility (WWTF), serves approximately 80 per cent of Kelowna's population (including residents, businesses and industries) and is being expanded to reach unserved areas and to accommodate the city's growth.

The City's wastewater treatment program is to protect Okanagan Lake and the connected waterways. If wastewater is not treated, it would flow directly into our freshwater sources - where we get our drinking water from. This would threaten public health, wildlife habitats, fisheries, tourism and recreation opportunities.

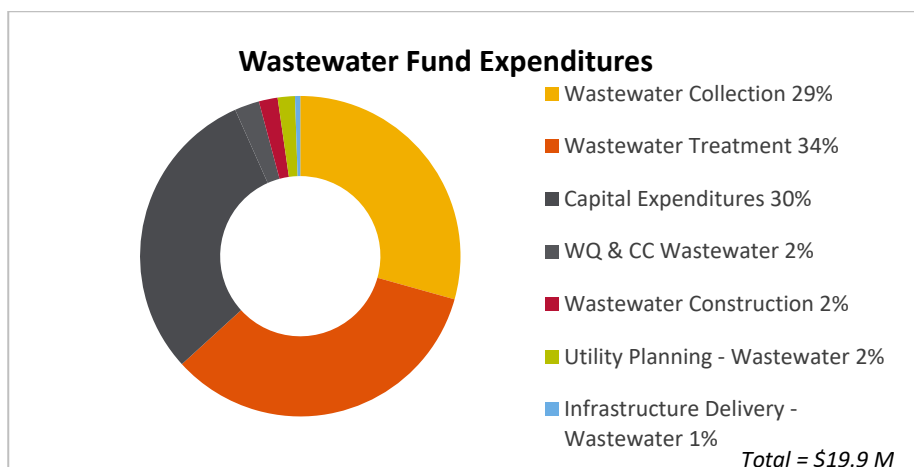


In 2011, the City completed its largest infrastructure project to date, the expansion of the Wastewater Treatment Facility. With this project, the facility has been able to increase its capacity to treat water from 40 to 70 million litres a day. This will accommodate the City's sewer servicing needs beyond 2030.

Wastewater utility - Performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Sewer pipes cleaned (km)	173	200	200
# of blocked mains	6	6	6
# of blocked services	86	71	75
Length of pipe closed-circuit TV (CCTV) inspected (km)	62	17	60
Volume of wastewater effluent (million cubic metres)	13	13	14
# of blocked sewers / 100km of sewer length (system reliability)	0	0	0
# of blocked service connections / 1000 service connections (system reliability)	3.2	2.6	2.8
Annual average effluent total nitrogen – Permit 6.0 (mg/l)	6	6	6
Annual average effluent total phosphorous – Permit 0.25 (mg/l)	0	0	0
Electrical energy consumed by collection system (kWh/ cubic meter wastewater pumped)	0.82	0.82	0.80
# of odour complaints WWTF	0	0	0
# of odour complaints Tradewaste Treatment Facility	0	0	0

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Wastewater					
194 Wastewater Collection	(15,653)	(9,632)	(13,115)		
195 Wastewater Treatment	5,601	5,623	5,843		
* 236 Wastewater Construction	317	379	378		
* 246 Utility Planning - Wastewater	234	225	346		
* 263 Infrastructure Delivery - Wastewater	17	105	105		
265 Water Quality & Customer Care - Wastewater	431	496	497		
Net operating expenditures	(9,053)	(2,803)	(5,945)	(3,142)	112.1%
Capital cost centres:					
314 Wastewater Capital	3,303	2,803	5,945		
Net capital expenditures	3,303	2,803	5,945	3,142	112.1%
Total Department net expenditures	(5,751)	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
2020 revised budget	(2,803)	42.0
2021 net impacts		
One-time operating requests	(155)	
Prior years ongoing adjustments	84	(1.0)
Divisional adjustments	(3,647)	(0.4)
	(6,521)	40.6
2021 program additions (P1)		
2021 operating requests:	576	3.1
Total	(5,945)	43.7

Unfunded 2021 requests (P2)

2021 operating request	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

Civic Operations

Wastewater Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	(1,358)	(1,332)	(1,296)
Fees and Charges	(18,094)	(18,373)	(18,427)
Other Revenue	(2,426)	(1,504)	(1,373)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	(4,971)	(1,313)	0
Accumulated Surplus	(565)	(907)	0
Total Revenue	(27,414)	(23,429)	(21,096)
<u>Expenditures</u>			
Salaries and Wages	3,424	4,014	4,218
Internal Equipment	748	859	884
Material and Other	3,285	3,764	3,784
Contract Services	79	102	102
Debt Interest	1,644	790	350
Debt Principal	4,339	1,661	693
Internal Allocations	3,806	4,714	3,543
Transfers to Funds			
Special (Stat Reserve) Funds	654	156	156
Development Cost Charges	0	0	0
Accumulated Surplus	382	4,566	1,419
Total Expenditures	18,361	20,626	15,151
Net Operating Expenditures	(9,053)	(2,803)	(5,945)
<u>Capital Expenditures</u>			
Gross Expenditures	7,907	10,574	6,000
Other Funding Sources	(4,604)	(7,771)	(55)
Taxation Capital	3,303	2,803	5,945
Net Operating & Tax Capital Exp.	(5,751)	0	0

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	9.3	8.6	9.0	9.0
Hourly	32.4	25.6	33.0	34.7

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - Wastewater Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Wastewater								
Maintain								
235	Instrument Electrician Technician Wastewater Position	50,600	0	0	0	0	(50,600)	OG
235	Wastewater Treatment Succession Planning Positions	250,000	0	0	0	0	(250,000)	OG
236	Poplar Point Lift Station Kiosk	75,000	0	0	0	0	(75,000)	OT
236	Sewer Lift Station Condition Assessment	150,000	0	0	0	0	(150,000)	OT
Total Maintain		525,600	0	0	0	0	(525,600)	
New								
237	Sewer Connection Area Bylaw Review	50,000	0	0	0	0	(50,000)	OT
Total New		50,000	0	0	0	0	(50,000)	
Maintain								
109	<i>* Travel Expense Reduction</i>	0	0	0	0	0	0	OT
Total Maintain		0	0	0	0	0	0	
New								
207	<i>* Commonage - Odour Monitoring System Renewal</i>	0	0	0	0	0	0	OG
208	<i>* Commonage - Noxious Weed Management</i>	0	0	0	0	0	0	OG
Total New		0	0	0	0	0	0	
Department Priority 1 Total		575,600	0	0	0	0	(575,600)	
Total Priority 1 Operating		575,600	0	0	0	0	(575,600)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Instrument Electrician Technician Wastewater Position		PRELIMINARY

Justification:

This request is to add an additional full time Instrumentation/Electrical Technician position. Optimizing the efficiency, lifecycle and ultimately value of wastewater infrastructure is requiring more sophisticated systems and data management. Additional lift stations are added to the system annually due to City growth and an additional I/E technician is requested to perform the required maintenance on electrical and control systems. Additionally, this position would allow the department to maintain current service levels and help address growing data needs for the highly sophisticated wastewater facilities, landfill gas system and commonage facility, 50+ sanitary and storm lift stations and manage over 6000 SCADA data points.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	50,600	0	0	0	0	0	(50,600)
2022	100,000	0	0	0	0	0	(100,000)
2023	100,000	0	0	0	0	0	(100,000)

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ON-GOING
Title:	Wastewater Treatment Succession Planning Positions		PRELIMINARY

Justification:

The wastewater treatment facility is facing a loss of a significant portion of the workforce due to retirement in the next 2-4 years. This request for additional wages is for succession planning within the wastewater utility. The positions that will require succession planning are: Wastewater Treatment Operators, Millwrights and I/E Technicians.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	250,000	0	0	0	0	0	(250,000)
2022	250,000	0	0	0	0	0	(250,000)
2023	0	0	0	0	0	0	0

2021 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Utility Services		ONE-TIME
Title:	Poplar Point Lift Station Kiosk		PRELIMINARY

Justification:

The electrical kiosk at the poplar point location is in danger of being flooded when we have high lake events as experienced in 2017 and 2020. Many staff hours are spent trying to protect equipment at this site. This request is to move the kiosk to the other side of the site to prevent damage due to lake levels.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	75,000	0	0	0	0	0	(75,000)

Division:	Infrastructure	Priority: 1	Maintain
Department:	Infrastructure Engineering		ONE-TIME
Title:	Sewer Lift Station Condition Assessment		PRELIMINARY

Justification:

The City owns and operates 48 sewer lift stations that must remain in operation with backup capabilities at all times. Budget is requested to engage a consultant to inspect and review 12 existing lift station facilities and compare current operational parameters against design expectations. Focus will be on a major review of the Water Street and Gyro Lift Stations, as well as 10 additional facilities. The results of this work will lead to a recommended priority list for repair or full replacement, and assist with long term capital planning. This assessment is the second phase of a process initiated in 2019. To be completed by end of 2021.

Strategic Direction: Other - Supports Base Business

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

2021 Operating Request Details

Division:	Infrastructure	Priority: 1	New
Department:	Infrastructure Engineering		ONE-TIME
Title:	Sewer Connection Area Bylaw Review		PRELIMINARY

Justification:

Budget is requested to update the Sewer Connection Bylaw with new unit costs and new minimum charge allocations. Staff are currently reviewing internal processes that use this legislation with intention to improve the City's grant eligibility and development opportunities.

The review is expected to be completed by end of 2021.

Strategic Direction:	Economic resiliency - City policies are enabling investment						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility
2021	50,000	0	0	0	0	0	(50,000)

2021 Operating Requests

Preliminary Budget

Summary - Wastewater Fund

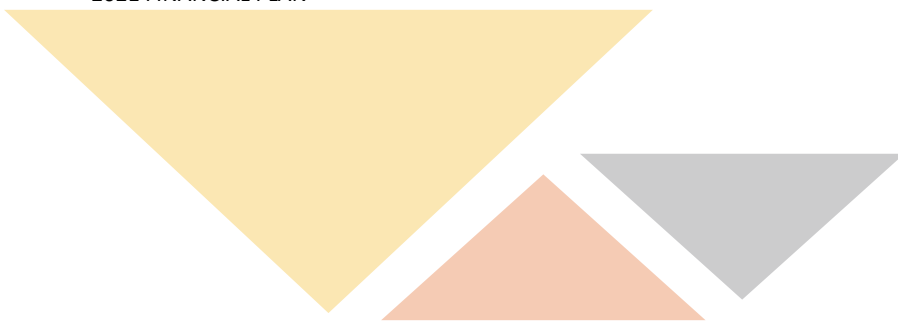
Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Wastewater								
Maintain								
182	* <i>Utilities Foremen Positions</i>	0	0	0	0	0	0	OG
	Total Maintain	0	0	0	0	0	0	
New								
318	* <i>Financial Analyst Position - Civic Operations</i>	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	
Department Priority 2 Total		0	0	0	0	0	0	
Total Priority 2 Operating		0	0	0	0	0	0	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

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:



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 Sport for Life (S4L) promotion and implementation; event permitting, development and procurement; organizational development and facility operations support.

2021 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

- Identify synergies between Block Watch and Block Connector programs and merge or enhance the programs based on collaborative strengths.

Social & Inclusive

- In partnership with community stakeholders, a plan to engage and support youth development will be developed. The goal of the plan is to create healthy opportunities for youth and create upstream programs to build resiliency.
- Support the Central Okanagan Journey Home Society in the implementation and reporting on the progress of the Journey Home Strategy.
- Intentionally evaluate and enhance existing programs, services and processes to create equitable, diverse and inclusive experiences for all residents of our community.

Vibrant Neighbourhoods

- In partnership with Creative Okanagan and local music enthusiasts, complete the Central Okanagan Music Strategy in order to advance the sustainability of the music industry in the Central Okanagan.
- Continue to work with event organizers to explore adaptations and modifications for scheduled events to ensure the effective delivery of community events within COVID-19 protocols
- Further develop the Bernard Avenue initiative and explore new opportunities to animate community hubs throughout the City.
- Begin development of a Sports, Arts & Culture community signature event that bring our citizens together to celebrate our unique heritage and history, and showcase our City.
- Working in partnership with arts organizations and the community, determine the feasibility and future processes for the development of a new cultural space to be located within the development at 350 Doyle Avenue.

Economic Resiliency

- Along with community partners, Active Living & Culture will launch the Building Excellence and Sustainability Together Intensive (BESTI) program that supports not-for-profits to take concrete steps toward developing stronger governance, management, administrative systems, financial resources, and programs.
- Support the recovery and sustainability of not-for-profit organizations who were significantly impacted by COVID-19 and need assistance to survive the current circumstances and be better prepared for future challenges.

Financial Management

- In anticipation of the H2O Adventure Fitness Centre Management and Operating Agreement expiring in 2023, commence a review to determine a future operating and management model.

Clear Direction

- Complete a Community Impact and Benefits of Culture Report to report on the progress made on the 2020-2025 Cultural Plan.
- Work with Provincial & Regional partners to develop and implement a "quality sport assurance" program that monitors the health & sustainability of Local Sport Organizations and contributes to a strong sport delivery system.
- Continue implementation of Community Sport Plan, with an emphasis on organizational sustainability, participation initiatives, Sport for Life programming and facility development.
- Conduct an analysis and potential program for (City) presentations/co-presentations delivered at the Kelowna Community Theatre.

- Improve the customer experience and administrative requirements for Sport league/program participants through an innovative and interactive league management software platform.

Base Business

- Continue to work collaboratively with health authorities and provincial agencies, local non-profits, facility operators and program participants to ensure adherence to COVID-19 protocols in all City programs and City owned and operated facilities.
- Evaluate the current program registration process in order to create an accessible and seamless engagement throughout the entire customer registration experience.
- Transition all granting programs to an online platform in order to streamline the interface between local community groups and the City of Kelowna and reduce barriers for application and reporting.

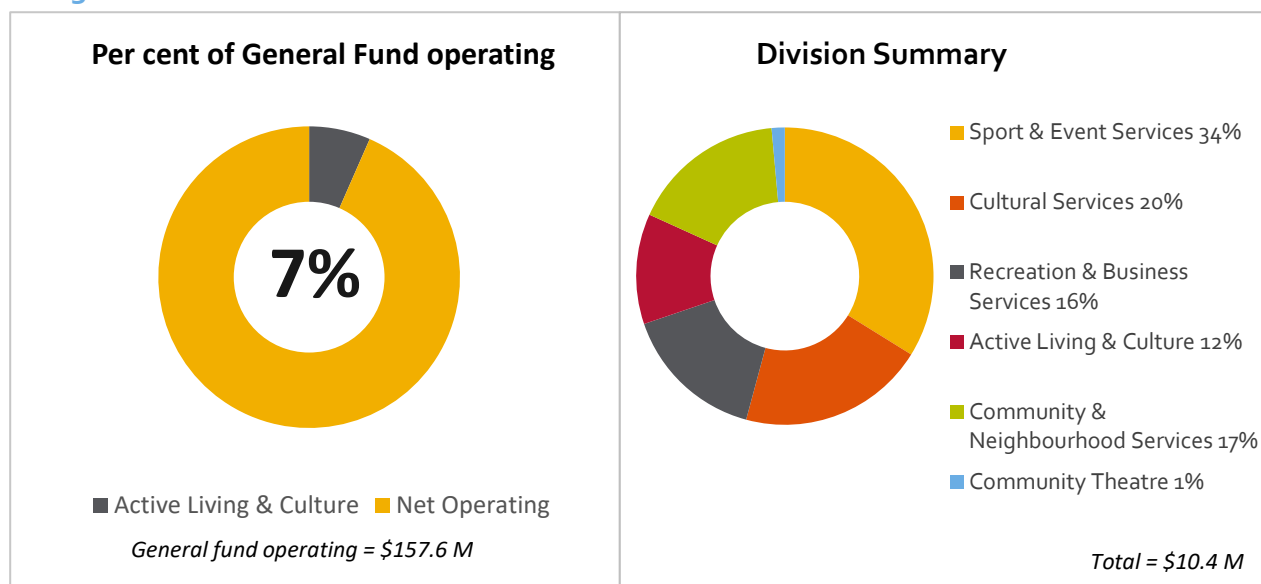
2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
# of program registrations and drop-ins	30,964	13,870	15,480
# of drop-in admissions sold – pool & facility	25,228	6,500	12,614
# of PRC memberships sold – pool & facility	2,876	1,150	1,440
# of 10 and 20 visit passes sold – pool & facility	1,610	400	806
# of total memberships scanned at PRC – pool & facility	103,475	25,118	51,372
# of access passes sold	832	231	416
# of recreation opportunity coupons redeemed	8688	2500	4344
# of outdoor event permits (excluding film permits) processed	179	25	90
# of film permits (new)	15	8	15
Investment in arts, culture & heritage by City of Kelowna per capit	22.05	23.75	24.5
# of theatre rentals	234	50	140
# of theatre black box rentals	176	65	100
# of organizations supported by Social Development Grants	25	25	23
# of Athletic Excellence Grants approved	33	0	25
# of Sport Development Grants provided	7	0	7
# of organizations supported by Cultural Grants	36	40	42
# of Cultural District Walking Tour participants	138	40	150
# of volunteers (includes programs and theatre)	208	99	200
# of volunteer hours (includes programs and theatre)	11,526	1,790	7,600
# of participants in free community events (i.e. Park n Play and Dancing in the Park)	11,000	1,950	5,600

Continued

# of hours booked in arenas	12,000	9,000	12,000
# of hours booked in stadiums/sportsfields	31,700	11,000	30,000
# of general programs delivered vs planned (%)	80	50	70
# of aquatic lessons delivered vs planned (%)	96	37	86
# of memberships renewed – pool & facility (%)	62	50	64
# of service requests completed in two days or less (%)	60	51	60

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Active Living & Culture					
159 Cultural Services	2,472	2,123	2,111		
161 Community Theatre	142	226	148		
164 Active Living & Culture	1,040	834	1,244		
165 Recreation & Business Services	2,011	1,723	1,617		
166 Sport & Event Services	3,296	3,704	3,508		
167 Community & Neighbourhood Services	956	1,730	1,741		
Net operating expenditure	9,917	10,340	10,368	28	0.3%
Capital cost centres:					
309 Recreation Capital					
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	9,917	10,340	10,368	28	0.3%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

		Total	FTE
2020 revised budget		10,340	73.0
2021 net impacts			
One-time operating requests	(270)		2.7
Prior years ongoing adjustments	205		
Divisional adjustments	(131)	(196)	
		10,144	75.7
2021 program additions (P1)			
2021 operating requests:		224	(2.1)
Total		10,368	73.6
Unfunded 2021 requests (P2)			
2021 operating requests		220	
Total unfunded requests for 2021		220	0.0

Note: Totals may not add due to rounding.

Active Living & Culture - General Fund

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(5,049)	(3,752)	(3,943)
Other Revenue	(450)	(239)	(424)
Transfers from Funds			
Special (Stat Reserve) Funds	(45)	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(130)	(458)	(60)
Total Revenue	(5,674)	(4,449)	(4,427)
<u>Expenditures</u>			
Salaries and Wages	5,914	6,109	6,112
Internal Equipment	198	207	194
Material and Other	4,096	4,166	3,777
Contract Services	3,714	3,491	3,988
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	1,669	817	724
Total Expenditures	15,591	14,789	14,795
Net Operating Expenditures	9,917	10,340	10,368
<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.	9,917	10,340	10,368

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	16.7	15.9	17.0	17.0
Hourly	56.8	53.6	56.0	56.6

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Active Living & Culture Division									
Maintain									
248	Community Theatre Operating Changes - COVID-19	(221,600)	(70,000)	0	(45,600)	337,200	0	0	OT
248	Sports and Events Services Operating Changes - COVID-19	(7,600)	(22,500)	0	(70,600)	100,700	0	0	OT
249	Community and Neighbourhood Operating Changes - COVID-19	(27,800)	0	0	(133,200)	161,000	0	0	OT
249	Sport League Management Software	50,000	0	0	0	0	0	(50,000)	OG
250	H2O Adventure Fitness Centre Operating Model Review	50,000	(50,000)	0	0	0	0	0	OT
250	Sport Development - Small Equipment Program	0	0	0	0	0	0	0	OG
Total Maintain		(157,000)	(142,500)	0	(249,400)	598,900	0	(50,000)	
Growth									
251	Journey Home Funding	0	0	0	0	0	0	0	OG
Total Growth		0	0	0	0	0	0	0	
New									
251	Recovery and Future Sustainability Program	130,000	0	0	0	0	0	(130,000)	OT
252	Community Signature Event	50,000	0	0	0	0	0	(50,000)	OG
Total New		180,000	0	0	0	0	0	(180,000)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(5,800)	0	0	0	0	0	5,800	OT
Total Maintain		(5,800)	0	0	0	0	0	5,800	
Division Priority 1 Total		17,200	(142,500)	0	(249,400)	598,900	0	(224,200)	
Total Priority 1 Operating		17,200	(142,500)	0	(249,400)	598,900	0	(224,200)	

* italics - denotes that this is a shared (part of another department) operating request.

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2021 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Cultural Services		ONE-TIME
Title:	Community Theatre Operating Changes - COVID-19		PRELIMINARY

Justification:

Restrictions imposed on gatherings and social distancing are anticipated to impact Kelowna Community Theatre (KCT) operations well into 2021. Based on best understanding of the return to operations anticipated by sector professionals across the country, KCT is expected to gradually reopen through 2021 and likely not reach full house operations until Fall 2021. While the return of audiences in large numbers is still uncertain, KCT budget has been modified to the most likely scenario of revenues and expenses for 2021.

These revenue shortfalls and facility reopening and operating costs will be offset by the COVID-19 Safe Restart Grants for Local Governments.

Base Budget Revenues: \$542k Expenses: \$563k

Strategic Direction:	Other - Extraordinary or Unforeseen Obligation							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(221,600)	(70,000)	0	(45,600)	0	337,200	0	0

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ONE-TIME
Title:	Sports and Events Services Operating Changes - COVID-19		PRELIMINARY

Justification:

Restrictions imposed on gatherings and social distancing are anticipated to impact sport and events well into 2021. Based on our best understanding of the current return to sport/event plans and anticipated regulatory progressions, programs, tournaments and events will not return to the new-normal until late 2021. While the cost to operate facilities and deliver programs remains relatively constant the level of participant capacity and uptake will be impacted. Sport and Event budget has been modified to the most likely scenario of revenues and expenses for 2021.

These revenue shortfalls and facility reopening and operating costs will be offset by the COVID-19 Safe Restart Grants for Local Governments.

2021 Base Budget Revenues:\$1.1M Expenses:\$97.9k

Strategic Direction:	Other - Extraordinary or Unforeseen Obligation							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(7,600)	(22,500)	0	(70,600)	0	100,700	0	0

2021 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Community & Neighbourhood Services		ONE-TIME
Title:	Community and Neighbourhood Operating Changes - COVID-19		PRELIMINARY

Justification:

Restrictions imposed on gatherings and social distancing are anticipated to impact aquatic operations and fitness centres well into 2021. Based on guidelines provided by the Lifesaving Society and the BC Recreation and Parks Association, aquatic & fitness centres will be required to operate at a reduced capacity to accommodate distancing. There will be fewer participants allowed in programs, less flexibility in lane swim times and modified fitness centre usage resulting in lower participation rates. While the cost to operate facilities and deliver programs remains relatively constant, the potential for revenue generation will be impacted. The aquatic and fitness budget has been modified to the most likely scenario of revenues and expenses for 2021.

These revenue shortfalls and facility reopening and operating costs will be offset by the COVID-19 Safe Restart Grants for Local Governments.

2021 Base Budget Revenue:\$737.8k Expenses:\$149k

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	(27,800)	0	0	(133,200)	0	161,000	0	0

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ON-GOING
Title:	Sport League Management Software		PRELIMINARY

Justification:

The City's Adult Sport Leagues provide participants with an inclusive and accessible way to enjoy competitive recreation opportunities. As part of the delivery, staff provide services to approximately 650 teams/year over 4 seasons of play in a multitude of sports. This equates to over 8,000 participants, and revenues greater than \$200,000 annually. Though the on-field Sports League product is extremely well-received, the administrative processes are somewhat antiquated and inefficient for participants and administrators alike. Operating in a competitive environment, the shift to a mobile and interactive league management software will allow the City to improve the quality of its services to its customers while providing a more efficient and effective administrative process for staff. This request will go towards the sourcing, development and implementation of a third party software app to support the delivery of Sport Leagues.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	0	0	0	0	0	0	(50,000)
2022	10,000	0	0	0	0	0	0	(10,000)
2023	10,000	0	0	0	0	0	0	(10,000)

2021 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Active Living & Culture		ONE-TIME
Title:	H2O Adventure Fitness Centre Operating Model Review		PRELIMINARY

Justification:

The Lease and Operating Agreement with the YMCA for the operation of the H2O Adventure Fitness Centre is in the process of being extended to December 2023 to allow for an operational reset period as a result of COVID-19. At the conclusion of this term the contract will come to an end and the City will need to determine and implement a future operating and management model. Consulting funds are required to support the review of the existing agreement, City expectations for this facility, review of operating & management models, and recommendations for future direction. This work is expected to take place over 2021 and 2022.

Strategic Direction:	Financial management - Cost to deliver services is quantified							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

Division:	Active Living & Culture	Priority: 1	Maintain
Department:	Sport & Event Services		ON-GOING
Title:	Sport Development - Small Equipment Program		PRELIMINARY

Justification:

The City operates a number of facilities that support the delivery of organized sport and events as well as casual use. Throughout the year, various small equipment needs arise that are required to ensure a quality sport/recreation experience. Starting in 2022 this request will provide the ongoing budget required to support small equipment replacement and improvements throughout the year. Example of items needed include: Mission Quad deck netting, Jack Robertson Park light controller, Kinsmen Media Centre security system, Memorial Arena edger, and a timer for the Quilchena Waterpark.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	0	0	0
2022	40,000	0	0	0	0	0	0	(40,000)
2023	50,000	0	0	0	0	0	0	(50,000)

2021 Operating Request Details

Division:	Active Living & Culture	Priority: 1	Growth
Department:	Active Living & Culture		ON-GOING
Title:	Journey Home Funding		PRELIMINARY

Justification:

The Central Okanagan Journey Home Society (COJHS) has transitioned into the leadership role in Journey Home Strategy implementation. In under 2 years COJHS has demonstrated success in priority areas including: systems mapping/planning, progress towards data integration, system-wide coordinated access to housing/shelters. The Strategy provided a detailed operational/financial plan designed to accommodate the COJHS's evolution over the 5-year period. With the goal of addressing chronic homelessness by 2024, COJHS is requesting that the current funding timeline be extended to align with the 5-year Strategy and the Memorandum of Understanding with the City, both ending in 2023.

2021 Base Budget: \$150k

Strategic Direction: Social & inclusive - Homelessness is decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	0	0	0
2022	150,000	0	0	0	0	0	0	(150,000)
2023	150,000	0	0	0	0	0	0	(150,000)

Division:	Active Living & Culture	Priority: 1	New
Department:	Active Living & Culture		ONE-TIME
Title:	Recovery and Future Sustainability Program		PRELIMINARY

Justification:

The Recovery and Future Sustainability Program is a one-time grant funding program to support arts, culture, sport and event organizations who continue to be significantly impacted by lost earned revenue as a result of COVID-19. More specifically, this fund is intended to support organizations impacted by lost participant or membership fees, lost ticket sales, or cancelled community events/festivals. The funding is not intended to make organizations whole but rather to assist with recovery and future sustainability planning and ensuring that the organization survives the current circumstances and where possible avoids a gap in service to residents. The program will be available to non-profit organizations where similar provincial/federal is not available.

Strategic Direction: Other - Extraordinary or Unforeseen Obligation

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

2021 Operating Request Details

Division:	Active Living & Culture	Priority: 1	New
Department:	Sport & Event Services		ON-GOING
Title:	Community Signature Event		PRELIMINARY

Justification:

Many cities have a signature event that shapes and defines their community. At one time, the Regatta was Kelowna's feature event however, there's currently not an event that fully embraces Kelowna's identity. In the aftermath of the COVID-19 pandemic, it's more valuable now than ever to bring our citizens together to celebrate our unique heritage and history, and showcase our City. The City's Event Services team is looking to develop and lead the initiation, growth, and eventual tradition of such an event. The planning process will bring together the sport, arts and culture sectors and include significant collaboration and involvement from local event organizers. This request will be directed towards the significant planning, development, and delivery of a large scale "signature" event of this nature on an annual basis.

Strategic Direction: Vibrant neighbourhoods - Animated parks & public spaces

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	0	0	0	0	0	0	(50,000)
2022	50,000	0	0	0	0	0	0	(50,000)
2023	50,000	0	0	0	0	0	0	(50,000)

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Active Living & Culture Division									
Growth									
254	Journey Home Funding	100,000	0	0	0	0	0	(100,000)	OG
	Total Growth	100,000	0	0	0	0	0	(100,000)	
New									
254	Social Policy Framework Development	120,000	0	0	0	0	0	(120,000)	OT
	Total New	120,000	0	0	0	0	0	(120,000)	
Division Priority 2 Total		220,000	0	0	0	0	0	(220,000)	
Total Priority 2 Operating		220,000	0	0	0	0	0	(220,000)	

* italics - denotes that this is a shared (part of another department) operating request.

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2021 Operating Request Details

Division:	Active Living & Culture	Priority: 2	Growth
Department:	Active Living & Culture		ON-GOING
Title:	Journey Home Funding		PRELIMINARY

Justification:

Central Okanagan Journey Home Society (COJHS) is requesting increased funding to address the Strategy implementation priority areas. Funding raised to date essentially matches the current annual City contribution, however, several challenges have curtailed fundraising efforts at the same time as demands and opportunities are far outweighing current resources. Additional funding would contribute to the following priority areas: Lived Experience and Youth programs, marketing and communications, and performance management and reporting (Built for Zero data integration) to inform data driven decision making. The funding increase would align with the 5-year Strategy and the Memorandum of Understanding with the City, both ending in 2023.

2021 Base Budget: \$150k

Strategic Direction: Social & inclusive - Homelessness is decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	0	0	0	0	0	0	(100,000)
2022	100,000	0	0	0	0	0	0	(100,000)
2023	100,000	0	0	0	0	0	0	(100,000)

Division:	Active Living & Culture	Priority: 2	New
Department:	Active Living & Culture		ONE-TIME
Title:	Social Policy Framework Development		PRELIMINARY

Justification:

There is significant evidence that planning for community social success and sustainability can prevent or, at a minimum, mitigate the likelihood of future social issues. Such investment costs a fraction of overall long-term management costs related to social issue impacts. A Key Learning Paper commissioned this year demonstrates best practices focus on the role cities can play through social policy to support a coordinated long-term approach to planning for community social health. This approach will strengthen the ability to plan for, coordinate and integrate efforts, and take action to address overall social needs in order to create and maintain a safe, inclusive, and healthy community. One-time funding is requested for a 12 to 18 month project to develop a Social Policy Framework that defines the City's role, indicators of community social health, trends and priority for actions to inform decision-making on allocating resources to address existing, emerging, and future issues.

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

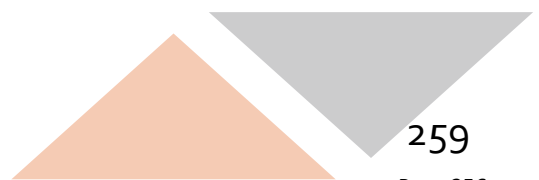
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	120,000	0	0	0	0	0	0	(120,000)

Corporate & Protective Services





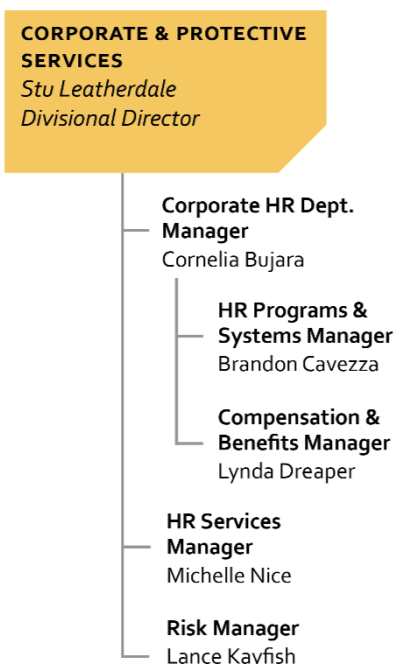
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Corporate and Protective Services

Human Resources & Risk Management

Whether ensuring that the City attracts, retains and develops the best quality public servants or building corporate and community capacity through knowledgeable management strategies, the end goal of this division is to help improve organizational performance and provide superior services to staff and citizens.



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.

The **HR Services** team is the primary day to day contact for all HR matters and provides HR services including; recruitment & selection, performance management, employee & labour relations, employee engagement, and workforce planning. All City divisions have an HR Business Partner assigned to them.

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.

2021 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

Community Safety

- Develop Business Continuity Plans for all business units to ensure essential services and municipal operations are resilient to unexpected events, such as a pandemic

Social & Inclusive

- Delivery of Queensway washroom pilot project

People

- Disability Management Process Review
- Create a Diversity and Inclusion Strategic Plan for the organization
- Develop new and updated recruitment guidelines, processes and procedures
- Complete CUPE Airport, IAFF Collective Bargaining and IBEW Collective Bargaining
- Implement new Vision and Values Program
- Develop Principles of Conduct for City staff

Base Business

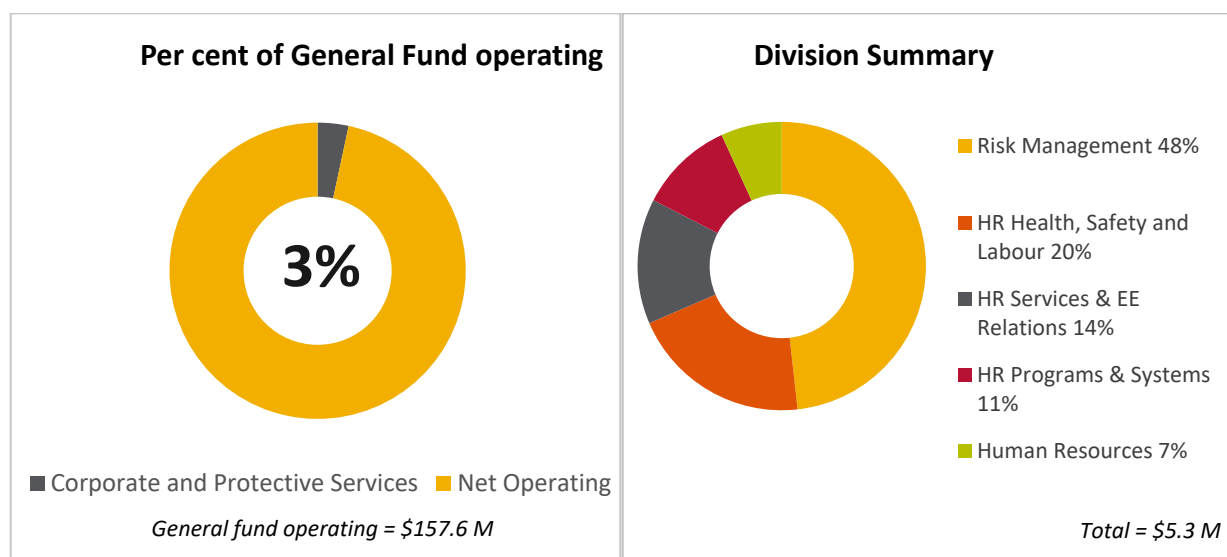
- Implementation of Safety Management Software and staff training
- Implementation of Learning Management Software
- Installation of a Chemical Storage Facility
- Design and Develop the KFD and Protective Services Wellness Program
- Managing and Implementing Silica Dust Program
- Implementation of new management framework for corporate security and related contract services
- HR Functional Cross Training

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Human Resources			
# of vacant positions filled	332	280	300
# of WorkSafe Claims processed	52	61	60
# of transition return to work placements (CUPE)	37	40	45
# of Service awards presented	103	102	110
Merit rating discount for WCB Claims (%)	13.3	12.5	13.0
Total absence's per employee (average number of days)	7.83	8.75	8

Continued			
Time to post permanent positions (average number of days)	18.9	26.1	22.0
Time to fill an internal vacancy (average number of days)	29.2	36.8	30
Time to fill an external vacancy (average number of days)	42.6	33.2	32.0
Staff turnover – full time (%)	8	6	7
# of LinkedIn followers	5,933	8,400	8,600
# of E-Subscribers to the career page on Kelowna.ca	8,257	8,404	8,550
# of employees participating in corporate training	450	750	850
# of employees participating in safety training	750	500	700
# of individual employee posted training opportunity plans – training opportunities spreadsheet	15	7	15
# of reported safety incidents	114	89	85
# of reported safety near misses	64	47	45
# of facility safety inspections	52	34	50
# of job site safety inspections	48	27	45
# of work days lost to work related injuries	600	750	650
Risk Management			
# of third-party claim/incidents managed	128	95	115
Cost of risk / capita (\$)	11.47	12.16	12.85

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Human Resources					
139 Human Resources & Community Safety	334	335	363		
	334	335	363	28	8.2%
HR Health, Safety and Labour					
140 HR Health, Safety & Labour	537	558	589		
249 Compensation and Benefits	462	484	486		
	1,000	1,042	1,075	33	3.2%
HR Services & EE Relations					
141 HR Services & EE Relations	530	663	744		
	530	663	744	81	12.2%
HR Programs & Systems					
143 HR Programs & Systems	429	562	562		
	429	562	562	0	0.1%
Risk Management					
132 Risk Management	1,749	2,248	2,558		
	1,749	2,248	2,558	310	13.8%
Net operating expenditures	4,042	4,850	5,301	452	9.3%
Capital cost centres:					
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	4,042	4,850	5,301	452	9.3%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	4,850	20.3
2021 net impacts		
One-time operating requests	0	(0.3)
Prior years ongoing adjustments	41	0.5
Divisional adjustments	147	0.5
	5,037	21.0
2021 program additions (P1)		
2021 operating requests:	265	0.5
Total	5,301	21.5
Unfunded 2021 requests (P2)		
2021 operating requests	24	
Total unfunded requests for 2021	24	0.0

Note: Totals may not add due to rounding.

Corporate & Protective Services

Corporate Services - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(1,081)	(61)	(71)
Other Revenue	(19)	(125)	(563)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(382)	(137)	(85)
Total Revenue	(1,483)	(323)	(719)
<u>Expenditures</u>			
Salaries and Wages	1,970	2,296	2,375
Internal Equipment	8	1	1
Material and Other	2,678	2,597	3,361
Contract Services	225	279	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	644	0	0
Total Expenditures	5,525	5,172	6,020
Net Operating Expenditures	4,042	4,850	5,301
<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.	4,042	4,850	5,301

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	17.2	15.8	19.5	20.0
Hourly	2.0	4.0	0.8	1.5

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
Maintain									
263	COVID-19 Incremental Costs	500,000	0	0	(500,000)	0	0	0	OT
263	Washroom at Queensway, Operations	155,000	0	0	0	(10,000)	0	(145,000)	OT
	Total Maintain	655,000	0	0	(500,000)	(10,000)	0	(145,000)	
New									
264	Human Resources Business Partner Position	47,300	0	0	0	0	0	(47,300)	OG
264	Diversity and Inclusion Strategic Plan Project	50,000	0	0	0	0	0	(50,000)	OT
265	Safety Management Software	25,000	(25,000)	0	0	0	0	0	OT
265	Protective Services Mental Health and Wellness Strategy	50,000	(50,000)	0	0	0	0	0	OT
266	Safety Equipment	25,000	0	0	0	0	0	(25,000)	OG
266	Silica Dust	10,000	(10,000)	0	0	0	0	0	OT
	Total New	207,300	(85,000)	0	0	0	0	(122,300)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(2,800)	0	0	0	0	0	2,800	OT
	Total Maintain	(2,800)	0	0	0	0	0	2,800	
	Division Priority 1 Total	859,500	(85,000)	0	(500,000)	(10,000)	0	(264,500)	
	Total Priority 1 Operating	859,500	(85,000)	0	(500,000)	(10,000)	0	(264,500)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Risk Management		ONE-TIME
Title:	COVID-19 Incremental Costs		PRELIMINARY

Justification:

Budget is requested for the forecasted incremental costs of COVID-19. Costs include cleaning supplies, masks, enhanced cleaning, work from home equipment, safety ambassador program and 15 hours per week admin support.

These emergency planning, response costs and computer and other electronic technology costs will be offset by the COVID-19 Safe Restart Grants for Local Governments.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	500,000	0	0	(500,000)	0	0	0	0

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Risk Management		ONE-TIME
Title:	Washroom at Queensway, Operations		PRELIMINARY

Justification:

The staffed washroom model has proven to be well accepted within the downtown at this location. It provides a convenient option for transit users and others in the area. Staff onsite keep the facility clean and safe providing a high level of service for this public washroom. In addition, peer navigation and support for vulnerable people is provided at this location. Revenue from social enterprise initiatives that will offset operational expenses is included as \$10k and is expected to grow over time.

Strategic Direction:	Social & inclusive - Inclusivity and diversity are increasing							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	155,000	0	0	0	0	(10,000)	0	(145,000)

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	HR Services		ON-GOING
Title:	Human Resources Business Partner Position		PRELIMINARY

Justification:

This request is for a Human Resources Business Partner to meet increased internal demands for HR Support and to improve performance in recruitment and employee and labour relations. This position will also allow the HR Business Partners to become more proactive in other HR areas such as performance management, disability management, succession planning and attendance management.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	47,300	0	0	0	0	0	0	(47,300)
2022	92,700	0	0	0	0	0	0	(92,700)
2023	92,700	0	0	0	0	0	0	(92,700)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Services		ONE-TIME
Title:	Diversity and Inclusion Strategic Plan Project		PRELIMINARY

Justification:

Building a Diversity & Inclusion Strategic plan is a primary component of the Human Resources Division 5 Year Strategic Plan. The City of Kelowna is committed to encouraging individuals from a variety of experiences and education levels to apply for vacancies in order to fully represent our community. People with different backgrounds bring diverse skills and abilities to the organization making it stronger and more able to meet the challenges of an environment that is constantly transforming. A Consultant will be hired to define where we stand today and where we want to be in the future. Deliverables will include outlining an overall strategy inclusive of plans for staff education & communications, staff training and a recruitment plan to increase the diversity of applicants to City of Kelowna positions. The overall strategy will align with Council and Corporate priorities.

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

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

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Services		ONE-TIME
Title:	Safety Management Software		PRELIMINARY

Justification:

Budget is requested to introduce a new safety module attached to CityWorks. Budget is for implementation, training, communications, and trouble-shooting.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	(25,000)	0	0	0	0	0	0

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Services		ONE-TIME
Title:	Protective Services Mental Health and Wellness Strategy		PRELIMINARY

Justification:

There is increased concern around protective services staff and first responders and the mental health issues they face including issues that stem from the trauma and stress they experience on the job. This budget request is for the development of a holistic approach to wellness built on aspects such as workplace safety, healthy living, and mental health supports.

Strategic Direction:	People - Ability to attract, select & retain talent							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	50,000	(50,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Services		ON-GOING
Title:	Safety Equipment		PRELIMINARY

Justification:

Budget is requested for the ongoing purchase and maintenance of various safety equipment:

1. Replacement and replenishment of equipment such as the Automated External Defibrillators (AED) and items required in the Level 2 first aid rooms.
2. Annual calibration of the City's sound level meter and heat stress meter.
3. A respiratory fit testing machine that will allow for in-house testing. Fit testing is a legislated requirement that is currently being contracted out at a higher cost than to purchase and maintain the equipment.

Strategic Direction: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	25,000	0	0	0	0	0	0	(25,000)
2022	25,000	0	0	0	0	0	0	(25,000)
2023	25,000	0	0	0	0	0	0	(25,000)

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Corporate HR Services		ONE-TIME
Title:	Silica Dust		PRELIMINARY

Justification:

Silica dust can cause silicosis, a serious and irreversible lung disease and may cause lung cancer. Dust is released through the cutting, breaking, crushing, drilling, grinding, or blasting of concrete or stone. As workers breathe in the dust the silica settles in their lungs.

Budget is requested to conduct a silica sampling, update the Silica Exposure Control Plan and develop risk assessments and safe work procedures.

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

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

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
New									
268	PeopleAdmin Position Management Software	23,600	0	0	0	0	0	(23,600)	OG
268	Work Station Accommodations and Ergonomics	15,000	(15,000)	0	0	0	0	0	OG
	Total New	38,600	(15,000)	0	0	0	0	(23,600)	
<hr/>									
	Division Priority 2 Total	38,600	(15,000)	0	0	0	0	(23,600)	
<hr/>									
	Total Priority 2 Operating	38,600	(15,000)	0	0	0	0	(23,600)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Corporate HR Services		ON-GOING
Title:	PeopleAdmin Position Management Software		PRELIMINARY

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: Clear direction - Services, processes & business activities are transformed

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	23,600	0	0	0	0	0	0	(23,600)
2022	10,600	0	0	0	0	0	0	(10,600)
2023	10,600	0	0	0	0	0	0	(10,600)

Division:	Corporate & Protective Services	Priority: 2	New
Department:	Corporate HR Services		ON-GOING
Title:	Work Station Accommodations and Ergonomics		PRELIMINARY

Justification:

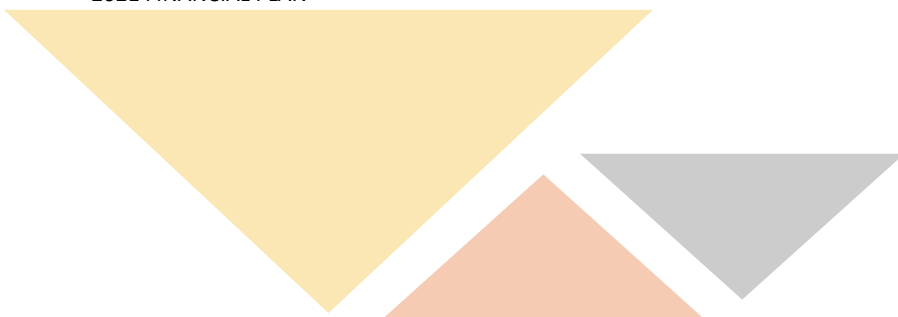
To respond to the ergonomic needs of staff and promote proper posture reducing repetitive strain injuries and to respond to an increasing number of medical accommodation requests related to work stations. The City is legally required to accommodate employees with work station changes when required by a physician.

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

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	15,000	(15,000)	0	0	0	0	0	0
2022	15,000	(15,000)	0	0	0	0	0	0
2023	15,000	(15,000)	0	0	0	0	0	0

Corporate & Protective Services -Community Safety





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Corporate & Protective Services

Community Safety

The Community Safety Department provides strategic and operational leadership to preserve and enhance safety – and sense of safety – in our community. Composed of Police Services, Bylaw Services and Crime Prevention, the Department strives to efficiently and effectively deliver preventative programs and reactive responses, to employ data-based approaches, and to professionally enable frontline responders through support. As a convener of community / governmental partners and stakeholders integral to community safety, the Department also aims to lead responsibly through collaborative and multi-disciplinary strategies to reduce criminality, crime and victimization. Together, the team serves proudly as it delivers a balanced approach of education, prevention, intervention and enforcement for all who live, work and play in Kelowna.

CORPORATE & PROTECTIVE SERVICES

Stu Leatherdale
Divisional Director

Community Safety
Director
Darren Caul

RCMP Superintendent
Kara Triance

Crime Prevention
Supervisor
Colleen Cornock

Bylaw Services
Manager
David Gazley

Police Services
Manager
Stacey Coates

Crime Prevention Unit seeks to increase community awareness about crime and safety issues and generate a sense of responsibility within every individual to take reasonable steps to reduce the risk of crime and victimization.

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 to investigate complaints, a Community Response Unit providing visibility and response with partnering agencies for priority areas and issues, and a Bicycle / UTV Patrol Section. Through a principle-based model of compassionate enforcement and 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 202 officers and more than 80 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 Community Safety Unit. Police Services Management assumes information management responsibilities and provides all administrative facets necessary for effective, efficient, 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 “upstream” prevention and intervention strategies to reduce criminality, crime and victimization, as well as “downstream” justice responses geared to reduce recidivism (i.e., community court)
- 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 to deliver service excellence through engagement, innovation, training and attention to culture and wellness

2021 Activities**Community Safety**

- Convene and coordinate key systems to develop and implement a Community Safety Plan focused on upstream strategies and actionable initiatives
- Enhance coordination and collaboration among security, compliance and enforcement agencies as part of a “safety and security continuum”
- Conduct a Public Safety and Crime Survey, and initiatives responsive to the results
- Re-imagine and re-invigorate crime prevention programming based on evidence-based practices focused on established priorities
- Enhance 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
- Continue to initiate, lead and participate in multi-agency responses targeting priority issues (i.e., problem properties)
- Based on data, enhance enforcement visibility, proactivity and responsiveness in priority areas including business districts

Social & Inclusive

- Continue to lead a multi-agency effort to enable successful inclusion of housing with supports

Financial Management

- Vigilantly assess and realize opportunities to improve efficiency and ensure responsible fiscal leadership
- Optimize efficiency and effectiveness of support services for police services

Clear Direction

- Develop meaningful performance metrics for community safety and Department branches to drive actions and deliver impactful results

People

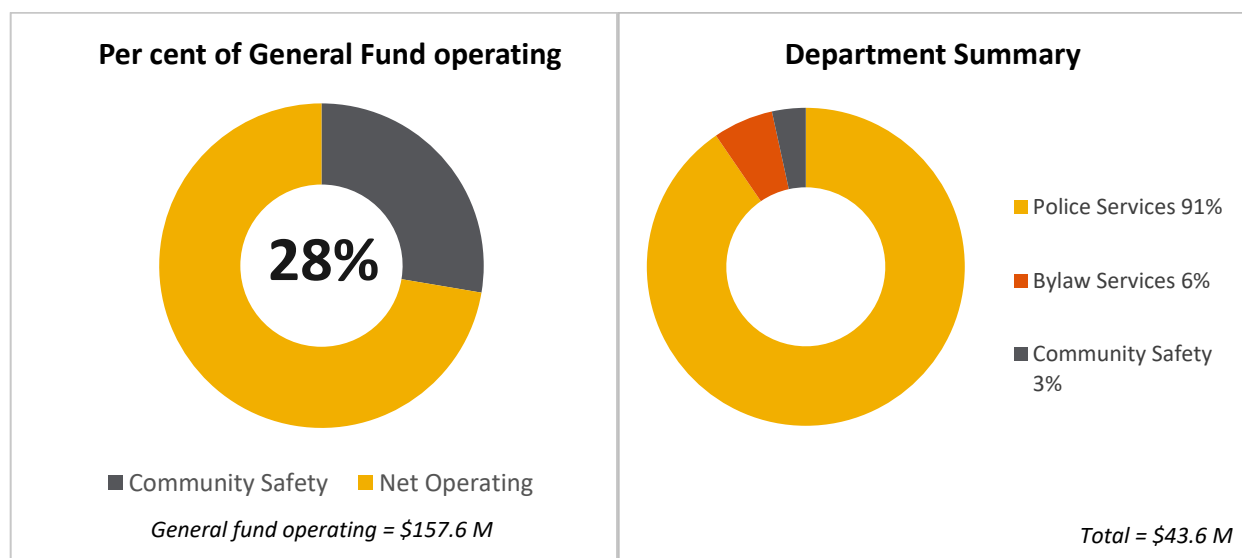
- Increase individual and departmental capacity through targeted engagement strategies and enhanced training / professional and leadership development

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Community Safety			
# of community safety projects launched	0	1	3
# of agencies / organizations CSD working with	25	25	30
# of education/awareness products issued/presented	26	15	15
# of cases concluded by KOaST Situation Table	70	50	85
# of CPTED Audits Conducted	27	20	45
# of active neighbourhood Block Watch programs	115	115	115
# of contacts on-site with business	51	55	75

<i>Continued</i>			
Residents feeling safe in neighbourhood (% during the day)	98	n/a	99
Residents feeling safe in neighbourhood (% during the night)	83	n/a	85
Residents feeling Kelowna is a safe community (%)	87	n/a	88
Residents perceiving community safety same/improved (%)	50	n/a	55
Bylaw Services			
# of proactive files generated	3,685	2,925	3,000
# of BONs – Tickets issued	3,927	2,900	3,500
# of nuisance property / abatement resolutions	2	4	12
# of service requests by year	14,016	16,000	17,000
Call for service assigned and actioned within 24 hrs (%)	93.22	94.00	94.00
Average number of days to close a file (Top 10) (days)	4.6	3.0	2.0
Police Services			
Patrol availability factor – percentage per shift for proactive policin	5	10	15
Response time to priority one calls (minutes)	12.61	11.82	7.00
Overall community satisfaction (citizen survey) (%)	87	82	87

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Police Services					
111 Police Services	26,013	29,538	31,472		
112 Police Client Services	2,493	2,881	3,123		
113 Police Quality Assurance	964	1,023	1,123		
114 Police Facility Operations	799	879	1,062		
272 Police Information Management	1,839	2,320	2,641		
	32,108	36,642	39,421	2,779	7.6%
Community Safety					
115 Community Safety	234	354	517		
251 Crime Prevention	527	848	975		
	761	1,202	1,492	290	24.1%
Bylaw Services					
150 Bylaw Services	2,406	2,637	2,673		
	2,406	2,637	2,673	36	1.4%
Net operating expenditure	35,276	40,481	43,586	3,105	7.7%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Department net expenditures	35,276	40,481	43,586	3,105	7.7%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	40,481	116.0
2021 net impacts		
One-time operating requests	(1,499)	
Prior years ongoing adjustments	2,220	
Divisional adjustments	1,422	5.3
	42,624	121.3
2021 program additions (P1)		
2021 operating requests:	962	2.7
Total	43,586	124.0
Unfunded 2021 requests (P2)		
2021 operating requests	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

Corporate & Protective Services

Protective Services - Community Safety - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(988)	(912)	(879)
Other Revenue	(5,184)	(3,632)	(5,088)
Transfers from Funds			
Special (Stat Reserve) Funds	(170)	(290)	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	(827)	(300)
Total Revenue	(6,342)	(5,662)	(6,266)
<u>Expenditures</u>			
Salaries and Wages	8,371	8,898	9,720
Internal Equipment	118	144	171
Material and Other	901	1,106	1,313
Contract Services	32,195	35,994	38,649
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	33	0	0
Total Expenditures	41,617	46,143	49,852
Net Operating Expenditures	35,276	40,481	43,586
<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.	35,276	40,481	43,586

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	80.5	74.4	88.3	97.0
Hourly	26.2	27.0	27.7	27.0

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Community Safety</i>									
Maintain									
277	Gaming Revenues Reduction	0	0	0	(3,662,300)	3,662,300	0	0	OT
277	Police Information Technician Position	44,900	0	0	0	0	0	(44,900)	OG
278	Court Liaison Officer Position	44,000	0	0	0	0	0	(44,000)	OG
278	Operational Intelligence Clerk Position	34,400	0	0	0	0	0	(34,400)	OG
279	Cells Guards - Contracted Services	120,000	0	0	0	0	0	(120,000)	OG
Total Maintain		243,300	0	0	(3,662,300)	3,662,300	0	(243,300)	
Growth									
279	RCMP - 8 Regular Member Positions	390,200	0	0	0	0	0	(390,200)	OG
280	0.5 Labourer II Position	47,400	0	0	0	0	0	(47,400)	OG
280	Community Safety Plan Implementation	100,000	(100,000)	0	0	0	0	0	OT
281	Overnight Sheltering	400,000	(200,000)	0	0	0	0	(200,000)	OG
Total Growth		937,600	(300,000)	0	0	0	0	(637,600)	
New									
281	Business Intelligence Analyst Position	47,100	0	0	0	0	0	(47,100)	OG
282	Police Information Clerk Position	23,100	0	0	0	0	0	(23,100)	OG
Total New		70,200	0	0	0	0	0	(70,200)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(6,600)	0	0	0	0	0	6,600	OT
Total Maintain		(6,600)	0	0	0	0	0	6,600	
New									
CAP 402	<i>* Fleet Growth</i>	17,700	0	0	0	0	0	(17,700)	OG
Total New		17,700	0	0	0	0	0	(17,700)	
Department Priority 1 Total		1,262,200	(300,000)	0	(3,662,300)	3,662,300	0	(962,200)	
Total Priority 1 Operating		1,262,200	(300,000)	0	(3,662,300)	3,662,300	0	(962,200)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ONE-TIME
Title:	Gaming Revenues Reduction		PRELIMINARY

Justification:

Due to the continued Provincial Health Services Health Authority mandated closure of all casinos in British Columbia, 2021 gaming revenues are expected to be reduced. Re-opening of casinos will not occur until the Province reaches Phase IV in its COVID-19 safety plan estimated to be later in 2021.

This revenue shortfall will be offset by the COVID-19 Safe Restart Grants for Local Governments.

Base Budget is \$4.2M.

Strategic Direction:	Clear direction - Common understanding of future direction							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	(3,662,300)	0	3,662,300	0	0

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Police Information Technician Position		PRELIMINARY

Justification:

Provincial Crown Counsel is currently in the process of mandating all Plainclothes Investigative Services (IS) to do ledger based disclosure for all investigative files by 2021, which significantly increases administrative workload. The Police Information Technician (PIT) position is currently preparing disclosure packages for Crown Counsel for 28 of the 65 RCMP members in the IS unit. In order to meet the contractual obligations identified in the Municipal Police Unit Agreement, budget is required for one additional PIT position to prepare disclosure packages for the remaining 37 RCMP members.

Strategic Direction:	Community Safety - Residents feel safe							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	44,900	0	0	0	0	0	0	(44,900)
2022	89,500	0	0	0	0	0	0	(89,500)
2023	89,500	0	0	0	0	0	0	(89,500)

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Court Liaison Officer Position		PRELIMINARY

Justification:

Police Services currently has four Court Liaison Officer (CLO) positions, 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. Procedural changes imposed by Court Services in the context of the R. v. Jordan decision have significantly impacted the processing of court files, resulting in a 21.5% increase in court files since 2014. In support of this request, Griffiths' Review (2019) noted the demands resulting from court decisions and changes in legislation require two additional CLOs. Budget is requested for one CLO position in 2021 to enable viable workloads, increase the Unit's ability to meet rigid timelines, and reduce the risks/consequences to the RCMP, in way of civil actions, as well as the Judicial Justice System, that are currently materializing.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	44,000	0	0	0	0	0	0	(44,000)
2022	87,200	0	0	0	0	0	0	(87,200)
2023	87,200	0	0	0	0	0	0	(87,200)

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Operational Intelligence Clerk Position		PRELIMINARY

Justification:

Provincial Crown Counsel is currently in the process of mandating all Plainclothes Investigative Services (IS) to do ledger based disclosure for all investigative files, which significantly increases administrative workload. In preparation of the new requirements, anticipated to be in place beginning 2021, Police Services has started the transition and currently has four Operational Intelligence Clerks providing administrative support to 28 of the 65 RCMP members in the IS unit. In order to meet the legislative obligations set by Federal/Provincial Crown Counsel and comply with the contractual obligations identified in the Municipal Police Unit Agreement, budget is required for one additional Operational Intelligence Clerk position in order to support the remaining 37 RCMP members.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	34,400	0	0	0	0	0	0	(34,400)
2022	68,600	0	0	0	0	0	0	(68,600)
2023	68,600	0	0	0	0	0	0	(68,600)

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Maintain
Department:	Community Safety		ON-GOING
Title:	Cells Guards - Contracted Services		PRELIMINARY

Justification:

Due to the R. v. Jordan decision and corresponding imposed time frames, Provincial Crown Counsel will be conducting after hour bail hearings seven days/week. The contracted cell block guards are responsible for the escort of prisoners to/from cells as directed by RCMP. To comply with this imposed legislative change, one additional cell guard shift is required on weekend days to move prisoners throughout cells, from individual cells to the phone room or the bail hearing room.

In 2018 the contracted cell block guards unionized. The resulting pay increase in addition to the annual cost of living increases, has increased the cost Police Services is billed by approximately 17%. Furthermore, it is expected that there will be a further cost of living increase in 2021. This budget request is to accommodate the hourly rate increases and additional guard shifts.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	120,000	0	0	0	0	0	0	(120,000)
2022	120,000	0	0	0	0	0	0	(120,000)
2023	120,000	0	0	0	0	0	0	(120,000)

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	RCMP - 8 Regular Member Positions		PRELIMINARY

Justification:

Budget is requested for 8 Regular Member positions to augment existing resources dedicated to General Duty, General Investigations Support Teams, Investigative Services and Training. This increase will advance recommendations outlined in the Griffiths' Report, which identified insufficient resources in these areas. This request supports Council's priority of Community Safety.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	390,200	0	0	0	0	0	0	(390,200)
2022	1,449,100	0	0	0	0	0	0	(1,449,100)
2023	1,449,100	0	0	0	0	0	0	(1,449,100)

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	0.5 Labourer II Position		PRELIMINARY

Justification:

Budget is requested to increase existing yearly funding allocated to a six-month term (0.5) Graffiti Abatement Labourer to one (1.0) FTE (General) Labourer with a broader mandate. This change will enable expansion to year-round support and increase to seven-day / week (increased from five) service delivery to address an increasing volume of graffiti, assume an expanded mandate of sharps and rummage removal (i.e. shopping carts) while also providing a more cost-effective approach by offsetting the unplanned Park Department overtime and contract costs.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	47,400	0	0	0	0	0	0	(47,400)
2022	46,700	0	0	0	0	0	0	(46,700)
2023	46,700	0	0	0	0	0	0	(46,700)

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ONE-TIME
Title:	Community Safety Plan Implementation		PRELIMINARY

Justification:

City Council has established Community Safety as a priority and committed publicly to develop and implement a Community Safety Plan. The multi-year plan will be developed in spring 2021 with implementation thereafter. This request is for professional and consulting services, and potential seed funding to leverage partnerships, to implement the recommendations and actions from the Community Safety Plan.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	100,000	(100,000)	0	0	0	0	0	0

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Community Safety		ON-GOING
Title:	Overnight Sheltering		PRELIMINARY

Justification:

Maintaining clean streets is important for community safety, public health and sense of safety. Funding will enable vigilant cleaning/sanitation and disposal of abandoned items at temporary overnight sheltering site(s) and high-traffic locations frequented by visitors and residents, alike, including people living without homes.

This budget request is for two years.

Strategic Direction: Social & inclusive - Homelessness is decreasing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	400,000	(200,000)	0	0	0	0	0	(200,000)
2022	400,000	0	0	0	0	0	0	(400,000)
2023	0	0	0	0	0	0	0	0

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Business Intelligence Analyst Position		PRELIMINARY

Justification:

Budget request for funding for one (1) FTE Business Intelligence Analyst. This is a full-time position conducting data analysis, policy and comparative research (i.e., cross-jurisdictional scans), tracking / monitoring metrics, and supporting reporting and presentations for Kelowna RCMP Senior Management Team and City of Kelowna Community Safety Director / RCMP City Liaison. This position will enable comprehensive, timely and accurate tracking and reporting of police / community safety outcomes and metrics, support data-driven decision-making, and enable improved efficiency, effectiveness and resourcing accountability of policing services.

Strategic Direction: Community Safety - Data and analysis is used to understand problems & target responses

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	47,100	0	0	0	0	0	0	(47,100)
2022	93,900	0	0	0	0	0	0	(93,900)
2023	93,900	0	0	0	0	0	0	(93,900)

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Community Safety		ON-GOING
Title:	Police Information Clerk Position		PRELIMINARY

Justification:

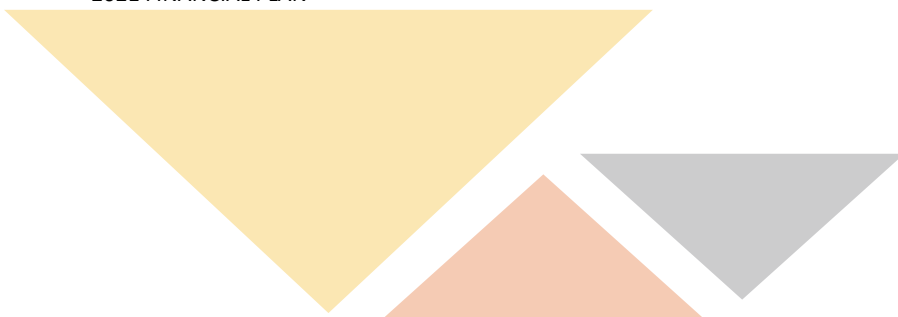
Due to an aging volunteer force and extensive years of service, there is an expected 25-30% loss in volunteers at the Rutland Community Policing Office. Scope of authority for RCMP Volunteers prohibits their ability to assume expanded client services. Introduction of new FTE Police Information Clerk will facilitate an increase in service delivery to neighbouring districts of Black Mountain, Springvalley, UBC-Okanagan and Orchard Park. The FTE will enable standardization of hours of operation of Rutland Community Policing Office.

Strategic Direction: Community Safety - Residents feel safe

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	23,100	0	0	0	0	0	0	(23,100)
2022	23,100	0	0	0	0	0	0	(23,100)
2023	23,100	0	0	0	0	0	0	(23,100)



Corporate & Protective Services - Fire Department



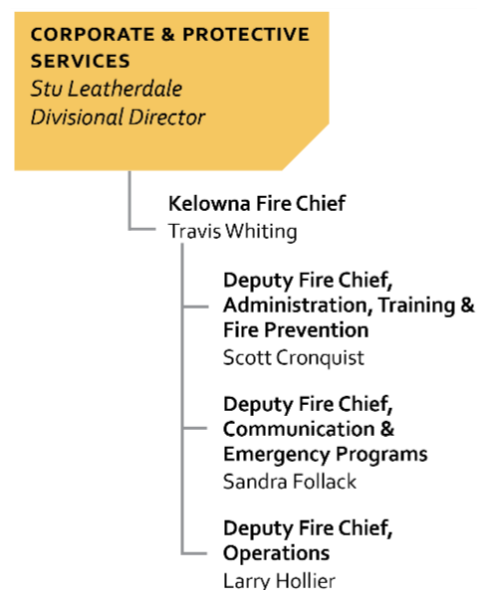
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Corporate & Protective Services

Fire Department

The goal of the Kelowna Fire Department is to provide 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.



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 70 fire departments from Vernon, the Regional Districts of Central Okanagan, Okanagan Similkameen, Kootenay Boundary, Central Kootenay, and East Kootenay. 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.

2021 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

- Continue to build on efficiencies in the Prevention Branch to manage growing volume of required inspections

- Review of wildfire preplanning and training to align with new provincial best practices

Clear Direction

- 5 year review of the 2016 KFD Strategic Plan

People

- Enhanced focus on both employee's physical and mental health, building a holistic, balanced wellness program

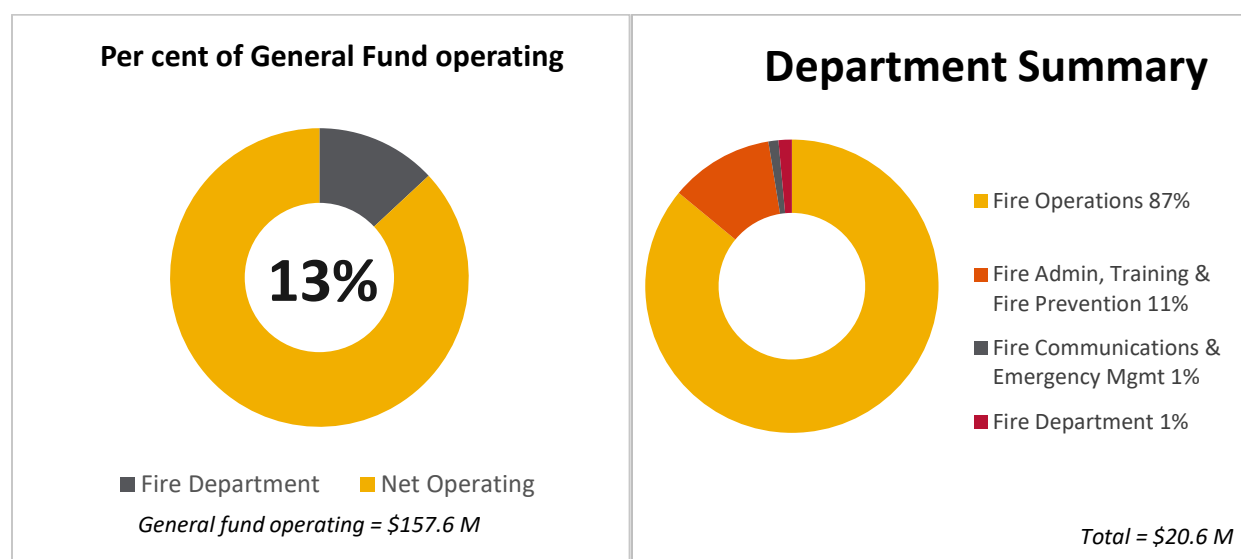
Base Business

- Continue to develop performance metrics and analytics to monitor both operational trends and financial management improvements

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
# 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 operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Fire Department					
133 Fire Department	248	256	302		
134 Fire Operations	16,358	17,323	17,702		
135 Fire Communications & Emergency Mgmt	202	242	228		
136 EOC Operations & Hydrants	24	0	0		
137 Fire Admin, Training & Fire Prevention	2,704	2,503	2,357		
Net operating expenditure	19,536	20,323	20,588	265	1.3%
Capital cost centres:					
311 Fire Capital	37	61	0		
Net capital expenditures	37	61	0	(61)	(100.0%)
Total Department net expenditures	19,573	20,384	20,588	204	1.0%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	20,323	144.8
2021 net impacts		
One-time operating requests	80	
Prior years ongoing adjustments	171	
Divisional adjustments	(113)	
	20,462	144.8
2021 program additions (P1)		
2021 operating requests:	126	0.5
Total	20,588	145.3
Unfunded 2021 requests (P2)		
2021 operating requests	12	
Total unfunded requests for 2021	12	0.0

Note: Totals may not add due to rounding.

Corporate & Protective Services

Protective Service - Fire Department - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(2,526)	(2,512)	(2,529)
Other Revenue	(285)	(275)	(275)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	(15)	0
Total Revenue	(2,811)	(2,802)	(2,804)
<u>Expenditures</u>			
Salaries and Wages	18,778	19,799	20,112
Internal Equipment	130	124	153
Material and Other	1,843	1,695	1,517
Contract Services	192	201	201
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	143	139	140
Transfers to Funds			
Special (Stat Reserve) Funds	800	800	900
Development Cost Charges	0	0	0
Accumulated Surplus	461	368	368
Total Expenditures	22,347	23,125	23,392
Net Operating Expenditures	19,536	20,323	20,588
<u>Capital Expenditures</u>			
Gross Expenditures	1,231	1,857	110
Other Funding Sources	(1,194)	(1,796)	(110)
Taxation Capital	37	61	0
Net Operating & Tax Capital Exp.	19,573	20,384	20,588

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	139.0	136.6	143.0	143.5
Hourly	1.7	3.1	1.8	1.8

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate & Protective Services Division									
<i>Fire Department</i>									
Growth									
290	Fire Inspector (10th Year) Position	78,300	0	0	0	0	0	(78,300)	OG
290	Firehall Location Analysis	50,000	0	0	0	0	0	(50,000)	OT
	Total Growth	128,300	0	0	0	0	0	(128,300)	
Maintain									
109	* <i>Travel Expense Reduction</i>	(2,000)	0	0	0	0	0	2,000	OT
	Total Maintain	(2,000)	0	0	0	0	0	2,000	
	Department Priority 1 Total	126,300	0	0	0	0	0	(126,300)	
	Total Priority 1 Operating	126,300	0	0	0	0	0	(126,300)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Fire Department		ON-GOING
Title:	Fire Inspector (10th Year) Position		PRELIMINARY

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
2021	78,300	0	0	0	0	0	0	(78,300)
2022	131,200	0	0	0	0	0	0	(131,200)
2023	131,200	0	0	0	0	0	0	(131,200)

Division:	Corporate & Protective Services	Priority: 1	Growth
Department:	Fire Department		ONE-TIME
Title:	Firehall Location Analysis		PRELIMINARY

Justification:

Funding requested to support an analysis of future station locations, including identification of Station 5 replacement scheduled for 2024. Funds will be used by the Kelowna Fire Department (KFD) and Real Estate to develop potential site options, based on analytics provided by the City's in-house analytics team. The results will be used to update the 2016 KFD Strategic Plan.

Strategic Direction: Community Safety - Data and analysis is used to understand problems & target responses

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

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
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Corporate & Protective Services Division

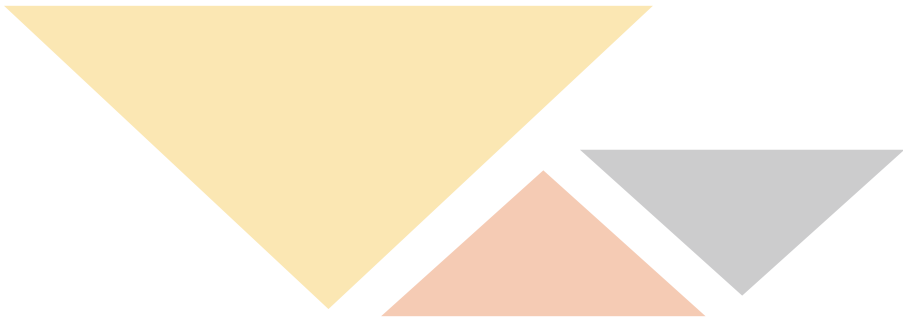
Fire Department

New

CAP	-	* <i>Fleet Growth</i>	11,700	0	0	0	0	0	(11,700)	OG
		Total New	11,700	0	0	0	0	0	(11,700)	
Division Priority 2 Total			11,700	0	0	0	0	0	(11,700)	
Total Priority 2 Operating			11,700	0	0	0	0	0	(11,700)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

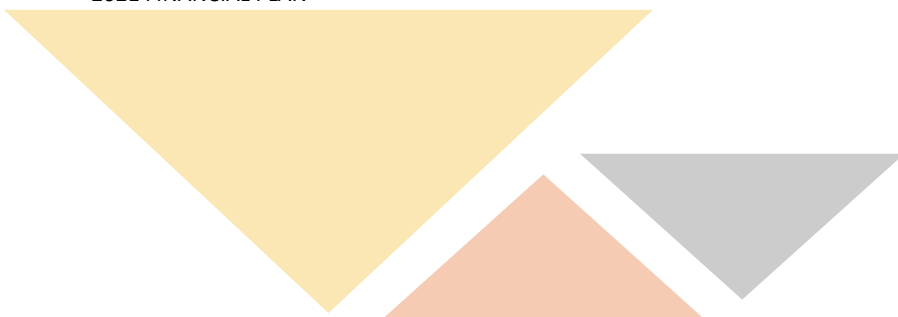


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Corporate Strategic Services



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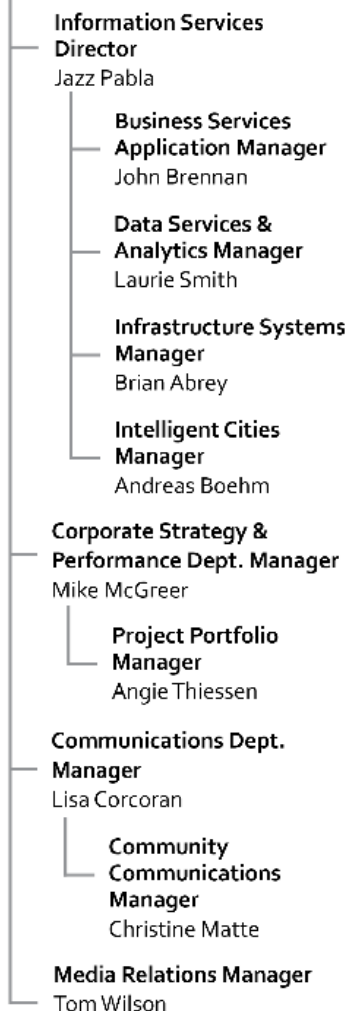


Corporate Strategic Services

Providing citizens and staff with convenient, accurate and timely access to City services and information.

CORPORATE STRATEGIC SERVICES

Carla Weaden
Divisional Director



Information Services - IS provides direction, support and maintenance of the City's information systems and technology infrastructure. Today, technology is a 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 - The Corporate Strategy & Performance department facilitates the process to set corporate level strategy (Council and Corporate priorities 2019 -2022), monitors and executes key projects (Action Plan 2020) and track and improve performance (annual progress report on Council 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.

2021 Divisional drivers & activities

Drivers

- To lead the development and ongoing management of a system to set corporate strategy and priorities; track and improve performance and communicate results.
- 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

2021 Activities

Community Safety

- Continue to bring data together to provide information on community safety
- Develop and execute a communications plan to support the community safety plan

Social & Inclusive

- Work with Journey Home, the Province, and community providers to build an integrated data model to support better decision making around homelessness in our community
- Review and refresh the Engage Program (original 2013) to contemplate more online engagement and reaching more diverse and under-represented groups in our community
- Develop an Indigenous Engagement Framework
- Continue support for the Journey Home Strategy and Community Inclusion Model

Transportation & Mobility

- Use emerging technologies, such as LiDAR, to better understand transportation and mobility
- Final engagement and rollout support for the Transportation Master Plan and Regional Transportation Plan
- Engagement for the Capri and Landmark Parking Plans

Vibrant Neighbourhoods

- Progress and add additional data to Model City, to better understand how changes to the city will look in the future.
- Support the Parks Master Plan including engagement activities for the Pandosy Waterfront, City Park and Dehart Park
- Support on-going Official Community Plan engagement

Economic Resiliency

- Investigate a working group with key partners to look at reputation management of the community

Environmental Protection

- Shift services to Cloud Providers which will help reach environmental goals by reducing the need for building resources.

Financial Management

- Conduct a usage audit on major software to understand engagement and renegotiate contracts as needed
- Technology infrastructure to begin moving to a consumption-based model, by transitioning services to cloud based technologies. This will allow us to only accrue costs based on exact usage (utility model)
- Relook at the research program and right size delivery coming from Communications - refresh templates and enhance self-serve plans
- Develop a workforce plan for the Communications Department
- Perform annual client evaluations, time tracking and service level agreements to prioritize resources for projects with the highest needs of the organization.
- Create divisional service catalogues and track timing towards services to better align resources and outcomes

Clear Direction

- Develop a performance measurement and reporting framework that outlines roles, responsibilities, and expectations regarding divisional/departamental performance
- Pilot a strategy management software solution to track and manage progress on strategies, and internal and external reporting

- Publish Action Plan 2021 that identifies the key projects to advance Council and corporate priorities and the second progress report on Council priorities 2019 – 2022
- Implement a GIS Strategy to help improve our decision-making process
- Develop resources to improve the services that we provide by putting the needs of users at the centre of every step of the process
- Implement a Data Services Strategy with a goal to have a data governance committee, strong understanding of our data and a corporate data warehouse
- Deliver long-term cyber security strategy to ensure our digital assets are protected
- Build out Service Delivery Model for Communications Department to help clarify how to deliver on the highest needs of the organization
- Develop an issues management framework
- Continue to focus on internal communications
- Create a purposeful narrative for Imagine Kelowna and the Official Community Plan which is woven throughout our storytelling and channels

People

- Progress with updating legacy applications and shifting services to the cloud to help with our mobile workforce. With more staff in the field, Information Services goal is to deliver a seamless experience
- Staff are engaged and trained with technology, ensure our growth in digital literacy
- Develop division wide onboarding, development and engagement plans to continue to increase the capacity, flexibility and strategic abilities of the teams

Base Business

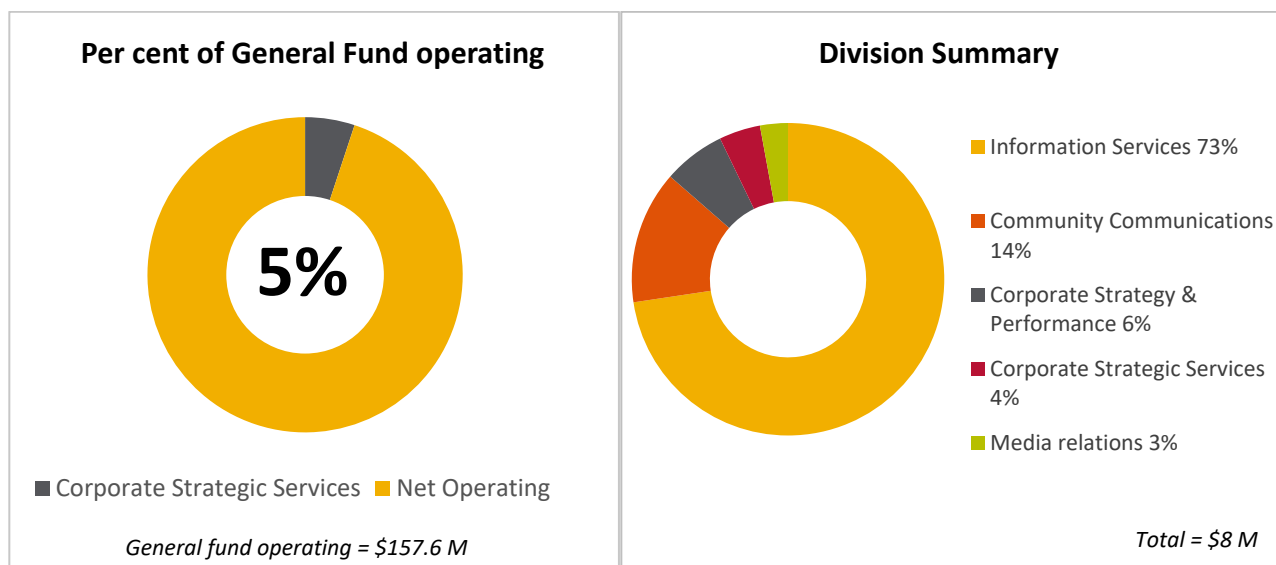
- Generate \$143,000 in revenue through the Dark Fibre Network
- Develop resources and explore the use of technology to enhance the end-to-end customer experience for our residents, businesses and visitors
- Improve our online notification service based on user feedback and involvement
- Redevelopment of the City's service request system to improve the customer experience through agile methodology and customer centricity
- Update tools for internal and external communication including moving Kelowna.ca to cloud hosting environments, replacing the intranet and the email marketing systems to improve the user experiences and interactions with the City in online environments.

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
Media			
# of media releases	260	250	250
# of Emergency Operations Centre (EOC) media releases	3	6	10
# of media information requests	280	275	275
Mayor & Council			
# of email correspondence	1,615	2,000	2,000
# of briefing notes	88	92	80
Online			
# of website visits (kelowna.ca)	5,715,624	5,250,000	5,000,000
# of website users (kelowna.ca)	1,821,050	1,800,000	1,900,000
# of E-Subscribers *new software in 2021, hard to predict	40, 755	44,200	45,000

<i>Continued</i>			
Intranet			
# of InSites page views	1,327,040	1,347,000	1,360,000
# of interactions (navigation to a second page from landing page) (%)	31.9	30.5	31.0
Social Media			
# of engagement (likes, comments, shares, mentions, link clicks)	83,990	110,000	100,000
# of followers (Facebook, Twitter, Instagram, LinkedIn all accounts incl. YLW, but not CORD Emergency)	63,074	72,250	82,000
Video			
# of video views (YouTube)	21,995	34,000	40,000
Engagement			
# of face-to-face engagement	17	19	12
# of survey responses (hard copy & online)	7,921	4,278	5,544
Get Involved Kelowna			
# of visitors (launch March 2017)	461	2,218	3,073
# of engaged visitors	2	178	3,200
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	99.9	99.9
Phones (%)	99.9	99.9	99.9
# of internal Help Desk requests	12,800	14,250	15,000
Dark Fibre			
Revenue (\$)	168,000	170,00	185,000
# of connections	14	15	17
Correspondence turnaround times (rounded %)			
Within 1 day	65	65	65
Within 2-5	12	14	15
Within 6-10	10	11	10
Within 11-20	5	6	5
Over 21 days	10	5	5
# of participants in media spokesperson training	20	0	20

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Corporate Strategic Services					
101 Corporate Strategic Services	351	305	343		
	351	305	343	37	12.2%
Information Services					
121 Information Services	5,153	5,475	5,822		
	5,153	5,475	5,822	347	6.3%
Community Communications					
248 Communications	299	407	466		
260 Community Communications	464	638	638		
	764	1,045	1,104	59	5.6%
Media Relations					
229 Media Relations	236	231	231		
	236	231	231	0	0.0%
Corporate Strategy & Performance					
154 Corporate Strategy & Performance	416	454	515		
	416	454	515	61	13.4%
Net operating expenditure	6,919	7,511	8,016	505	6.7%
Capital cost centres:					
308 Information Services Capital	1,177	844	456		
Net capital expenditures	1,177	844	456	(388)	(46.0%)
	8,096	8,354	8,471	117	1.4%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

		Total	FTE
2020 revised budget		7,511	49.0
2021 net impacts			
One-time operating requests	0		
Prior years ongoing adjustments	173		0.5
Divisional adjustments	0	173	(0.1)
		7,684	49.4
2021 program additions (P1)			
2021 operating requests:		331	
Total		8,016	49.4
Unfunded 2021 requests (P2)			
2021 operating requests		71	0.5
Total unfunded requests for 2021		71	0.5

Note: Totals may not add due to rounding.

Corporate Strategic Services - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(132)	(134)	(134)
Other Revenue	(342)	(328)	(277)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	0	(89)	0
Total Revenue	(474)	(552)	(411)
<u>Expenditures</u>			
Salaries and Wages	5,146	5,646	5,633
Internal Equipment	13	7	7
Material and Other	2,036	2,233	2,611
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	199	177	177
Total Expenditures	7,393	8,062	8,427
Net Operating Expenditures	6,919	7,511	8,016
<u>Capital Expenditures</u>			
Gross Expenditures	3,031	7,584	1,306
Other Funding Sources	(1,855)	(6,740)	(850)
Taxation Capital	1,177	844	456
Net Operating & Tax Capital Exp.	8,096	8,354	8,471

	Budgeted	Actual	Revised	Preliminary
Authorized FTE	2019	2019	2020	2021
Positions	46.3	46.9	48.5	49.3
Salaried	0.5	1.4	0.5	0.1
Hourly				

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate Strategic Services Division									
Growth									
303	Move to Cloud Strategy	178,000	0	0	0	0	0	(178,000)	OG
303	Internet Services Upgrade	38,000	0	0	0	0	0	(38,000)	OG
304	Light Detection and Ranging	59,500	0	0	0	0	0	(59,500)	OG
	Total Growth	275,500	0	0	0	0	0	(275,500)	
New									
304	Strategy Management Software	60,000	0	0	0	0	0	(60,000)	OG
	Total New	60,000	0	0	0	0	0	(60,000)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(4,100)	0	0	0	0	0	4,100	OT
	Total Maintain	(4,100)	0	0	0	0	0	4,100	
	Division Priority 1 Total	331,400	0	0	0	0	0	(331,400)	
	Total Priority 1 Operating	331,400	0	0	0	0	0	(331,400)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Move to Cloud Strategy		PRELIMINARY

Justification:

The City is beginning to move City technology services to the cloud. To kick off the move-to-cloud strategy, staff will migrate email, records management (e.g. documents, files), City websites and other mobile services. The long-term benefits of this shift includes providing a secure, robust digital environment to support the needs of a growing city and reducing facility space needed to support technology infrastructure. This change also enhances mobility and disaster recovery as data, services and programs will be stored on the internet instead of locally.

This funding also covers additional licenses due to growth, new software licenses and inflation for all corporate software.

Base Budget is \$1,446,011

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	178,000	0	0	0	0	0	0	(178,000)
2022	236,500	0	0	0	0	0	0	(236,500)
2023	236,500	0	0	0	0	0	0	(236,500)

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Internet Services Upgrade		PRELIMINARY

Justification:

With the transition to a more mobile workforce and cloud services, staff will be upgrading internet services over the next 18 months. The upgrade will provide the City with better internet speeds, which is required as cloud services rely more on the internet. These upgrades also include direct connections to Microsoft, Google and Amazon Cloud services, which will allow a more secure and reliable work experience.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	38,000	0	0	0	0	0	0	(38,000)
2022	38,000	0	0	0	0	0	0	(38,000)
2023	38,000	0	0	0	0	0	0	(38,000)

2021 Operating Request Details

Division:	Corporate Strategic Services	Priority: 1	Growth
Department:	Information Services		ON-GOING
Title:	Light Detection and Ranging		PRELIMINARY

Justification:

Every year, the City obtains orthographic images providing a topical view of the city. This imagery helps multiple departments with planning, asset management and operations. Staff are expanding the images gathered to include Light Detection and Ranging (LiDAR), which will allow staff to understand the constantly changing parks, shorelines and environment overtime, and help staff better plan for the future. This information is shared with the public, allowing community partners to use this data for their purposes as well, increasing transparency and opportunities for collaborative problem-solving.

Strategic Direction: Environmental protection - Predictive modelling & forecasting

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	59,500	0	0	0	0	0	0	(59,500)
2022	59,500	0	0	0	0	0	0	(59,500)
2023	59,500	0	0	0	0	0	0	(59,500)

Division:	Corporate Strategic Services	Priority: 1	New
Department:	Corporate Strategy & Performance		ON-GOING
Title:	Strategy Management Software		PRELIMINARY

Justification:

Budget is requested for software to support the City's new strategic planning cycle including illustrating alignment to priorities through cascading business plans, annual action plans and performance measures. The system will allow for increased functionality for automated and flexible internal and external reporting, enhancing decision making, accountability and transparency. The system will help ensure priorities are advanced in a growing city and organization where there are many competing demands for resources.

The ongoing budget request amounts for 2022 and 2023 are subject to the outcomes of a pilot project underway from fall 2020 - spring 2021 to confirm the magnitude of deployment in the organization and the final licensing agreement.

Strategic Direction: Clear direction - Common understanding of future direction

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	60,000	0	0	0	0	0	0	(60,000)
2022	50,000	0	0	0	0	0	0	(50,000)
2023	50,000	0	0	0	0	0	0	(50,000)

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Corporate Strategic Services Division									
Growth									
306	Training and Education - New Technologies	13,500	0	0	0	0	0	(13,500)	OG
	Total Growth	13,500	0	0	0	0	0	(13,500)	
New									
306	Business Systems Analyst - Analytics Position	57,600	0	0	0	0	0	(57,600)	OG
	Total New	57,600	0	0	0	0	0	(57,600)	
Division Priority 2 Total									
		71,100	0	0	0	0	0	(71,100)	
Total Priority 2 Operating									
		71,100	0	0	0	0	0	(71,100)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Corporate Strategic Services	Priority: 2	Growth
Department:	Information Services		ON-GOING
Title:	Training and Education - New Technologies		PRELIMINARY

Justification:

Technology is an evolving industry that requires ongoing learning and skill development. As the City transitions from premise to cloud services, programming to business and artificial intelligence, increased security complexity and evolving legacy systems it will be important to keep staff's skill set updated.

Plans involve digitizing City services (both internal and external), driving data-driven decisions, fostering innovation and providing a better customer experience for residents. Adoption of new technologies that will help to achieve these plans will require staff training.

Strategic Direction: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	13,500	0	0	0	0	0	0	(13,500)
2022	13,500	0	0	0	0	0	0	(13,500)
2023	13,500	0	0	0	0	0	0	(13,500)

Division:	Corporate Strategic Services	Priority: 2	New
Department:	Information Services		ON-GOING
Title:	Business Systems Analyst - Analytics Position		PRELIMINARY

Justification:

This Business Systems Analyst position will support development & growth of data analytics which will enable the City of Kelowna to analyze a mix of structured, semi-structured and unstructured data in search of valuable business information and insights. The additional position will initially focus on integrating complex and disparate social and crime data sets.

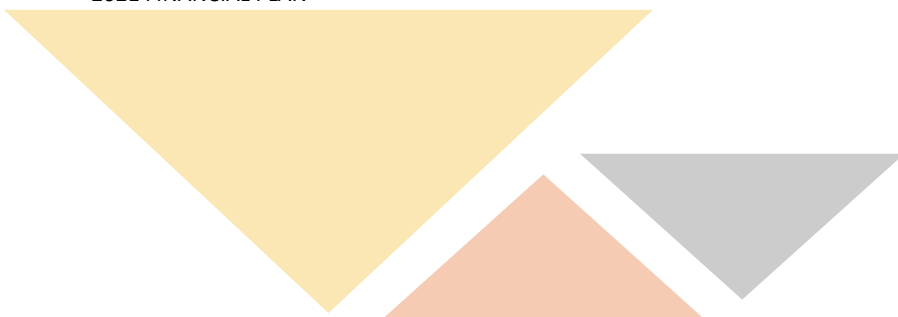
The primary goal of data analytics is to help the city make better informed business decisions by enabling analysis of large volumes of transaction data, as well as other forms of data that may be untapped by conventional business systems.

Strategic Direction: Clear direction - Progress on results is measured, monitored & reported

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	57,600	0	0	0	0	0	0	(57,600)
2022	114,900	0	0	0	0	0	0	(114,900)
2023	114,900	0	0	0	0	0	0	(114,900)



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.

FINANCIAL SERVICES

Genelle Davidson
Divisional Director

Controller

Jackie Dueck

Financial Planning Manager

Kevin Hughes

Corporate Finance Manager

Shelly Little

Purchasing Manager

Darren Tompkins

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. This department is also responsible for administering the 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. The department manages and oversees 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. Corporate Finance administers and manages the City's corporate banking controls and Treasury services ensuring the safekeeping of the City's financial assets. The department also provides 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 department 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 department.

2021 Divisional drivers & activities

Drivers

- Strong financial stewardship and increasing use of best practices
 - Using financial management policies effectively
 - Engaging the right people

- Building Trust and Transparency
 - Understanding functions and needs of other City services and departments
 - Implementing efficient and effective practices and procedures
- Building Financial Literacy and Competency
 - Using financial controls effectively
 - Collecting and using data effectively

Financial Management

- Implementation of phase I budget transformation project including zero based budget pilots
- Review of internal equipment budgeting process and implementation of improvements
- SMOR Quarterly financial reporting rolled out to the corporation
- Unit4 system upgrade
- Implementation of Unit4 approval workflow for procurement and accounts payable
- Automate the registration of supplier invoices
- Flex rollover and Year End valuation process review
- Automate H-receipt process
- Develop process to handle asset retirement obligations as required by the Public Sector Accounting Board

Clear Direction

- Continue to develop and report on meaningful branch key performance indicators (KPI) for Financial Services that demonstrate effective achievement of key organization objectives
- Council Reserves Policy completed and approved

People

- Introduce and reinforce the refreshed City Vision and Values
- Support non-management staff transitioning to online performance reviews in the Performance & Recruitment system
- Renewed emphasis on training and educating system users

Base Business

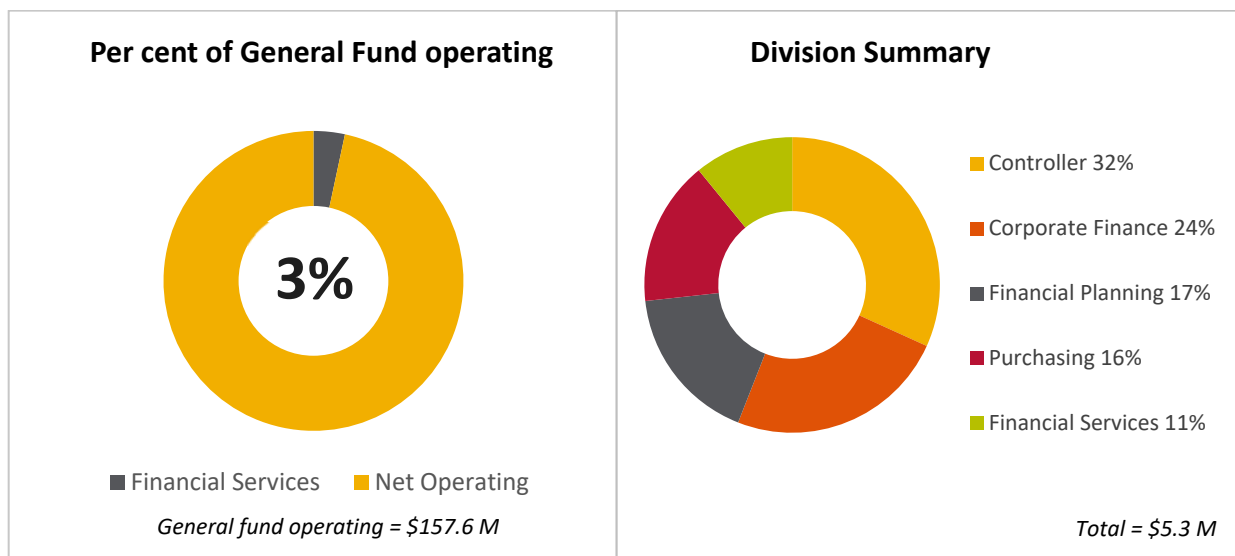
- Amalgamation and development of Corporate Financial Policies and Guidelines
- Develop and carry-out compliance programs and reviews
- Re-align accounts payable data registration process to meet standard practices
- Automate distribution of monthly accounts receivable statements and invoices
- Exploring options to replace the City's legacy land database to help maintain accuracy of the City's properties and assessments

2021 Divisional performance measures

	Actual 2019	Estimated 2020	Proposed 2021
# of budget transfers processed	130	125	120
# of budget amendments processed	112	110	115
# of vouchers processed in Accounts Payable	28,977	28,000	28,000

<i>Continued</i>			
# of payments made through Payroll	29,573	28,000	28,000
# of property tax notices emailed	2,238	5,268	7,500
# of property tax notices mailed	59,396	57,383	56,000
Tax payers who pay prior to the penalty (%)	95	95	95
# of property owners deferring taxes	1,275	1,301	1,450
Value of property taxes deferred (\$)	5.1M	5.2M	6.0M
# of City Water customer bills emailed	3,630	4,706	6,000
# of City Water customer bills mailed	14,547	15,362	16,000
# of households serviced by City curbside collections	39,624	39,986	40,200
# of homeowner grants claimed online	22,320	25,766	29,000
# of homeowner grants claimed in person/mail	14,563	11,226	8,000
Consecutive years receiving:			
The Government Finance Officers Association (GFOA) Budget Award	19		
The GFOA Financial Reporting Award	18		

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Financial Services					
124 Financial Services	438	542	579		
	438	542	579	37	6.8%
Corporate Finance					
125 Corporate Finance	438	513	539		
275 Corporate Financial Support	503	669	747		
	941	1,182	1,286	104	8.8%
Financial Planning					
126 Financial Planning	739	856	920		
	739	856	920	64	7.4%
Controller					
127 Accounting Operations	972	1,146	1,122		
130 Revenue	246	330	391		
268 Controller	137	177	177		
	1,355	1,653	1,690	37	2.2%
Purchasing					
128 ERP Systems	30	18	28		
129 Purchasing	735	793	816		
	765	810	844	33	4.1%
Net operating expenditure	4,239	5,043	5,318	275	5.4%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Division net expenditures	4,239	5,043	5,318	275	5.4%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	5,043	61.3
2021 net impacts		
One-time operating requests	86	0.7
Prior years ongoing adjustments	94	0.5
Divisional adjustments	(5)	
	176	
	5,219	62.5
2021 program additions (P1)		
2021 operating requests:	99	1.0
Total	5,318	63.5
Unfunded 2021 requests (P2)		
2021 operating requests	76	1.0
Total unfunded requests for 2021	76	1.0

Note: Totals may not add due to rounding.

Financial Services - All Funds

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	0	0	0
Parcel Tax	0	0	0
Fees and Charges	(586)	(482)	(485)
Other Revenue	(974)	(1,099)	(917)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(75)	(349)	(225)
Total Revenue	<u>(1,635)</u>	<u>(1,930)</u>	<u>(1,626)</u>
<u>Expenditures</u>			
Salaries and Wages	5,045	5,795	5,987
Internal Equipment	5	5	6
Material and Other	481	983	882
Contract Services	201	135	15
Debt Interest	0	0	0
Debt Principal	0	0	0
Internal Allocations	54	55	55
Transfers to Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	87	0	0
Total Expenditures	<u>5,873</u>	<u>6,973</u>	<u>6,944</u>
Net Operating Expenditures	4,239	5,043	5,318
<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>4,239</u>	<u>5,043</u>	<u>5,318</u>

	Budgeted	Actual	Revised	Preliminary
Authorized FTE	2019	2019	2020	2021
Positions	58.8	50.3	58.5	60.0
Salaried	3.5	9.2	2.8	3.5
Hourly				

Note: Totals may not add due to rounding

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Financial Services Division									
Maintain									
315	Financial Planning System and Process Review	225,000	(225,000)	0	0	0	0	0	OT
	Total Maintain	225,000	(225,000)	0	0	0	0	0	
Growth									
315	Accountant Position	47,100	0	0	0	0	0	(47,100)	OG
	Total Growth	47,100	0	0	0	0	0	(47,100)	
New									
316	Financial Analyst Position – Corporate Divisional Support	54,600	0	0	0	0	0	(54,600)	OG
	Total New	54,600	0	0	0	0	0	(54,600)	
Maintain									
109	<i>* Travel Expense Reduction</i>	(2,800)	0	0	0	0	0	2,800	OT
	Total Maintain	(2,800)	0	0	0	0	0	2,800	
	Division Priority 1 Total	323,900	(225,000)	0	0	0	0	(98,900)	
	Total Priority 1 Operating	323,900	(225,000)	0	0	0	0	(98,900)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021/22

2021 Operating Request Details

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Planning		ONE-TIME
Title:	Financial Planning System and Process Review		PRELIMINARY

Justification:

Replacement of the current excel and legacy based budget system is planned for the near future. Review and assessment of various budget processes was started in 2020. Budget is requested to complete further budget process reviews, perform stakeholder needs analysis and start vendor/software selection to allow for capital costing estimates.

Strategic Direction:	Clear direction - Services, processes & business activities are transformed							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	225,000	(225,000)	0	0	0	0	0	0

Division:	Financial Services	Priority: 1	Growth
Department:	Financial Planning		ON-GOING
Title:	Accountant Position		PRELIMINARY

Justification:

An Accountant position is being requested for the Financial Planning Department's Budget branch to accommodate the increased demands of the financial planning budgeting process as well as to support new initiatives. The Budget branch has experienced an increased volume of service requests from City departments as well as demand for review and changes to budget processes and budget reporting capabilities. The importance of cash flow, forecasting and enhanced monitoring of City debt and investments has also been identified. The Budget branch has not had an increase to staffing levels for over 15 years while the City has grown in size and diversity during this time. This additional staff member will allow for increased knowledge sharing and will enhance department agility.

Strategic Direction:	Financial management - Lower value activities are improved or stopped							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	47,100	0	0	0	0	0	0	(47,100)
2022	93,900	0	0	0	0	0	0	(93,900)
2023	93,900	0	0	0	0	0	0	(93,900)

2021 Operating Request Details

Division:	Financial Services	Priority: 1	New
Department:	Corporate Finance		ON-GOING
Title:	Financial Analyst Position – Corporate Divisional Support		PRELIMINARY

Justification:

The centralization of a key financial position serving the City's large business units will improve the City's control framework, reduce risk, provide professional oversight and scrutiny of spending decisions, and financial stewardship. This request is for one professional accountant to be a dedicated business partner to each of these three corporate business units: Corporate Strategic Services, Partnership & Investments and Planning & Development Services. This position will support grant and partnership opportunities and the implementation of the new Legacy Funds policy, as well as providing enhanced financial forecasting, deferred revenue guidance, and oversight for development cost charges (DCC) collection and credits.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	54,600	0	0	0	0	0	0	(54,600)
2022	108,100	0	0	0	0	0	0	(108,100)
2023	108,100	0	0	0	0	0	0	(108,100)

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Financial Services Division									
New									
318	Financial Analyst Position - Civic Operations	54,500	0	0	0	(22,500)	(10,200)	(21,800)	OG
318	Financial Analyst Position - Corporate and Protective Services	54,600	0	0	0	0	0	(54,600)	OG
	Total New	109,100	0	0	0	(22,500)	(10,200)	(76,400)	
<hr/>									
	Division Priority 2 Total	109,100	0	0	0	(22,500)	(10,200)	(76,400)	
<hr/>									
	Total Priority 2 Operating	109,100	0	0	0	(22,500)	(10,200)	(76,400)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Financial Services	Priority: 2	New
Department:	Corporate Finance		ON-GOING
Title:	Financial Analyst Position - Civic Operations		PRELIMINARY

Justification:

Civic Operations is one of the largest and most diverse divisions at the City of Kelowna encompassing Building Services, Parks Services, Fleet management, Public Works, Landfill, Compost Operations and both the Water and Wastewater Utilities. The 2018 addition of one key financial position serving this business unit improved the City's control framework, reduced risk, and provided professional oversight and financial stewardship but due to the size and scope of the division, further support is requested. A second professional accountant is requested to support enhanced financial modeling, asset management, budget and financial reporting for the Civic Operations division with funding from Utility revenue, Fleet recovery revenue, Solid Waste, Biosolids and Taxation.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	77,000	(13,800)	0	0	0	(25,400)	(16,000)	(21,800)
2022	152,900	(27,400)	0	0	0	(50,400)	(31,800)	(43,300)
2023	152,900	(27,400)	0	0	0	(50,400)	(31,800)	(43,300)

Division:	Financial Services	Priority: 2	New
Department:	Corporate Finance		ON-GOING
Title:	Financial Analyst Position - Corporate and Protective Services		PRELIMINARY

Justification:

The centralization of key financial positions serving the City's large business units will improve the City's control framework, reduce risk, provide professional oversight and scrutiny of spending decisions, and financial stewardship. This request is for one professional accountant to be a dedicated business partner for the Corporate and Protective Services division. This division is responsible for significant budgets including the RCMP contract, Community Safety, Human Resources and Risk Management.

Strategic Direction: Financial management - Cost to deliver services is quantified

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	54,600	0	0	0	0	0	0	(54,600)
2022	108,100	0	0	0	0	0	0	(108,100)
2023	108,100	0	0	0	0	0	0	(108,100)



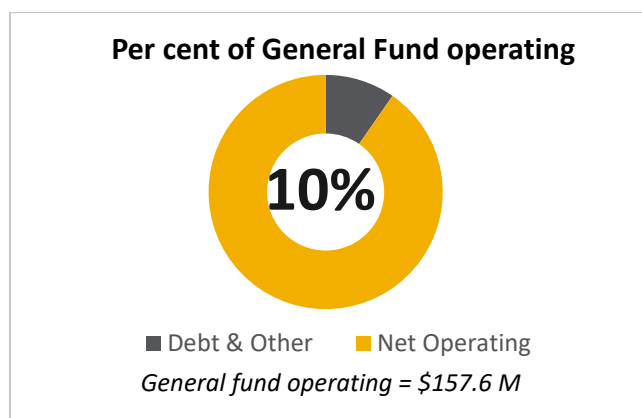


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Debt & Other

Budget overview



Net operating expenditure (\$ thousands)

Department	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Per cent change
Operating cost centres:					
Debt & Other					
205 Debt & Other	17,865	12,265	15,245		
Net operating expenditure	17,865	12,265	15,245	2,979	24.3%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Department net expenditures	17,865	12,265	15,245	2,979	24.3%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	12,265	0.0
2021 net impacts		
One-time operating requests	(137)	
Prior years ongoing adjustments	900	
Divisional adjustments	(1,449)	
	11,579	0.0
2021 program additions (P1)		
2021 operating requests:	3,666	
Total	15,245	0.0
Unfunded 2021 requests (P2)		
2021 operating requests	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

Financial Services**Debt & Other - All Funds**

CITY OF KELOWNA

Revenues/Expenditures by Category (\$ thousands)

	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	(146)	0	0
Parcel Tax	(35)	0	0
Fees and Charges	(6,925)	(7,003)	(327)
Other Revenue	(18,675)	(12,632)	(11,231)
Transfers from Funds			
Special (Stat Reserve) Funds	(2,153)	(1,158)	(1,158)
Development Cost Charges	0	(1,449)	(1,449)
Accumulated Surplus	(1,007)	(750)	0
Total Revenue	(28,941)	(22,992)	(14,165)
<u>Expenditures</u>			
Salaries and Wages	655	(1,564)	(1,564)
Internal Equipment	0	0	0
Material and Other	8,591	8,735	726
Contract Services	0	0	0
Debt Interest	2,710	2,497	2,497
Debt Principal	5,827	6,935	5,937
Internal Allocations	181	213	213
Transfers to Funds			
Special (Stat Reserve) Funds	18,050	14,097	13,593
Development Cost Charges	0	0	0
Accumulated Surplus	10,791	4,345	8,008
Total Expenditures	46,806	35,257	29,410
Net Operating Expenditures	17,865	12,265	15,245
<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.	17,865	12,265	15,245

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	0	0	0	0
Hourly	0	0	0	0

2021 Operating Requests

Preliminary Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
Financial Services Division									
<i>Debt & Other</i>									
Maintain									
324	Other Working Capital	3,616,700	0	0	0	0	0	(3,616,700)	OG
	Total Maintain	3,616,700	0	0	0	0	0	(3,616,700)	
New									
178	<i>* STPCO Reorganization</i>	0	0	0	0	48,800	0	(48,800)	OG
	Total New	0	0	0	0	48,800	0	(48,800)	
Division Priority 1 Total		3,616,700	0	0	0	48,800	0	(3,665,500)	
Total Priority 1 Operating		3,616,700	0	0	0	48,800	0	(3,665,500)	

* italics - denotes that this is a shared (part of another department) operating request.

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 2021

2021 Operating Request Details

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Services		ON-GOING
Title:	Other Working Capital		PRELIMINARY

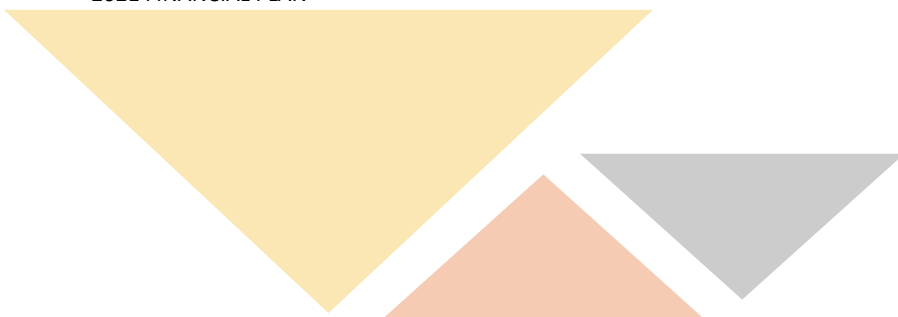
Justification:

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 2021.

Strategic Direction:	Other - Supports Base Business							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	3,616,700	0	0	0	0	0	0	(3,616,700)
2022	3,616,700	0	0	0	0	0	0	(3,616,700)
2023	3,616,700	0	0	0	0	0	0	(3,616,700)



General Revenues

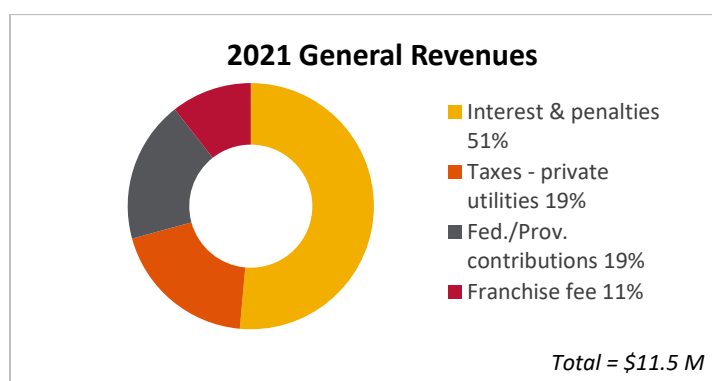


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General Revenues

Budget overview



Net operating expenditure (\$ thousands)

Departments	Actual 2019	Revised 2020	Preliminary 2021	Change from prior year	Percent change
Operating cost centres:					
Revenue & Fees					
206 General Revenue	(154,610)	(160,030)	(169,428)		
Net operating expenditure	(154,610)	(160,030)	(169,428)	(9,398)	5.9%
Capital cost centres:					
	0	0	0		
Net capital expenditures	0	0	0	0	0.0%
Total Department net expenditures	(154,610)	(160,030)	(169,428)	(9,398)	5.9%

Note: Totals may not add due to rounding.

Description of Operating program changes (\$ thousands)

	Total	FTE
2020 revised budget	(160,030)	0.0
2021 net impacts		
One-time operating requests	(70)	
Prior years ongoing adjustments	0	
Divisional adjustments	(9,328)	
	(169,428)	0.0
2021 program additions (P1)		
2021 operating requests:	0	
Total	(169,428)	0.0
Unfunded 2021 requests (P2)		
2021 operating requests	0	
Total unfunded requests for 2021	0	0.0

Note: Totals may not add due to rounding.

Financial Services

General Revenues - All Funds

Revenues/Expenditures by Category (\$ thousands)

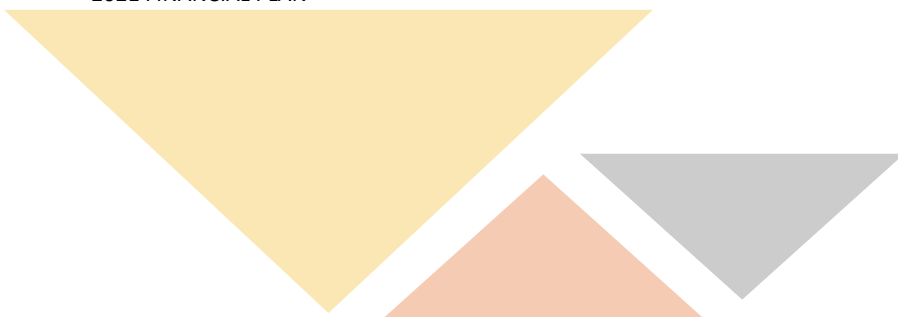
	Actual 2019	Revised 2020	Preliminary 2021
<u>Revenue</u>			
Property Tax	(145,270)	(151,362)	(160,470)
Parcel Tax	0	0	0
Fees and Charges	(2,246)	(2,177)	(2,244)
Other Revenue	(11,312)	(9,493)	(9,743)
Transfers from Funds			
Special (Stat Reserve) Funds	0	0	0
Development Cost Charges	0	0	0
Accumulated Surplus	(1,615)	(1,650)	(1,650)
Total Revenue	(160,443)	(164,682)	(174,107)
<u>Expenditures</u>			
Salaries and Wages	0	0	0
Internal Equipment	0	0	0
Material and Other	3,499	3,152	3,152
Contract Services	0	0	0
Debt Interest	414	0	0
Debt Principal	0	0	0
Internal Allocations	0	0	0
Transfers to Funds			
Special (Stat Reserve) Funds	0	400	400
Development Cost Charges	0	0	0
Accumulated Surplus	1,920	1,100	1,126
Total Expenditures	5,833	4,652	4,678
Net Operating Expenditures	(154,610)	(160,030)	(169,428)
<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.	(154,610)	(160,030)	(169,428)

Authorized FTE	Budgeted	Actual	Revised	Preliminary
Positions	2019	2019	2020	2021
Salaried	0	0	0	0
Hourly	0	0	0	0

Note: Totals may not add due to rounding



Capital Budget



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CAPITAL BUDGET

Capital budget 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, multiple bottom line approach for capital planning that strikes a balance between renewing existing infrastructure and investing in new infrastructure to support growth and improved services.

In April 2016, Council endorsed the 2030 Infrastructure Plan, which set the direction for infrastructure investment until 2030, including a funding strategy. 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.

The City of Kelowna capital structure includes twelve capital cost centres; Fire Equipment, Information Services, Real Estate & Parking, Buildings, Parks, Vehicle & Mobile Equipment, Transportation, Storm Drainage, Solid Waste, Airport, Water and Wastewater. Funding for projects within these cost centres could come from a variety of sources including utility revenues, financial reserves, borrowing, grants or taxation.

Capital expenditures

At the top right-hand side of each 2021 capital request, readers will find the capital reference and the year the project was included in the Council endorsed 10-Year Capital Plan, along with the corresponding dollar amount. 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. Operating and maintenance costs are included in the related capital request when applicable. Capital requests that have operating impacts are marked with OP on the capital summary sheet at the beginning of the cost centre.

Each capital request is categorized into the three categories renew, growth and new. Renewal projects will renew current capital assets, maintaining current service levels. Growth projects are new capital assets that are required due to increased growth and demand. New project requests are for new capital assets that will provide a higher level of service.

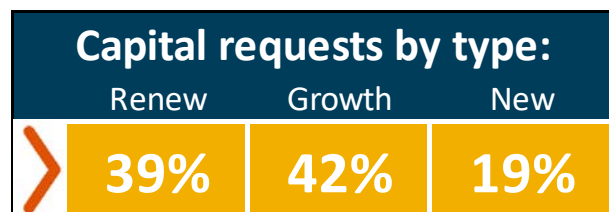
General Fund

The 2021 Financial Plan includes 86 General Fund Priority 1 (P1) requests that total \$60.6M of which \$11.8M is requested to be funded from taxation. The general taxation expenditure of \$11.8M has been allocated to infrastructure budgets as follows

Department	Description	Amount (\$ thousands)
Real Estate & Parking	Land acquisition & parking infrastructure	526
Building	Facilities & improvements	2,721
Parks	Park land/trail/area development	2,342
Transportation	Roadways/pathways/traffic signals/public transit	5,293
Storm Drainage	Drainage systems	500
Information Services	Communication hardware/software	456
Vehicle & Mobile Equipment	Vehicles & equipment	11
Fire	Fire vehicles & equipment	0
Total		11,848

Note: Totals may not add due to rounding

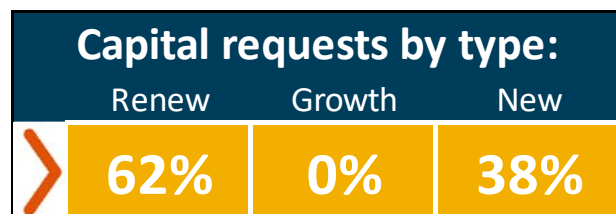
Priority one requests focus on renewing existing infrastructure and cultivating existing projects, addressing social responsibilities, creating vibrant neighbourhoods with a commitment to environmental sustainability while maintaining essential services. In addition to the P1 capital requests, there are 23 Priority 2 (P2) General Fund requests that are included for Council's consideration totaling \$14.3M of which \$14.2M is requested from taxation. Priority two requests are not included in summary totals.



The 2021 general capital program includes 42 per cent related to growth, 39 per cent renewal projects, and 19 per cent for new infrastructure.

Airport Fund

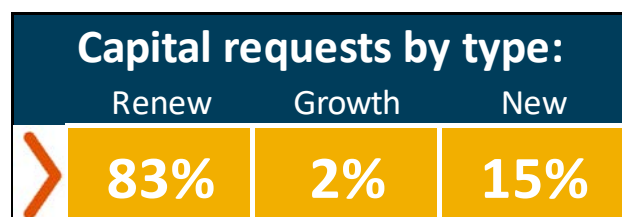
The dramatic decrease in passenger volumes at the Kelowna International Airport since the start of the pandemic has resulted in major changes to the 2021 capital program. The significantly reduced program is requesting five P1 capital requests totaling \$1.6M. There are no P2 capital requests for the Airport.



The 2021 capital requests mainly consist of 62 per cent to the renew category followed by 38 per cent for new capital programs.

Water Fund

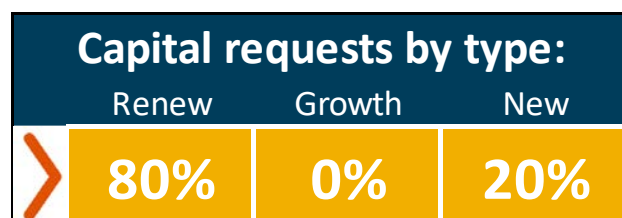
The City of Kelowna's Water Utility provides water to just over half of the Kelowna population. The 2021 capital program focuses on infrastructure renewal and includes 13 requests for a total of \$4.5M and \$4.2M of utility revenue. There are no P2 capital requests for the Water Utility.



The 2021 capital requests largely fall into the renewal category at 83 per cent, followed by 15 per cent for new capital programs and 2% growth.

Wastewater Fund

The Wastewater Utility has seven capital requests using \$5.9M of utility revenues to fund \$6.0M worth of projects. These project focus on utility infrastructure renewal along with biosolids management. There are no P2 capital requests for the Wastewater Utility.



The majority of 2021 capital requests are 80 per cent renewal projects, with 20 per cent related to growth.

Requests by Department (\$ thousands)

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).

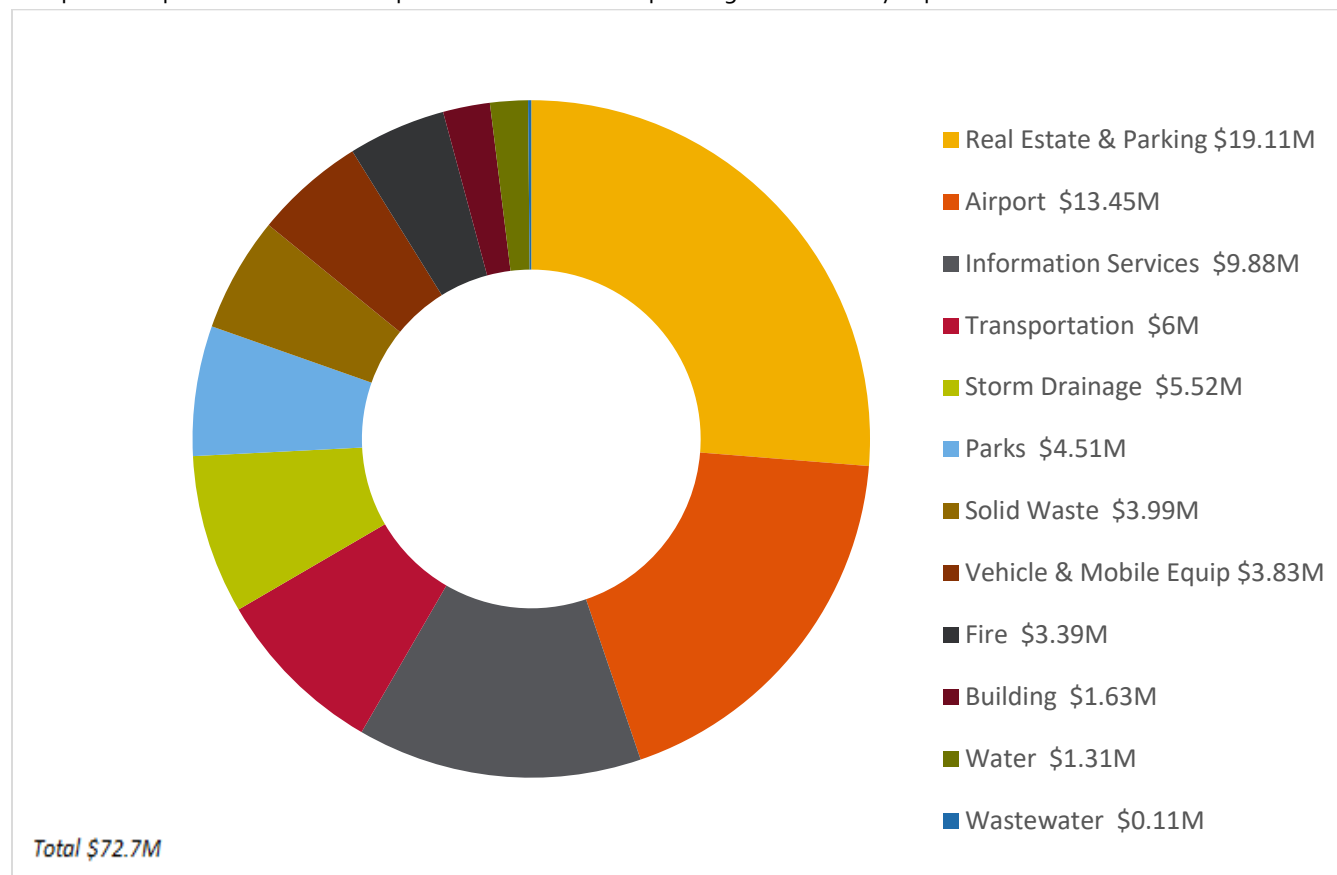
Department	Asset	Reserve	Borrow	Fed/Prov	Contribution	Utility	Taxation
Priority 1							
Fire	110	110	0	0	0	0	0
Information Services	1,306	725	0	0	50	75	456
Real Estate & Parking	3,390	2,865	0	0	0	0	526
Building	9,881	6,861	0	0	300	0	2,721
Parks	13,453	11,112	0	0	0	0	2,342
Vehicle & Mobile Equipment	3,994	3,983	0	0	0	0	11
Transportation	19,106	13,313	0	0	500	0	5,293
Storm Drainage	3,833	2,100	0	933	0	300	500
Solid Waste	5,518	5,518	0	0	0	0	0
Total General Fund	60,591	46,586	0	933	850	375	11,848
Airport	1,625	1,625	0	0	0	0	0
Water	4,509	89	0	0	150	4,271	0
Wastewater	6,000	55	0	0	0	5,945	0
Total Utility Fund	12,134	1,749	0	0	150	10,216	0
Total Priority 1 All Funds	72,725	48,355	0	933	1,000	10,591	11,848
Priority 2							
Fire	0	0	0	0	0	0	0
Information Services	100	0	0	0	0	0	100
Real Estate and Parking	288	0	0	0	0	0	288
Building	5,108	120	0	0	0	0	4,988
Parks	770	0	0	0	0	0	770
Transportation	7,935	0	0	0	0	0	7,935
Solid Waste	0	0	0	0	0	0	0
Vehicle & Mobile Equipment	130	0	0	0	0	0	130
Storm Drainage	0	0	0	0	0	0	0
Total General Fund	14,331	120	0	0	0	0	14,211
Airport	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0
Wastewater	0	0	0	0	0	0	0
Total Utility Fund	0	0	0	0	0	0	0
Total Priority 2	14,331	120	0	0	0	0	14,211
Total All Funds	87,056	48,475	0	933	1,000	10,591	26,059

Note: Totals may not add due to rounding.

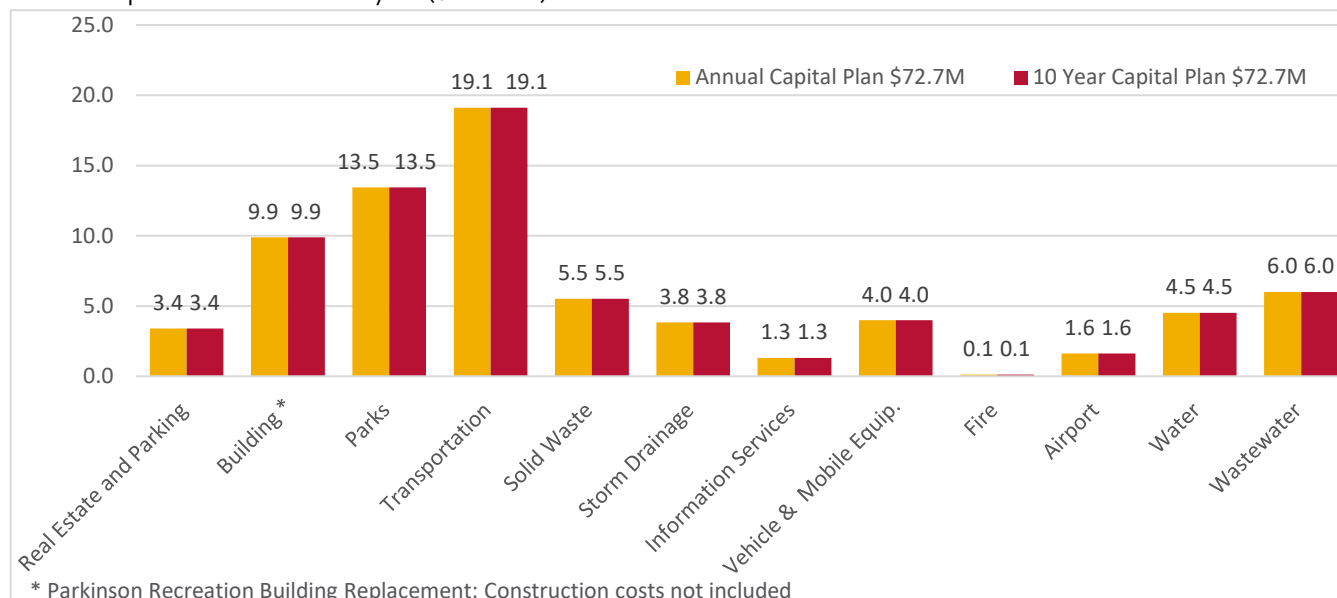


All Funds Expenditures – Priority 1 (\$ millions)

This pie chart provides a visual comparison of the level of spending in all funds by capital cost centre.



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 2021 year (\$ millions).

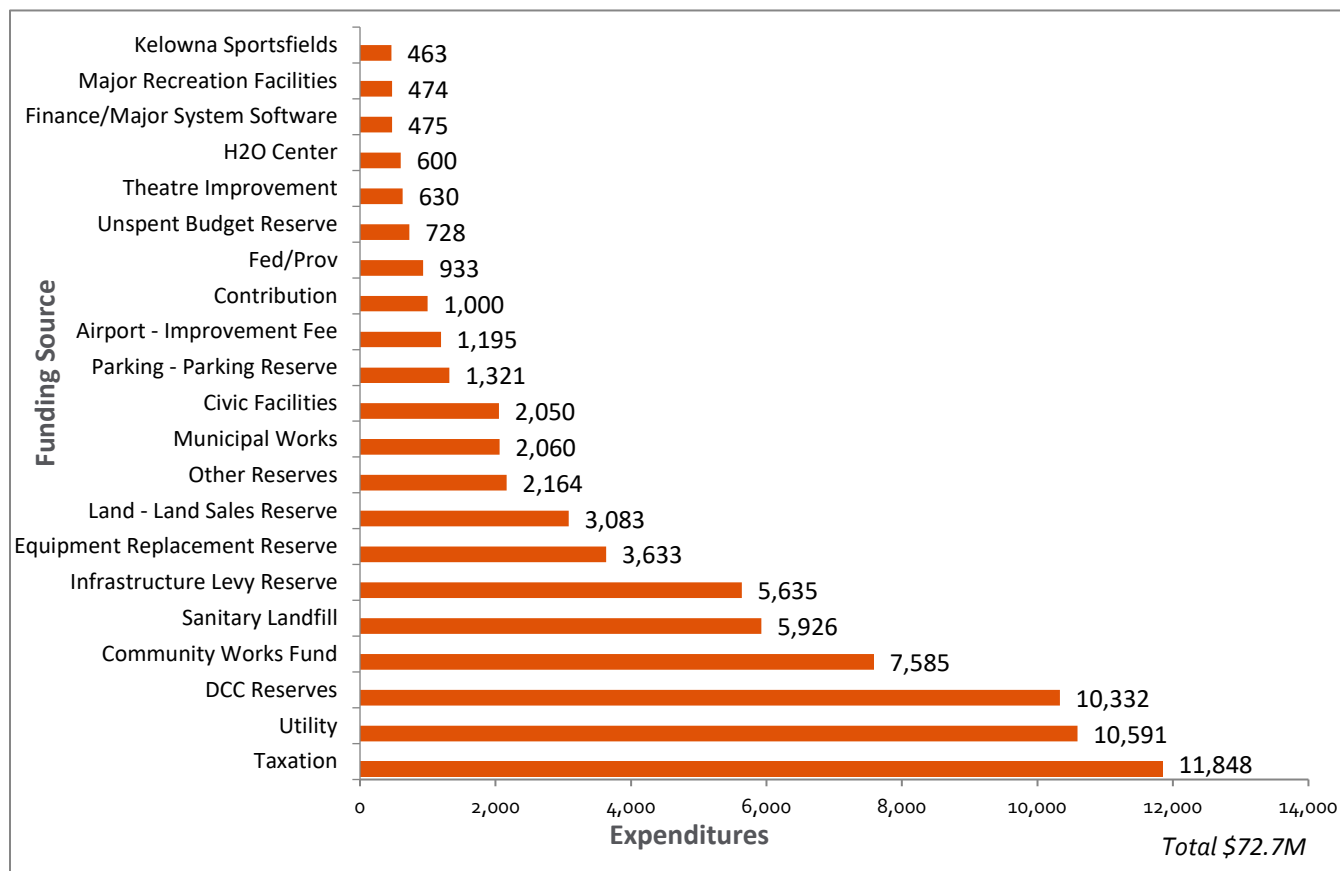


Note: Developer delivered projects are not included in this graph including the Airport East Lands Roads & Servicing agreement and Transportation projects.

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.

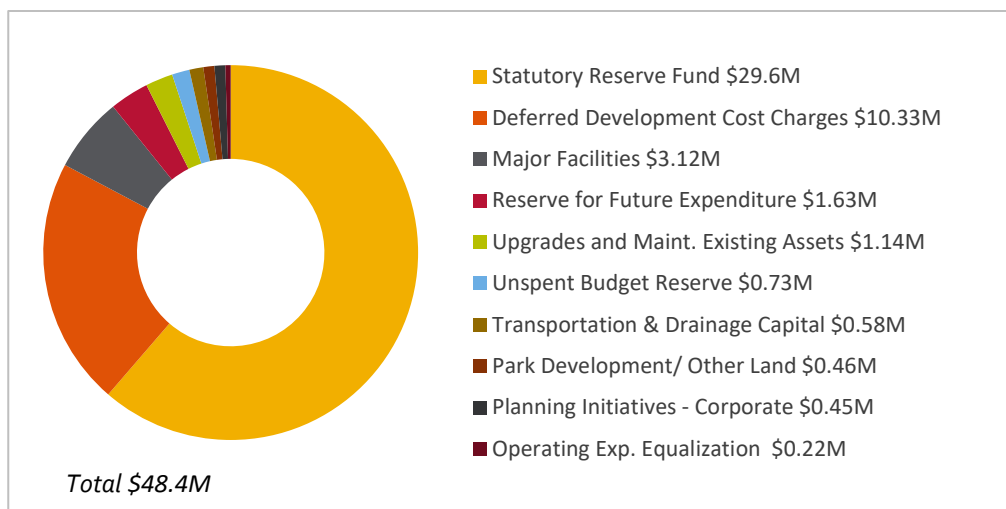
All Funds Funding Sources – Priority 1 (\$ thousands)



Note: Totals may not add due to rounding.

Capital Reserve funding – Priority 1 (\$ millions)

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 \$48.4M of reserves being used in this year's annual budget (\$ millions).



Operating Impacts

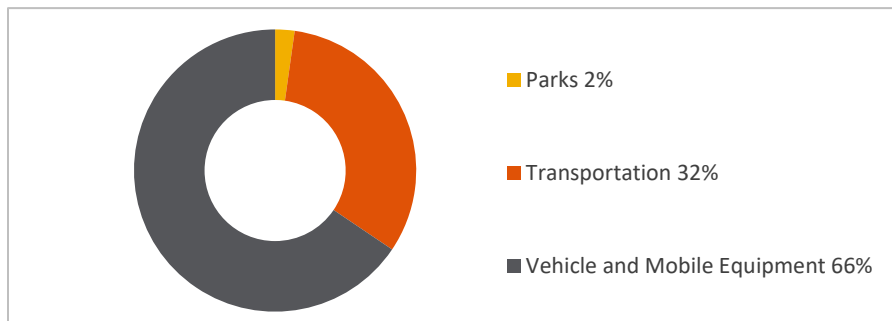
The Infrastructure Division uses a multiple bottom line approach for infrastructure investment decision making and is moving towards a full life cycle cost analysis where capital, operating and maintenance costs are determined over the life cycle of assets. The operating and maintenance costs in the 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	2021	2022	2023
General Fund			
Parks			
Ballou Park (DCC)	0	15,800	30,600
Tower Ranch Park #1 (DCC)	0	4,600	16,800
Linear Park - DCC Program	4,200	4,200	4,200
Mission Recreation - Softball Diamonds (DCC)	0	18,500	64,000
Total Parks	4,200	43,100	115,600
Transportation			
Sidewalk Network Expansion	2,000	2,000	2,000
Transit - Bus Stop Renewal	1,000	1,000	1,000
Transit - New Bus Stops	1,000	1,000	1,000
Okanagan Rail Trail - Connection to Waterfront Park Pathway	1,400	1,400	1,400
Lakeshore 1 DCC (DeHart - Vintage Terrace), ATC	7,000	7,000	7,000
Casorso 4 DCC (Raymer - KLO), ATC	7,000	12,000	12,000
Houghton 1 DCC (Nickel - Rails with Trails), ATC	13,600	24,600	24,600
Active Transportation Corridor/Bicycle Network Expansion	20,000	20,000	20,000
Crosswalk Safety - Signals and Flashers	1,000	1,000	1,000
Traffic Signals and Roundabouts	3,500	3,500	3,500
Abbott Protected Bike Route (Rose - West), ATC	2,200	2,200	2,200
Central Green Pedestrian Overpass	0	30,500	30,500
Intelligent Transportation Systems	1,200	1,200	1,200
Total Transportation	60,900	107,400	107,400
Vehicle and Mobile Equipment			
Fleet Growth	123,900	123,900	123,900
Total Vehicle and Mobile Equipment	123,900	123,900	123,900
Total General Fund operating impacts from Capital Investment	189,000	274,400	346,900

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).



2021 Capital Requests

Preliminary 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									
368	New	General Land, Acquisition	1,460,000	(1,000,000)	0	0	0	0	(460,000)
		L1 - General Land	1,460,000	(1,000,000)	0	0	0	0	(460,000)
368	New	Road & Sidewalk, Land Acquisition	50,000	0	0	0	0	0	(50,000)
369	Growth	DCC Road Widening, Land Acquisition	100,000	(84,500)	0	0	0	0	(15,500)
		L2 - Road and Sidewalk Land Acquisition	150,000	(84,500)	0	0	0	0	(65,500)
369	Renew	Parking Equipment and Facilities	575,000	(575,000)	0	0	0	0	0
370	Renew	Downtown Parkades-Major Maintenance	760,000	(760,000)	0	0	0	0	0
370	New	Land Acquisition - Parkades and Strategic Initiatives	100,000	(100,000)	0	0	0	0	0
371	Renew	Cook Road Boat Launch – Asphalt Renewal	95,000	(95,000)	0	0	0	0	0
		L3 - Parking Infrastructure	1,530,000	(1,530,000)	0	0	0	0	0
371	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	3,390,000	(2,864,500)	0	0	0	0	(525,500)

Building Capital - Priority 1

376	Renew	Parks Washrooms Renovations or Replacement	80,000	0	0	0	0	0	(80,000)
376	Renew	Parkinson Recreation Centre - Building Replacement Design	1,420,000	0	0	0	0	0	(1,420,000)
		B1 - Parks and Recreation Buildings	1,500,000	0	0	0	0	0	(1,500,000)
377	Renew	City Hall - Renovations, Phase IV & V	4,685,000	(4,158,600)	0	0	0	0	(526,400)
377	Growth	Civic Accommodation	150,000	0	0	0	0	0	(150,000)
		B3 - Civic/Protective Service Buildings	4,835,000	(4,158,600)	0	0	0	0	(676,400)
378	Renew	Parks and Recreation Buildings Infrastructure Renewal	530,000	(235,000)	0	0	0	0	(295,000)
378	Renew	Rutland Arena (West) Chiller & Dehumidifier Replacement	424,000	(424,000)	0	0	0	0	0
379	Renew	Civic/Protective Service Buildings Infrastructure Renewal	355,100	(106,000)	0	0	0	0	(249,100)
379	Renew	Community and Cultural Buildings Infrastructure Renewal	212,200	(212,200)	0	0	0	0	0
380	Renew	Capital News Centre - Arena Chiller Replacement	350,000	(50,000)	0	0	(300,000)	0	0
380	Renew	H2O Centre Heat Recovery Chiller Replacement	600,000	(600,000)	0	0	0	0	0

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
381 Renew	Library Boiler Replacement	350,000	(350,000)	0	0	0	0	0
381 Renew	Water St. Boat Launch Ramp Renewal	95,000	(95,000)	0	0	0	0	0
382 Renew	Kelowna Community Theatre Renewal	630,000	(630,000)	0	0	0	0	0
B7 - Renewal, Rehabilitation & Infra.		3,546,300	(2,702,200)	0	0	(300,000)	0	(544,100)
Cost Center Totals		9,881,300	(6,860,800)	0	0	(300,000)	0	(2,720,500)

Parks Capital - Priority 1

OP	388 New	DCC Parkland Acquisition	3,658,000	(3,241,000)	0	0	0	0	(417,000)
P1 - DCC Parkland Acquisition			3,658,000	(3,241,000)	0	0	0	0	(417,000)
OP	388 New	Art Walk - Extension from Doyle to Queensway	68,900	0	0	0	0	0	(68,900)
P10 - Urban Streetscape, Centres Dev, Renewal			68,900	0	0	0	0	0	(68,900)
OP	389 Growth	Ballou Park (DCC)	1,568,600	(1,568,600)	0	0	0	0	0
OP	389 Growth	Tower Ranch Park #1 (DCC)	430,600	(380,600)	0	0	0	0	(50,000)
P3 - Neighbourhood Park Development			1,999,200	(1,949,200)	0	0	0	0	(50,000)
	390 Renew	Mission Recreational Park Artificial Turf Replacement	920,000	(702,000)	0	0	0	0	(218,000)
OP	390 Growth	Mission Recreation - Softball Diamonds (DCC)	3,330,000	(3,330,000)	0	0	0	0	0
OP	391 New	Lombardy Park, Protective Netting - Construction	140,000	0	0	0	0	0	(140,000)
P5 - Recreation Park Development			4,390,000	(4,032,000)	0	0	0	0	(358,000)
	391 Renew	City Park - Improvements, Waterfront Promenade Phase 3	200,000	0	0	0	0	0	(200,000)
	392 Growth	Pandosy Waterfront Park, DCC City-wide Park Development Phase 1	1,450,300	(866,100)	0	0	0	0	(584,200)
	392 Growth	Kerry Park - Future Phases (DCC)	571,700	(396,800)	0	0	0	0	(174,900)
P6 - City-wide Park Development			2,222,000	(1,262,900)	0	0	0	0	(959,100)
	393 Renew	Knox Mountain Park - Improvements	220,000	(175,000)	0	0	0	0	(45,000)
OP	393 Growth	Linear Park - DCC Program	75,000	(66,400)	0	0	0	0	(8,600)
P7 - Linear/Natural Area Park Development			295,000	(241,400)	0	0	0	0	(53,600)
	394 Renew	Irrigation Renewal	300,000	0	0	0	0	0	(300,000)
	394 New	Kelowna Memorial Cemetery - Improvements	200,000	(200,000)	0	0	0	0	0
	395 Renew	Sport Courts/Water Parks/Skate Parks Renewal & Replacements	70,000	(35,000)	0	0	0	0	(35,000)
	395 Renew	Access For All Improvements	100,000	0	0	0	0	0	(100,000)
P8 - Renewal, Rehabilitation & Infra			670,000	(235,000)	0	0	0	0	(435,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
396	New	Capital Opportunities and Partnership Fund	150,000	(150,000)	0	0	0	0	0
P9 - Capital Opportunities Partnership			150,000	(150,000)	0	0	0	0	0
Cost Center Totals			13,453,100	(11,111,500)	0	0	0	0	(2,341,600)

Transportation Capital - Priority 1

409	Growth	Lakeshore 1 DCC Bridge and Road at Bellevue Creek	1,305,600	(1,129,300)	0	0	0	0	(176,300)
409	Growth	Stewart 3 DCC (Crawford - Swamp), Road	248,000	(209,600)	0	0	0	0	(38,400)
T1 - DCC Roads			1,553,600	(1,338,900)	0	0	0	0	(214,700)
OP	410	New	Lakeshore 1 DCC (Dehart - Vintage Terrace), ATC	215,700	(137,300)	0	0	0	(78,400)
OP	410	Growth	Casorso 4 DCC (Raymer - KLO), ATC	666,000	(619,400)	0	0	0	(46,600)
	411	Growth	Casorso 3 DCC (KLO Rd - Barrera Rd), ATC	167,000	(167,000)	0	0	0	0
OP	411	Growth	Houghton 1 DCC (Nickel - Rails with Trails), ATC	2,651,000	(1,998,000)	0	0	0	(653,000)
T2 - DCC Roads - Active Transportation			3,699,700	(2,921,700)	0	0	0	0	(778,000)
412	Growth	Roadway Urbanization	500,000	0	0	0	(500,000)	0	0
T3 - Non-DCC Roads			500,000	0	0	0	(500,000)	0	0
	412	Renew	Bridge Rehabilitation - Renewal	325,000	0	0	0	0	(325,000)
	413	Renew	Sidewalk & Bikeway Renewal	204,100	(204,100)	0	0	0	0
	413	Renew	Road Resurfacing	4,400,000	(2,786,200)	0	0	0	(1,613,800)
OP	414	Renew	Transit - Bus Stop Renewal	110,000	(110,000)	0	0	0	0
	414	Renew	Street Light Pole and Wiring Renewal	223,300	(223,300)	0	0	0	0
	415	Renew	Traffic Signal and Communications Upgrades and Renewals	220,000	0	0	0	0	(220,000)
	415	New	Streetscaping in Urban Centers	300,000	0	0	0	0	(300,000)
T4 - Transportation System Renewal			5,782,400	(3,323,600)	0	0	0	0	(2,458,800)
OP	416	New	Active Transportation Corridor/Bicycle Network Expansion	250,000	(80,000)	0	0	0	(170,000)
OP	416	Renew	Abbott Protected Bike Route (Rose - West), ATC	250,000	0	0	0	0	(250,000)
OP	417	New	Okanagan Rail Trail - Connection to Waterfront Park Pathway	250,000	(195,000)	0	0	0	(55,000)
T5 - Bicycle Network			750,000	(275,000)	0	0	0	0	(475,000)
OP	417	Growth	Central Green Pedestrian Overpass	5,500,000	(5,183,300)	0	0	0	(316,700)
OP	418	New	Sidewalk Network Expansion	250,000	0	0	0	0	(250,000)
T6 - Sidewalk Network			5,750,000	(5,183,300)	0	0	0	0	(566,700)

	Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
OP	418	New	Road Safety & Operations Partnership with ICBC	250,000	0	0	0	0	0	(250,000)
	419	New	Crosswalk Safety - Signals and Flashers	100,000	0	0	0	0	0	(100,000)
	419	New	Safe Routes to School Program	60,000	0	0	0	0	0	(60,000)
	420	New	Neighbourhood Traffic Calming	60,000	0	0	0	0	0	(60,000)
T7 - Safety and Operational Improvements				470,000	0	0	0	0	0	(470,000)
OP	420	Growth	Traffic Signals and Roundabouts	300,000	0	0	0	0	0	(300,000)
OP	421	Growth	Intelligent Transportation Systems	30,000	0	0	0	0	0	(30,000)
T8 - Traffic Control Infrastructure				330,000	0	0	0	0	0	(330,000)
OP	421	Growth	Transit - New Bus Stops	120,000	(120,000)	0	0	0	0	0
	422	Growth	Transit Land Acquisition	150,000	(150,000)	0	0	0	0	0
T9 - Transit Facilities				270,000	(270,000)	0	0	0	0	0
Cost Center Totals				19,105,700	(13,312,500)	0	0	(500,000)	0	(5,293,200)

Solid Waste Capital - Priority 1

446	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
446	Growth	Landfill Site Preparation	1,000,000	(1,000,000)	0	0	0	0	0
447	Growth	General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
SW2 - Site Improvement			1,100,000	(1,100,000)	0	0	0	0	0
447	Growth	Landfill Gas & Leachate Recirculation Laterals	450,000	(450,000)	0	0	0	0	0
SW3 - Gas Management			450,000	(450,000)	0	0	0	0	0
448	Growth	Stockpiles and Reprocessing Areas Relocation	3,458,000	(3,458,000)	0	0	0	0	0
448	New	Road Construction	100,000	(100,000)	0	0	0	0	0
SW7 - Landfill Area Development			3,558,000	(3,558,000)	0	0	0	0	0
449	Renew	Infrastructure Renewal	110,000	(110,000)	0	0	0	0	0
SW9 - Solid Waste Renewal			110,000	(110,000)	0	0	0	0	0
Cost Center Totals			5,518,000	(5,518,000)	0	0	0	0	0

Storm Drainage Capital - Priority 1

454	New	Mill Creek Flood Protection	2,333,300	(1,400,000)	0	(933,300)	0	0	0
454	New	Knox Mountain Geotechnical Engineering	1,000,000	(700,000)	0	0	0	(300,000)	0
D1 - Hydraulic Upgrading Program			3,333,300	(2,100,000)	0	(933,300)	0	(300,000)	0

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
455 New	Belgo Road at Clarissa Road	120,000	0	0	0	0	0	(120,000)
	D2 - Storm Drainage Quality Program	120,000	0	0	0	0	0	(120,000)
455 Renew	Asset Renewal Projects	380,000	0	0	0	0	0	(380,000)
	D3 - Storm Water Renewal	380,000	0	0	0	0	0	(380,000)
Cost Center Totals		3,833,300	(2,100,000)	0	(933,300)	0	(300,000)	(500,000)

Information Services Capital - Priority 1

360 Renew	Front Office Equipment	435,000	(285,000)	0	0	0	0	(150,000)
	I1 - Front Office Equipment	435,000	(285,000)	0	0	0	0	(150,000)
360 Renew	Server and Data Storage Equipment	190,000	0	0	0	0	0	(190,000)
	I2 - Server & Data Storage	190,000	0	0	0	0	0	(190,000)
361 Renew	Major Systems Projects	201,100	(135,400)	0	0	0	0	(65,700)
361 Renew	Asset Management System - Phase III	325,000	(250,000)	0	0	0	(75,000)	0
	I3 - Major System Projects	526,100	(385,400)	0	0	0	(75,000)	(65,700)
362 Renew	Communications Networks Upgrades	105,000	(55,000)	0	0	0	0	(50,000)
362 New	Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
	I4 - Communications Systems	155,000	(55,000)	0	0	(50,000)	0	(50,000)
Cost Center Totals		1,306,100	(725,400)	0	0	(50,000)	(75,000)	(455,700)

Vehicle & Mobile Equipment - Priority 1

OP	402 Growth	Fleet Growth	625,000	(625,000)	0	0	0	0	0
	402 Growth	Graffiti Eradication Power Washer Replacement	11,000	0	0	0	0	0	(11,000)
		V1 - Additional Vehicles / Equipment	636,000	(625,000)	0	0	0	0	(11,000)
	403 Renew	Vehicle/Equipment Renewal	3,357,900	(3,357,900)	0	0	0	0	0
		V2 - Vehicle / Equipment Renewal	3,357,900	(3,357,900)	0	0	0	0	0
Cost Center Totals			3,993,900	(3,982,900)	0	0	0	0	(11,000)

Fire Capital - Priority 1

356 Renew	Fire Equipment Replacement	110,000	(110,000)	0	0	0	0	0
	F1 - Vehicle / Equipment Renewal	110,000	(110,000)	0	0	0	0	0
Cost Center Totals		110,000	(110,000)	0	0	0	0	0
Grand Total		60,591,400	(46,585,600)	0	(933,300)	(850,000)	(375,000)	(11,847,500)

OP - Capital request has operating impacts included on the request

2021 Capital Requests

Preliminary Budget

CAPITAL BUDGET Summary - Utility Funds

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Airport Capital - Priority 1								
350	Renew	Airside Equipment	80,000	(80,000)	0	0	0	0
350	New	Airport Small Capital	150,000	(150,000)	0	0	0	0
A1 - Airside			230,000	(230,000)	0	0	0	0
351	New	Airport Groundside Equipment Replacement	475,000	(475,000)	0	0	0	0
A2 - Groundside			475,000	(475,000)	0	0	0	0
351	Renew	Air Terminal Building Capital Replacement & Improvement	250,000	(250,000)	0	0	0	0
A3 - Terminal			250,000	(250,000)	0	0	0	0
352	Renew	Soaring Beyond 2.5 Million Passengers AIF Program	670,000	(670,000)	0	0	0	0
A4 - AIF			670,000	(670,000)	0	0	0	0
Cost Center Totals			1,625,000	(1,625,000)	0	0	0	0

Water Capital - Priority 1

428	New	Poplar Point UV	350,000	0	0	0	0	(350,000)
W3 - DCC Water Treatment			350,000	0	0	0	0	(350,000)
428	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)
429	Renew	Office Acoustic & Yard Security Items - Gulley Rd	100,000	(30,000)	0	0	0	(70,000)^
429	Renew	Skyline PS - Station Upgrade Safety Issues	1,250,000	0	0	0	0	(1,250,000)
430	Renew	Cast Iron Replacement Program	1,500,000	0	0	0	0	(1,500,000)
430	Renew	Water Meter Replacement Program	500,000	0	0	0	0	(500,000)
W6 - Network and Facility Renewal			3,350,000	(30,000)	0	0	0	(3,320,000)
431	Renew	Chemical Storage Tank Replacement – Kettle Valley UV Facility	100,000	0	0	0	0	(100,000)
431	Renew	Dam Surveillance & Watershed Monitoring	22,000	0	0	0	0	(22,000)
432	Growth	Hydro Excavator Parking Facility	100,000	0	0	0	0	(100,000)^
432	New	Snow Runoff Hydrology	50,000	0	0	0	0	(50,000)
433	New	Water Meter - New Installations	150,000	0	0	0	(150,000)	0
W7 - Network and Facility Improvements			422,000	0	0	0	(150,000)	(272,000)

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
	Renew Hydrants	20,000	0	0	0	0	(20,000)
	Renew Dam Repairs	250,000	0	0	0	0	(250,000)
	W8 - Irrigation Network Improvements	270,000	0	0	0	0	(270,000)
	Cost Center Totals	4,509,200	(88,600)	0	0	(150,000)	(4,270,600)

Wastewater Capital - Priority 1

	New	Biosolids Management Phase I & Phase II	1,000,000	0	0	0	0	(1,000,000)
		WW3 - DCC Wastewater Treatment Facilities	1,000,000	0	0	0	0	(1,000,000)
	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)
	Renew	Renewal - Wastewater Mains and Facilities - SCADA	300,000	0	0	0	0	(300,000)
	Renew	Lift Station Renewal	700,000	0	0	0	0	(700,000)
440	Renew	Renewal - Wastewater Mains and Facilities	3,700,000	0	0	0	0	(3,700,000)
		WW5 - Network and Facility Renewal	4,700,000	0	0	0	0	(4,700,000)
440	Renew	Wastewater Treatment Facility Uninterruptible Power Supply	90,000	0	0	0	0	(90,000)
441	New	Emerging Issues	100,000	0	0	0	0	(100,000)
		WW6 - Network and Facility Improvements	190,000	0	0	0	0	(190,000)
		Cost Center Totals	6,000,000	(55,000)	0	0	0	(5,945,000)
		Grand Total	12,134,200	(1,768,600)	0	0	(150,000)	(10,215,600)

OP - Capital request has operating impacts included on the request

^ \$35k of this utility funding is from the Wastewater utility

^^ \$50k of this utility funding is from the Wastewater utility

2021 Capital Requests

Preliminary 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	222,000	0	0	0	0	0	(222,000)
	L1 - General Land	222,000	0	0	0	0	0	(222,000)
New	Road & Sidewalk, Land Acquisition	66,000	0	0	0	0	0	(66,000)
	L2 - Road and Sidewalk Land Acquisition	66,000	0	0	0	0	0	(66,000)
	Cost Center Totals	288,000	0	0	0	0	0	(288,000)

Building Capital - Priority 2

Renew	Kelowna Family Y - Pool Mechanical Modernization	345,000	0	0	0	0	0	(345,000)
Renew	Apple Bowl - Renovations	615,000	0	0	0	0	0	(615,000)
Renew	Mission Recreation Field House - Construction	477,000	0	0	0	0	0	(477,000)
	B1 - Parks and Recreation Buildings	1,437,000	0	0	0	0	0	(1,437,000)
Growth	Downtown Cultural Centre - Construction	3,498,000	0	0	0	0	0	(3,498,000)
	B2 - Community and Cultural Buildings	3,498,000	0	0	0	0	0	(3,498,000)
Growth	Capital Opportunities & Partnership Fund	53,000	0	0	0	0	0	(53,000)
	B6 - Capital Opportunities and Partnerships	53,000	0	0	0	0	0	(53,000)
Renew	Parkinson Rec Centre Boiler & Hot Water Tank Replacements	120,000	(120,000)	0	0	0	0	0
	B7 - Renewal, Rehabilitation & Infra.	120,000	(120,000)	0	0	0	0	0
	Cost Center Totals	5,108,000	(120,000)	0	0	0	0	(4,988,000)

Parks Capital - Priority 2

Renew	Bennett Plaza - Improvements	270,000	0	0	0	0	0	(270,000)
	P10 - Urban Streetscape, Centres Dev, Renewal	270,000	0	0	0	0	0	(270,000)
New	Natural Area Acquisition	100,000	0	0	0	0	0	(100,000)
	P7 - Linear/Natural Area Park Development	100,000	0	0	0	0	0	(100,000)

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Renew	Parking Renewal	400,000	0	0	0	0	0	(400,000)
	P8 - Renewal, Rehabilitation & Infra	400,000	0	0	0	0	0	(400,000)
Cost Center Totals		770,000	0	0	0	0	0	(770,000)

Transportation Capital - Priority 2

Renew	Transportation Renewal	3,600,000	0	0	0	0	0	(3,600,000)
	T4 - Transportation System Renewal	3,600,000	0	0	0	0	0	(3,600,000)
New	Active Transportation Corridor/Bicycle Network Expansion	150,000	0	0	0	0	0	(150,000)
OP	New	Bertram Bridge ATC Connections	1,000,000	0	0	0	0	(1,000,000)
OP	Growth	Master Planned Primary AT Routes	1,000,000	0	0	0	0	(1,000,000)
	T5 - Bicycle Network	2,150,000	0	0	0	0	0	(2,150,000)
New	Sidewalk Network Expansion	625,000	0	0	0	0	0	(625,000)
	T6 - Sidewalk Network	625,000	0	0	0	0	0	(625,000)
OP	New	Crosswalk Safety - Signals and Flashers	100,000	0	0	0	0	(100,000)
OP	New	Road Safety & Operations Partnership with ICBC	300,000	0	0	0	0	(300,000)
OP	New	Safe Routes to School Program	60,000	0	0	0	0	(60,000)
	T7 - Safety and Operational Improvements	460,000	0	0	0	0	0	(460,000)
OP	Growth	Traffic Signals and Roundabouts - Kane & Valley	1,000,000	0	0	0	0	(1,000,000)
OP	Growth	Traffic Signals and Roundabouts	100,000	0	0	0	0	(100,000)
	T8 - Traffic Control Infrastructure	1,100,000	0	0	0	0	0	(1,100,000)
Cost Center Totals		7,935,000	0	0	0	0	0	(7,935,000)

Information Services Capital - Priority 2

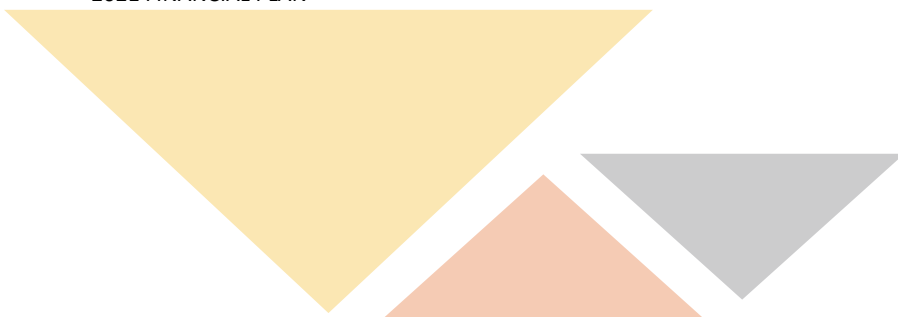
Renew	Major Systems Projects	100,000	0	0	0	0	0	(100,000)
	I3 - Major System Projects	100,000	0	0	0	0	0	(100,000)
Cost Center Totals		100,000	0	0	0	0	0	(100,000)

Vehicle & Mobile Equipment - Priority 2

OP	Growth	Fleet Growth	130,000	0	0	0	0	(130,000)
	V1 - Additional Vehicles / Equipment	130,000	0	0	0	0	0	(130,000)
Cost Center Totals		130,000	0	0	0	0	0	(130,000)

Grand Total	14,331,000	(120,000)	0	0	0	0	(14,211,000)
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OP - Capital request has operating impacts included on the request



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2021 Capital Requests

Preliminary Budget

Airport Capital Summary - Airport Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Airport Capital - Priority 1								
350	Renew	Airside Equipment	80,000	(80,000)	0	0	0	0
350	New	Airport Small Capital	150,000	(150,000)	0	0	0	0
A1 - Airside			230,000	(230,000)	0	0	0	0
351	New	Airport Groundside Equipment Replacement	475,000	(475,000)	0	0	0	0
A2 - Groundside			475,000	(475,000)	0	0	0	0
351	Renew	Air Terminal Building Capital Replacement & Improvement	250,000	(250,000)	0	0	0	0
A3 - Terminal			250,000	(250,000)	0	0	0	0
352	Renew	Soaring Beyond 2.5 Million Passengers AIF Program	670,000	(670,000)	0	0	0	0
A4 - AIF			670,000	(670,000)	0	0	0	0
Cost Center Totals			1,625,000	(1,625,000)	0	0	0	0
Grand Total			1,625,000	(1,625,000)	0	0	0	0

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2021 A1 - \$80k	
Title:	Airside Equipment		PRELIMINARY

Justification:

Budget is requested for the purchase of airside equipment attachments.

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
80,000	(80,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2021 A1 - \$150k	
Title:	Airport Small Capital		PRELIMINARY

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 \$30k.

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

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2021 A2 - \$475k	
Title:	Airport Groundside Equipment Replacement		PRELIMINARY

Justification:

The Airport is requesting to replace the Airport's parking system and light standard poles in and around the Airport that have reached the end of their useful lives. The replacement of the parking system will incorporate new technology to improve customer service.

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
475,000	(475,000)	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2021 A3 - \$250k	
Title:	Air Terminal Building Capital Replacement & Improvement		PRELIMINARY

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.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Air Terminal Building Capital Replacement & Improvement

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
250,000	(250,000)	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Airport Capital	10 Yr Cap Plan Ref: 2021 A4 - \$670k	
Title:	Soaring Beyond 2.5 Million Passengers AIF Program		PRELIMINARY

Justification:

The Airport is requesting to commence design, construction and make purchases for certain aspects of the Soaring Beyond 2.5 Million Passengers AIF Program. \$620k would be used to complete airside pavement rehab in 2021 and \$50k would be used to commence consultation on Self-Serve Baggage Drop 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
670,000	(670,000)	0	0	0	0





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2021 Capital Requests

Preliminary Budget

Fire Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Fire Capital - Priority 1									
356	Renew	Fire Equipment Replacement	110,000	(110,000)	0	0	0	0	0
		F1 - Vehicle / Equipment Renewal	110,000	(110,000)	0	0	0	0	0
		Cost Center Totals	110,000	(110,000)	0	0	0	0	0
		Grand Total	110,000	(110,000)	0	0	0	0	0

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Fire Capital	10 Yr Cap Plan Ref: 2021 F1 - \$110k	
Title:	Fire Equipment Replacement		PRELIMINARY

Justification:

Budget is requested for the replacement of six sets of Self Contained Breathing Apparatus (SCBA) and fifteen air cylinders. The fire equipment reserve will fund both the SCBA and the air cylinders. The Fire department has developed a long term replacement strategy to ensure SCBA units are replaced as they reach the end of useful life.

The replacement of this equipment is expected to be completed by the end of 2021.

There are no operation and maintenance budget impacts associated with this request.

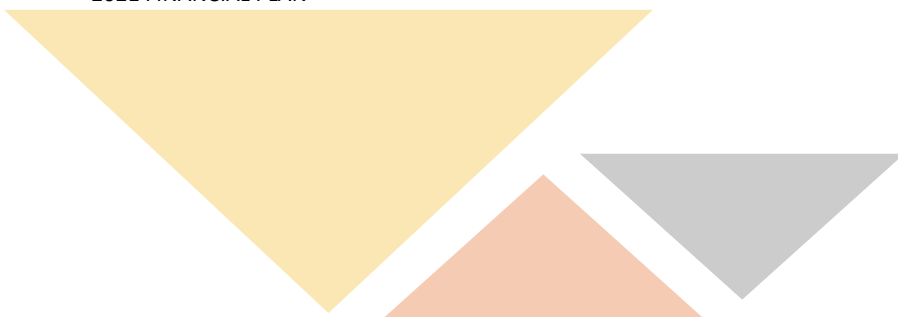
Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Strategic Direction: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
110,000	(110,000)	0	0	0	0	0

A night-time aerial photograph of a city, likely Vancouver, with a large orange diagonal overlay on the right side. The city lights are visible, and the mountains in the background are partially covered in snow. The text "Information Services" is written vertically in white on the orange background.

Information Services



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2021 Capital Requests

Preliminary 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									
360	Renew	Front Office Equipment	435,000	(285,000)	0	0	0	0	(150,000)
		I1 - Front Office Equipment	435,000	(285,000)	0	0	0	0	(150,000)
360	Renew	Server and Data Storage Equipment	190,000	0	0	0	0	0	(190,000)
		I2 - Server & Data Storage	190,000	0	0	0	0	0	(190,000)
361	Renew	Major Systems Projects	201,100	(135,400)	0	0	0	0	(65,700)
361	Renew	Asset Management System - Phase III	325,000	(250,000)	0	0	0	(75,000)	0
		I3 - Major System Projects	526,100	(385,400)	0	0	0	(75,000)	(65,700)
362	Renew	Communications Networks Upgrades	105,000	(55,000)	0	0	0	0	(50,000)
362	New	Fibre Optic Service Line	50,000	0	0	0	(50,000)	0	0
		I4 - Communications Systems	155,000	(55,000)	0	0	(50,000)	0	(50,000)
		Cost Center Totals	1,306,100	(725,400)	0	0	(50,000)	(75,000)	(455,700)
		Grand Total	1,306,100	(725,400)	0	0	(50,000)	(75,000)	(455,700)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2021 I1 - \$435k	
Title:	Front Office Equipment		PRELIMINARY

Justification:

This capital program includes the lifecycle of roughly 1,000 staff desktop computers, laptops, tablets, monitors and systems that enable all meeting spaces - virtual and in person. With recent changes to how staff work, the shift to provide a mobile-friendly environment for information workers is imminent. New software purchases, annual Microsoft True-Up and cyber security initiatives are also funded through this program. Without up-to-date workstations (eg. laptops, desktop computers), service levels will decrease resulting in higher service incidents and hardware failures. New mobility and work-from-home devices will not be available and the ability to provide new software licenses will be reduced. If staff are unable to provide cyber security initiatives, security risks will increase. Work is expected to be completed by Dec 2021. 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: Other - Supports Base Business

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
435,000	(285,000)	0	0	0	0	(150,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2021 I2 - \$190k	
Title:	Server and Data Storage Equipment		PRELIMINARY

Justification:

Budget is requested to fund data center equipment, such as VMware, remote view environment, all processing power, disk storage, server software, new licensing purchases, and the City's disaster recovery systems. Funding will help the City move to Cloud Services to further the enterprise security management program in protecting back-end systems, City data, and better enable a mobile workforce. These projects include moving the websites (kelowna.ca, ylw.kelowna.ca, theatre.kelowna.ca, cordemergency.ca and smarttrips.ca) to a robust, secure and scalable solution (Cloud), as well as working to provide a better digital front door for the residents of Kelowna, which will require the City to move more services online to enable better user experiences. Work is expected to be completed by November 2021. The operation and maintenance impact is minimal 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
190,000	0	0	0	0	0	(190,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2021 I3 - \$201k	
Title:	Major Systems Projects		PRELIMINARY

Justification:

Budget is requested to fund new major systems which will include data warehouse with analytics and onboarding of new online services. There is an overwhelming demand for data analytics solutions which will enable staff to make data-driven decisions. Without funding, the City will miss the opportunity to build a strong foundation through a data warehouse, with analytics tools that allow staff to scale up.

Work expected to be completed November 2021.

Operation and maintenance impact will be minimal 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
201,100	(135,400)	0	0	0	0	(65,700)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2021 I3 - \$325k	
Title:	Asset Management System - Phase III		PRELIMINARY

Justification:

The corporate Asset Management System (AMS) project was initiated in 2016. AMS is critical to operation, maintenance and the replacement of City infrastructure, with an estimated value of \$3.2B. The AMS project is 70% complete with over 300 users. Original project scope has increased as other areas have been added to the AMS (i.e. integration of SEKID with City Water Utility). Phase I and II are complete. Budget is requested to complete Phase III which consists of Parks & Building services, and to leverage data from across all infrastructure areas for improved and informed decision-making. If Phase III is not funded, the AMS will not be implemented across all service areas. This will cause inconsistency between service areas and will be a missed opportunity to leverage the full benefit from the AMS. There are no operation and maintenance budget impacts associated with this request.

Anticipated completion is the end of 2021.

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
325,000	(250,000)	0	0	0	(75,000)	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2021 I4 - \$105k	
Title:	Communications Networks Upgrades		PRELIMINARY

Justification:

Budget is requested to upgrade existing networking, security and communications equipment, such as routers, network switches, firewalls, wireless access points, networking and security software, and phone system upgrades. If communication networks are not upgraded, there is a high possibility the basic connectivity of staff computers, laptops and devices (to each other and to the internet) would fail. There is an increased risk of exposure to security threats (ex. phishing, ransomware, hacking) if the City does not maintain upgrades with industry standards. Depending on the severity of the connectivity issues or security threat, this could mean a significant amount of City operations would slow or stop completely. Work is expected to be completed by Oct 2021.

The operation and maintenance impacts will be minimal 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
105,000	(55,000)	0	0	0	0	(50,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Information Services Capital	10 Yr Cap Plan Ref: 2021 I4 - \$50k	
Title:	Fibre Optic Service Line		PRELIMINARY

Justification:

Budget is requested for the installation of a fibre optic service line to new customers. New customers will cover all costs associated with the installation.

Work is expected to be completed 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: Financial management - Non-tax revenues are increasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
50,000	0	0	0	(50,000)	0	0

2021 Capital Requests

Preliminary Budget

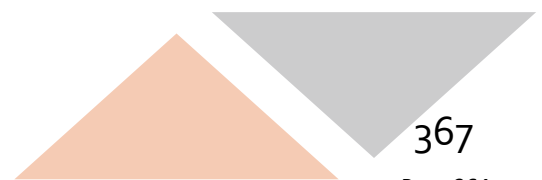
Information Services Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Information Services Capital - Priority 2								
Renew	Major Systems Projects	100,000	0	0	0	0	0	(100,000)
	I3 - Major System Projects	100,000	0	0	0	0	0	(100,000)
	Cost Center Totals	100,000	0	0	0	0	0	(100,000)
	Grand Total	100,000	0	0	0	0	0	(100,000)

OP - Capital request has operating impacts included on the request



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Real Estate & Parking





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2021 Capital Requests

Preliminary 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									
368	New	General Land, Acquisition	1,460,000	(1,000,000)	0	0	0	0	(460,000)
		L1 - General Land	1,460,000	(1,000,000)	0	0	0	0	(460,000)
368	New	Road & Sidewalk, Land Acquisition	50,000	0	0	0	0	0	(50,000)
369	Growth	DCC Road Widening, Land Acquisition	100,000	(84,500)	0	0	0	0	(15,500)
		L2 - Road and Sidewalk Land Acquisition	150,000	(84,500)	0	0	0	0	(65,500)
369	Renew	Parking Equipment and Facilities	575,000	(575,000)	0	0	0	0	0
370	Renew	Downtown Parkades-Major Maintenance	760,000	(760,000)	0	0	0	0	0
370	New	Land Acquisition - Parkades and Strategic Initiatives	100,000	(100,000)	0	0	0	0	0
371	Renew	Cook Road Boat Launch – Asphalt Renewal	95,000	(95,000)	0	0	0	0	0
		L3 - Parking Infrastructure	1,530,000	(1,530,000)	0	0	0	0	0
371	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	3,390,000	(2,864,500)	0	0	0	0	(525,500)
		Grand Total	3,390,000	(2,864,500)	0	0	0	0	(525,500)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L1 - \$1.46M	
Title:	General Land, Acquisition		PRELIMINARY

Justification:

Budget is requested to purchase land that meets the characteristics and parameters identified in the City of Kelowna's Land Strategy. Potential considerations in the purchase of specific lands includes: facilitating land assemblies of strategic value to the City, creating a revenue generating land bank, and enhancing the City's ability to revitalize and redevelop areas within our community.

The City has successfully acquired strategic lands to facilitate a number of unique initiatives in recent years, including the Innovation Center, Interior Health Authority, Ella site, Central Green, and various affordable housing project in partnership with BC Housing. Given the ability of land to meet the ever-increasingly complex challenges of our community, it is imperative that the City continue to capitalize on opportunities as they come available.

The work is expected to be completed by 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: Clear direction - Innovation is encouraged & supported

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,460,000	(1,000,000)	0	0	0	0	(460,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L2 - \$50k	
Title:	Road & Sidewalk, Land Acquisition		PRELIMINARY

Justification:

As identified by the Infrastructure Division, 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 2021.

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	Taxation
50,000	0	0	0	0	0	(50,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L2 - \$100k	
Title:	DCC Road Widening, Land Acquisition		PRELIMINARY

Justification:

This request is to fund the purchase of land required for widening of roads identified in the Development Cost Charges (DCC) program by the Infrastructure Division. 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 available, therefore capitalizing on opportunities as they arise.

To be completed by end of 2021.

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
100,000	(84,500)	0	0	0	0	(15,500)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L3 - \$575k	
Title:	Parking Equipment and Facilities		PRELIMINARY

Justification:

Budget is requested to renew parking infrastructure and invest in efficient parking management by replacing equipment that has reached its end of life. Renewal of enforcement equipment, servers and asphalt in pay parking lots are included in this request, as well as upgrades to credit card processing equipment on pay stations to comply with the "Chip and Pin" Europay, MasterCard and Visa (EMV) debit/credit card standard in advance of an anticipated 2022 deadline to ensure no disruption in our ability to accept credit card payments. Work is expected to be completed the end of 2021. The operation and maintenance impact will be minimal 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
575,000	(575,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L3 - \$760k	
Title:	Downtown Parkades-Major Maintenance		PRELIMINARY

Justification:

Condition assessments of the Library and Chapman parkade facilities identified a number of preventative maintenance items for completion. Ongoing rehabilitation work is necessary to ensure the maximum life expectancy for these facilities is achieved. Budget is requested to allow for the completion of work identified for 2021. At the Library Parkade, this includes a mechanical upgrade to the 25-year old elevator, replacement of an expansion joint, various repairs to the deck surface and reapplication of the protective traffic deck coating in select areas. At the Chapman Parkade, additional sealant work, repainting of the facility exterior and the installation of heat trace sensor equipment is planned.

The work 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	Taxation
760,000	(760,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L3 - \$100k	
Title:	Land Acquisition - Parkades and Strategic Initiatives		PRELIMINARY

Justification:

Budget is requested to facilitate longer-term solutions regarding alternative uses of parking assets (such as loading/pick-up zones with the increase in ride-share and food pickup and delivery services). Budget may be used to purchase land or technology to support emerging initiatives.

The work is expected to be completed by the end of 2021.

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: Transportation & mobility - Investments are connecting high density areas

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

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L3 - \$95k	
Title:	Cook Road Boat Launch – Asphalt Renewal		PRELIMINARY

Justification:

Budget is requested to allow for asphalt renewal at the Cook Road boat launch parking lot in conjunction with the already approved and funded reconstruction of the boat launch parking lot, boat staging area and the realignment of Cook Road in 2020/2021. The remaining asphalt in the parking lot area was assessed and is anticipated to have less than 5 years of life expectancy. Completing this work in conjunction with the other improvements already planned for the area will leverage cost efficiencies, provide a consistent surface and reduce impact on the public.

The work 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	Taxation
95,000	(95,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Real Estate and Parking Capital	10 Yr Cap Plan Ref: 2021 L4 - \$250k	
Title:	Strategic Land Servicing Requirements		PRELIMINARY

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 2021.

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

2021 Capital Requests

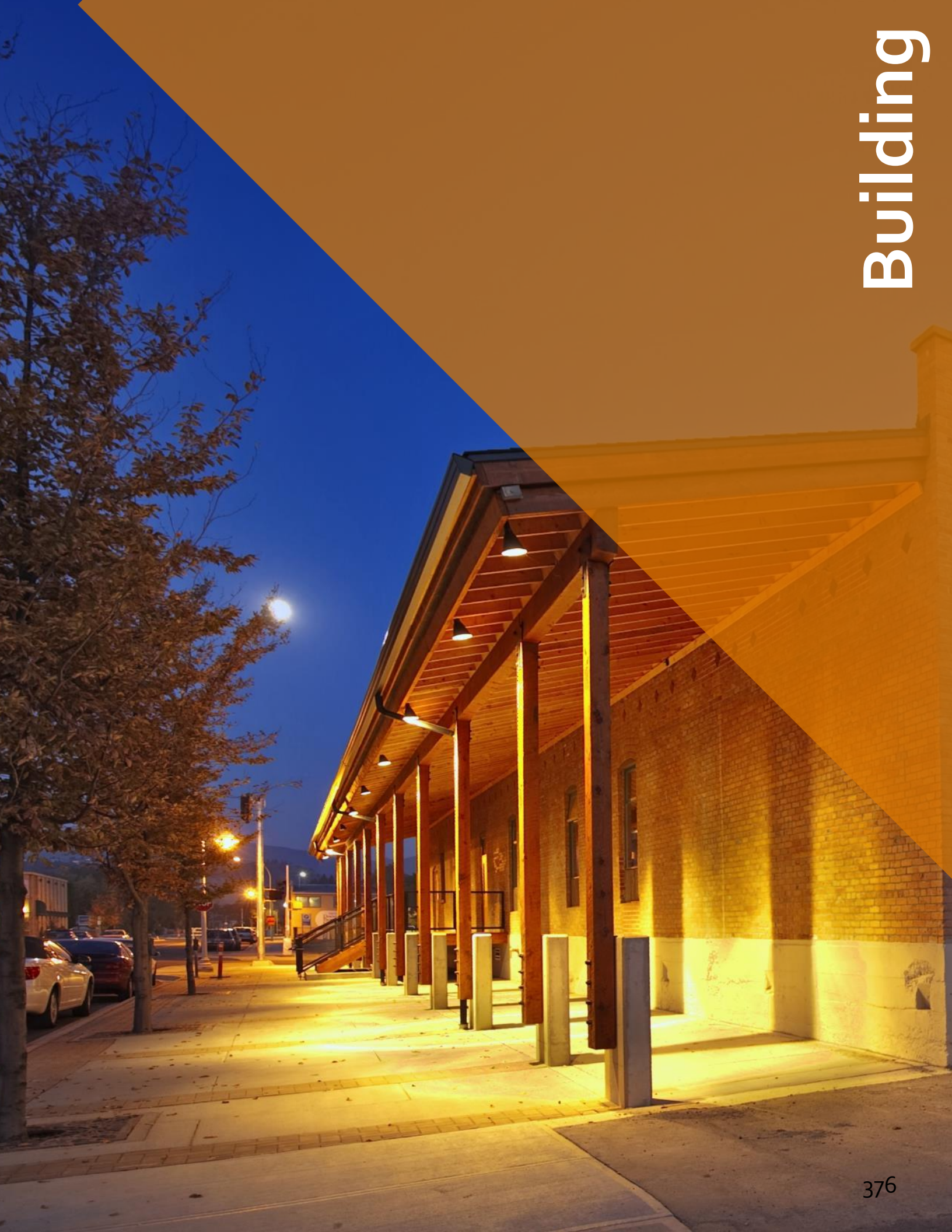
Preliminary Budget

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	222,000	0	0	0	0	0	(222,000)
	L1 - General Land	222,000	0	0	0	0	0	(222,000)
New	Road & Sidewalk, Land Acquisition	66,000	0	0	0	0	0	(66,000)
	L2 - Road and Sidewalk Land Acquisition	66,000	0	0	0	0	0	(66,000)
	Cost Center Totals	288,000	0	0	0	0	0	(288,000)
	Grand Total	288,000	0	0	0	0	0	(288,000)

OP - Capital request has operating impacts included on the request

Building





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2021 Capital Requests

Preliminary Budget

Building Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Building Capital - Priority 1									
376	Renew	Parks Washrooms Renovations or Replacement	80,000	0	0	0	0	0	(80,000)
376	Renew	Parkinson Recreation Centre - Building Replacement Design	1,420,000	0	0	0	0	0	(1,420,000)
B1 - Parks and Recreation Buildings			1,500,000	0	0	0	0	0	(1,500,000)
377	Renew	City Hall - Renovations, Phase IV & V	4,685,000	(4,158,600)	0	0	0	0	(526,400)
377	Growth	Civic Accommodation	150,000	0	0	0	0	0	(150,000)
B3 - Civic/Protective Service Buildings			4,835,000	(4,158,600)	0	0	0	0	(676,400)
378	Renew	Parks and Recreation Buildings Infrastructure Renewal	530,000	(235,000)	0	0	0	0	(295,000)
378	Renew	Rutland Arena (West) Chiller & Dehumidifier Replacement	424,000	(424,000)	0	0	0	0	0
379	Renew	Civic/Protective Service Buildings Infrastructure Renewal	355,100	(106,000)	0	0	0	0	(249,100)
379	Renew	Community and Cultural Buildings Infrastructure Renewal	212,200	(212,200)	0	0	0	0	0
380	Renew	Capital News Centre - Arena Chiller Replacement	350,000	(50,000)	0	0	(300,000)	0	0
380	Renew	H2O Centre Heat Recovery Chiller Replacement	600,000	(600,000)	0	0	0	0	0
381	Renew	Library Boiler Replacement	350,000	(350,000)	0	0	0	0	0
381	Renew	Water St. Boat Launch Ramp Renewal	95,000	(95,000)	0	0	0	0	0
382	Renew	Kelowna Community Theatre Renewal	630,000	(630,000)	0	0	0	0	0
B7 - Renewal, Rehabilitation & Infra.			3,546,300	(2,702,200)	0	0	(300,000)	0	(544,100)
Cost Center Totals			9,881,300	(6,860,800)	0	0	(300,000)	0	(2,720,500)
Grand Total			9,881,300	(6,860,800)	0	0	(300,000)	0	(2,720,500)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B1 - \$80k	
Title:	Parks Washrooms Renovations or Replacement		PRELIMINARY

Justification:

This is part of an ongoing program to replace or renovate aging park changerooms and washrooms. Budget is requested for the design to replace Rotary Beach Park washroom, changerooms and adjacent concessions area. The goal of the new change room is to create a clean, bright appearance while maintaining security best practice. Design will be completed during 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: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
80,000	0	0	0	0	0	(80,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B1 - \$82.8M	
Title:	Parkinson Recreation Centre - Building Replacement Design		PRELIMINARY

Justification:

Budget is requested to begin the design of a replacement recreation centre and associated sports field reconfiguration, parking and site access improvements at Parkinson Recreation Park. The recreation centre will include an eight lane 25m pool & leisure pool, three gymnasiums and a fitness suite, and may be built as part of a partnership development with SD23. The project will commence when a decision on the potential partnership is known, greater cost certainty is achieved and an Alternative Approval Process for the borrowing can be brought to Council.

This will be a multi-year project completed approximately three years after funding is approved. The operation and maintenance budget impacts associated with this request will be brought forward in a subsequent budget.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
1,420,000	0	0	0	0	0	(1,420,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B3 - \$4.685M	
Title:	City Hall - Renovations, Phase IV & V		PRELIMINARY

Justification:

Budget is requested for Phases IV & V renovations of City Hall. Phase IV is the renovation of the existing basement, which is poorly laid out with fewer than thirty workstations. The renovations will more than double the number of workstations available to meet staffing demands, reduce reliance on lease space, and create a more modern working environment. Due to external budget challenges this phase has been put on hold twice: 2017 and 2020. Following completion of Phase IV, Phase V will create a suite of flexible meeting rooms on Level One to improve the public face of City Hall, and will also be independently secured to allow evening and weekend use by the community. Tendering Phases IV and V as one contract should realize both cost and time savings for the City. The budget request also includes a feasibility study for future envelope upgrades to reduce the overall greenhouse gas emissions for the building. This will be a multi-year project with completion anticipated in 2022.

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
4,685,000	(4,158,600)	0	0	0	0	(526,400)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B3 - \$150k	
Title:	Civic Accommodation		PRELIMINARY

Justification:

Budget is requested for furniture, power and data upgrades in the recently available, City-owned Ellis St offices. This will provide additional workstations available for City use, and reduce reliance on leased space. Furniture will be designed for reuse in the more comprehensive renovation of the space planned for the future. Work is expected to be completed in 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	Taxation
150,000	0	0	0	0	0	(150,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$530k	
Title:	Parks and Recreation Buildings Infrastructure Renewal		PRELIMINARY

Justification:

Highest priority projects for this funding allocation include: design for the Kelowna Family Y mechanical filtration, dehumidification and natatorium lighting upgrades, upgrade for the Memorial Arena ammonia plant ventilation & controls system replacement, and Rutland Arena ventilation, ammonia relief piping and controls upgrade project (to be completed as a concurrent project with the chiller & dehumidifier replacement).

All work is expected to be completed by Q4 2021.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
530,000	(235,000)	0	0	0	0	(295,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$424k	
Title:	Rutland Arena (West) Chiller & Dehumidifier Replacement		PRELIMINARY

Justification:

Budget is requested to replace the ammonia chiller, which is at the end of its service life and is an existing "shell and tube" heat exchanged with a new, modern "plate and frame" unit. The replacement aligns with Technical Safety BC's recommendations from audits in 2018 and 2020. The project will also include the replacement of the existing dehumidifiers which are at the end of their service life and do not offer reliable operations.

Expected completion is Q3, 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
424,000	(424,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$355.1k	
Title:	Civic/Protective Service Buildings Infrastructure Renewal		PRELIMINARY

Justification:

Highest priority projects for this funding include upgrading portions of the HVAC systems at Firehalls 2, 3 and 4. These systems are not fully functional, and have resulted in air quality and temperature issues throughout the facilities.

The work is expected to be completed in Q4 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Building 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
355,100	(106,000)	0	0	0	0	(249,100)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$212k	
Title:	Community and Cultural Buildings Infrastructure Renewal		PRELIMINARY

Justification:

Highest priority project for this funding allocation is the replacement of the roof, soffit and flashing and insulation upgrades to current best practice at the Boys & Girls Club facility on Richter St. The roof experienced significant leaks in 2020 and the associated envelope details require replacement.

The work is expected to be completed by Q3 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: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
212,200	(212,200)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$350k	
Title:	Capital News Centre - Arena Chiller Replacement		PRELIMINARY

Justification:

Budget is requested to replace the ammonia chiller, which is at the end of its service life and is an existing "shell and tube" heat exchanger with a new, modern "plate & frame" unit. This replacement aligns with Technical Safety BC's recommendations from audits in 2018 and 2020. Expected completion is Q2 2021.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
350,000	(50,000)	0	0	(300,000)	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$600k	
Title:	H2O Centre Heat Recovery Chiller Replacement		PRELIMINARY

Justification:

The existing heat recovery chiller at the H2O requires replacement as three of the six internal compressors have failed.

There are no operation and maintenance budget impacts associated with this request.

Expected completion is Q4 2021.

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
600,000	(600,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$350k	
Title:	Library Boiler Replacement		PRELIMINARY

Justification:

Budget is requested to replace the existing boilers at the Library. The boilers will be replaced with units that are capable of achieving increased efficiency.

There are no operation and maintenance budget impacts associated with this request.

Expected completion is Q3 2021.

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
350,000	(350,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$95k	
Title:	Water St. Boat Launch Ramp Renewal		PRELIMINARY

Justification:

Budget is requested for the engineering design and costing for the renewal of the Water St. boat launch ramp, as it has experienced extensive erosion. Provincial permits will be required prior to any work being undertaken. A separate budget request will be made in a future year once cost estimates are known.

There are no operation and maintenance budget impacts associated with this request.

Subject to provincial approval, anticipated to be completed in 2021.

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
95,000	(95,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Building Capital	10 Yr Cap Plan Ref: 2021 B7 - \$630k	
Title:	Kelowna Community Theatre Renewal		PRELIMINARY

Justification:

Budget is requested to undergo a series of projects to increase the user experience and longevity of the Kelowna Community Theatre. The request includes a roof replacement, as the current roof is at the end of its expected service life and is showing signs of potential failure. The roof replacement will also include an insulation upgrade to current best practice. Concurrent to the roof replacement, the existing rooftop mechanical units are to be replaced as they are at the end of their service life and have experienced increased maintenance requirements. The other portion of this request is the renewal of the lobby area including carpet replacement, lighting, painting and a washroom upgrade. This portion of the facility is degrading quickly, has become maintenance intensive and is a common patron complaint.

Expected completion is Q4 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: Vibrant neighbourhoods - Accessible and multi-purpose amenities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
630,000	(630,000)	0	0	0	0	0

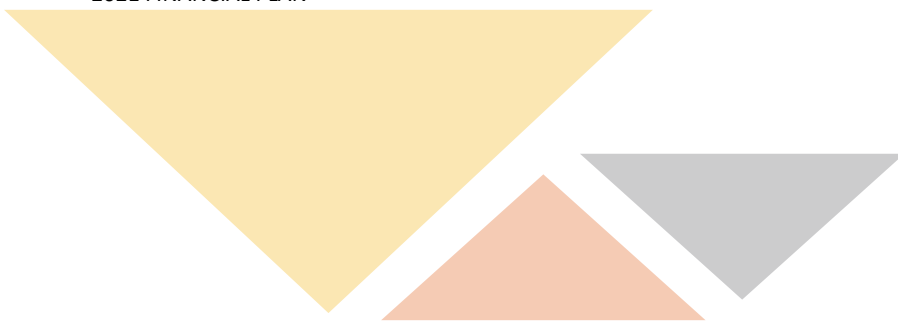
2021 Capital Requests

Preliminary Budget

Building Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Building Capital - Priority 2								
Renew	Kelowna Family Y - Pool Mechanical Modernization	345,000	0	0	0	0	0	(345,000)
Renew	Apple Bowl - Renovations	615,000	0	0	0	0	0	(615,000)
Renew	Mission Recreation Field House - Construction	477,000	0	0	0	0	0	(477,000)
B1 - Parks and Recreation Buildings		1,437,000	0	0	0	0	0	(1,437,000)
Growth	Downtown Cultural Centre - Construction	3,498,000	0	0	0	0	0	(3,498,000)
B2 - Community and Cultural Buildings		3,498,000	0	0	0	0	0	(3,498,000)
Growth	Capital Opportunities & Partnership Fund	53,000	0	0	0	0	0	(53,000)
B6 - Capital Opportunities and Partnerships		53,000	0	0	0	0	0	(53,000)
Renew	Parkinson Rec Centre Boiler & Hot Water Tank Replacements	120,000	(120,000)	0	0	0	0	0
B7 - Renewal, Rehabilitation & Infra.		120,000	(120,000)	0	0	0	0	0
Cost Center Totals		5,108,000	(120,000)	0	0	0	0	(4,988,000)
Grand Total		5,108,000	(120,000)	0	0	0	0	(4,988,000)

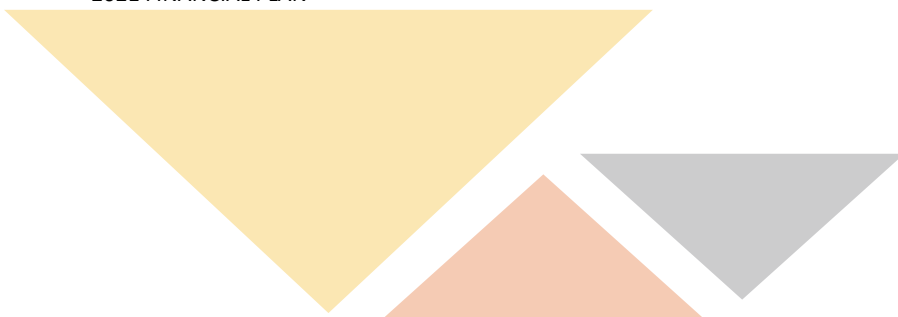
OP - Capital request has operating impacts included on the request



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2021 Capital Requests

Preliminary Budget

Parks Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Parks Capital - Priority 1									
	New	DCC Parkland Acquisition	3,658,000	(3,241,000)	0	0	0	0	(417,000)
		P1 - DCC Parkland Acquisition	3,658,000	(3,241,000)	0	0	0	0	(417,000)
O1	New	Art Walk - Extension from Doyle to Queensway	68,900	0	0	0	0	0	(68,900)
		P10 - Urban Streetscape, Centres Dev, Renewal	68,900	0	0	0	0	0	(68,900)
OP	O1	Growth Ballou Park (DCC)	1,568,600	(1,568,600)	0	0	0	0	0
OP	O1	Growth Tower Ranch Park #1 (DCC)	430,600	(380,600)	0	0	0	0	(50,000)
		P3 - Neighbourhood Park Development	1,999,200	(1,949,200)	0	0	0	0	(50,000)
	O1	Renew Mission Recreational Park Artificial Turf Replacement	920,000	(702,000)	0	0	0	0	(218,000)
OP	O1	Growth Mission Recreation - Softball Diamonds (DCC)	3,330,000	(3,330,000)	0	0	0	0	0
	O1	New Lombardy Park, Protective Netting - Construction	140,000	0	0	0	0	0	(140,000)
		P5 - Recreation Park Development	4,390,000	(4,032,000)	0	0	0	0	(358,000)
	O1	Renew City Park - Improvements, Waterfront Promenade Phase 3	200,000	0	0	0	0	0	(200,000)
	O1	Growth Pandosy Waterfront Park, DCC City-wide Park Development Phase 1	1,450,300	(866,100)	0	0	0	0	(584,200)
	O1	Growth Kerry Park - Future Phases (DCC)	571,700	(396,800)	0	0	0	0	(174,900)
		P6 - City-wide Park Development	2,222,000	(1,262,900)	0	0	0	0	(959,100)
	O1	Renew Knox Mountain Park - Improvements	220,000	(175,000)	0	0	0	0	(45,000)
OP	O1	Growth Linear Park - DCC Program	75,000	(66,400)	0	0	0	0	(8,600)
		P7 - Linear/Natural Area Park Development	295,000	(241,400)	0	0	0	0	(53,600)
	O1	Renew Irrigation Renewal	300,000	0	0	0	0	0	(300,000)
	O1	New Kelowna Memorial Cemetery - Improvements	200,000	(200,000)	0	0	0	0	0
	O1	Renew Sport Courts/Water Parks/Skate Parks Renewal & Replacements	70,000	(35,000)	0	0	0	0	(35,000)
	O1	Renew Access For All Improvements	100,000	0	0	0	0	0	(100,000)
		P8 - Renewal, Rehabilitation & Infra	670,000	(235,000)	0	0	0	0	(435,000)
	O1	New Capital Opportunities and Partnership Fund	150,000	(150,000)	0	0	0	0	0
		P9 - Capital Opportunities Partnership	150,000	(150,000)	0	0	0	0	0
Cost Center Totals			13,453,100	(11,111,500)	0	0	0	0	(2,341,600)
Grand Total			13,453,100	(11,111,500)	0	0	0	0	(2,341,600)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P1 - \$3.66M	
Title:	DCC Parkland Acquisition		PRELIMINARY

Justification:

Budget is requested for the acquisition of land to be used for neighbourhood, community, city-wide, recreation and linear type parks. This is in accordance with the 20-Year Servicing Plan and Development Cost Charges (DCC) reserve funding availability. To be completed in 2021.

There are no operation and maintenance budget impacts associated with this request.

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
3,658,000	(3,241,000)	0	0	0	0	(417,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P10 - \$68.9k	
Title:	Art Walk - Extension from Doyle to Queensway		PRELIMINARY

Justification:

Budget is requested for the schematic design of the Art Walk extension from Doyle Avenue to Queensway Avenue, immediately adjacent to Kasugai Gardens and tying into Bennett Plaza. A construction costs budget request will be submitted in a subsequent year, done in coordination with the construction of the adjacent section of the Art Walk by the development on 350 Doyle Ave.

Anticipated to be completed in 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
68,900	0	0	0	0	0	(68,900)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P3 - \$1.569M	
Title:	Ballou Park (DCC)		PRELIMINARY

Justification:

Budget is requested for the design and construction of the completion to Ballou Park and connection to Knox Mountain Park. Ballou Park is in Glenmore, and was identified as a priority neighbourhood park within the DCC program, as the surrounding area has witnessed significant residential development over the past decade and is in need of amenities and green space. This is a multi-year project with construction anticipated for completion in Q2 of 2022.

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
1,568,600	(1,568,600)	0	0	0	0	0

Operating Impact: Ballou Park (DCC)

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	0	0	0
2022	15,800	0	0	0	0	0	0	(15,800)
2023	30,600	0	0	0	0	0	0	(30,600)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P3 - \$430.6k	
Title:	Tower Ranch Park #1 (DCC)		PRELIMINARY

Justification:

Budget is requested for the design and construction of Tower Ranch #1. This park is located in a new subdivision that is currently not served by neighbourhood parks.

This is a multi-year project with construction anticipated for completion in Q3 of 2022.

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
430,600	(380,600)	0	0	0	0	(50,000)

Operating Impact: Tower Ranch Park #1 (DCC)

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	0	0	0
2022	4,600	0	0	0	0	0	0	(4,600)
2023	16,800	0	0	0	0	0	0	(16,800)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P5 - \$920k	
Title:	Mission Recreational Park Artificial Turf Replacement		PRELIMINARY

Justification:

The existing artificial turf field is failing, resulting in an unpopular playing surface and a significant drop in bookings. Budget is requested to replace the artificial turf in order to maximize the return on investment for lighting and other infrastructure, while reducing the demand and overuse of other grass fields.

There are no operation and maintenance budget impacts associated with this request.

Anticipated to be completed in 2022.

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
920,000	(702,000)	0	0	0	0	(218,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P5 - \$3.330M	
Title:	Mission Recreation - Softball Diamonds (DCC)		PRELIMINARY

Justification:

Current demand for ball diamonds within the City is high. Budget is requested for the twinning of the ball diamonds at Mission Recreation Park to form the second quad, in accordance with the site masterplan.

This is a multi-year project with construction anticipated for completion in Q3 of 2022.

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
3,330,000	(3,330,000)	0	0	0	0	0

Operating Impact: Mission Recreation - Softball Diamonds (DCC)

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	0	0	0
2022	18,500	0	0	0	0	0	0	(18,500)
2023	64,000	0	0	0	0	0	0	(64,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P5 - \$140k	
Title:	Lombardy Park, Protective Netting - Construction		PRELIMINARY

Justification:

Budget is requested for this high priority safety issue. 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. The scope includes protective netting structures to prevent balls leaving the softball diamonds at this location, and a study to investigate the need for similar netting at other locations.

To be completed in 2022.

There are no operation and maintenance budget impacts associated with this request.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Community Safety - Residents feel safe

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
140,000	0	0	0	0	0	(140,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P6 - \$200K	
Title:	City Park - Improvements, Waterfront Promenade Phase 3		PRELIMINARY

Justification:

Budget is requested for the design and permitting for the replacement of the final section of promenade through City Park from the sails to the Point, and the section of boardwalk adjacent, in preparation for a budget request for construction subsequently.

Anticipated to be completed in 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
200,000	0	0	0	0	0	(200,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P6 - \$1.45M	
Title:	Pandosy Waterfront Park, DCC City-wide Park Development Phase 1		PRELIMINARY

Justification:

A budget of \$4.5M was approved in 2020 for Pandosy Waterfront, as one of the flagship parks in the new Parks DCC program. During 2020, detailed discussions were held with the Kelowna Paddle Centre who are located in the future park, the design was developed, and demolitions commenced. Budget is requested for the remaining balance of the construction estimate, and to consolidate the construction work. By doing so, substantial savings in both cost and time will be achieved. This will conclude the proposed works at this park until such time that the paddle centre is redeveloped.

Pending Provincial approvals, construction is anticipated to conclude in 2022.

The operating and maintenance budget were included with the first phase in the 2020 Budget.

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
1,450,300	(866,100)	0	0	0	0	(584,200)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P6 - \$571.7k	
Title:	Kerry Park - Future Phases (DCC)		PRELIMINARY

Justification:

Budget is requested for the preparation of construction documents for Kerry Park in order to coordinate the design and prepare for the construction of the park to proceed once the Westcorp hotel and residential tower is completed. The estimated construction costs of \$5.52M will be brought forward as a separate budget request at that time.

There are no operation and maintenance budget impacts associated with this request.

This design phase is anticipated to be completed in 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
571,700	(396,800)	0	0	0	0	(174,900)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P7 - \$220k	
Title:	Knox Mountain Park - Improvements		PRELIMINARY

Justification:

The Knox Mountain Management Plan, endorsed by Council in 2011, aims to provide public recreation in a sustainable manner while respecting the high environmental value of the park. In 2020 Knox Mountain Drive was temporarily closed due to COVID-19 restrictions. Budget is requested to consult on making this closure permanent, and if adopted, update the management plan to reflect this in capital improvements planned for future years. Further, due to erosion and a rock fall on the Paul's Tomb trail, emergency and maintenance vehicles have not been able to access the end of the trail in recent years. Therefore budget is also requested, along with anticipated carryover from 2020, to replace an existing retaining wall to allow access for these vehicles, rock scaling work, and improvements to localized parking off Poplar Point Drive.

This is a multi-year project, anticipated to be completed in early 2022.

There are no operation and maintenance budget impacts associated with this request.

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
220,000	(175,000)	0	0	0	0	(45,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P7 - \$75k	
Title:	Linear Park - DCC Program		PRELIMINARY

Justification:

The Phase 1 section of the Bellevue Creek Linear Park trail from Lakeshore Drive to Kincaid Road was completed in 2019, and has proved to be very popular with over 8,000 residents using the trail per month. The Provincial permits for occupancy and the design have been completed for the next section of trail. Budget is requested to construct the remaining section of trail to complete the link between Lakeshore Road and Gordon Drive, which will open up the trail to a much wider group of local residents, as well as providing a link to several schools and the local commercial centre in the immediate vicinity. Anticipated to be completed in 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
75,000	(66,400)	0	0	0	0	(8,600)

Operating Impact: Linear Park - DCC Program

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	4,200	0	0	0	0	0	0	(4,200)
2022	4,200	0	0	0	0	0	0	(4,200)
2023	4,200	0	0	0	0	0	0	(4,200)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P8 - \$300k	
Title:	Irrigation Renewal		PRELIMINARY

Justification:

Irrigation renewal projects are based on the priority list created by the irrigation master plan. The \$300k allocated in the ten year capital plan is typically able to complete two smaller high priority sites. The top two locations are Waterfront Park-Island Stage/Waterfall and City Park - South Bank. Both of these systems are approaching 30 years old and are beyond the life span of a typical irrigation system. These renewal projects will be completed by Parks Services staff to reduce costs.

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: Economic resiliency - Infrastructure deficit is reduced

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P8 - \$200k	
Title:	Kelowna Memorial Cemetery - Improvements		PRELIMINARY

Justification:

Budget is requested to replace the east side connection of the laterals that feed the different zones for the irrigation system at the Kelowna Memorial Cemetery. The point of connection and main lines were replaced previously. After the east side is done there will be two phases of the laterals left to complete. The Cemetery is a highly sensitive site and efforts are made to ensure the construction does not affect other activities as much as possible.

There are no operation and maintenance budget impacts associated with this request.

Anticipated to be completed in 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
200,000	(200,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P8 - \$70k	
Title:	Sport Courts/Water Parks/Skate Parks Renewal & Replacements		PRELIMINARY

Justification:

Budget is requested for the resurfacing of the pickleball courts at Parkinson Recreation Centre. The surface is cracked with roots coming through creating an unsafe play surface.

Anticipated to be completed in 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: Vibrant neighbourhoods - Animated parks & public spaces

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
70,000	(35,000)	0	0	0	0	(35,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P8 - \$100k	
Title:	Access For All Improvements		PRELIMINARY

Justification:

Budget is requested for the renewal program of replacement or improvements to park amenities in order to remove obstacles and increase access for all ages and abilities across all park types.

Anticipated 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: Social & inclusive - Inclusivity and diversity are increasing

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

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Parks Capital	10 Yr Cap Plan Ref: 2021 P9 - \$150k	
Title:	Capital Opportunities and Partnership Fund		PRELIMINARY

Justification:

Budget is requested for a partnership with the soccer community for a field lighting project. Men's Soccer currently hold \$250k in reserve, and are eligible to apply for a capital gaming grant for a matching amount. The City would be responsible to provide utility supply to the site.

Multi-year project, anticipated to be completed in 2022.

There are no operation and maintenance budget impacts associated with this request.

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
150,000	(150,000)	0	0	0	0	0

2021 Capital Requests

Preliminary Budget

Parks Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Parks Capital - Priority 2								
Renew	Bennett Plaza - Improvements	270,000	0	0	0	0	0	(270,000)
P10 - Urban Streetscape, Centres Dev, Renewal		270,000	0	0	0	0	0	(270,000)
New	Natural Area Acquisition	100,000	0	0	0	0	0	(100,000)
P7 - Linear/Natural Area Park Development		100,000	0	0	0	0	0	(100,000)
Renew	Parking Renewal	400,000	0	0	0	0	0	(400,000)
P8 - Renewal, Rehabilitation & Infra		400,000	0	0	0	0	0	(400,000)
Cost Center Totals		770,000	0	0	0	0	0	(770,000)
Grand Total		770,000	0	0	0	0	0	(770,000)

OP - Capital request has operating impacts included on the request



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Vehicle & Mobile Equipment





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2021 Capital Requests

Preliminary Budget

Vehicle & Mobile Equipment Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Vehicle & Mobile Equipment - Priority 1									
OP	402	Growth Fleet Growth	625,000	(625,000)	0	0	0	0	0
	402	Growth Graffiti Eradication Power Washer Replacement	11,000	0	0	0	0	0	(11,000)
V1 - Additional Vehicles / Equipment			636,000	(625,000)	0	0	0	0	(11,000)
403	Renew	Vehicle/Equipment Renewal	3,357,900	(3,357,900)	0	0	0	0	0
V2 - Vehicle / Equipment Renewal			3,357,900	(3,357,900)	0	0	0	0	0
Cost Center Totals			3,993,900	(3,982,900)	0	0	0	0	(11,000)
Grand Total			3,993,900	(3,982,900)	0	0	0	0	(11,000)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2021 V1 - \$625k	
Title:	Fleet Growth		PRELIMINARY

Justification:

As a result of increased service and maintenance demands, and regulatory requirements, an additional eight pieces of equipment are requested for various divisions within the City of Kelowna. Acquisition of vehicles is expected to be complete by 2022, and Fleet Services will endeavor to purchase electric vehicles where possible.

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
625,000	(625,000)	0	0	0	0	0

Operating Impact: Other - Supports Base Business

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	190,300	(66,400)	0	0	0	0	0	(123,900)
2022	190,300	(66,400)	0	0	0	0	0	(123,900)
2023	190,300	(66,400)	0	0	0	0	0	(123,900)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2021 V1 - \$11k	
Title:	Graffiti Eradication Power Washer Replacement		PRELIMINARY

Justification:

A new power washer is needed for the Graffiti Eradication program. The existing power washer is more than 10 years old and is near 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
11,000	0	0	0	0	0	(11,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Vehicle & Mobile Equipment	10 Yr Cap Plan Ref: 2021 V2 - \$3.357M	
Title:	Vehicle/Equipment Renewal		PRELIMINARY

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 81 units were considered and it was determined that 32 of these units required replacement. Acquisition of vehicles should be complete by 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	Taxation
3,357,900	(3,357,900)	0	0	0	0	0

2021 Capital Requests

Preliminary Budget

Vehicle & Mobile Equipment Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
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Vehicle & Mobile Equipment - Priority 2

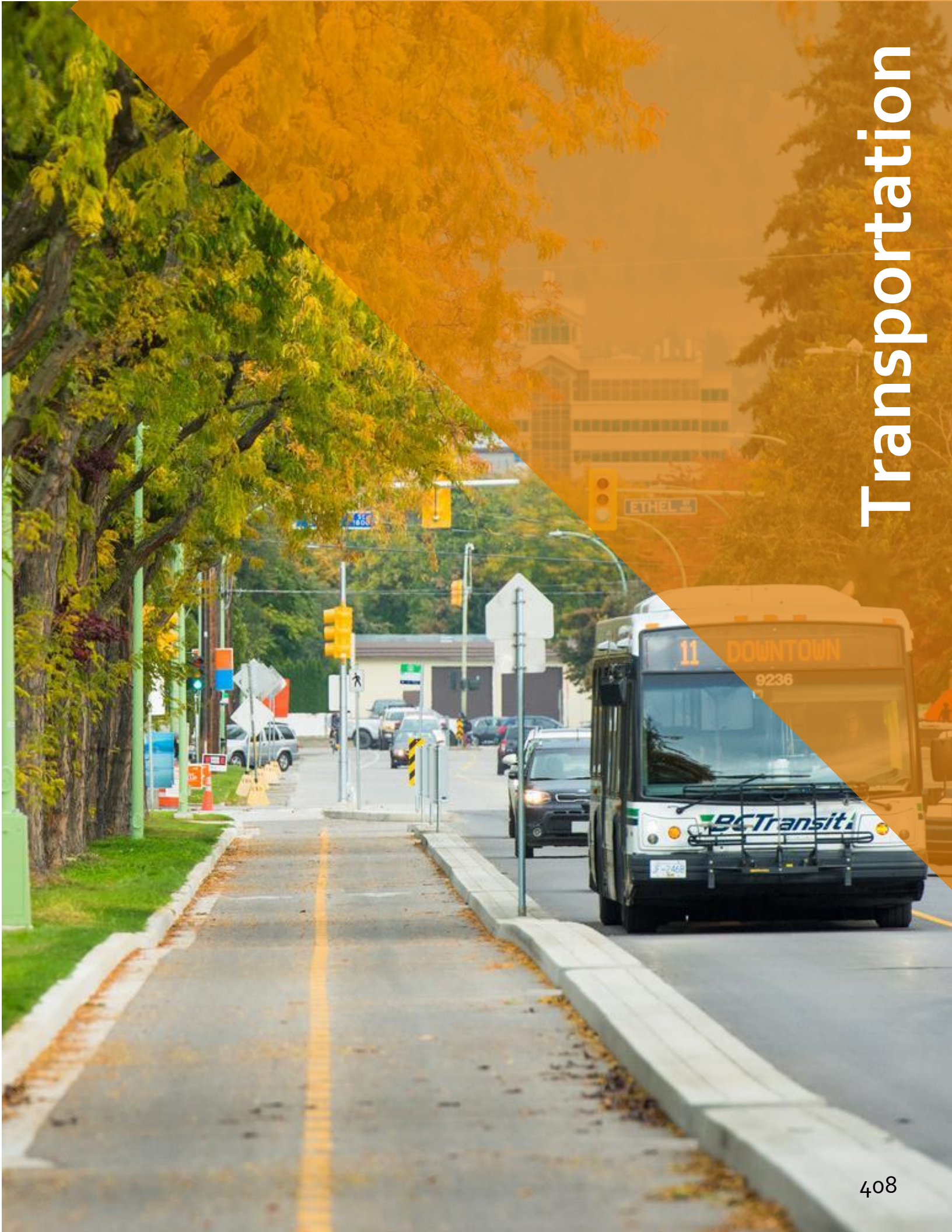
OP	Growth	Fleet Growth	130,000	0	0	0	0	0	(130,000)
		V1 - Additional Vehicles / Equipment	130,000	0	0	0	0	0	(130,000)
Cost Center Totals			130,000	0	0	0	0	0	(130,000)
Grand Total			130,000	0	0	0	0	0	(130,000)

OP - Capital request has operating impacts included on the request

Vehicle & Mobile Equipment Operating - Priority 2

	<u>2021</u>	<u>2022</u>	<u>2023</u>	
Fleet Growth	35,100	35,100	35,100	
Grand Total	35,100	35,100	35,100	Taxation

Transportation





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2021 Capital Requests

Preliminary Budget

Transportation Capital Summary - General Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Transportation Capital - Priority 1									
409	Growth	Lakeshore 1 DCC Bridge and Road at Bellevue Creek	1,305,600	(1,129,300)	0	0	0	0	(176,300)
409	Growth	Stewart 3 DCC (Crawford - Swamp), Road	248,000	(209,600)	0	0	0	0	(38,400)
T1 - DCC Roads			1,553,600	(1,338,900)	0	0	0	0	(214,700)
OP 410	New	Lakeshore 1 DCC (Dehart - Vintage Terrace), ATC	215,700	(137,300)	0	0	0	0	(78,400)
OP 410	Growth	Casorso 4 DCC (Raymer - KLO), ATC	666,000	(619,400)	0	0	0	0	(46,600)
411	Growth	Casorso 3 DCC (KLO Rd - Barrera Rd), ATC	167,000	(167,000)	0	0	0	0	0
OP 411	Growth	Houghton 1 DCC (Nickel - Rails with Trails), ATC	2,651,000	(1,998,000)	0	0	0	0	(653,000)
T2 - DCC Roads - Active Transportation			3,699,700	(2,921,700)	0	0	0	0	(778,000)
412	Growth	Roadway Urbanization	500,000	0	0	0	(500,000)	0	0
T3 - Non-DCC Roads			500,000	0	0	0	(500,000)	0	0
412	Renew	Bridge Rehabilitation - Renewal	325,000	0	0	0	0	0	(325,000)
413	Renew	Sidewalk & Bikeway Renewal	204,100	(204,100)	0	0	0	0	0
413	Renew	Road Resurfacing	4,400,000	(2,786,200)	0	0	0	0	(1,613,800)
OP 414	Renew	Transit - Bus Stop Renewal	110,000	(110,000)	0	0	0	0	0
414	Renew	Street Light Pole and Wiring Renewal	223,300	(223,300)	0	0	0	0	0
415	Renew	Traffic Signal and Communications Upgrades and Renewals	220,000	0	0	0	0	0	(220,000)
415	New	Streetscaping in Urban Centers	300,000	0	0	0	0	0	(300,000)
T4 - Transportation System Renewal			5,782,400	(3,323,600)	0	0	0	0	(2,458,800)
OP 416	New	Active Transportation Corridor/Bicycle Network Expansion	250,000	(80,000)	0	0	0	0	(170,000)
OP 416	Renew	Abbott Protected Bike Route (Rose - West), ATC	250,000	0	0	0	0	0	(250,000)
OP 417	New	Okanagan Rail Trail - Connection to Waterfront Park Pathway	250,000	(195,000)	0	0	0	0	(55,000)
T5 - Bicycle Network			750,000	(275,000)	0	0	0	0	(475,000)
OP 417	Growth	Central Green Pedestrian Overpass	5,500,000	(5,183,300)	0	0	0	0	(316,700)
OP 418	New	Sidewalk Network Expansion	250,000	0	0	0	0	0	(250,000)
T6 - Sidewalk Network			5,750,000	(5,183,300)	0	0	0	0	(566,700)
418	New	Road Safety & Operations Partnership with ICBC	250,000	0	0	0	0	0	(250,000)
OP 419	New	Crosswalk Safety - Signals and Flashers	100,000	0	0	0	0	0	(100,000)
419	New	Safe Routes to School Program	60,000	0	0	0	0	0	(60,000)
420	New	Neighbourhood Traffic Calming	60,000	0	0	0	0	0	(60,000)

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
T7 - Safety and Operational Improvements			470,000	0	0	0	0	0	(470,000)
OP	420	Growth Traffic Signals and Roundabouts	300,000	0	0	0	0	0	(300,000)
OP	421	Growth Intelligent Transportation Systems	30,000	0	0	0	0	0	(30,000)
T8 - Traffic Control Infrastructure			330,000	0	0	0	0	0	(330,000)
OP	421	Growth Transit - New Bus Stops	120,000	(120,000)	0	0	0	0	0
	422	Growth Transit Land Acquisition	150,000	(150,000)	0	0	0	0	0
T9 - Transit Facilities			270,000	(270,000)	0	0	0	0	0
Cost Center Totals			19,105,700	(13,312,500)	0	0	(500,000)	0	(5,293,200)
Grand Total			19,105,700	(13,312,500)	0	0	(500,000)	0	(5,293,200)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T1 - \$1.3M	
Title:	Lakeshore 1 DCC Bridge and Road at Bellevue Creek		PRELIMINARY

Justification:

The bridge on Lakeshore Rd at Bellevue Creek has reached the end of its service life. Budget is requested for the replacement and widening of the bridge deck and extension of the existing abutments/foundations. Concurrent to the bridge replacement, improvements to the road approaching the bridge would be completed. Work is expected to be completed by the Fall 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	Taxation
1,305,600	(1,129,300)	0	0	0	0	(176,300)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T1 - \$248k	
Title:	Stewart 3 DCC (Crawford - Swamp), Road		PRELIMINARY

Justification:

Budget is requested to design Phase 2 of the Stewart Road West DCC project (South of Bedford Rd to Swamp Rd). This rural low volume corridor inherits several sub-standard road alignments and geometrics. Alignment and intersection improvements are proposed to ensure acceptable levels of traffic safety and operation are met when traffic conditions change with the completion of the South Perimeter Road (SPR). This design will support land acquisition and future budget requests for construction. The work is expected to be completed in 2021.

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: Transportation & mobility - Travel times are optimized

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
248,000	(209,600)	0	0	0	0	(38,400)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T2 - \$216k	
Title:	Lakeshore 1 DCC (Dehart - Vintage Terrace), ATC		PRELIMINARY

Justification:

Budget is requested for construction of the active transportation corridor approaching the bridge, consistent with the Lakeshore 1 DCC. This work will be concurrent with the replacement of the Lakeshore Rd bridge over Bellevue Creek.

The work is expected to be completed by fall 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
215,700	(137,300)	0	0	0	0	(78,400)

Operating Impact: Lakeshore 1 DCC (Dehart - Vintage Terrace), ATC

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	7,000	0	0	0	0	0	0	(7,000)
2022	7,000	0	0	0	0	0	0	(7,000)
2023	7,000	0	0	0	0	0	0	(7,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T2 - \$666k	
Title:	Casorso 4 DCC (Raymer - KLO), ATC		PRELIMINARY

Justification:

Budget is requested to construct/extend the Ethel St Active Transportation Corridor (ATC) from Raymer Rd to KLO via an existing laneway. This all ages and abilities facility will improve access to Okanagan College and future extensions along Casorso. It will connect to the existing Barrera ATC, linking to Lakeshore and Gordon. Upgrading existing infrastructure where possible will support cost-efficient delivery. The work is expected to be completed by the Fall 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
666,000	(619,400)	0	0	0	0	(46,600)

Operating Impact: Casorso 4 DCC (Raymer - KLO), ATC

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	7,000	0	0	0	0	0	0	(7,000)
2022	12,000	0	0	0	0	0	0	(12,000)
2023	12,000	0	0	0	0	0	0	(12,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T2 - \$167k	
Title:	Casorso 3 DCC (KLO Rd - Barrera Rd), ATC		PRELIMINARY

Justification:

Budget is requested to undertake the design of the Casorso Active Transportation Corridor (ATC) from KLO to Barrera. This future all ages and abilities cycling facility will link the Ethel and Barrera ATCs. It will create a continuous corridor from Downtown to the south of Pandosy with connections to Pandosy Village, Okanagan College, KSS, the Sutherland ATC and the Cawston ATC. This process will inform future budget requests for construction.

The work is expected to be completed in 2021.

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
167,000	(167,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T2 - \$2.65M	
Title:	Houghton 1 DCC (Nickel - Rails with Trails), ATC		PRELIMINARY

Justification:

Budget is requested for land acquisition and construction of the Houghton Active Transportation Corridor (ATC) between Nickel Rd and Lester Rd (west end of existing Houghton ATC) and the Okanagan Rail Trail (ORT). Following a 2019 routing study, the proposed separated multi-use pathway will travel north from Houghton Rd along Nickel Rd and Lester Rd, west on Leathead Rd, cross Hwy 97 and connect to the ORT. This connection will link existing segments of the Houghton ATC within Rutland to the rest of the City's primary cycling network. The work is expected to be completed in 2022.

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
2,651,000	(1,998,000)	0	0	0	0	(653,000)

Operating Impact: Houghton 1 DCC (Nickel - Rails with Trails), ATC

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	13,600	0	0	0	0	0	0	(13,600)
2022	24,600	0	0	0	0	0	0	(24,600)
2023	24,600	0	0	0	0	0	0	(24,600)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T3 - \$500k	
Title:	Roadway Urbanization		PRELIMINARY

Justification:

Budget is requested to use deferred revenue, in conjunction with offsite and oversize funds, to deliver 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 fund infrastructure extensions in coordination with nearby development. Projects being considered for 2021 include; RU7 neighbourhood road and drainage improvements, Snowsell Street roadworks, Kent/Agassiz Road roadworks, Finch Road emergency access, Frost Road drainage & utility works, Chute Lake sidewalk & Upper Mission Drive safety improvements, Glenmore / McKinley roads shoulder improvements and Ethel Street sidewalk & drainage works.

Projects are expected to be completed in 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Roadway Operations 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
500,000	0	0	0	(500,000)	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$325k	
Title:	Bridge Rehabilitation - Renewal		PRELIMINARY

Justification:

Budget is requested for this annual program which undertakes rehabilitation of the City's bridges based on inspections. Each year half of the City's bridges are inspected and issues identified through inspections are prioritized for rehabilitation. Regular inspection and maintenance of bridges supports efficient asset management and reduces long term costs.

The work is expected to be completed in 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
325,000	0	0	0	0	0	(325,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$204.1k	
Title:	Sidewalk & Bikeway Renewal		PRELIMINARY

Justification:

Budget is requested to update existing walking and biking facilities that are deteriorated or do not meet current accessibility guidelines. Typical projects include bike lanes, sidewalk, intersection and crosswalk rehabilitation/upgrades. Improvements are coordinated with other capital projects where feasible to reduce costs. Priority locations are selected based on network review, operational challenges, service requests and coordination with other major projects.

The work is expected to be completed in 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
204,100	(204,100)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$4.4M	
Title:	Road Resurfacing		PRELIMINARY

Justification:

Budget is requested for the annual roads resurfacing program. Locations will be coordinated with other capital and development projects. Roads are selected for renewal based on an assessment of the system and priority routes considering average use.

The work is expected to be completed in 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: Economic resiliency - Infrastructure deficit is reduced

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
4,400,000	(2,786,200)	0	0	0	0	(1,613,800)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$110k	
Title:	Transit - Bus Stop Renewal		PRELIMINARY

Justification:

Budget is requested to address conditions at existing transit stops, to improve accessibility, safety, weather protection, customer information and/or capacity.

The work is expected to be completed by year end 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
110,000	(110,000)	0	0	0	0	0

Operating Impact: Transit - Bus Stop Renewal

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	1,000	0	0	0	0	0	0	(1,000)
2022	1,000	0	0	0	0	0	0	(1,000)
2023	1,000	0	0	0	0	0	0	(1,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$223.3k	
Title:	Street Light Pole and Wiring Renewal		PRELIMINARY

Justification:

Budget is requested to replace street light poles and wiring that have reached the end of their service life. The majority of the City's 9,300 street light poles are painted steel while new poles are galvanized/powder coated. New poles are expected to have a longer lifespan of approximately 50 years. This request will fund the replacement of an estimated 150 poles in 2021.

The work is expected to be completed in 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
223,300	(223,300)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$220k	
Title:	Traffic Signal and Communications Upgrades and Renewals		PRELIMINARY

Justification:

Budget is requested to replace aging traffic signal infrastructure. This request is based on maintenance inspections and equipment lifespans to ensure reliable and safe operation. The City's traffic signal system is growing (currently 124) and pedestrian warning flashers are now installed at 45 locations. 2021 priorities include 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), traffic signal poles, bases and underground infrastructure.

The work is expected to be completed in 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
220,000	0	0	0	0	0	(220,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T4 - \$300k	
Title:	Streetscaping in Urban Centers		PRELIMINARY

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 of 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. Budget will be used for construction in 2021 or 2022 (design and consultation in 2020).

The work is expected to be completed by 2022.

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: Transportation & mobility - Investments are connecting high density areas

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T5 - \$250k	
Title:	Active Transportation Corridor/Bicycle Network Expansion		PRELIMINARY

Justification:

Budget is requested for this annual program that expands the supporting cycling network, including bike lanes, other on-street facilities and intersection improvements. Improvement priorities are guided by the Pedestrian and Bicycle Master Plan to help make cycling an easier and safer option for more residents. Improvements are coordinated with other capital projects where feasible. The work is expected to be completed in 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
250,000	(80,000)	0	0	0	0	(170,000)

Operating Impact: Active Transportation Corridor/Bicycle Network Expansion

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	20,000	0	0	0	0	0	0	(20,000)
2022	20,000	0	0	0	0	0	0	(20,000)
2023	20,000	0	0	0	0	0	0	(20,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T5 - \$250k	
Title:	Abbott Protected Bike Route (Rose - West), ATC		PRELIMINARY

Justification:

Budget is requested for a pilot project to extend protected bike lanes on Abbott St from Rose Ave to the south of West Ave using interim materials, reducing the gap in the Abbott Active Transportation Corridor (ATC) network and connecting to the Pandosy Urban Centre. The Abbott (ATC) is one of the City's busiest cycling routes and use has increased by over 50% versus last year's peak season. Separated space for people walking and biking would be created by re-allocating existing road space and elements using interim infrastructure. Using this lower-cost approach, this segment of Abbott could be developed quickly to address existing demand with ultimate improvements in the future. The work is expected to be completed by the summer of 2021. A grant application for this project has been submitted, and if successful, would extend the project scope to Gyro Beach.

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
250,000	0	0	0	0	0	(250,000)

Operating Impact: Abbott Protected Bike Route (Rose - West), ATC

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	2,200	0	0	0	0	0	0	(2,200)
2022	2,200	0	0	0	0	0	0	(2,200)
2023	2,200	0	0	0	0	0	0	(2,200)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T5 - \$250k	
Title:	Okanagan Rail Trail - Connection to Waterfront Park Pathway	PRELIMINARY	

Justification:

Budget is requested for construction of 450m of the trail linking the end of the Rail Trail with the Waterfront Walkway via Manhattan and Sunset drives. The project will pilot the use of interim infrastructure to separate users from traffic. 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 (15km), this project completes the final all ages and abilities cycling connection to the waterfront walkway. The work is expected to be completed by the Summer 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	
	250,000	(195,000)	0	0	0	0	(55,000)	
Operating Impact:	Okanagan Rail Trail - Connection to Waterfront Park Pathway							
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	1,400	0	0	0	0	0	0	(1,400)
2022	1,400	0	0	0	0	0	0	(1,400)
2023	1,400	0	0	0	0	0	0	(1,400)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T6 - \$5.5M	
Title:	Central Green Pedestrian Overpass	PRELIMINARY	

Justification:

Budget is requested for the construction of the Central Green Pedestrian / Cyclist Overpass. This project will create a grade-separated connection over Hwy 97 for people walking and biking between the Central Green Site, Rowcliffe Park and Downtown. The overpass was a requirement of the site's 2012 rezoning. Responsibility for delivery of the overpass was retained by the City through the 2014 land sales agreement. The work is expected to be completed by 2022.

Project Driver: The overpass was a requirement of the Central Green site 2012 rezoning

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

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation		
5,500,000	(5,183,300)	0	0	0	0	(316,700)		
Operating Impact:		Central Green Pedestrian Overpass						
	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	0	0	0	0	0	0	0	0
2022	30,500	0	0	0	0	0	0	(30,500)
2023	30,500	0	0	0	0	0	0	(30,500)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T6 - \$250k	
Title:	Sidewalk Network Expansion		PRELIMINARY

Justification:

Budget is requested for this annual program that constructs sidewalks to complete gaps in the walking network or adds new segments as identified in the Pedestrian & Bicycle Master Plan (PBMP). Sidewalks that improve safety, accessibility and convenience while increasing the viability of walking as a mode of travel are prioritized. The work is expected to be completed in 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
250,000	0	0	0	0	0	(250,000)

Operating Impact: Sidewalk Network Expansion

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	2,000	0	0	0	0	0	0	(2,000)
2022	2,000	0	0	0	0	0	0	(2,000)
2023	2,000	0	0	0	0	0	0	(2,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T7 - \$250k	
Title:	Road Safety & Operations Partnership with ICBC		PRELIMINARY

Justification:

Budget is requested for construction to improve the road safety performance of collision-prone locations through funding partnerships with ICBC. Locations are identified through Intersection Safety Studies and operational issues. Where beneficial, coordination with other ongoing projects is pursued.

The work is expected 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: Transportation & mobility - More trips by transit, carpooling, cycling & walking

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
250,000	0	0	0	0	0	(250,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T7 - \$100k	
Title:	Crosswalk Safety - Signals and Flashers		PRELIMINARY

Justification:

Budget is requested for this annual program that adds new and upgrades existing crosswalks to improve their safety performance and accessibility. Improvements can include pedestrian-activated warning flashers, median refuge islands, curb extensions, road markings, lighting or other works. The work is expected to be completed by the Fall of 2021.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - People of all ages & abilities can easily get around

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

Operating Impact: Crosswalk Safety - Signals and Flashers

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	1,000	0	0	0	0	0	0	(1,000)
2022	1,000	0	0	0	0	0	0	(1,000)
2023	1,000	0	0	0	0	0	0	(1,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T7 - \$60k	
Title:	Safe Routes to School Program		PRELIMINARY

Justification:

Budget is requested to construct improvements identified through the Safe Routes to School Program in partnership with School principals, Parent Advisory Councils, Regional Traffic Safety Officers, and the Regional District of Central Okanagan. This program identifies projects that make walking and biking to school more accessible and safer.

Improvements are expected to be completed at the Casorso Elementary and South Kelowna Elementary. The work is expected to be completed in 2021.

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	Taxation
60,000	0	0	0	0	0	(60,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T7 - \$60k	
Title:	Neighbourhood Traffic Calming		PRELIMINARY

Justification:

Budget is requested for this annual program that moderates speeding and short-cutting on local neighbourhood streets. Program goals includes improving the quality of life and safety of neighbourhoods. Traffic calming locations are selected based on technical evaluation and neighbourhood support. Current funding can address 2-3 locations per year; 150+ annual service requests are received. The work is expected to be completed in 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the Traffic Operations and Technical Support operating budget.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Community Safety - Residents feel safe

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
60,000	0	0	0	0	0	(60,000)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T8 - \$300k	
Title:	Traffic Signals and Roundabouts		PRELIMINARY

Justification:

Budget is requested in this program to improve intersection capacity and safety. The 2021 priority project is the conversion of the Leckie Rd and Dilworth Dr pedestrian signal to a full traffic signal and complete preliminary design for future major intersection improvements. As traffic volumes continue to grow at intersections, roundabouts and traffic signals are often warranted to improve traffic control, capacity and safety. These initiatives often attract road safety grant funding from ICBC. The work is expected to be completed in 2021.

Project Driver: Health, life safety and regulatory compliance.

Strategic Direction: Transportation & mobility - Travel times are optimized

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
300,000	0	0	0	0	0	(300,000)

Operating Impact: Traffic Signals and Roundabouts

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	3,500	0	0	0	0	0	0	(3,500)
2022	3,500	0	0	0	0	0	0	(3,500)
2023	3,500	0	0	0	0	0	0	(3,500)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T8 - \$30k	
Title:	Intelligent Transportation Systems		PRELIMINARY

Justification:

Budget is requested in support of this ongoing program that utilizes intelligent transportation technology to improve traffic flow. Projects potentially funded through this program include updated signal coordination plans, transit signal priority and active transportation detection.

The work is expected to be completed in 2021.

Project Driver: Level of service enhancements (functional efficiency and levels of service increases).

Strategic Direction: Transportation & mobility - Travel times are optimized

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

Operating Impact: Intelligent Transportation Systems

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	1,200	0	0	0	0	0	0	(1,200)
2022	1,200	0	0	0	0	0	0	(1,200)
2023	1,200	0	0	0	0	0	0	(1,200)

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T9 - \$120k	
Title:	Transit - New Bus Stops		PRELIMINARY

Justification:

Budget is requested to address transit stops with expanded use, higher ridership, new or expanded service or development opportunities.

The work is expected to be completed by year end 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
120,000	(120,000)	0	0	0	0	0

Operating Impact: Transit - New Bus Stops

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2021	1,000	0	0	0	0	0	0	(1,000)
2022	1,000	0	0	0	0	0	0	(1,000)
2023	1,000	0	0	0	0	0	0	(1,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Transportation Capital	10 Yr Cap Plan Ref: 2021 T9 - \$150k	
Title:	Transit Land Acquisition		PRELIMINARY

Justification:

Budget is requested to fund land acquisitions to support bus stop improvements. Limited road rights-of-way make land acquisition an integral component of many bus stop improvements. 2021 acquisitions would prioritize the stops along Springfield Rd and Enterprise Way identified in the 2019 Transit Core Optimization report.

The work is expected to be completed by year end 2022.

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: Transportation & mobility - Investments are connecting high density areas

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
150,000	(150,000)	0	0	0	0	0

2021 Capital Requests

Preliminary Budget

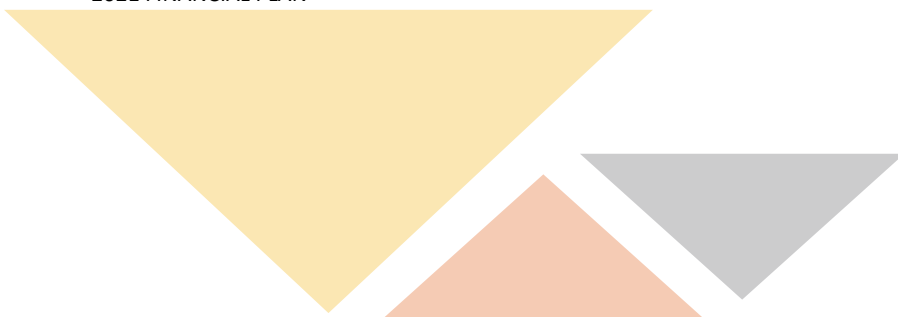
Transportation Capital Summary - General Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
Transportation Capital - Priority 2								
	Renew Transportation Renewal	3,600,000	0	0	0	0	0	(3,600,000)
	T4 - Transportation System Renewal	3,600,000	0	0	0	0	0	(3,600,000)
	New Active Transportation Corridor/Bicycle Network Expansion	150,000	0	0	0	0	0	(150,000)
OP	New Bertram Bridge ATC Connections	1,000,000	0	0	0	0	0	(1,000,000)
OP	Growth Master Planned Primary AT Routes	1,000,000	0	0	0	0	0	(1,000,000)
	T5 - Bicycle Network	2,150,000	0	0	0	0	0	(2,150,000)
	New Sidewalk Network Expansion	625,000	0	0	0	0	0	(625,000)
	T6 - Sidewalk Network	625,000	0	0	0	0	0	(625,000)
OP	New Crosswalk Safety - Signals and Flashers	100,000	0	0	0	0	0	(100,000)
OP	New Road Safety & Operations Partnership with ICBC	300,000	0	0	0	0	0	(300,000)
OP	New Safe Routes to School Program	60,000	0	0	0	0	0	(60,000)
	T7 - Safety and Operational Improvements	460,000	0	0	0	0	0	(460,000)
OP	Growth Traffic Signals and Roundabouts - Kane & Valley	1,000,000	0	0	0	0	0	(1,000,000)
OP	Growth Traffic Signals and Roundabouts	100,000	0	0	0	0	0	(100,000)
	T8 - Traffic Control Infrastructure	1,100,000	0	0	0	0	0	(1,100,000)
	Cost Center Totals	7,935,000	0	0	0	0	0	(7,935,000)
	Grand Total	7,935,000	0	0	0	0	0	(7,935,000)

OP - Capital request has operating impacts included on the request

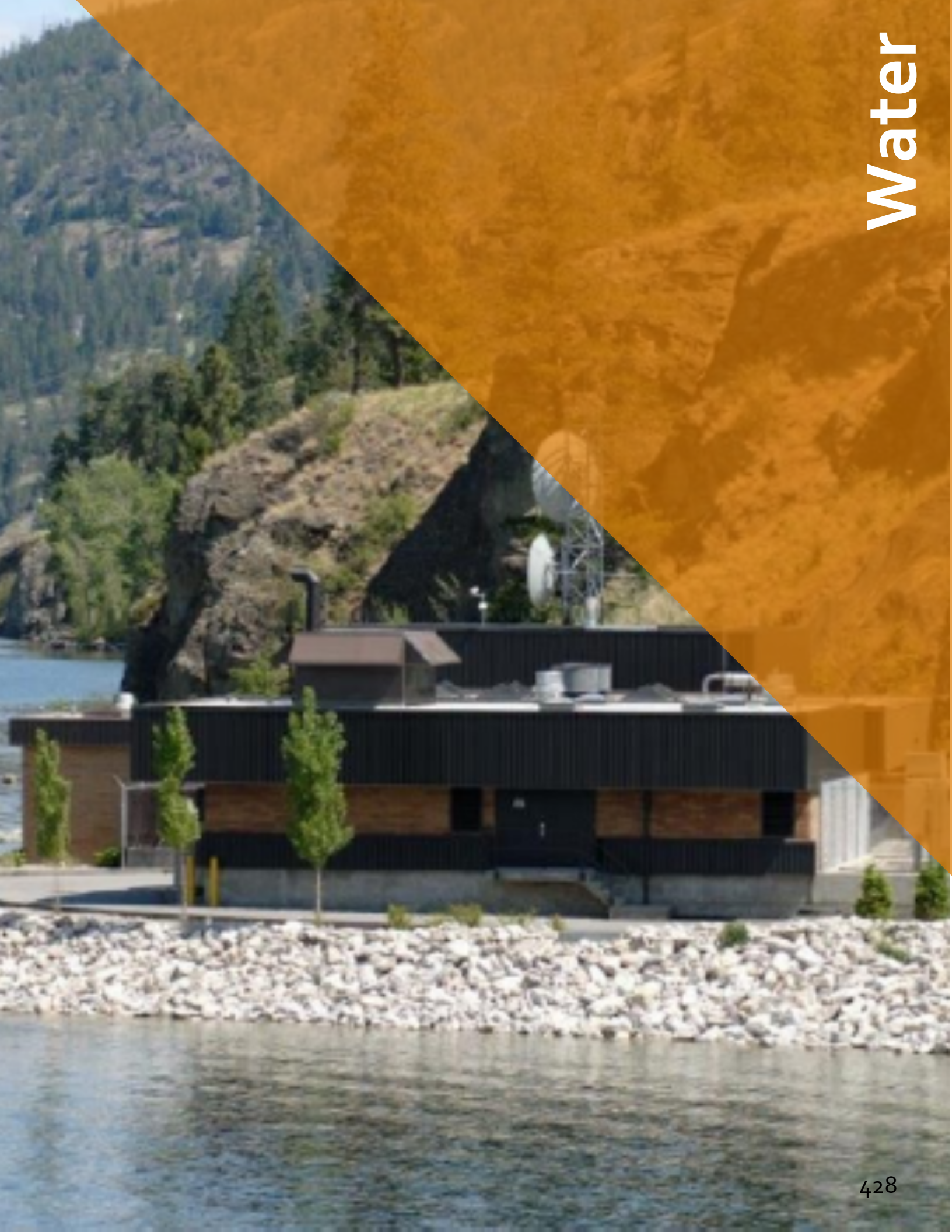
Transportation **Operating** - Priority 2

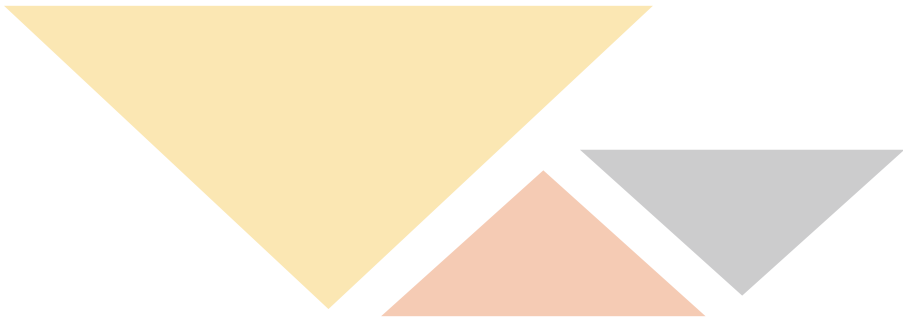
	<u>2021</u>	<u>2022</u>	<u>2023</u>	
Bertram Bridge ATC Connections	2,000	2,000	2,000	
Master Planned Primary AT Routes	10,000	10,000	10,000	
Crosswalk Safety - Signals and Flashers	1,000	1,000	1,000	
Road Safety & Operations Partnership with ICBC	5,000	5,000	5,000	
Safe Routes to School Program	3,000	3,000	3,000	
Traffic Signals and Roundabouts - Kane & Valley	5,000	5,000	5,000	
Traffic Signals and Roundabouts	2,500	2,500	2,500	
Grand Total	28,500	28,500	28,500	Taxation



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2021 Capital Requests

Preliminary Budget

Water Capital Summary - Water Fund

Page Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Water Capital - Priority 1							
428	New Poplar Point UV	350,000	0	0	0	0	(350,000)
	W3 - DCC Water Treatment	350,000	0	0	0	0	(350,000)
428	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)
429	Renew Office Acoustic & Yard Security Items - Gulley Rd	100,000	(30,000)	0	0	0	(70,000)^
429	Renew Skyline PS - Station Upgrade Safety Issues	1,250,000	0	0	0	0	(1,250,000)
430	Renew Cast Iron Replacement Program	1,500,000	0	0	0	0	(1,500,000)
430	Renew Water Meter Replacement Program	500,000	0	0	0	0	(500,000)
	W6 - Network and Facility Renewal	3,350,000	(30,000)	0	0	0	(3,320,000)
431	Renew Chemical Storage Tank Replacement – Kettle Valley UV Facility	100,000	0	0	0	0	(100,000)
431	Renew Dam Surveillance & Watershed Monitoring	22,000	0	0	0	0	(22,000)
432	Growth Hydro Excavator Parking Facility	100,000	0	0	0	0	(100,000)^
432	New Snow Runoff Hydrology	50,000	0	0	0	0	(50,000)
433	New Water Meter - New Installations	150,000	0	0	0	(150,000)	0
	W7 - Network and Facility Improvements	422,000	0	0	0	(150,000)	(272,000)
433	Renew Hydrants	20,000	0	0	0	0	(20,000)
434	Renew Dam Repairs	250,000	0	0	0	0	(250,000)
	W8 - Irrigation Network Improvements	270,000	0	0	0	0	(270,000)
	Cost Center Totals	4,509,200	(88,600)	0	0	(150,000)	(4,270,600)
	Grand Total	4,509,200	(88,600)	0	0	(150,000)	(4,270,600)

OP - Capital request has operating impacts included on the request

^ \$35k of this utility funding is from the Wastewater utility

^^ \$50k of this utility funding is from the Wastewater utility

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W3 - \$350K	
Title:	Poplar Point UV		PRELIMINARY

Justification:

Budget is requested to address the aging disinfection apparatus at Poplar Point pump station. The specific works are being determined through an in-progress assessment from the previous year's budget item Poplar Point UV System Assessment and Modification.

The work is expected to be completed by late fall 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the water utility 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
350,000	0	0	0	0	(350,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2012 W5 - \$117K	
Title:	Offsite & Oversize - Water		PRELIMINARY

Justification:

Every year the City partners with the development community to oversize water infrastructure to accommodate future projected development. This saves construction costs and disruption by not having to upsize infrastructure in the future when development occurs. Budget is requested for the city's annual share of costs to oversize and extend water infrastructure in excess of the developer's own needs as a result of City requirements.

The work is expected to be completed by end of year 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
117,200	(58,600)	0	0	0	(58,600)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W6 - \$100k	
Title:	Office Acoustic & Yard Security Items - Gulley Rd		PRELIMINARY

Justification:

Infrastructure Delivery now manages the former SEKID facility at 3235 Gulley Rd, utilizing this property for a construction facility. Budget is requested to install sound absorbing acoustic panels on the main office building's ceiling as recommended by the acoustic analysis and install security features for the property up to certain city standards including fencing, electronic gate and cameras. Target completion is expected for the of 2021. This project will be funded 35% Water Fund, 35% Wastewater Fund, 20% Landfill and 10% General Reserve.

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	(30,000)	0	0	0	(70,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W6 - \$1.25M	
Title:	Skyline PS - Station Upgrade Safety Issues		PRELIMINARY

Justification:

The Skyline facility is an existing underground pumpstation located on the corner of Clifton Road and High Street. The station flooded in 2017, resulting in serious damage and safety issues to the electrical systems. The project outcome is to bring all electrical and control elements above ground. The work requires a new building on slab, complete with environmental controls and site servicing. The entire facility design accommodates a full pumpstation on the ground surface over 10 years. Budget is requested to complete the electrical portion of the building, as well as site drainage, new electrical controls and a new backup generator. This phase of the project is tender ready for late issue in 2020. A novation agreement will be setup up to purchase the needed electrical equipment in 2021, which all need 6 months advance purchase.

The work is expected to be completed by March 2022.

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
1,250,000	0	0	0	0	(1,250,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W6 - \$1.5M	
Title:	Cast Iron Replacement Program		PRELIMINARY

Justification:

Budget is requested to replace aging cast iron (CI) water mains that have been found in poor condition and have a considerable break history. Renewal projects for this budget request include the replacement of approximately 330m of 1970 vintage CI water main along Clement Ave between Richter and Ellis and replacing approximately 380m of 1959 vintage CI water main along Raymer Ave between Ethel and Richter.

The work is expected to be completed by Fall 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
1,500,000	0	0	0	0	(1,500,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W6 - \$500k	
Title:	Water Meter Replacement Program		PRELIMINARY

Justification:

Budget is requested to replace water meters in the City. The water meter program now includes renewal of agricultural meters and meter pits. The 10-Year Capital Plan has been adjusted to extend the schedule so all water meters are renewed over a seven year period.

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 - Cost to deliver services is quantified

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
500,000	0	0	0	0	(500,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W7 - \$100k	
Title:	Chemical Storage Tank Replacement – Kettle Valley UV Facility		PRELIMINARY

Justification:

The two 20,000L sodium hypochlorite storage tanks at the Kettle Valley UV Treatment facility are leaking and several attempts at repair have been unsuccessful. Expected lifespan on the tanks is ten years but the original installation method didn't allow the tanks to meet the expected lifespan. Budget is requested to replace the tanks and ensure that water can be treated effectively at the site.

The works are to be completed late 2021.

Operating and maintenance expense will be funded from existing water 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
100,000	0	0	0	0	(100,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W7 - \$22k	
Title:	Dam Surveillance & Watershed Monitoring		PRELIMINARY

Justification:

Budget is requested to install remote monitoring on upstream reservoirs and diversion channels. This equipment will help optimize irrigation water storage to ensure reliable water supply to agricultural customers.

The work is to be completed late 2021.

Minimal operating impacts will be funded from existing budget in water operations.

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
22,000	0	0	0	0	(22,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W7 - \$100k	
Title:	Hydro Excavator Parking Facility		PRELIMINARY

Justification:

Budget is requested for a non-permanent heated parking structure for a hydro-excavation truck. These trucks are specialized equipment and are critical for safely excavating and exposing underground utilities and trenches especially for emergency events. These units utilize significant volumes of water and have sensitive mechanical accessories which cannot freeze. Furthermore, this truck must be ready to respond to emergency events year-round. The truck is large and will not fit in conventional parking facilities. The non-permanent means it doesn't have to be built on permanent concrete foundation and could be easily relocated if necessary. Maintenance for these buildings is very low and the structure should last decades. To be completed by Summer 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
100,000	0	0	0	0	(100,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W7 - \$50k	
Title:	Snow Runoff Hydrology		PRELIMINARY

Justification:

Snow/water measurement is a key measurable in water storage prediction. The City currently uses snow pillow information from higher areas in the Graystokes watershed and Penticton, however no information is available in the McCulloch area. Budget is requested to install/implement a snow pillow in the McCulloch area to capture the snow/water data. This task will feed information into the irrigation drought planning work currently underway. To be completed by end of 2021.

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
50,000	0	0	0	0	(50,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W7 - \$150K	
Title:	Water Meter - New Installations		PRELIMINARY

Justification:

Budget is requested 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 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: Financial management - Cost to deliver services is quantified

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
150,000	0	0	0	(150,000)	0

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W8 - \$20K	
Title:	Hydrants		PRELIMINARY

Justification:

Budget is requested in support of the recently converted irrigation and fire protection system in South East Kelowna that will require additional hydrant installations to increase rural fire hydrant coverage.

The work is expected to be completed by late fall 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
20,000	0	0	0	0	(20,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Water Capital	10 Yr Cap Plan Ref: 2021 W8 - \$250k	
Title:	Dam Repairs		PRELIMINARY

Justification:

Recently acquired upper watershed reservoirs are controlled by earth dams. To meet Ministry regulatory dam safety guidelines, the City must complete repairs of issues identified in dam safety review reports submitted every five to six years. The work for this year will focus on the intake dam and outlet facilities at the intake structure along KLO Creek. Other work will include renewal of capital items at Turtle Lake Dam to improve operability. This work will include riprap placement, concrete work and repairs to the site drainage system to reduce seepage.

The work is expected to be completed by 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
250,000	0	0	0	0	(250,000)

Wastewater





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2021 Capital Requests

Preliminary Budget

Wastewater Capital Summary - Wastewater Fund

Page	Type	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility
Wastewater Capital - Priority 1								
438	New	Biosolids Management Phase I & Phase II	1,000,000	0	0	0	0	(1,000,000)
WW3 - DCC Wastewater Treatment Facilities			1,000,000	0	0	0	0	(1,000,000)
438	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)
439	Renew	Renewal - Wastewater Mains and Facilities - SCADA	300,000	0	0	0	0	(300,000)
439	Renew	Lift Station Renewal	700,000	0	0	0	0	(700,000)
440	Renew	Renewal - Wastewater Mains and Facilities	3,700,000	0	0	0	0	(3,700,000)
WW5 - Network and Facility Renewal			4,700,000	0	0	0	0	(4,700,000)
440	Renew	Wastewater Treatment Facility Uninterruptible Power Supply	90,000	0	0	0	0	(90,000)
441	New	Emerging Issues	100,000	0	0	0	0	(100,000)
WW6 - Network and Facility Improvements			190,000	0	0	0	0	(190,000)
Cost Center Totals			6,000,000	(55,000)	0	0	0	(5,945,000)
Grand Total			6,000,000	(55,000)	0	0	0	(5,945,000)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW3 - \$1M	
Title:	Biosolids Management Phase I & Phase II		PRELIMINARY

Justification:

Budget is requested based on a 2020 Council direction to initiate the preliminary design of the site requirements, a public communications plan, and application to the ALC for both a digestion facility to be constructed within the next five years and the site of the future waste water treatment facility slated for some time after the year 2050.

The work is expected to be completed by late fall, 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
1,000,000	0	0	0	0	(1,000,000)

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW4 - \$110k	
Title:	Offsite & Oversize - Wastewater		PRELIMINARY

Justification:

Budget is requested to supplement funds where required to provide additional capacity or access to City infrastructure.

This budget is used when opportunities materialize, and is partially funded through DCC's.

The work is expected to be completed by end of 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
110,000	(55,000)	0	0	0	(55,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW5 - \$300k	
Title:	Renewal - Wastewater Mains and Facilities - SCADA		PRELIMINARY

Justification:

Supervisory Control and Data Acquisition (SCADA) system equipment is used to monitor, measure, process and provide emergency notifications for the main control system in the wastewater treatment plant. The City's current processors and controller technology are no longer supported by the industry.

The work is expected to be completed by late fall, 2021.

The operation and maintenance budget will be minimal with this request and will be accommodated within the wastewater 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
300,000	0	0	0	0	(300,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW5 - \$700k	
Title:	Lift Station Renewal		PRELIMINARY

Justification:

Following the recommendations of a recently completed condition assessment of 22 sanitary lift stations, budget is requested to allow for the strategic implementation of the required renewal plan of these key assets over the next 10 years.

The work 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
700,000	0	0	0	0	(700,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW5 - \$3.7M	
Title:	Renewal - Wastewater Mains and Facilities		PRELIMINARY

Justification:

Budget is requested to fund some of the higher risk for failure assets in the City, to be coordinated with road, water and contracts aligned for 2021. These include the Lane N. of Cawston Ave (Ethel - Gordon) which requires replacement of 480m of poor condition 200 mm and 150 mm asbestos cement (AC) sewer installed in 1948. The second location is Lawson Ave and lanes in between which consists of replacing of 750m of 200 mm and 150 mm AC sewer installed in 1948. Thirdly, Lane N. of Coronation Ave - (Ethel - Gordon) which consists of the replacement of 480m of poor condition 200 mm and 150 mm AC sewer installed in 1948. Finally the replacement of old, very poor condition sewers along Flintoff and Manhattan Ave. Work is expected to be completed by Sept of 2022. There are no operation and maintenance impacts 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
3,700,000	0	0	0	0	(3,700,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW6 - \$90k	
Title:	Wastewater Treatment Facility Uninterruptible Power Supply		PRELIMINARY

Justification:

The Wastewater treatment plant requires an uninterruptible source of power (UPS) to ensure that the control systems continue to operate while backup generators fire up. The plant UPS is at the end of its life cycle and is no longer supported by the supplier. Parts will no longer be manufactured.

The work is expected to be completed Q3, 2021.

There are no operation and maintenance impacts 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
90,000	0	0	0	0	(90,000)

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Wastewater Capital	10 Yr Cap Plan Ref: 2021 WW6 - \$100k	
Title:	Emerging Issues		PRELIMINARY

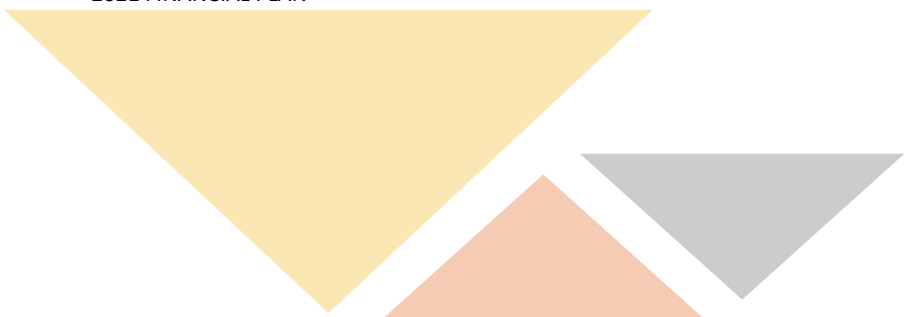
Justification:

This is an annual budget request for unforeseen issues that may arise which will require attention immediately. Typical examples include discovery of poor quality pipe during construction, or where new design is required when process equipment fails requiring immediate renewal replacement. The work is expected to be completed by the end of 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
100,000	0	0	0	0	(100,000)



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Solid Waste



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2021 Capital Requests

Preliminary 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								
446	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
446	Growth Landfill Site Preparation	1,000,000	(1,000,000)	0	0	0	0	0
447	Growth General Site Works and Investigations	100,000	(100,000)	0	0	0	0	0
	SW2 - Site Improvement	1,100,000	(1,100,000)	0	0	0	0	0
447	Growth Landfill Gas & Leachate Recirculation Laterals	450,000	(450,000)	0	0	0	0	0
	SW3 - Gas Management	450,000	(450,000)	0	0	0	0	0
448	Growth Stockpiles and Reprocessing Areas Relocation	3,458,000	(3,458,000)	0	0	0	0	0
448	New Road Construction	100,000	(100,000)	0	0	0	0	0
	SW7 - Landfill Area Development	3,558,000	(3,558,000)	0	0	0	0	0
449	Renew Infrastructure Renewal	110,000	(110,000)	0	0	0	0	0
	SW9 - Solid Waste Renewal	110,000	(110,000)	0	0	0	0	0
	Cost Center Totals	5,518,000	(5,518,000)	0	0	0	0	0
	Grand Total	5,518,000	(5,518,000)	0	0	0	0	0

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2021 SW1 - \$300k	
Title:	Automated Collection Curbside Carts		PRELIMINARY

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.

This project budget will be spent by late fall 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	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: 2021 SW2 - \$1M	
Title:	Landfill Site Preparation		PRELIMINARY

Justification:

Budget is requested to initiate landfill site preparations. This will include blasting and land leveling in the north east area for the next phase of landfill liner construction to be installed in Area 3. Also included will be the Area 3 final design by an engineering consultant along with geotechnical reviews.

The work is expected to be completed by 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	Taxation
1,000,000	(1,000,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2021 SW2 - \$100k	
Title:	General Site Works and Investigations		PRELIMINARY

Justification:

Budget is requested for capital studies related to environmental management and groundwater controls. There are a number of minor studies and projects required by the landfill's upgrading plan to meet regulatory requirements.

Work is expected to be completed by 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	Taxation
100,000	(100,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2021 SW3 - \$450k	
Title:	Landfill Gas & Leachate Recirculation Laterals		PRELIMINARY

Justification:

Budget is requested for the installation of landfill gas laterals and leachate recirculation systems as sections of the landfill continue to grow.

This annual project will 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: Environmental protection - Greenhouse gas emissions are decreasing

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
450,000	(450,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2021 SW7 - \$3.458M	
Title:	Stockpiles and Reprocessing Areas Relocation		PRELIMINARY

Justification:

This project is the first phase in a four-year plan to move materials from the northeast area (future Area 3) to the area west of the entrance. The work includes preparatory work for the design of the materials area and initiating the construction of the new Aerated Static Pile compost process needed to continue to produce GlenGrow.

Work is expected to be completed in the fall of 2022.

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
3,458,000	(3,458,000)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2021 SW7 - \$100k	
Title:	Road Construction		PRELIMINARY

Justification:

Budget is requested to fund new road construction that is regularly required to access fill areas.

Work is expected to be completed 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
100,000	(100,000)	0	0	0	0	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Solid Waste Capital	10 Yr Cap Plan Ref: 2021 SW9 - \$110k	
Title:	Infrastructure Renewal		PRELIMINARY

Justification:

Budget is requested to renew and replace the infrastructure and key operational components of the wheel wash used at the landfill.

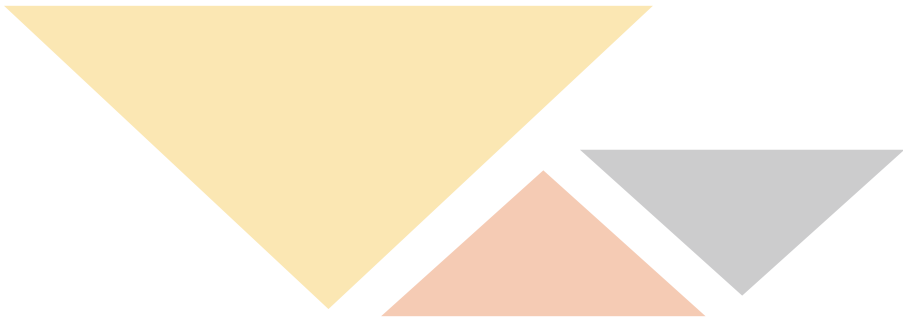
The work is expected to be completed by 2021.

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
110,000	(110,000)	0	0	0	0	0



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Storm Drainage





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2021 Capital Requests

Preliminary 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									
454	New	Mill Creek Flood Protection	2,333,300	(1,400,000)	0	(933,300)	0	0	0
454	New	Knox Mountain Geotechnical Engineering	1,000,000	(700,000)	0	0	0	(300,000)	0
D1 - Hydraulic Upgrading Program			3,333,300	(2,100,000)	0	(933,300)	0	(300,000)	0
455	New	Belgo Road at Clarissa Road	120,000	0	0	0	0	0	(120,000)
D2 - Storm Drainage Quality Program			120,000	0	0	0	0	0	(120,000)
455	Renew	Asset Renewal Projects	380,000	0	0	0	0	0	(380,000)
D3 - Storm Water Renewal			380,000	0	0	0	0	0	(380,000)
Cost Center Totals			3,833,300	(2,100,000)	0	(933,300)	0	(300,000)	(500,000)
Grand Total			3,833,300	(2,100,000)	0	(933,300)	0	(300,000)	(500,000)

OP - Capital request has operating impacts included on the request

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2021 D1 - \$2.3M	
Title:	Mill Creek Flood Protection		PRELIMINARY

Justification:

The Mill Creek Flood Protection Project creates the conditions to safely pass a one in 200 year flood event to Okanagan Lake. This project budget is based on access up to \$22M of federal grant for 40% of expenditures until spring, 2028. This project is currently in the design phase, as well as preliminary approvals processes with Ministry and First Nations. In 2021, the focus will be on significant upgrades to the Diversion structure near Leckie, focusing on improved hydraulics, debris removal, improved fish passage and incorporating the Grist Mill Park amenities. The second component will include new berms on City owned properties along lower Mill Creek. The third will be the establishment of naturalized areas and storm ponds from the Sexsmith area.

The work is expected to be completed by 2027.

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: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
2,333,300	(1,400,000)	0	(933,300)	0	0	0

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2021 D1 - \$1M	
Title:	Knox Mountain Geotechnical Engineering		PRELIMINARY

Justification:

In 2020, Council reviewed a 3 year plan to rehabilitate the landslide issue above Knox Mountain Metals and below residential developments on Royal View Avenue. In 2020, a consultant team was engaged to design both an interim and long term solution for repairing the slope failure and mitigate safety issues below. The 2020 work included some site preparation, construction road establishment, road drainage and preliminary site groundwater drainage. The 2021 budget is an initiation of the expanded Civil works required to re-establish the slope to an acceptable safety factor for long term protection of properties above and below. This work will include removal of poor quality materials, import of structural fill and additional groundwater drainage collection and conveyance. This work is anticipated to be completed within the City owned lands.

This project is expected to be completed by late fall, 2021.

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
1,000,000	(700,000)	0	0	0	(300,000)	0

2021 Capital Request Details

Department:	Capital Projects	Priority: 1	New
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2021 D2 - \$120k	
Title:	Belgo Road at Clarissa Road		PRELIMINARY

Justification:

Budget is requested for the installation of a grit trap at the inlet to the Rutland storm trunk which deposits into Chichester Wetland. The grit trap will enhance capacity in this section and reduce maintenance concerns along the storm trunk.

The work is expected to be completed by late fall 2021 subject to permitting requirements.

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: Environmental protection - Resiliency & adaptability to climate change

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
120,000	0	0	0	0	0	(120,000)

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Storm Drainage Capital	10 Yr Cap Plan Ref: 2021 D3 - \$380k	
Title:	Asset Renewal Projects		PRELIMINARY

Justification:

Budget is requested in support of the annual replacement of storm drainage mains, pump stations, detention and treatment facilities. Although storm water infrastructure is newer in relation to other utilities, a number of stormwater mains are approaching the end of service life and will require renewal in order to continue providing our standard level of service.

The work is to be completed by late fall 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
380,000	0	0	0	0	0	(380,000)



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Carryover Budget



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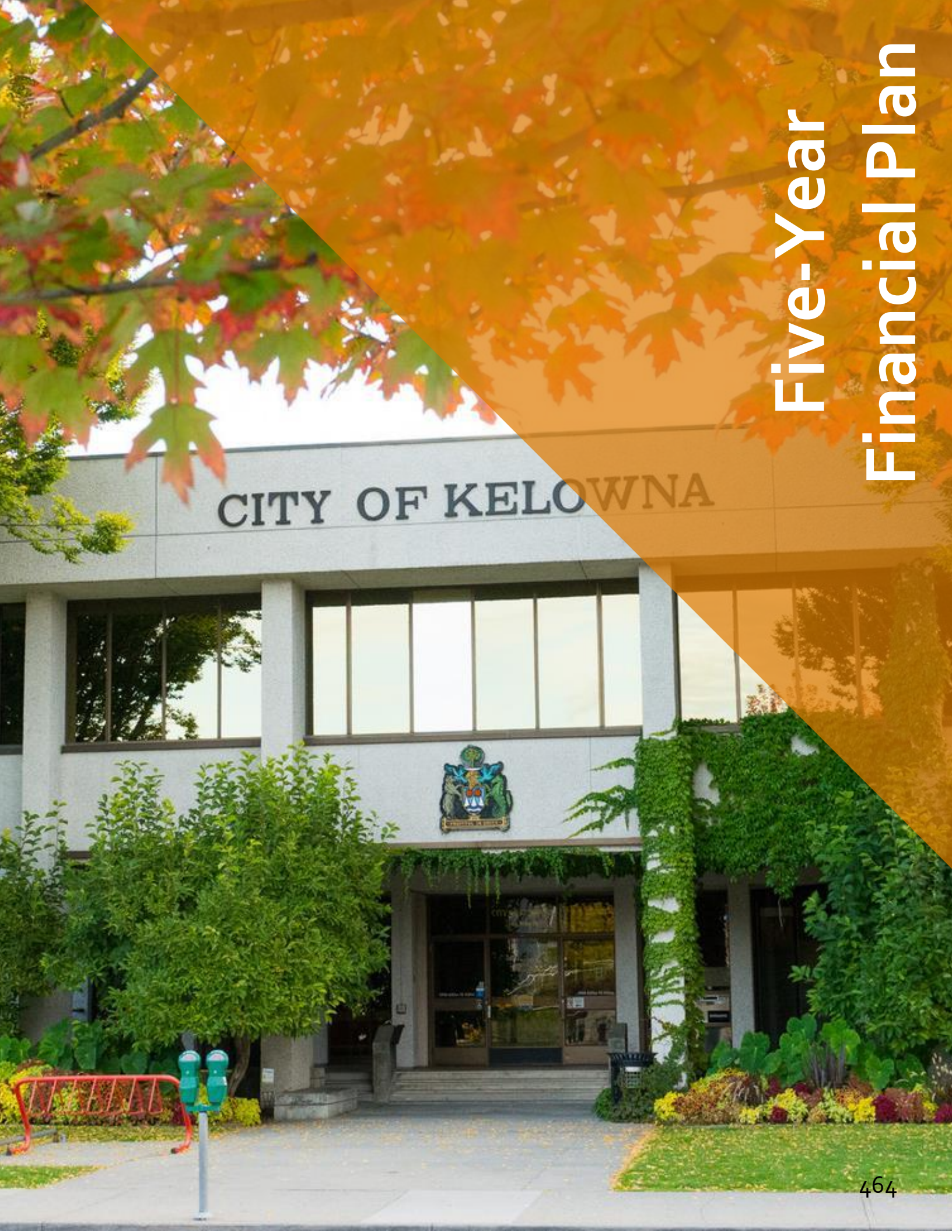


Final Budget



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Five-Year Financial Plan

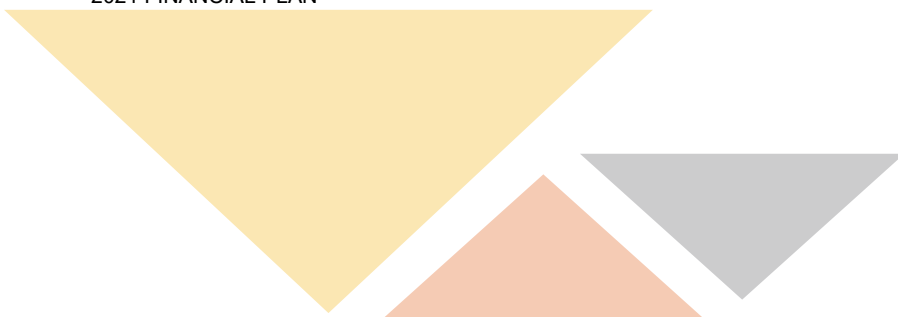




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APPENDIX

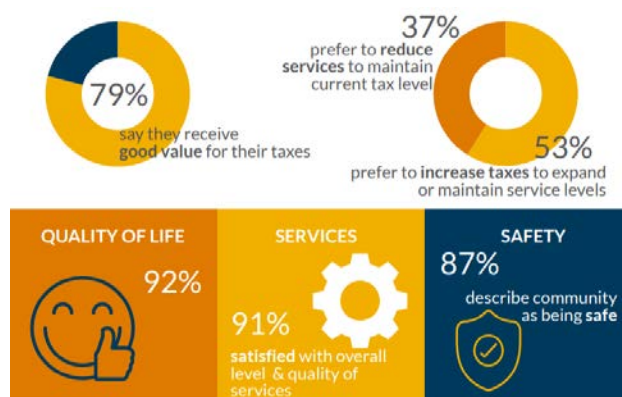
Supplemental information

Citizen survey results

The Citizen Survey is conducted to determine how satisfied the public is with municipal programs and services, and to learn what citizens' service priorities are. Responses are weighted by age, gender and city-wide distribution to accurately reflect Kelowna's population. Results are benchmarked against other local governments. Insights gained by this research help us make important decisions regarding planning, budgeting and service improvements. Ipsos has conducted Citizen Surveys for the City in 2020, 2018, 2017, 2015, and 2012.

The latest Citizen Survey reports that:

- **92%** of citizens have a good quality of life
- **91%** of citizens are satisfied with the overall level and quality of City services
- **89%** of citizens agree that the City is inclusive and accepting of all
- **87%** of citizens feel safe in the community
- **85%** of citizens were satisfied with the customer service they received from the City
- **79%** of citizens believe they receive good value for their tax dollars



Important issues for citizens include addressing social issues such as homelessness, mental health and addiction (79 per cent), encouraging a diverse supply of housing options at different price points (67 per cent) and drinking water (65 per cent). Citizens prioritize infrastructure renewal over building new by a margin of nearly two-to-one.



Areas of strength include fire and police services, drinking water quality for City Water Utility customers, road maintenance and snow removal, and community cleanliness. Areas of improvement identified are traffic flow management, addressing climate change and public transit.



Citizens were also asked how COVID-19 has impacted them. Forty-eight per cent of citizens have increased their use of parks and outdoor spaces over the past six months, 32 per cent are finding it challenging to meet their financial obligations and 18 per cent would like mandatory or more enforcement of mask use.



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.

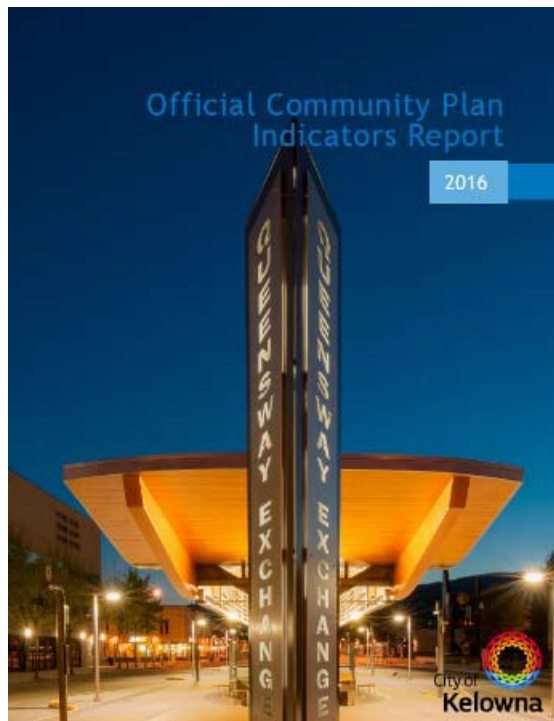
Importantly, it outlines what our city needs to be successful in the future — a great place to live, work and play. To achieve this, the OCP sets goals, objectives and policies to guide our growth and change. The plan was developed with significant public involvement and responds to the community's vision 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

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

2020			2019		
Rank	Business (owner) name	Type of property	Rank	Business (owner) name	Type of property
1	Orchard Park Shopping Centre	Shopping Mall	1	Orchard Park Shopping Centre	Shopping Mall
2	FortisBC Inc	Electrical Utility	2	FortisBC Inc	Electrical Utility
3	Inland Natural Gas Co Ltd	Gas Utility	3	Al Stober Construction Ltd	Commercial Building
4	DHL No 48 Holdings Ltd	Hotel & Convention Centre	4	Inland Natural Gas Co Ltd	Gas Utility
5	McIntosh Properties Ltd	Shopping Mall	5	DHL No 48 Holdings Ltd	Hotel & Convention Centre
6	Al Stober Construction Ltd	Commercial Building	6	McIntosh Properties Ltd	Shopping Mall
7	RG Properties Ltd	Shopping Mall	7	4231 Investments Ltd	Shopping Mall
8	4231 Investments Ltd	Shopping Mall	8	RG Properties Ltd	Shopping Mall
9	TOLKO Industries LTD	Lumber Mill	9	Victor Projects Ltd	Shopping Mall
10	Al Stober Construction Ltd	Commercial Building	10	Wal-Mart Canada Corp	Shopping Mall

Tax comparison analysis – 2019 & 2020

<i>Business</i>	2019	2020	Difference	Change
Assessed value	1,630,100.00	1,748,400.00	118,300.00	7.26%

Municipal

General Tax Levy	11,371.37	11,397.11	25.74	0.23%
Infrastructure Levy	253.51	465.09	211.58	1.82%
	11,624.88	11,862.20	237.32	2.05%

School

General Tax Levy	6,031.37	1,935.48	(4,095.89)	-67.91%
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Other Taxing Jurisdictions

Regional District Levy	987.69	1,065.19	77.50	7.85%
Hospital Levy	991.75	1,101.23	109.48	11.04%
Library Levy	520.49	541.46	20.97	4.03%
BC Assessment Levy	176.38	192.15	15.77	8.94%
Total Tax Levy	20,332.56	16,697.71	(3,634.85)	-17.88%

<i>Residential</i>	2019	2020	Difference	Change
Assessed value	684,450	684,450	42,530	6.21%

Municipal

General Tax Levy	2,026.99	2,031.77	4.78	0.23%
Infrastructure Levy	45.19	82.92	37.73	1.82%
	2,072.18	2,114.69	42.51	2.05%

Other Municipal User Fees

Garbage Collection/Waste Reduction	180.30	180.30	0.00	0.00%
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School

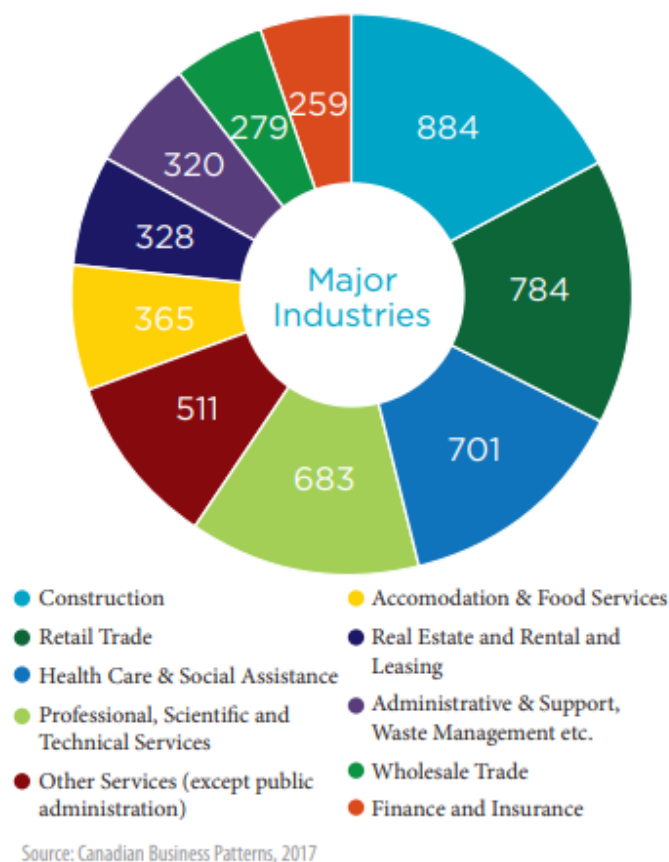
General Tax Levy	958.50	996.17	37.66	6.63%
Homeowner Grant	(770.00)	(770.00)	0.00	
	188.50	226.17	37.66	19.98%

Other Taxing Jurisdictions

Regional District Levy	169.26	168.13	(1.14)	-0.67%
Hospital Levy	169.95	173.81	3.86	2.27%
Library Levy	92.81	96.38	3.57	3.85%
BC Assessment	26.63	28.80	2.18	8.18%
Total Tax Levy	2,899.63	2,988.28	88.64	3.06%

Local economy

The City of Kelowna is the largest city in the Central Okanagan. It borders the beautiful Okanagan Lake and has the best of rural and urban lifestyles packed into one unique city. With a diverse economy supported by quality post-secondary institutions, Kelowna has become the main marketing and distribution centre of the Okanagan Valley. Kelowna also has a thriving arts and culture scene combined with all the outdoor activities that make the Central Okanagan a must-see tourism destination, as well as a popular place to live. Settled in 1879 and incorporated in 1905, Kelowna is known for its agriculture and forestry roots and has grown into a modern city.



Doing Business in the Community

Development Incentives

The City of Kelowna offers several developer incentives to encourage alignment with the City's strategic priorities for urban development. Tax incentives are available for development in City Centre and Rutland Urban Centres, and grants and tax incentives are available to promote the development of purpose-built rental housing throughout Kelowna. Further information regarding development incentives in Kelowna may be found [Kelowna.ca/homes & buildings/developers/developer incentives](https://kelowna.ca/homes&buildings/developers/developer_incentives)

Commercial Land

The major commercial areas within Kelowna are the downtown, Highway 97, and Mission/ South Pandosy districts. Kelowna's Official Community Plan projects the need for 90 acres of land for commercial development and emphasizes land re-use and densification over continued expansion into greenfield areas.

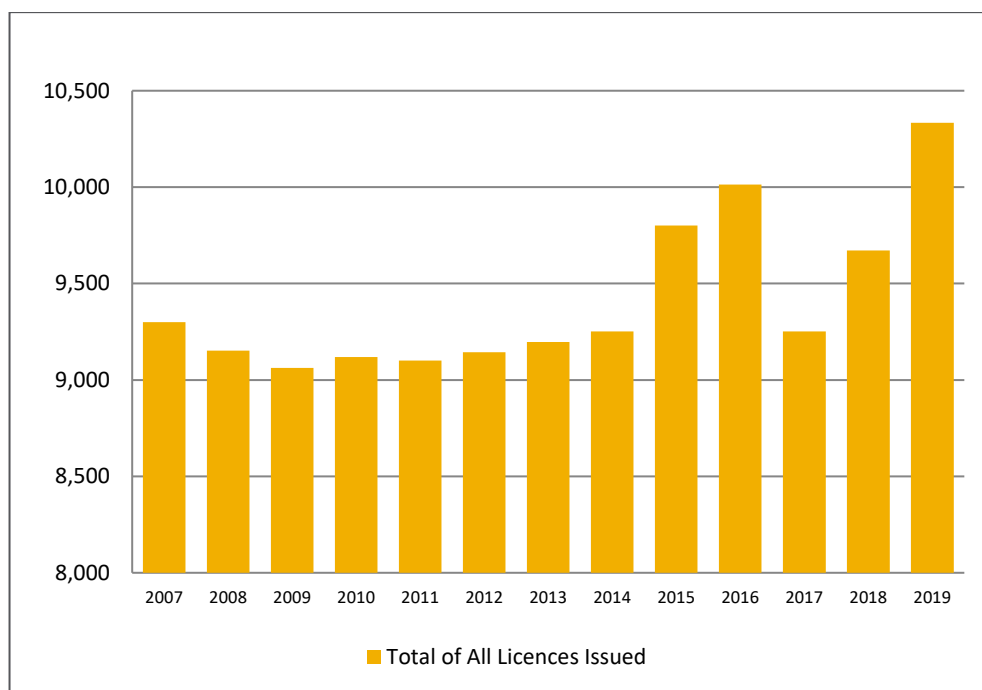
Industrial Land

There are 1,320 acres of existing zoned industrial land within Kelowna's boundaries. Kelowna has also identified 1,721 acres of land identified for future industrial development in the Official Community Plan. Industrial vacancy rates are currently low, and the market is active and dynamic.

For more information on the local economy, visit www.investkelowna.com.

Source: [2018 Central Okanagan Economic Profile](#)

Business licences



**The City of Kelowna stopped issuing secondary suite licences in 2017. The business licence stats are measured December 1st to December 1st due to business licence rollover.*

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

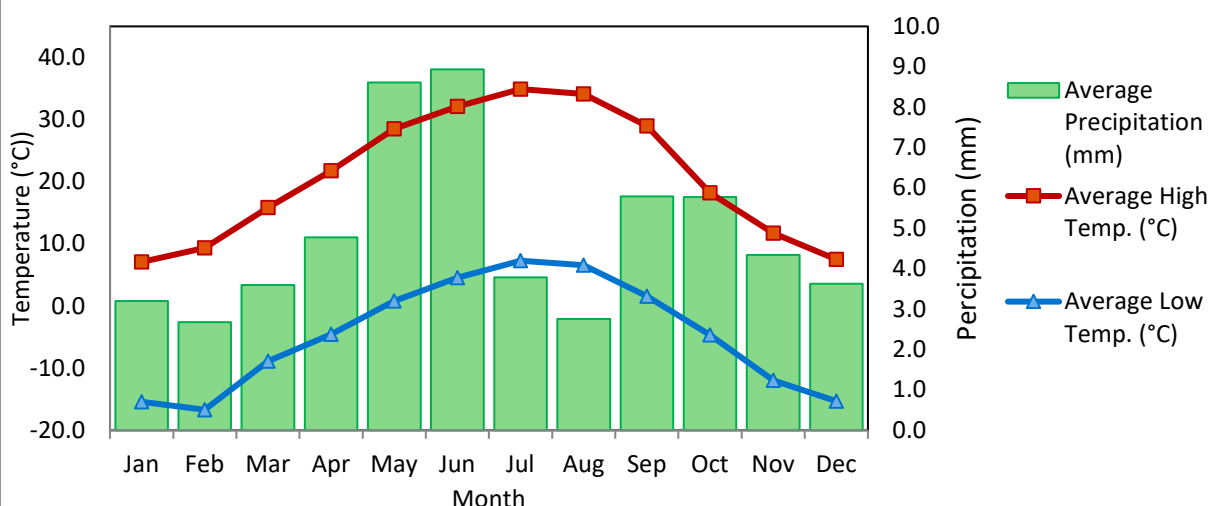
Historic Temperatures (°C)

Recorded Highs												
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
January		7.9	11.2	8.1		12		7.1		5.8	8.7	7.5
February		11.5	6.8	10.4		9.9	12.8	13.8				9.6
March		14.3		13.5	17.6		19.3	20.3			17.1	14.1
April		23		25.8	22.6	22.7	25.8	27.4		25.4	17.5	19.1
May					30.3	25.1	29.5	28.4	31.8	31.9	30.5	
June			29.8			31.2	38.7	35.7	32.8	33.3	33.9	27.5
July		33.7	33.2	34.7	36.6	37.1	37.6	35.7	33.9	36.8		34.6
August		33.4	32.8	36.3		34.7	37.8	33.5	34	36.8	36.1	37.7
September	29.9	24.8	32.1	27.7	30.7	27.3		28.7	35.6			31.5
October	14.9	24.3	17.1	20.7		18.1	19.5	12.5		17.1	17.6	22.7
November	12.5	15.2	11.2	15.4		15.2	14.3	16.6		14	11.9	
December		8.6	9.5	11.9	4.4	10	11.9	6.1		9.6		
Highest Temperature per year	29.9	33.7	33.2	36.3	36.6	37.1	38.7	35.7	35.6	36.8	36.1	37.7
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	Sep 2 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	35.6	24.3	16.6	11.9
Recorded Lows												
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
January			-9	-20.5	-3.4	-15.6		-19.4	-24.8	-13.4	-10.2	-22.3
February			-11.8	-5.7		-21.3			-21.6	-20.7	-20.9	
March		-10.5	-9.4		-7.9	-7.4		-7.5	-8.6	-8	-20	-12.2
April		-7.6	-5.8	-3.7	-4.8	-4	-3.8		-4.4		-4	-9.9
May		-1.4	-0.4	-2.7	-3.9	-2.8	-0.8	0.9	1.3		1.5	
June		4.6		0.4	4.8	2.6	3.1	0.9	4.1	2.1	5.1	1.5
July		5.6	4.8	6.2	5.9	8.9	7.2	5.7	6.4	6.3	6.4	3.8
August		2.4	4.6	3.6	5.8		4.6	6.9	5.2	7.9	6.3	5.3
September	1	3.5	1.3	2	0	-1.2	-1.3	3.3	0.3	2.5		2.7
October	-11.6	-5.5	-5.2	-5.7	-3.9		-3.8	0.9		-4.1	-10.9	
November	-4.2	-21	-15.2	-9.5	-12.6	-19.4	-14.6		-14.5	-7.8	-11.4	
December	-19.3	-12.9	-10.9	-11.6	-18.3	-17.6	-18	-24.1	-19.9			
Lowest Temperature per year	-19.3	-21	-15.2	-20.5	-18.3	-21.3	-18	-24.1	-24.8	-20.7	-20.9	-22.3
Record lows by month												
	Jan 12 2017	Feb 8 2017	Mar 4 2019	Apr 2 2020	May 1 2013	Jun 7 2012	Jul 13 2020	Aug 28 2010	Sep 28 2015	Oct 11 2009	Nov 23 2010	Dec 17 2016
	-24.8	-21.6	-20	-9.9	-3.9	0.4	3.8	2.4	-1.3	-11.6	-21	-24.1

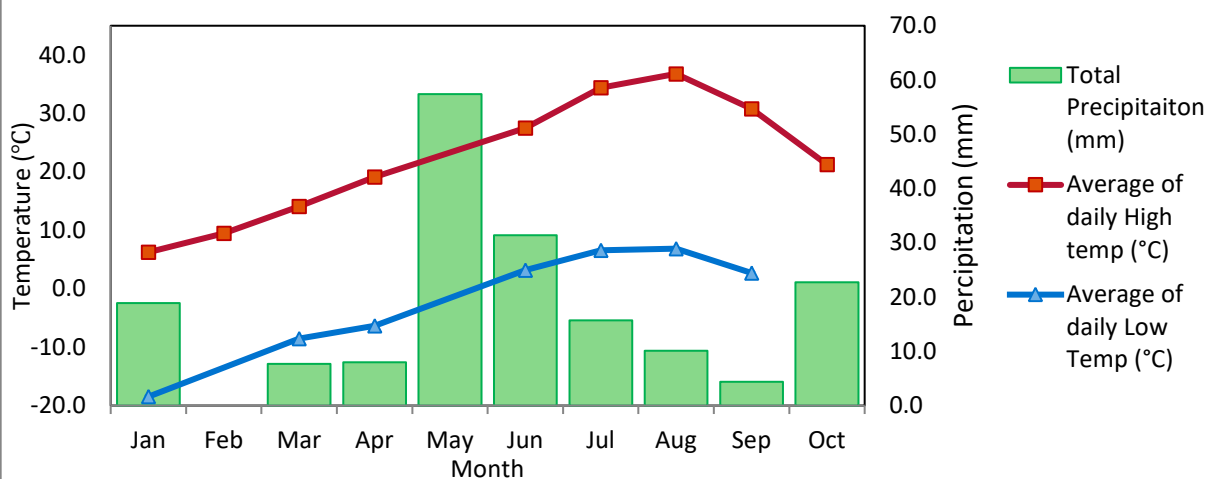
Historic Precipitation (mm)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
January		15.7	14.3	6.3	9.7	11.1	8.1	0	0	7.3	7.8	18.9
February		3.9	8.9	19.6	5.1	4.4	19.8	0	5	10.9	0	
March		0	6.8	15.4	14.4	14.5	6.5	4	25.9	10.7	5.6	7.7
April		7.9	9.2	36.9	17.4	27.4	1.5	6	16.5	8.5	3.9	8
May		22	32.6	0	40.3	19.3	26.3	19.6	26.1	22.1	1.2	57.4
June		1.3	8	66.1	57.6	25.3	27.7	25.5	8.5	8.2	8.5	31.4
July		0.5	14.4	28.5	4.9	5.8	0	20.9	0	0	26.6	15.7
August		9.9	6.3	0	17.4	2.9	0	23.4	0	2.3	13.1	10.1
September	6.5	25	3.3	0	55.2	23.5	0	8.9	1.7	16.6	28	
October	12.5	0.8	40.4	32.7	0	3.4	0	40.4	8.6	15.1	9.4	
November		0	2.8	16.4	36.3	23.5	0	21.4	11.4	13.8	14.7	
December	8.4	0.6	2.6	9.8	11.7	14.6	0	4.6	15.5	8.2	36.5	
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	149.2
Record Daily		Jan 4	Feb 9	Mar 13	Apr 26	May 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

Average precipitation, and temperature highs and lows per day for each month between 2009 to 2020



Total precipitation, and average temperature highs and lows per month for 2020



Source: Government of Canada: Station Results - Almanac Averages and Extremes; Kelowna 11 year data.

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.

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, 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, 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, and wastewater. 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 Trauma Youth
BCA	BC Assessment	PAWS	Pre-Authorized Withdrawal System
BCMSA	BC Municipal Safety Association	PCARD	Purchasing Card
CARIP	Climate Action Revenue Incentive Program	PGB	Personal Growth Boundary
C.C.	Community Charter	POC	Paid-on-Call
CCJS	Canadian Centre for Justice Statistics	PRC	Parkinson Recreation Centre
CCTV	Closed-circuit television	PSAB	Public Sector Accounting Board
COJHS	Central Okanagan Journey Home Society	PSAS	Public Sector Accounting Standards
COK	City of Kelowna	Q1	First Quarter
CPO	Community Policing Office	Q2	Second Quarter
CPTED	Crime Prevention through Environmental Design	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
DKA	Downtown Kelowna Association	RFI	Request for Information
EDMS	Electronic Data Management System	RFP	Request for Proposal
EOC	Emergency Operating Centre	RIM	Records & Information Management
FOI	Freedom of Information	SCADA	Supervisory control and data acquisition
FTE	Full-time Equivalent	SD23	School District No. 23
FVA	Forensic Video Analyst	SEKID	South East Kelowna Irrigation District
GAAP	Generally Accepted Accounting Principles	SOMID	South Okanagan Mission Irrigation District
GFOA	Government Finance Officers Association	STPCO	Sustainable Transportation Partnership of the Central Okanagan
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
ICBC	Insurance Corporation of British Columbia	URBA	Uptown Rutland Business Association
ICS	Incident Command System	WQA	Water Quality Advisory
IHA	Interior Health Authority	WWTF	Waste Water Treatment Facility
IK	Imagine Kelowna	YLW	Kelowna International Airport
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		