

City of Kelowna

Regular Council Meeting

AGENDA



Monday, July 25, 2022
9:00 am
Council Chamber
City Hall, 1435 Water Street

Pages

1. **Call to Order**
2. **Confirmation of Minutes** 2 - 3
Regular AM Meeting - July 11, 2022
3. **Reports**
 - 3.1. **10-Year Capital Plan Update** 60 m 4 - 102

To review changes to the 10-Year Capital Plan in more detail and, based on Council's direction, amend the 10-Year Capital Plan prior to returning to Council for endorsement in August.
4. **Resolution Closing the Meeting to the Public**

THAT this meeting be closed to the public pursuant to Section 90(1) (g) of the Community Charter for Council to deal with matters relating to the following:

 - Potential Litigation
5. **Adjourn to Closed Session**
6. **Reconvene to Open Session**
7. **Issues Arising from Correspondence & Community Concerns**
 - 7.1. **Mayor Basran, re: Issues Arising from Correspondence** 15 m
8. **Termination**



City of Kelowna Regular Council Meeting Minutes

Date: Monday, July 11, 2022
 Location: Council Chamber
 City Hall, 1435 Water Street

Members Present Mayor Colin Basran, Councillors Maxine DeHart, Ryan Donn, Mohini Singh, Luke Stack and Loyal Wooldridge

Members participating Remotely Councillors Charlie Hodge and Brad Sieben

Members Absent Councillor Gail Given

Staff Present City Manager, Doug Gilchrist; City Clerk, Stephen Fleming

(* Denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 9:04 a.m.

2. Confirmation of Minutes

Moved By Councillor Donn/Seconded By Councillor DeHart

R0480/22/07/11 THAT the Minutes of the Regular AM Meeting of June 27, 2022 be confirmed as circulated.

Carried

3. Resolution Closing the Meeting to the Public

Moved By Councillor Singh/Seconded By Councillor Wooldridge

R0481/22/07/11 THAT this meeting be closed to the public pursuant to Section 90(1)(e) (f) (k) of the Community Charter for Council to deal with matters relating to the following:

- Land Disposition
- Litigation
- Negotiations respecting the proposed provision of a Municipal Service

Carried

4. **Adjourn to Closed Session**

The meeting adjourned to a closed session at 9:04 a.m.

5. **Reconvene to Open Session**

The meeting reconvened to an open session at 11:27 a.m.

6. **Issues Arising from Correspondence & Community Concerns**

There were no issues arising.

7. **Termination**

The meeting was declared terminated at 11:27 a.m.

Mayor Basran

sf/acm



City Clerk

Report to Council



Date: July 25, 2022
To: Council
From: City Manager
Subject: 10-Year Capital Plan (2022 to 2031)
Department: Financial Services

Recommendation:

THAT Council receives, for information, the second of three reports from the Financial Services Division dated July 25, 2022, to review the 10-Year Capital Plan (2022 to 2031).

Purpose:

To review changes to the 10-Year Capital Plan in more detail and, based on Council's direction, amend the 10-Year Capital Plan as necessary prior to returning to Council for endorsement in August.

Background:

The 10-Year Capital Plan (the Plan) forecasts the City's infrastructure needs from 2022 – 2031. The Plan forecasts \$1.63 billion in infrastructure investment required to accommodate growth, enhance services, renew existing infrastructure, and address climate change. However, given current available funding, there are many projects that the City cannot invest in at this time. These projects account for an additional \$744 million of proposed investment to support service delivery to the community.

This report will explore changes from the previous plan to this Plan in more detail. As part of this report, a Change Summary has been compiled; **the reader is directed to the attachment of this report**. This Change Summary serves to put the changes into context by applying standardized change categories across all cost centres. The meeting will focus on reviewing the changes, answering Council's questions and receiving direction.

The reader is also directed to the attached 10-Year Capital Plan for complete details. Staff introduced this year's annual update of the 10-Year Capital Plan to Council on June 27, 2022; this report is the second of three reports. The third report is expected to be presented in August for final review and endorsement by Council.

Change Summary

There are many reasons that the 10-Year Capital Plan is adjusted each year. The Plan, by design, is a rolling plan that is updated annually. Due to the rolling nature, each year completed projects are removed and new projects and programs are incorporated in year ten of the program. For example, completed projects in 2021 have been removed and projects in 2031 have been added. In addition, the annual update supports the Plan evolving to better reflect changing needs and community expectations and the global environment such as inflation, grant opportunities, and Council endorsement of other plans, such as the 2040 OCP and Transportation Master Plan.











When comparing the previous plan and this plan, in total there are:

- 609 P1 & P2 Projects and Programs;
- 39 of projects have been completed or are in-progress since the previous plan and subsequently been removed from this Plan;
- 53 projects are new in this year's Plan;
- 31 projects have been removed or cancelled;
- 48 projects have no scope or investment changes;
- 224 projects have resulted in changes due to the completion of the 2040 Official Community Plan, Transportation Master Plan, and 20-Year Servicing Plan; and
- 68 projects across 8 cost centres have seen significant cost increase or decrease greater than \$5 million dollars.

Standardized Change Categories

New this year, Council is introduced to standardized change categories. There are two categories. The first category is *Project Change* which are brought about by a change in priority, project timing, new projects added or cancelled, and projects added to align with recently adopted plans (i.e. OCP and TMP). The second category is *Investment Change* reflecting project cost increases or decreases. The purpose of presenting changes in this way is to provide details for the changes while also offering at-a-glance insight into the types of changes occurring. In total, there are 11 business decisions to apply for Project Changes and 7 for Investment Changes. These changes are represented by the various icons and text applications provided in the table below.

Table 1. Change Summary categories applied to P1 & P2 projects or program that have changed from the previous plan to this Plan.






Change Categories		
Project Change		Investment Change
	Elevated from P2 to P1	\$ Increase less than \$1 million
	Dropped from P1 to P2	\$\$ Increase between \$1 million to \$5 million
	Timescale brought forward	\$\$\$ Increase greater than \$5 million
	Timescale pushed back (or deferred beyond 2031)	-\$ Decrease less than \$1 million
	Other change (scope change, consolidated, phased)	-\$-\$ Decrease between \$1 million to \$5 million
	New Project	-\$\$\$\$ Decrease greater than \$5 million
	Cancelled	⊖ No Change
	Alignment with 2040 OCP, TMP, &/or 20-YSP	
	Completed or In-Progress	
	No Change	
BOLD	Projects of note	

Significant and Notable Changes & Impacts by Cost Centre

The following section summarizes the Plans year-over-year change by each cost centre. The section begins with a brief description of the cost centres investment direction followed by a table highlighting the categories of change. This section summarizes the significant change only and **the reader is directed to the attached Change Summary for full details.**

Real Estate & Parking

- Real Estate is focused on ensuring the Land Sales Reserve continues to fund the acquisition of key, strategic real estate assets that create innovative solutions in support of Council and Corporate Priorities, and align with the community's vision as set out in Imagine Kelowna.
- Parking Services continues to support the Parking Management Strategy, with a focus on maintaining high quality assets while providing expanded options for electrification and exploring innovative technological solutions that enhance the customer experience.

	Total P1 & P2 projects	20
	Completed or In-Progress	1
	New	3
	Cancelled or removed	1
	No changes	4
	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$\$	+/- \$5mil	1

Parks

- Inflation has greatly impacted this cost centre. Cost escalation of almost 30% has been applied to all projects. To accommodate this significant escalation challenge, the focus is on projects that

maximize the delivery of understood Council priorities, such as, timing commitments to significant parks, investment in infrastructure renewal, regularly constructing neighbourhood parks, and utilization of DCC balances.

- Significant park investments that will move forward include: Pandosy, Glenmore, DeHart, Kerry, Casorso, and City Parks.
- As a result of cost escalation, some projects have been deferred or dropped to P2. For example, seven Neighbourhood Parks, Linear Parks, Capital Opportunities and Access for All. Staff have tried to balance the reductions across all the park types where possible.
- Going forward, the City will construct one Neighbourhood park per year starting in 2024. Access for All will be addressed in all new park construction, retrofit partnerships and through grant funding.
- Infrastructure renewal is maintained throughout the Plan, including the recently endorsed Knox Mountain Management Plan.
- There is a need to rebalance DCCs across the Plan. Parks Development DCCs are less than originally forecast and Parks acquisition DCCs are accruing faster. In addition, this must be balanced with taxation in each year of the Plan.

	Total P1 & P2 projects	68
✓	Completed or In-Progress	7
★	New	4
⊗	Cancelled or removed	1
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	4
\$\$\$/-\$\$\$	+/- \$5mil	10

Buildings

- Inflation has greatly impacted this cost centre. Building materials have a greater reliance on global supply chains than other cost centres that can purchase materials locally. It is for this reason that an escalation above 30% was applied to all projects. Investment is in preserving major projects which are known Council priorities such as KCC, and Glenmore Firehall.
- Council has supported greater information and evidence on buildings through ongoing funding for assessments. Following the completion of numerous Building Condition Assessments, along with the existing backlog of deferred renewals and cost escalation, there is a large increase in the General Building Infrastructure Renewal in P2. This only includes like-for-like critical items. It does not include regular renewal items or items inline with Council policy (i.e. energy efficiency upgrades). Additional Building Condition Assessments will increase this amount further in future years.
- Other projects, typically smaller items, have been deferred or dropped to P2 as a result of the cost escalation, such as Rutland Firehall, Rutland Community Police, Parks washroom renewals, Heritage, and Capital Opportunities.

	Total P1 & P2 projects	63
✓	Completed or In-Progress	12
★	New	5
⊗	Cancelled or removed	3
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	16

Transportation

- This is the first 10-Year Capital Plan since the endorsement of the TMP. Therefore, many projects have been added, removed, changed in scope, cost estimates and timelines have been updated. The details of these changes are not captured in this report, the reader is directed to the TMP for further information.
- The TMP recognized additional funding of approximately 20% would be needed to support the 2040 OCP. This funding is not reflected in this Plan and will be addressed through future budget requests.
- While the proposed 10-Year Capital Plan was guided by the TMP's endorsed project list, it must fit expenditures within existing funding projections and consider recent trends with high inflation. As such, some TMP projects are designated P2 in this Plan, while others have scope reductions or timing pushed out. Examples include project timing adjustments for capacity enhancements on Benvoulin and the Casorso Roundabouts, shifting the Abbott ATC (permanent infrastructure) to P2, and scope reductions to the next phase of the Casorso ATC.
- Due to inflation, project costs estimates were escalated over the short term (2023-2025) to stabilize project delivery. Longer term (2026-2031) project costs have not been inflated, reflecting the complexity of shifting linked projects and uncertainty in how inflation will persist. If it continues, additional projects will move from P1 to P2 or more funding is needed. Furthermore, P2 projects may grow by an additional \$90m between 2026 and 2031.

	Total P1 & P2 projects	185
✓	Completed or In-Progress	5
★	New	0
⊗	Cancelled or removed	0
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	178
\$\$\$/-\$\$\$	+/- \$5mil	29

Solid Waste

- As the central site for all regional solid waste serving approximately 200,000 people, efficient daily operations and long-range planning ensure that the site can meet the needs of today as well as into the future.
- Meeting Provincial regulations for Design, Operations, and Closure Plan, the City operates a progressive, environmentally-aware site that reduces and diverts waste where it can - more than 30% of materials are recovered and sent off-site to be repurposed into new products.
- Long-range capital planning ensures consistent user fees, while being able to adjust as user and site needs evolve. Efficient and effective compaction of materials means the site can continue to serve the community and surrounding area well into the future.

	Total P1 & P2 projects	24
✓	Completed or In-Progress	1
★	New	2
⊗	Cancelled or removed	0
⊘	No changes	11
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Storm Drainage

- Mill Creek is the largest project in this cost centre. This reflects the importance of the project and the opportunities provided by the \$55M Disaster Mitigation and Adaptation Fund Grant. There remains a significant funding variance of approximately \$13 million. These additional funds are required to fully leverage this grant and maximize flood mitigation benefits.
- There continues to be an increase in the number of unfunded, or P2, projects in this cost centre. To address this growing concern, staff has developed new project selection criteria. These criteria result in only high-impact unfunded projects making it onto the P2 list for Council's consideration.
- Compared to previous plans, this Plan has a greater focus on water quality and asset renewal projects. This redistribution in funding is supported by Imagine Kelowna goals, multiple OCP Pillars and Objectives, as well as current Council Priorities.

	Total P1 & P2 projects	50
✓	Completed or In-Progress	1
★	New	12
⊗	Cancelled or removed	20
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Information Services

- We are living in a time of digital transformation. Therefore, the City is transitioning to more cloud-based services. This has decreased capital requirements. However, it's important to note that this change will increase operating budgets going forward.
- There is a focus on supporting greater staff mobility and location flexibility. End-user workstations need to be more mobile and available at any location; all future purchases will reflect this approach.
- An emerging area will include focus on Cyber Security. A strategy is currently underway to better understand the City's needs.

	Total P1 & P2 projects	10
✓	Completed or In-Progress	1
★	New	0
⊗	Cancelled or removed	0
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Vehicles & Equipment

- Supply issues have required vehicle purchases to be pushed into subsequent years. This has been compounded by higher acquisition costs for vehicles and equipment due to cancellation of Government Price Concessions.
- Having a modern fleet with features drivers and operators want is a benefit to the City because it increases parts availability, drivability, meeting environmental standards, and resale value.

However, there are increasing cost for these technological advancements, such as electric vehicles for Light Fleet and Heavy Fleet: Electric/hybrid/hydrogen where available, for Heavy Fleet.

	Total P1 & P2 projects	4
✓	Completed or In-Progress	0
★	New	0
⊗	Cancelled or removed	0
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	1

Fire

- Overall, accounting for the addition of 2031 and accommodation for inflation, the Fire Department P1 10-year Capital Plan has an overall increase of approximately \$1 million over 10 years.
- Inflation impacts have been calculated to ensure funding is sustainable for fleet replacement. The internal fleet program projects replacement needs to 2045, so as each year advances, the impact of the previous year needs to be considered in relation to the year added at the 10-year mark. In this instance, adding 2031 increases cost by \$578k for the planned replacement of two Bush Trucks.
- There is an overall decrease due to moving timeline forward and review of required equipment replacement timelines for additional vehicles and equipment.
- There is an overall decrease in Communication Systems due to a reconfiguration of required upgrades for NG911 and redundant technologies, as well as moving into 2031 and removing 2021.

	Total P1 & P2 projects	47
✓	Completed or In-Progress	1
★	New	10
⊗	Cancelled or removed	1
⊘	No changes	5
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Airport

- The Plan is aligned with passenger forecasting that was used to develop the 2022 Final Budget.
- The Airport's 10-year Capital Plan will continue to be updated while developing the 2023 Preliminary Budget and will be subject to change due to the fluidness of the Airport's recovery from the COVID-19 pandemic.
- The changes in the Plan are mainly being driven by (i) a shift into the recovery phase of the COVID-19 pandemic, (ii) significant Airport Capital Infrastructure Project grants that were awarded by the Federal government in 2022, and (iii) the significant impact inflation is anticipated to have on the cost of projects that were deferred due to COVID-19.

	Total P1 & P2 projects	42
✓	Completed or In-Progress	2
★	New	8
⊗	Cancelled or removed	1

⊘	No changes	1
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	3

Water

- The recent update to the 20-Year Servicing Plan considered future utility servicing needs. This identified the City's long-term water needs. The majority of transmission mainline costs are to convey water from the two largest reservoirs: Knox Mountain and Dilworth Mountain. This includes pressure zone upgrades at Dilworth Reservoir identified in Pressure Zone 419 (Knox Mountain to Dehart Rd South Mission) project.
- There is a focus on water infrastructure renewal to ensure the City's existing assets continue to deliver high-quality drinking water and reliable irrigation water. This includes efficient Automated metering technology city-wide by 2026. Due to market conditions, additional budget advanced to 2023 to fast-track this initiative.
- The Water Integration Plan is new in this Plan. This integration planning effort includes considerations for interconnections with other systems to ensure redundancy and continual access to an uninterrupted water source.
- Water regulations may change in the future. To be future focused, it is necessary to secure land for future water filtration site. Therefore, a location must be near Okanagan Lake and Knox Mountain Reservoir. This acquisition is highlighted in the upcoming North End Plan at approximately \$10 million.

	Total P1 & P2 projects	56
✓	Completed or In-Progress	6
★	New	5
⊗	Cancelled or removed	2
⊘	No changes	14
↑↑	OCP/TMP/20-YSP/MP	19
\$\$\$/-\$\$\$	+/- \$5mil	2

Wastewater

- The recent update to the 20-Year Servicing Plan considered future utility servicing needs. Growth in the Core Area has triggered necessary Sewer Trunk and Lift Station Upgrades.
- There is additional biosolids capacity needed. This may include investment in a new Digester. Council will be presented with options for this major investment in the coming months.
- Expansion of sewer systems to areas currently serviced by septic treatment systems. This project is supported by a \$9 million grant.
- Facilities and Linear Renewal is maintained to ensure the overall condition and performance of the existing systems.

	Total P1 & P2 projects	40
✓	Completed or In-Progress	2
★	New	4
⊗	Cancelled or removed	2
⊘	No changes	5
↑↑	OCP/TMP/20-YSP/MP	23
\$\$\$/-\$\$\$	+/- \$5mil	6

Financial/Budgetary Considerations:

The 10-Year Capital Plan is based on sound financial information and assumptions and will be used to guide the Annual Capital Plan as part of the annual budgeting process. The 10-Year Capital Plan is a forecast of infrastructure investment, as Council's approval of projects occurs during the annual budget process.

Next Steps

Final review and adoption by Council of the 10-Year Capital Plan in August 2022.

Conclusion:

To review changes to the 10-Year Capital Plan in more detail and, based on Council's direction, amend the 10-Year Capital Plan prior to returning to Council for endorsement in August.

Internal Circulation:

Design Technician, Utility Planning
Divisional Director, Partnership & Investments
Fire Chief
Fleet Services Manager
General Manager, Infrastructure
Information Services Director
Parks & Buildings Planning Manager
Real Estate Department Manager
Senior Airport Finance & Corporate Services Manager
Strategic Transportation Planning Manager
Transportation Engineering Manager
Utility Engineer

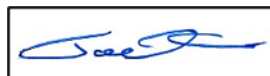
Considerations not applicable to this report:

Legal/Statutory Authority:
Legal/Statutory Procedural Requirements:
Existing Policy:
Personnel Implications:
External Agency/Public Comments:
Communications Comments:
Alternate Recommendation:

Submitted by:

J. Shaw, Acting Financial Services Divisional Director

Approved for inclusion:



J. Shaw, Acting Financial Services Divisional Director

Attachment 1 – 10-Year Capital Plan (2022-2031)
Attachment 2 – 10-Year Capital Plan Change Summary
Attachment 3 – 10-Year Capital Plan Presentation

Attachment 4 – 10-Year Capital Plan Appendix/Presentation

cc: Divisional Director, Partnership & Investments
 Divisional Director, Active Living and Culture
 Divisional Director, Corporate and Protective Services
 Divisional Director, Corporate Strategic Services
 General Manager, Infrastructure
 Fire Chief
 Infrastructure Operations Department Manager



80%
of citizens satisfied in
level & quality of City
services



\$1.63 Billion
investment in new,
upgraded, & renewed
public infrastructure



\$41 Million
project grant funding
from provincial &
federal governments



52%
investment in Parks,
Buildings, &
Transportation

EXECUTIVE SUMMARY

The City of Kelowna is located on the traditional, ancestral, and unceded territory of the syilx/Okanagan people.

The 10-Year Capital Plan (the Plan) forecasts infrastructure investment for 2022 – 2031. The Plan anticipates current and future cost pressures, stretches the limits of revenues by source, and makes the necessary decisions to put in place essential infrastructure to support a future Kelowna.

The City of Kelowna (the City) plans to invest \$1.63 billion in infrastructure in the next 10 years. Of this, 69% supports growth and improved services to the community while 31% renews aging infrastructure to maintain existing services. Overall, the City's infrastructure investment has increased \$131 million from the previous plan across the 12 capital cost centres. 52% of total investment is in Parks, Buildings and Transportation.

The City has \$744 million of unfunded projects in the next 10-years across all cost centres. Of this, 70% supports growth and improved services while 30% renews existing infrastructure. This amount increased \$121 million from the previous plan. 75% of the unfunded projects are in Parks and Buildings.

The changes in the Plan are primarily due to factors beyond the City's control. Labour shortages, supply chain challenges, rising interest rates, and increased energy costs. These impacts are coupled with rapid growth and community demand for enhanced services at a time when existing infrastructure requires replacement.

Despite these challenges, the City continues to deliver world-class infrastructure and services. Many capital projects continue to be completed; delivering on Council priorities, meeting the objectives of the Official Community Plan and community expectations.

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1 OVERVIEW

The 10-Year Capital Plan (the Plan) is reviewed and updated each year. Doing so, enables the City of Kelowna (the City) to respond to evolving community needs and other influencing factors.

The Plan forecasts \$1.63 billion in infrastructure investment required to accommodate growth, enhance services and renew existing infrastructure.

Guided by Council and Corporate Priorities, capital investment will focus on the following areas:

- Renewal of critical infrastructure, such as buildings.
- Parks acquisition and development.
- Alignment with the adopted Transportation Master Plan (TMP): Transportation & mobility infrastructure making it easier for people to get around by vehicle, transit, cycling and walking.
- Flood protection infrastructure to protect the community against the effects of climate change and flooding.
- Community amenities like recreation centres and public space to keep pace with Kelowna's population growth and the evolving needs of its residents.
- Airport development aligned with post-pandemic passenger forecasts.
- Infrastructure investment aligned with the new Official Community Plan (OCP).

INFLUENCING FACTORS & EMERGING ISSUES

Kelowna is transforming into a more vibrant urban city. As one of the fastest growing cities in Canada, Kelowna is rapidly evolving. Its economy is diversifying, neighbourhoods are changing, and people are choosing new ways to get around. By 2040, Kelowna is expected to be home to another 45,000 people. This transition is exciting, bringing new energy, amenities, employment, and educational opportunities. Signs indicate that this pace is unlikely to let up.

This rapid change challenges the way Kelowna has grown in the past. For many, it means increased traffic, home price escalation and the transformation of a small town into a big city. This growth is also taking place in a time of great societal, technological and environmental change. Advances in technology are changing how we work, shop, travel and communicate. The impacts of a changing climate are increasingly being felt.

In this era of rapid growth and change, there are complex choices to be made. We must choose not only where we grow, but how we grow. We must choose how we invest and where we invest. We make these choices by recognizing and building on what we love about this city. These choices are rarely easy and often involve making difficult trade-offs. Kelowna is impacted by ongoing current events at the global and local level.

- **Global.** The factors influencing the Plan are beyond the City’s control; these include: labour shortages, supply chain challenges, inflation, rising interest rates, increased energy costs, COVID-19 recovery and climate change.
- **Local.** The City also faces a number infrastructure servicing challenges at the local level. These include rapid growth, community demand for more and enhanced services, and greater need to replace aging assets.

The City is responding to these challenges with progressive land use as well as transportation and infrastructure planning. The recently adopted OCP and Transportation Master Plan (TMP) have set the City on a path to sustainable service delivery, but there will still be challenges ahead.

CHALLENGES AHEAD

Rising costs of borrowing and ongoing COVID-19 recovery has direct impacts to the available funds to invest in public infrastructure.

COVID-19 Recovery. The financial impacts related to COVID-19 have long-term implications. Pay-as-you-go (PAYG) capital funding decreased at the beginning of the Pandemic as a measure to mitigate funding uncertainty. Overall, forecasted PAYG decreased \$18 million between 2020 – 2030. There is a concentrated effort to return the PAYG funding to pre-pandemic levels and should reach that amount by 2031. Future PAYG decreases will impede this recovery.

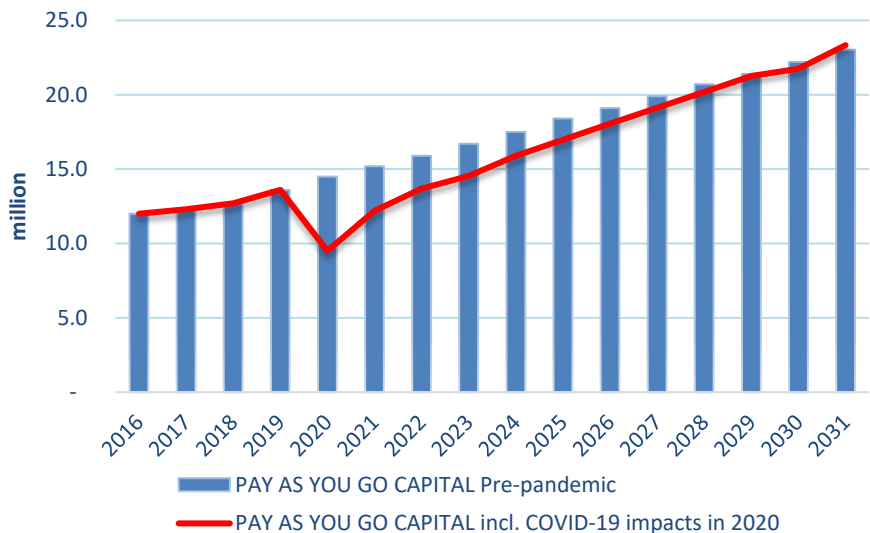


Figure 1. Pay as you go Capital impacts due to COVID-19 Pandemic.

Note: This graph has not been adjusted for inflation.

Borrowing Costs. The current policy of debt repayment is to not exceed 8% of the taxation demand for supported debt and 15% of City-owned source revenues. Debt servicing, as a percentage of taxation demand, is anticipated to exceed this limit due to the borrowing costs of projects in the Buildings cost centre. This policy will need to be reviewed and amended, if necessary, to accommodate this increase.

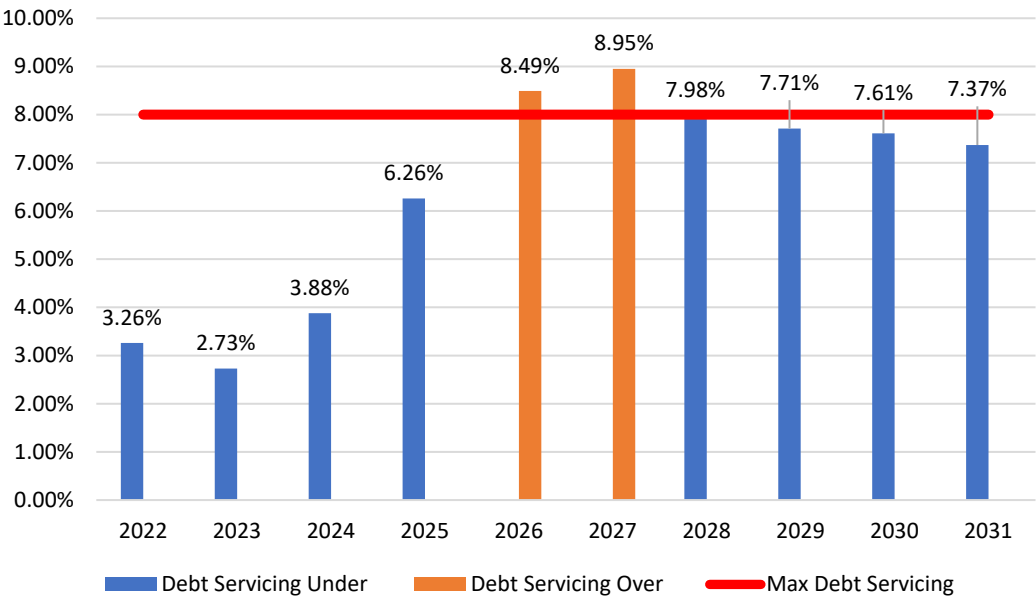


Figure 2. Annual debt servicing as a percentage of taxation demand)

WHAT ARE WE DOING?

The City is taking a proactive approach to address these complex issues:

Alternative Funding. The City continues to review alternative funding options to help reduce the infrastructure deficit, such as a stormwater development cost charge and utility, community partnerships, fees and charges.

Official Community Plan. The recently endorsed 2040 OCP optimizes infrastructure investment through more compact development where services can be more efficiently used by a greater percentage of the community population.

Transportation Master Plan. The TMP was a 4-year process to define the City’s transportation vision and priorities over the next 20 years. The TMP works with the OCP to support growth, and help residents make more efficient and sustainable transportation choices through the development of reliable transit, improved road connections, comfortable bicycle routes and walkable neighbourhoods.

The proposed 10-Year Capital Plan was guided by the TMP's endorsed project list, but had to balance future expenditures with current funding projections. As such, some TMP projects are designated P2 in the Plan, while others have had their timing and scope adjusted. Funding for P2 TMP projects will be brought forward for P1 consideration within future annual budget processes. While the proposed Plan has maximized its use of available funding, it is insufficient to deliver the endorsed TMP project list. Recent and future inflation has made this challenge larger.

Parks Master Plan. Currently in-progress. This Master Plan will establish priorities between five park types: city-wide, recreation, community, neighbourhood and linear. As well as identify needs of different stakeholder groups and create a plan for future park development and renewal moving forward.

Buildings Master Plan. Currently in the planning stage. This 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 prioritize needs between the different building types. It 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.

Asset Management Program. The City has advanced its asset management program and is considered one of the leaders in BC. Recent implementation of the computerized asset management system will better inform infrastructure planning, improve operational efficiency, and extend asset service life.

Ongoing Monitoring. There are many inputs and variables that are considered when preparing a capital project request. These inputs and associated standards are being refreshed to reflect current economic conditions and best practices in long-term capital financial planning. This will then inform updates to the methodology for determining the extent of the infrastructure deficit.

CHANGES FROM THE PREVIOUS PLAN

Priority 1 Project Changes

Overall, the City's infrastructure investment in Funded Projects (P1) has increased \$131 million from the previous plan across 12 capital cost centres. The following table compares the City's total investment for funded projects in each Cost Centre in this Plan to the previous plan.

Table 1. Summary of changes from the previous plan and this Plan for funded projects (rounded to nearest \$million).

Cost Centre	Previous Plan (\$ million)	This Plan (\$ million)	Difference (\$ million)
Real Estate and Parking	\$44	\$46	\$2
Buildings	\$240	\$290	\$50
Parks	\$226	\$248	\$22
Transportation	\$346	\$307	\$(39)
Solid Waste	\$63	\$61	\$(2)
Storm Drainage	\$47	\$45	\$(2)
Information Services	\$11	\$12	\$1
Vehicle or Mobile Equipment	\$50	\$55	\$5
Fire	\$13	\$14	\$1
Water	\$108	\$118	\$10
Wastewater	\$135	\$197	\$62
Airport	\$216	\$237	\$21
Total	\$1,499	\$1,630	\$131

Big Changes for Funded (P1) Projects

Buildings. Cost escalation of approximately 40% on a significant number of projects driven by global and local factors – inflation, labour and material shortage, as well as overall increased construction costs.

Parks. Cost escalation of approximately 30% on a significant number of projects driven primarily by global influences – inflation, labour and material shortage.

Transportation. Overall capital program decreased relative to the current 10 Year Capital Plan. This decrease reflects a combination of several removed projects, updated funding projections, and a shift towards projects with higher levels of taxation support.

Wastewater. The anaerobic digester was elevated from P2 to P1 and cost escalation has increased Wastewater investment.

Airport. Capital projects have been aligned with 2022 Final Budget forecasted passenger numbers and regulatory requirements at the Airport. The Airport's 10-year Capital Plan is subject to adjustment due to the fluidness of the Airport's recovery from the COVID-19 pandemic. It will continue to be updated while developing the 2023 Preliminary Budget

Priority 2 Project Changes

There is \$744 million in unfunded (P2) projects forecast in the next 10-years, an increase of \$121 million compared to the previous plan.

Table 2. Summary of changes from the previous plan to this Plan for unfunded projects (rounded to nearest \$million).

Cost Centre	Previous Plan (\$ million)	This Plan (\$ million)	Difference (\$ million)
Real Estate and Parking	\$13	\$40	\$27
Buildings	\$217	\$442	\$225
Parks	\$48	\$113	\$65
Transportation	\$219	\$54	\$(165)
Storm Drainage	\$24	\$21	\$(3)
Information Services	\$1	\$1	\$0
Vehicle & Mobile Equipment	\$0	\$18	\$18
Fire	\$0	\$1	\$1
Water	\$28	\$38	\$10
Wastewater	\$73	\$16	\$(57)
Total	\$623	\$744	\$121

Big Changes for Unfunded (P2) Projects

Real Estate & Parking. Additional funding to construct parkades within the South Pandosy and Downtown areas.

Buildings. Cost escalations caused several P1 projects to move to P2. Comprehensive condition assessments of existing buildings identified additional deferred maintenance that requires addressing in the near term. This cost centre accounts for nearly 60% of all unfunded projects.

Parks. Cost escalations caused several P1 projects to move to P2. Parks accounts for 15% of the unfunded projects.

Transportation. Net reduction. The Transportation P2 list was updated to reflect the TMP. The TMP refined the project list through a cost effectiveness lens, resulting in a smaller P2 list. Some projects were removed, some projects were elevated to P1, and some projects were moved beyond 2031. If inflation is persistent over a longer term, the value of P2 projects will increase in the absence of additional funding. Scenario 3 projects from the TMP are not included in the 10 Year Capital Plan P2 list, as the majority are beyond the 20-year planning horizon.

Wastewater. The anaerobic digester was moved from P2 to P1 reducing the deficit in this cost centre.

INFRASTRUCTURE DEFICIT & FUNDING GAP

The Infrastructure Deficit (ID) measures the difference between the cost of all the P1 and P2 projects identified in the Plan and the funding available to complete those projects.

As a percentage of funded capital investment, the ID trended down in 2018 and 2019 due to the increased revenue from the Infrastructure Levy and the Parks DCC. The ID remained relatively constant as a percentage of funded capital (~30%) for 2020 and 2021, but has increased in 2022 due to global influences and the renewal needs identified in the Buildings cost centre.

Table 3. Summary of Infrastructure Deficit (ID) by year (\$million).

	2018	2019	2020	2021	2022
ID (\$millions)	\$463	\$396	\$388	\$430	\$610
ID % of funded capital	44%	31%	29%	29%	37%

Funding Gap

The funding gap is determined by the available funding compared to the total funding needed for both P1 and P2 projects.

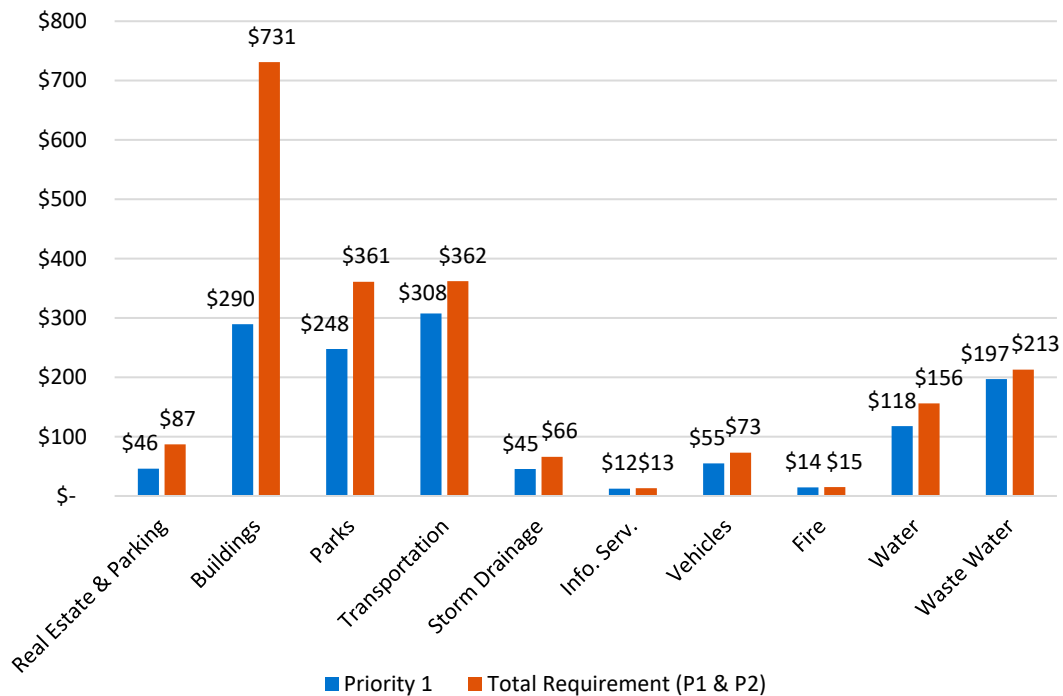


Figure 3. Investment Priority of funded projects versus funded & non-funded projects (\$ millions).

Currently, three cost centres are the primary contributors to this funding gap, they are:

Buildings. Total: \$442 million funding shortfall and accounts for close to 60% of the total unfunded investment in the Plan. There are several large projects totaling \$374 million that are unfunded, they are:

- Kelowna Community Theatre - \$102 million
- City Yards Replacement - \$81 million
- Kelowna Museum Replacement - \$75 million
- General Buildings Renewal (Services, Shell and General) - \$58 million
- Prospera Place Renovations - \$17 million
- Capital Opportunities & Partnership Fund - \$17 million
- Glenmore Recreation Activity Centre—Development - \$13 million
- Memorial Arena - Adaptive Reuse- \$11 million

Transportation. Total: \$54 Million. This funding gap has been reduced compared to the previous plan due to the adopted Transportation Master Plan earlier in 2022. There are several large projects totaling \$20 million, they are:

- Abbott DCC (Rose - Gyro), ATC - \$9 million
- KLO Rd Mission Creek Bridge Replacement - \$6 million
- Road Renewal - \$5 million.

Parks. Total: \$113 million. There are several large projects totaling \$70 million, they are:

- Sutherland Bay Park - Expansion, Including Poplar Point Dr Realignment - \$17 million
- Irrigation Renewal - \$12 million
- Boat Launch - Land Acquisition and Facility Renewal - \$12 million
- Gallagher Park - \$11 million
- Neighborhood Park Development- \$13 million
- Community Parks Development - \$8 million

COMPLETED COMMUNITY CAPITAL PROJECTS

Despite challenging times, the City continues to deliver world-class infrastructure that supports community services. The most recent Citizen Survey (2022) indicates 80% of citizens are satisfied with the overall level and quality of City services. This Plan will continue to meet the community's expectation by delivering infrastructure that aligns with Council and community priorities. Some recent examples are:

Transportation & Mobility

More trips by transit, carpooling, cycling & walking:

- Opened Ethel Street Active Transportation Corridor (ATC) between Rose and KLO Road, providing residents with access to a dedicated pedestrian and bike route separate from vehicle traffic all the way from Cawston Avenue to Raymer Avenue.
- Received a \$2.4 million senior government grant to extend the Houghton Road ATC from Rutland to the Okanagan Rail Trail
- Widened Lakeshore Road bridge over Bellevue Creek to two lanes of vehicle traffic, buffered bike lanes in each direction and added a multi-use pathway.

Vibrant Neighbourhoods

Animated parks & public spaces and key sites are proactively planned:

- Opened Phase 3 of Glenmore Recreation Park featuring two sport fields and an off-leash dog park.
- Completed final phase of Rutland Centennial Park featuring a basketball court, ping pong tables, new landscaping and lighting.
- Improved the Cook Road boat launch, including parking lot upgrades.
- Completed designs for Tall Grass and Ballou neighbourhood parks and unveiled design and construction schedule for the future of City Park.

Environmental Protection

Adaptable in the face of climate change:

- Awarded \$9 million Environmental Quality Grant from senior government for the Kelowna septic system elimination and sewer connection project, which includes eliminating over 600 aging septic fields from Central Rutland, Rio/Rialto, and a creek crossing for future servicing of the Hall Road connection area.
- Reduced greenhouse gas emissions at the Glenmore Landfill through the collection of landfill gas and reuse.
- Added Electric vehicle charging stations.
- Improved flood protection to Mill Creek.

2 SUSTAINABLE SERVICE DELIVERY

10-YEAR CAPITAL PLAN

The 10-Year Capital Plan is part of the City's rigorous capital planning process that supports Council priorities, Imagine Kelowna and the Official Community Plan and provides the framework for long-term planning and fiscal sustainability. It is updated annually to better respond to emerging issues and changing community needs. The 10-Year Capital Plan serves two purposes:

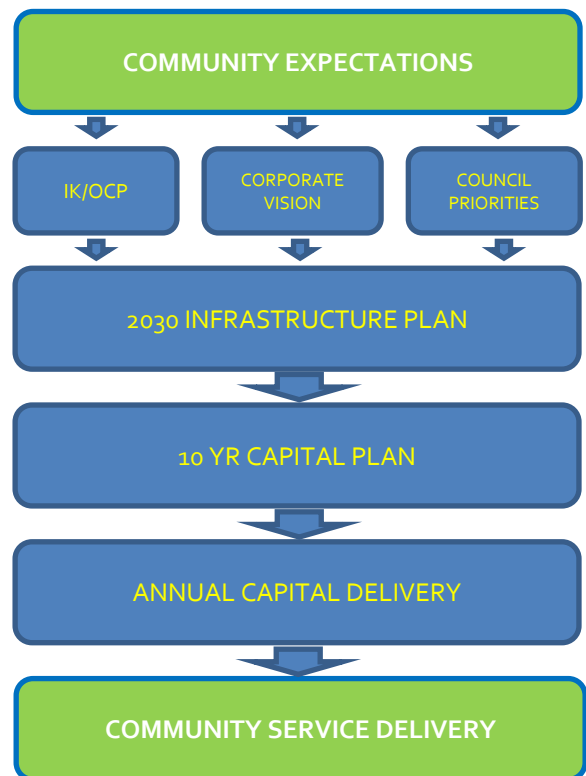
1. Deliver on Council priorities and community needs by prioritizing infrastructure investment within limited funding.
2. Outline the financial constraints and the associated impacts on infrastructure and service delivery.

INFRASTRUCTURE PLANNING PROCESS

Economic resiliency is a Council priority aimed at efficient and sustainable service delivery supported by well-maintained world class infrastructure. The City's infrastructure planning process starts with understanding community expectations and ends with providing infrastructure that delivers the expected services to the community.

Council endorsed the 2030 Infrastructure Plan in April 2016 and set the direction for infrastructure investment until 2030. The 2030 Infrastructure Plan is the City's long-term strategic capital plan and is the link between the higher-level planning documents including Imagine Kelowna, the Official Community Plan, Council and Corporate Priorities and the infrastructure delivery plans which include the 10-Year Capital Plan and the Annual Capital Plan.

Recognizing that emerging issues and community priorities change, the 10-Year Capital Plan was developed and updated annually to respond to these changing conditions. The Annual Capital Plan is, in turn, directed by the 10-Year Capital Plan and in the end, the City turns these plans into actual public infrastructure that supports services the community depends on.



Adequate financing needs to be in place to schedule and undertake each capital investment. The 10-Year Capital Plan looks at revenue sources such as utility rates, taxes, fees, development cost charges, grants, reserves or borrowing. As the City faces competing priorities, difficult decisions need to be made to optimize the spending to provide the most value to citizens and balance needs versus wants.

The 10-Year Capital Plan provides the framework for long-term planning and fiscal management and allows the City to look ahead and answer four fundamental questions:

1. "What do we need?"
2. "Why do we need it?"
3. "How are we going to pay for it?"
4. "How much will it cost to operate and maintain?"

Answering these questions allows the City to anticipate current and future cost pressures, stretch the limits of revenues by source, and make the necessary decisions to put in place essential infrastructure to support a future Kelowna. By doing so, this plan will help maximize the investment in the community where and when it is most needed.

CONSIDERATIONS

The 10-Year Capital Plan contains infrastructure projects for all City service areas. Several documents have been used in this Plan's preparation. These include:

- Imagine Kelowna
- Council priorities 2019 – 2022
- 2030 Infrastructure Plan
- 10-Year Capital Plan 2021 – 2030 (last year's plan)
- 2040 Official Community Plan
- 2040 Transportation Master Plan
- 20 – Year Servicing Plan & Financing Strategy
- Principles & Strategies for Financial Strength & Stability
- Infrastructure Master Plans and Asset Management Plans
- 2045 Airport Master Plan and Airport 10-Year Capital Plan



3 FUNDED PROJECTS

INFRASTRUCTURE INVESTMENT

This 10-Year Capital Plan forecasts \$1.63 billion in infrastructure investment required to accommodate growth, enhance services, and renew existing infrastructure assets.

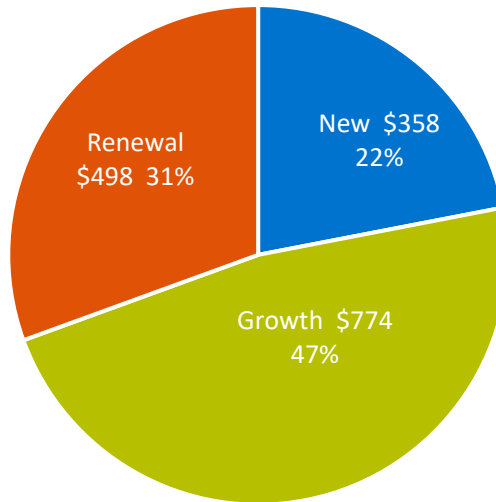


Figure 4. Funded new, growth, & renewal investment by total amount and per cent.

Recognizing these future demands, infrastructure required to support growth accounts for \$774 million (47%) of total investment and new infrastructure to support enhanced or improved services accounts for \$358 million (22%) of the plan. There is approximately \$498 million (31%) allocated to renew existing infrastructure to maintain existing services.

The Plan forecasts \$1.13 billion in infrastructure to accommodate growth and improve services to the community. This new and growth infrastructure will require additional funding to operate and maintain. Renewal of existing infrastructure is assumed to have no additional operational impacts because budgets are currently in place to support existing infrastructure.

COST CENTRE FORECAST

The 10-Year Capital Plan forecasts \$1.63 billion of capital investment across 12 cost centres.

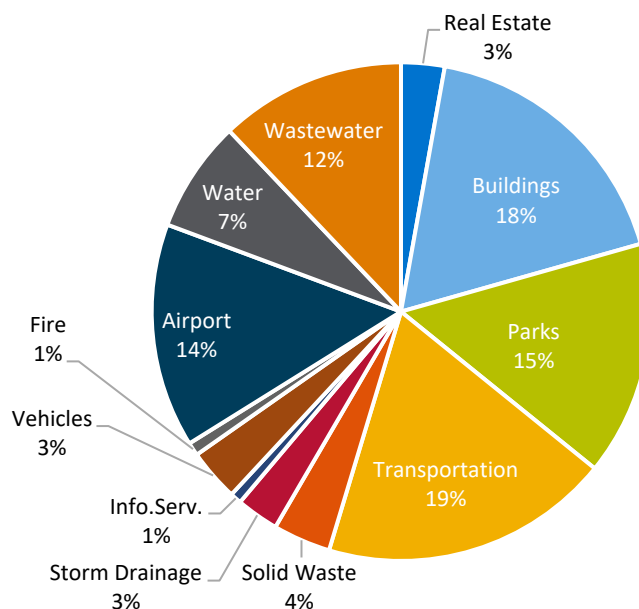


Figure 5. Investment for each cost centre by per cent.

Investment in capital projects is allocated across the various cost centres. Transportation, Parks and Buildings cost centres account for 52% of overall investment to deliver on Council Priorities, invest in infrastructure renewal and meet community expectations. Water, Wastewater, Storm Drainage and Solid Waste is 26% to meet regulatory requirements. The Airport is 14% to align with post-pandemic passenger forecasts and to meet regulatory travel requirements. The remaining 8% supports Fire, Vehicles, Information Services and Real Estate & Parking.

MAJOR CHANGES FOR FUNDED PROJECTS

Significant changes between this update and the previous 10-Year Plan are listed below:

Real Estate & Parking. Overall net investment in Real Estate and Parking infrastructure has increased by \$2 million.

- Electric Vehicle Infrastructure and Strategic Initiatives - New project added at a cost of \$1 million.
- Parking Infrastructure – Net investment increase of \$1 million.

Buildings. Overall net investment in Buildings infrastructure has increased by \$49 million. The primary driver of these year over year changes are cost escalations of approximately 40%.

- Parks and Recreation Buildings – Net investment increase of \$43 million
 - Kelowna Community Campus - Net investment increase of \$32 million.
 - Capital News Centre – Expansion- Net investment increase of \$11 million.
- Building Renewal, Rehabilitation & Infrastructure Upgrades- Net investment increase of \$5 million.

Parks. Overall net investment in Parks infrastructure has increased \$22 million. The primary drivers of these changes are revised project scope, timing related to the 20-Year Servicing Plan and cost escalation.

- DCC Parkland Acquisition- Net investment increase of \$33 million.
- Neighbourhood Park Development – Net investment decrease of \$4 million
- Community Park Development – Net investment decrease of \$12 million
 - Casorso Park – Net investment decrease of \$5 million.
 - Gallagher Park – Net investment decrease of \$8 million and dropped to P2.
- Recreation Park Development – Net investment decrease of \$5 million.
- City-wide Park Development – Net investment decrease of \$400k
 - Bluebird Beach Park DCC – Net investment increase of \$5 million
 - Kerry Park - Future Phases - Net investment increase of \$3 million.
 - Sutherland Bay Park – Expansion, including Poplar Point Dr Realignment – Net investment decrease of \$8 million and dropped to P2.

- Linear/ Natural Area Park Development – Net investment increase of \$7 million.

Transportation. Overall net investment in Transportation infrastructure has decreased by \$39 million (relative to the last 10-Year Capital Plan). Key changes are due to the reprioritization process that occurred through the TMP to better align with Imagine Kelowna and the 2040 OCP. An accounting of changes was presented to Council on Jan 18, 2021; some notable examples of removed projects are listed below:

- Ridge Rd (Cara Glen - Union) - Project removed with a cost of \$30 million. This project was 100% Development construct in the previous plan.
- Gallagher 1 (Lago Vista - Gallagher) - Project removed with a cost of \$12 million.
- Sexsmith 5 (Longhill - Acland) – Project removed with a cost of \$10 million.
- Union / Valley Realignment – Project removed with a cost of \$3 million

Solid Waste. Overall net investment in Solid Waste infrastructure has decreased by \$2 million.

- Stockpiles and Reprocessing Areas Relocation – Net investment decrease of \$3 million.
- Landfill Liner Design and Construction - Net investment increase of \$1 million.

Storm Drainage. Overall net investment in Storm Drainage infrastructure has increased by \$2 million.

- Brandt's Creek Climate Change Resiliency Projects - Project added at a cost of \$1 million.
- Stormwater Pond Asset Renewal Program - Project added at a cost of \$1 million.

Information Services. Overall net investment in Information Services infrastructure has increased by \$1 million.

- Major Systems Projects- Net investment increase of \$1 million.

Vehicle or Mobile Equipment. Overall net investment in Vehicle or Mobile Equipment infrastructure has increased by \$5 million to renew existing vehicles, accommodate growth and modernize fleet to reduce GHG emissions.

Fire: No significant net increase/decrease to Fire.

Airport. Overall net investment in Airport infrastructure increased by \$21 million due to the alignment of projects with 2022 Final Budget passenger forecasts. The Airport's 10-year Capital Plan is subject to adjustment due to the fluidness of the Airport's recovery from the COVID-19 pandemic and will continue to be updated while developing the 2023 Preliminary Budget.

- Airport Terminal Expansion South- Project removed at a cost of \$37 million.
- Airport Parking, Roadways, Terminal Building Renovations and Airport Mill Creek Realignment - Net investment increase of \$24 million.
- Airport Airside Pavement Rehabilitation - Net investment increase of \$18 million.
- Airport Land Purchases, Car Rental Facility, Airside Equipment and Combined Operations Building – Net investment increase of \$16 million.

Water. Overall net investment in Water infrastructure has increased by \$10 million related to the alignment with the OCP growth scenario.

- Kelowna Water Integration Plan - Project added at a cost of \$8 million.
- PRV Upgrades (Potable System) - Project added at a cost of \$2 million.

Wastewater. Overall net investment in Wastewater infrastructure has increased by \$62 million related to alignment with the OCP growth scenario.

- Digestion Facility - P2 elevated to P1 at a cost of \$50 million.
- New Harvey Downtown (Water St) Crossing - P2 elevated to P1 at a cost of \$10 million.

OPERATIONS & MAINTENANCE IMPACTS

Infrastructure investment decisions should consider asset lifecycle costs which includes both capital and operating expenses. Municipal infrastructure is designed to last a long time, varying from 20 – 100 years, and the operating expense can amount to 70 - 80% of the lifecycle cost, which is why it is important to consider operational impacts when making capital investment decisions.

The Plan forecasts \$1.13 billion in infrastructure to accommodate growth and improve services to the community. This new and growth-related infrastructure will require additional funding to operate and maintain. The operational impacts for the General Fund and Utilities will require approximately \$15.93 million and \$17.25 million respectively of additional funding by 2031. The General Fund cost centres will be

primarily funded by taxation while Utilities and Solid Waste will be accounted for in their respective funding models.

Renewal of existing infrastructure is assumed to have no operational impacts because operational budgets are currently in place to support existing infrastructure.

Table 4. Forecasted operational and maintenance (O&M) impacts for each service area based on historical data.

Cost Centre (General Fund)	New + Growth Capital Investment (\$ million)	O&M Capital Investment % (10-Year Average)	O & M Forecast by 2031 (\$ million)
Real Estate & Parking	\$40	12.49%	\$5.00
Buildings	\$176	1.35%	\$2.38
Parks	\$94	2.87%	\$2.70
Transportation	\$241	1.75%	\$4.22
Storm Drainage	\$30	3.89%	\$1.17
Information Services	\$4	2.72%	\$0.11
Vehicles & Equipment	\$10	3.68%	\$0.37
Total	\$595	2.70%	\$15.93

Cost Centre (Utilities & Self-funded)*	New + Growth Capital Investment (\$ million)	O&M Capital Investment % (10-Year Average)	O & M Forecast by 2031 (\$ million)
Solid Waste (Self-funded)	\$52	10.51%	\$5.47
Water (Utility)	\$66	2.55%	\$1.68
Wastewater (Utility)	\$137	7.37%	\$10.10
Total	\$255	6.80%	\$17.25

* Information for Airport and Fire cost centres not included.

4 FUNDING SOURCES

FUNDING SOURCES

The funding for all cost centre P1 projects come from 10 sources.

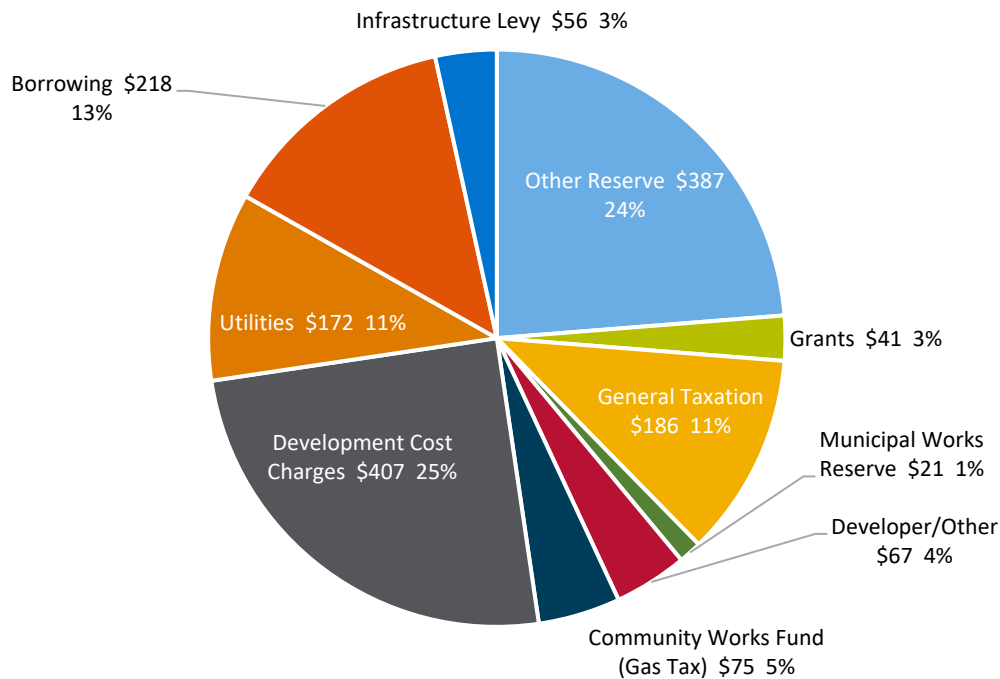


Figure 6. Funding sources for 10-Year Capital Plan (\$ millions). Total \$1.63 billion.

Approximately 50% of funding will come from external sources such as Development Cost Charges, Grants, Community Works Fund, Borrowing and Developer and Other Contributions. City funding sources such as General Taxation, Infrastructure Levy, Reserves, and Utilities are 50%.

General Taxation

The City's capital program has increased to keep pace with the demands of a growing community while at the same time relying less on taxation as a primary funding source. At \$186 million over the next 10 years, General Taxation contributes 11% of the capital investment. Grants, user fees, reserves, and borrowing make-up a larger share of the funding for the capital program. For example, the capital plan from six years ago was \$848 million and funded 18% from taxation whereas today the Plan is \$1.63 billion and funded 11% from taxation.

Infrastructure Levy

The Infrastructure Levy (IL) was approved in 2019 with an increase occurring in the 2020 budget, and ongoing thereafter. The amount to be contributed to the IL reserve over the next 10 years is \$56 million (\$5.6 million annually). It is worth noting that the IL is not indexed with inflation.

Table 5. Projected appropriations from infrastructure levy (\$ millions).

Cost Centre	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Parks	1.3	1.7	1.4	1.4	1.9	1.7	0.9	3.0	0.1	-	13.3
Transportation	3.0	2.3	1.7	2.3	1.3	3.9	4.2	4.1	4.4	4.2	31.5
Storm Drainage	1.6	1.9	2.6	1.9	3.3	-	-	-	-	-	11.3
Total	5.9	5.9	5.7	5.6	6.5	5.6	5.1	7.1	4.5	4.2	56.1*

**Total appropriations of \$56.1 million are net of the reserve opening balance and investment interest earned on the reserve funds.*

Municipal Works, Community Works & Other Reserves

Reserve funds are used to fund infrastructure to prevent large fluctuations in annual general taxation requirements. There is a total of \$387 million (24%) in total general reserve funding. Community Works Fund reserve, which is funded from Gas Tax, accounts for \$75 million. The Solid Waste reserve accounts for \$61 million. The Municipal Works reserve was established in 2015 and will fund \$21 million worth of Buildings renewal projects in the next 10 years.

Development Cost Charges

Development cost charge (DCC) funding accounts for \$407 million (25%) of all capital investment. The timing of DCC projects must coincide with the availability of DCC revenues. Should revenue not be realized due to slower growth, the timing of DCC projects may be adjusted.

Utilities

Utilities' funding sources are primarily from user fees collected for services such as Water and Wastewater. Approximately \$172 million will be re-invested in projects that directly benefit the respective services where fees were collected.

Borrowing

Debenture borrowing of \$218 million (13%) is required to fund significant buildings projects. The debt analysis only reports on debt according to the General Fund and the taxation impact of these borrows.

Table 6. Infrastructure Projects that require borrowing.

Cost Centre	Project	Year	Borrowing (\$ million)
Buildings	Kelowna Community Campus Building, Site Work/Field Relocation & Net-zero Carbon Emissions	2023	\$154.6
	Capital News Centre - Expansion, 2 Ice Sheets & Multi-use Facility	2025	\$34.7
	North Glenmore Fire Hall (Station #5) - Construction	2024	\$6.4
	City Hall - Envelope Renewal	2025	\$7.5
	Mission Activity Centre - Construction	2025	\$8.8
	City Yards - New offices	2029	\$6.3
		Total	\$218.3

Grants

Consistent with the City's Financial Principles & Strategies, the Plan uses only confirmed grants as part of the financial strategy. As grants become available this will reduce reliance on taxation and other funding sources. A total of \$40.7 million (3%) is budgeted in the Plan to be funded from confirmed provincial/federal grants. Storm Drainage and Airport Cost Centres have been approved for up to \$22 million of the federal Disaster Mitigation and Adaption Fund grant and Wastewater Cost Centre has been approved for up to \$9 million of the federal Investing in Canada Infrastructure Program grant. Both grants require the City to come up with its share of funding to leverage the full amount.

Table 7. Federal/Provincial funding (\$ millions).

Cost Centre	Project	Assumed Funding (\$ million)
Transportation	Pedestrian Bridge Renewal	\$0.1
Storm Drainage	Mill Creek Flood Protection	\$13.8
Airport	Mill Creek Realignment	\$3.3
	Airport Biosecurity	\$2.7
	Airport Combined Operations Building	\$7.1
	Airside Lighting and Supporting Infrastructure	\$0.1
	Airport Runway End Safety Area	\$4.6
Wastewater	Sewer Connections	\$9.0
Total		\$40.7

Developer & Other Contributions

Developer and Other Contributions provide \$67.2 million (4%) towards capital projects in this Plan.

Table 8. Developer, Community, & Other Contributions (\$ millions).

Cost Centre	Assumed Funding (\$ million)
Real Estate	\$2.3
Buildings	\$0.4
Parks	\$0.5
Transportation	\$13.8
Information Services	\$0.5
Airport	\$44.0
Water	\$1.5
Wastewater	\$4.2
Total	\$67.2

FUNDING TYPES

Funding types include General Fund and Self-Funded. Each funding type consists of various funding sources.

General Fund

There are nine capital Cost Centres funded from the General Fund (Real Estate, Buildings, Parks, Transportation, Storm Drainage, Information Services, Vehicles, Fire, Solid Waste).

The General Fund is made up of several funding sources including Taxation, Gas Tax, Surplus/Reserves, DCC Reserves, Debenture/Borrowing, Federal/Prov Grants, Developer/Community Contributions, Municipal Works Reserve, Utility revenue and the Infrastructure Levy. The commitment from all funding sources is \$1.08 billion.

Table 9. General Fund funding (\$ millions).

General Funding Source	Amount (\$ million)
Other Reserve	\$189
General Taxation	\$186
Municipal Works Reserve	\$21
Developer/Other	\$17
Community Works Fund (Gas Tax)	\$75
Development Cost Charges	\$296
Utilities	\$7
Infrastructure Levy	\$56
Borrowing	\$218
Grants	\$14
Total	\$1,079

Revenues from landfill tipping fees contribute to the Solid Waste reserve in the General Fund, in turn the Solid Waste Cost Centre is funded from the Solid Waste reserve. Water and Wastewater are primarily funded from their dedicated self-funded reserves and not the General Fund. The Airport is fully-funded from its own self-funded reserve and is not funded by the General Fund.

Utility Fund

Water and Wastewater utility revenue funding provides \$7 million towards General Fund capital investment in this Plan. Airport utility revenue does not contribute to the General Fund capital investment.

Water and Wastewater.

Water and Wastewater infrastructure is funded primarily from Utility, DCC reserves, Grants, Reserves and Developer/Community/Other Contributions. The cost for Water and Wastewater capital projects is \$314.8 million and is funded from the following sources.

Table 10. Water & Wastewater Utility funding (\$ millions).

Water and Wastewater Funding Source	Amount (\$ million)
Development Cost Charges	\$111.8
Dev/Community/Other Contributions	\$5.7
Utility Revenue	\$164.8
Grant	\$9.0
Reserve	\$23.5
Total	\$314.8

Airport

The Airport's capital projects are split by business segment: Airside, Groundside, Terminal, and Airport Improvement Fee. Each segment maintains a reserve where the net of revenues and expenditures are contributed for future use of that business segment, including capital development.

In the event the capital funding required exceeds the funds available for capital development the Airport will reassess the timing and scope of the project as well as the ability to increase fees and the capacity to take on additional debt when determining the best way to fund the development.

During the 10-year term, additional debt is forecasted to be taken out for capital development within the Airport Improvement Fee (AIF) business segment. Airport debenture affects the overall debt capacity of the City and these impacts must be considered holistically.

Table 119. Airport Funding Sources 10-Year Capital Plan (\$ millions).

Airport	Amount (\$ million)
Reserves	\$174.8*
Developer/Other	\$44.0
Grants	\$17.8
Total	\$236.6

**35.0 million will initially be funded through debt, with annual debt repayments funded through the AIF reserve.*

5 UNFUNDED PROJECTS

UNFUNDED INFRASTRUCTURE INVESTMENT

Infrastructure projects that are lower priority and not fully funded are deemed Priority 2 (P2) projects. The unfunded projects (P2) forecast for the next 10-years increased to \$744 million.

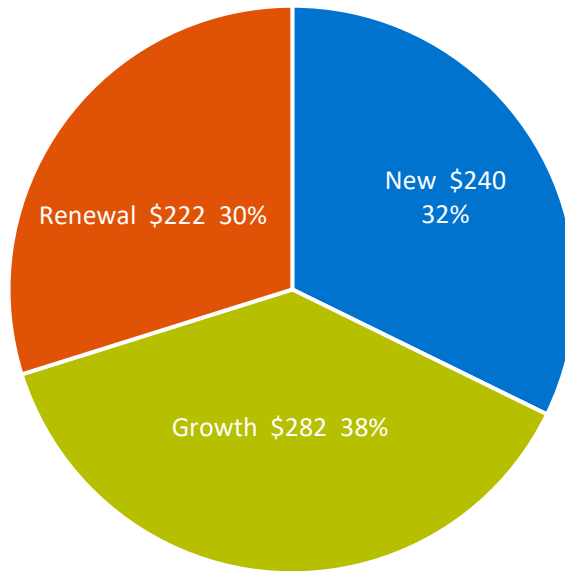


Figure 7. Unfunded new, growth, & renewal investment by total amount and per cent.

P2 projects to support growth accounts for \$282 million (38%) and new infrastructure to support enhanced or improved services accounts for \$240 million (32%). There is approximately \$222 million (30%) for renewal of existing infrastructure to maintain existing services. Without increased funding these projects remain unfunded and contribute to the Infrastructure Deficit.

COST CENTRE FORECAST

The 10-Year Capital Plan forecasts \$744 million of unfunded capital investment across 12 cost centres.

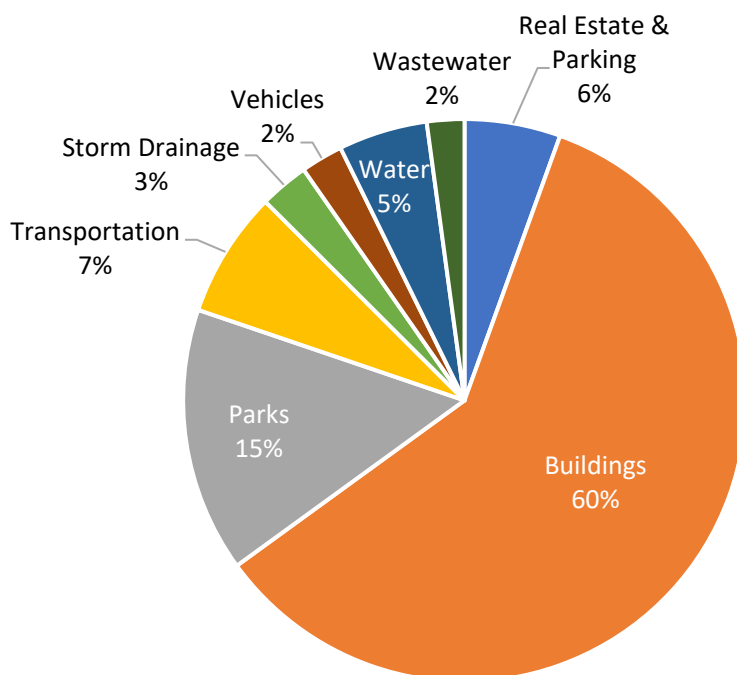


Figure 8. Unfunded investment for each cost centre %.

Unfunded capital projects occur in eight of the 12 cost centres. Transportation accounts for 7% of unfunded projects. Water, Wastewater and Storm Drainage is 10% and the remaining 8% consists of Vehicles and Real Estate & Parking. Buildings and Parks account for 75% of the unfunded projects in the Plan.

INFRASTRUCTURE DEFICIT

The Infrastructure Deficit is comprised of the City's share of funding for all P2 projects net of funding from other sources including DCCs, grants, utilities and/or partnerships. The City's share of the P2 projects is \$610 million and represents the City's Infrastructure Deficit for the next 10-years.

Table 10. Infrastructure deficit for unfunded project (\$ millions).

Infrastructure Funding Category	Cost	Funding	
		City	Other*
Renewal	\$222	\$211	\$11
Growth	\$283	\$206	\$77
New (enhance service)	\$239	\$193	\$46
Total	\$744	\$610	\$134

*Other includes DCC's, Grants, Utilities and Partnerships.

MAJOR CHANGES FOR UNFUNDED PROJECTS

The total value of unfunded P2 projects have increased by \$121 million to \$744 million in this Plan. The main drivers for the increase are noted below. This list does not include many of the smaller changes related to cost increases and reductions, project additions and deletions and impacts related to changes in project timing.

Real Estate and Parking. Overall net investment in Real Estate and Parking infrastructure has increased by \$27 million.

- New Parkades - Design and Construction - Net investment increase of \$28 million. The previous Plan only included the design phased as the construction phase was beyond the previous plan's time horizon.

Buildings. Overall net investment in Buildings infrastructure has increased significantly. Primarily driven by cost inflation of approximately 40%, previous P1's becoming P2's, and improved data on existing asset conditions. This has resulted in a net increase of \$224 million:

- Kelowna Museum - Replacement Construction- Net investment increase of \$70 million. The previous 10-Year Capital Plan only had the design amount, this plan has design and construction amounts.
- General Building Infrastructure Renewal (Services, Shell and General) - Net investment increase of \$41 million.
- Kelowna Community Theatre - Replacement Construction- Net investment increase of \$27 million.
- City Yards - Replacement Construction- Net investment increase of \$21 million.
- Prospera Place - Renovations- Net investment increase of \$16 million.

Parks. Overall net investment in Parks infrastructure has increased significantly driven by cost inflation of approximately 30%, revised Park Development projects and limited forecasted funding by 2031. This has resulted in a net increase of \$65million.

- Sutherland Bay Park - Expansion, Including Poplar Point Dr Realignment- Moved from P1 to P2. Total: \$17 million.
- Gallagher Park- Moved from P1 to P2. Total: \$11 million.
- Community Parks Development - Pacific Court Park renamed as Generic Community Park. Total: \$8 million.
- Neighborhood Park Development- Moved from P1 to P2. Total: \$13 million.

Transportation. Overall investment in Transportation infrastructure has decreased \$164 million due to integration of the recently adopted TMP resulting in revised projects and timing. Some projects were removed, some projects were elevated to P1, and some projects were moved beyond 2031. If inflation continues, P2 projects in transportation may grow by an additional \$90m between 2026 and 2031.

- Clement 2- Hwy 33 Ext. (Clem & Hwy 33-1): Construction pushed beyond 2031 and planning elevated to P1 net decrease of \$59 million.
- Master Planned Primary AT Routes- Project removed. Total: \$14 million.

Storm Drainage. Overall net investment in Storm Drainage infrastructure has decreased by \$3 million.

- Trench Place - Geotechnical - Project removed. Total: \$2 million.
- Small dam upgrades - Project removed. Total: \$1 million.

Information Services. No significant net increase/decrease.

Water. Overall net investment in Water infrastructure has increased by \$10 million. This cost centre is funded from the Water utility and as project needs arise utility rates will be brought to Council for consideration.

- Water Filtration Land Purchase - Project added. Total: \$10 million.

Wastewater. Overall net investment in Wastewater infrastructure decreased due to the inclusion of DCC funding for the growth component of the Digester and additional funding requirement for downtown growth based on the OCP. This has resulted in a net decrease of \$57 million.

- Digestion Facility- P2 elevated to P1. Total: \$44 million.
- New Harvey Downtown (Water St) Crossing- P2 elevated to P1. Total: \$11 million.

6 APPENDIX

Click links below for cost centre details.

 <p>300-Real Estate & Parking</p>	 <p>308-Information Services</p>
 <p>301-Buildings</p>	 <p>310-Vehicles</p>
 <p>302-Parks</p>	 <p>311-Fire</p>
 <p>304-Transportation</p>	 <p>312-Airport</p>
 <p>305-Solid Waste</p>	 <p>313-Water</p>
 <p>306-Storm Drainage</p>	 <p>314-Wastewater</p>

10-Year Capital Plan (2022-2031)

CHANGE SUMMARY

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10-YEAR CAPITAL PLAN CHANGES

There are many reasons that the 10-Year Capital Plan experiences changes. The Plan by design is a rolling plan that is updated annually. Due to the rolling nature, each year completed projects are removed and new projects and programs are incorporated.

There are two categories: (i) a change in the project and (ii) the level of investment. These categories have been applied to each project across all cost centres. The purpose of presenting changes in this way is to provide details for the changes while also offering at-a-glance insight into the types of changes occurring. These changes are represented by the various icons and text applications provided in the table below. In total, there are 11 business decision changes to choose from and 7 investment changes. Each project has a brief description of the reason for change. Where a project has no change in the business decision or investment, one symbol is used.

CHANGE ICONS

Scope Change	
	Elevated from P2 to P1
	Dropped from P1 to P2
	Timescale brought forward
	Timescale pushed back (or deferred beyond 2031)
	Other change (scope change, consolidated, phased)
	New Project
	Cancelled or Removed
	Alignment with 2040 OCP, TMP, 20-YSP, &/or other Master Plan as noted
	Completed or In-progress
	No Change
BOLD	Projects of note
Investment Change	
\$	Increase less than \$1 million
\$\$	Increase between \$1 million to \$5 million
\$\$\$	Increase greater than \$5 million
-\$	Decrease less than \$1 million
-\$ \$	Decrease between \$1 million to \$5 million
-\$ \$ \$	Decrease greater than \$5 million
	No Change

CHANGE CATEGORIES

The Change Categories have been applied systematically to each project across all cost centres.

- **Business Decision**
 - **Elevated from P2 to P1.** Project was P2 in the previous plan and unfunded. It has been elevated to a P1 and has planned funding.
 - **Dropped from P1 to P2.** Project was P1 in the previous plan and funded. It was determined that the project should drop to a P2 and become unfunded.
 - **Timescale brought forward.** Project timing to occur sooner than anticipated in the previous plan.
 - **Timescale pushed back (or deferred beyond 10-year planning horizon).** Project timing to occur later than anticipated or now planned to occur beyond this 10-Year Capital Plan time horizon.
 - **Other change (scope change, consolidated, phased, renamed).** Changes that may be multi-faceted or minor in nature.
 - **New Project.** A new project into this Plan that did not exist in the previous plan.
 - **Cancelled.** A project that was in the previous plan, but has been removed from this Plan. This may be due to the project being removed or cancelled.
 - **Alignment with 2040 OCP, TMP and 20-Year Servicing Plan.** Recent updates to these strategic plans have a significant impact on projects across the related cost centres.
 - **Completed or In-Progress.** Projects that have been completed since the previous plan or a project that is currently underway.
 - **No Change.** Project remains unchanged from the previous plan to this Plan.
 - **Projects of note.** Higher profile projects that are important to the community, regardless of overall project cost.
- **Investment Change.**
 - **Increase less than \$1 million.** Project cost has increased less than \$1 million from the previous plan to this Plan. Includes new projects.
 - **Increase between \$1 million to \$5 million.** Project cost has increased between \$1 million to \$5 million from the previous plan to this Plan. Includes new projects.
 - **Increase greater than \$5 million.** Project cost has increased more than \$5 million from the previous plan to this Plan. Includes new projects.
 - **Decrease less than \$1 million.** Project cost has decreased less than \$1 million from the previous plan to this Plan.
 - **Decrease between \$1 million to \$5 million.** Project cost has decreased between \$1 million to \$5 million from the previous plan to this Plan.
 - **Decrease greater than \$5 million.** Project cost has decreased more than \$5 million from the previous plan to this Plan.
 - **No Change.** Project remains unchanged from the previous plan to this Plan.

300-REAL ESTATE & PARKING

L1 General Land		
P1		
Civic Accommodation - Ellis Street: <i>Replenishment of Land Sales Reserve (LSR) for previous accommodation purchases from the LSR.</i>	★	\$ \$
General Land, Acquisition: <i>Acquisition and city-focused redevelopment of key strategic sites</i>	▲	\$
Mission Creek Restoration	⊘	
P2		
General Land, Acquisition: <i>Reduced to reflect increase in P1.</i>	▲	-\$
L2 Road and Sidewalk Land Acquisition		
P1		
DCC Road Widening, Land Acquisition	▲	-\$
Road & Sidewalk, Land Acquisition	▲	\$
P2		
DCC Road Widening, Land Acquisition	⊘	
Road & Sidewalk, Land Acquisition	▲	-\$
L3 Parking Infrastructure		
P1		
Chapman Parkade - Infrastructure Renewal (HVAC)	⊘	
Cook Road Boat Launch – Asphalt Renewal: <i>Completed 2021</i>	✓	-\$
Downtown Parkades-Major Maintenance	▲	-\$
Electric Vehicle Charging Stations - Parkades & Lots: <i>Support enhanced EV strategy & focus (2022 only)</i>	★	\$
Land Acquisition - Parkades and Strategic Initiatives: <i>Cancelled and replaced with capital request as shown in line below post-2022</i>	⊗	-\$ \$
Electric Vehicle Infrastructure and Strategic Initiatives: <i>funding to support enhanced EV strategy & alternative transportation options</i>	★	\$ \$
Expansion of Parking Mgmt into New Areas	▲	-\$
New Off-Street Parking - Purchase or Construction of Surface Stalls	▲	\$
New Parkades - Design and Construction	▲	\$
Parking Equipment and Facilities	▲	-\$
P2		
New Parkades - Design and Construction: <i>Adjusted based on revised construction cost estimates</i>	⊘	\$ \$ \$
L4 Strategic Land Redevelopment		
P1		
Strategic Land Servicing Requirements	⊘	
P2		
No projects		

	Total P1 & P2 projects	20
✓	Completed or In-Progress	1
★	New	3
⊗	Cancelled or Removed	1
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	1

301-BUILDINGS

B1 Parks & Recreation Buildings		
P1		
Capital News Centre – Expansion: <i>Deferred to 2024/25.</i>	➡	\$\$\$
Kelowna Community Campus - Building Replacement: <i>Standard escalation.</i>	⊖	\$\$\$
Kelowna Community Campus - Net-zero Carbon Emissions: <i>Standard escalation.</i>	⊖	\$\$
Kelowna Community Campus - Offsites: <i>Standard escalation.</i>	⊖	\$
Kelowna Community Campus – site work & field relocation: <i>Field relocation transferred in from the Parks cost centre.</i>	▲	-\$
Parks Washrooms Renovations or Replacement: <i>Dropped from P1 to P2 in 2024, reduced slightly in total value.</i>	⬇️	-\$
P2		
Elks Stadium – Renovations: <i>Deferred to 2024/25.</i>	➡	\$\$
Knox Pavilion and Caretaker House Rehabilitation: <i>Standard escalation.</i>	⊖	\$
Memorial Arena - Adaptive Reuse: <i>Standard escalation.</i>	⊖	\$\$\$
Mission Recreation Field House - Construction: <i>Deferred to 2024.</i>	➡	\$
Parks Washrooms Renovations or Replacement: <i>Dropped from P1 to P2 in 2024.</i>	⬇️	\$\$
Prospera Place - Renovations: <i>Standard escalation.</i>	⊖	\$\$\$
B2 Community and Cultural Buildings		
P1		
Mission Activity Centre - Construction: <i>Standard escalation.</i>	⊖	\$\$
Rotary Centre for the Arts Expansion: <i>Reduced scope.</i>	▲	-\$
P2		
Art Gallery Envelope Replacement: <i>Standard escalation.</i>	⊖	\$
Cultural Hub - Construction: <i>Standard escalation.</i>	⊖	\$\$
Glenmore Recreation Activity Centre - Development: <i>Standard escalation.</i>	⊖	\$\$
Kelowna Community Theatre - Replacement Construction: <i>Standard escalation.</i>	⊖	\$\$\$
Kelowna Museum - Replacement Construction: <i>Standard escalation.</i>	⊖	\$\$\$
Rotary Centre for the Arts Expansion: <i>Increased to reflect reduction in P1.</i>	▲	\$\$
B3 Civic and Protective Services Buildings		
P1		
City Hall - Envelope Renewal: <i>Standard escalation.</i>	⊖	\$\$
City Hall - Renovations, Phase 5: <i>In progress</i>	✓	-\$
City Hall, Phase IV - Renovations: <i>In progress</i>	✓	-\$
Civic Accommodation: <i>In progress</i>	✓	-\$
North Glenmore Fire Hall (Stn #5) - Construction: <i>Design scope in 2023 reduced so no escalation added in that year.</i>	▲	\$\$
North Glenmore Fire Hall (Stn #5) - Land acquisition: <i>Not required and omitted.</i>	⊗	-\$
Rutland Community Policing Office – Construction: <i>Dropped from P1 to P2 in 2023/24.</i>	⬇️	-\$
Rutland Fire Hall (#3) – Renovation: <i>Dropped from P1 to P2 in 2023/24.</i>	⬇️	-\$
P2		

KLO Fire Hall (Stn #6) - Construction: <i>Standard escalation.</i>	⊖	\$\$
Kelowna Police Services Building - Expansion: <i>Standard escalation.</i>	⊖	\$\$
North Glenmore Fire Training Centre - Construction: <i>Standard escalation.</i>	⊖	\$
Rutland Community Policing Office – Expansion: <i>Dropped from P1 to P2 in 2023/24.</i>	⬇️	\$\$
North Glenmore Community Policing Office - Construction: <i>Deferred until 2028/29.</i>	➡️	\$
Rutland Fire Hall (Stn #3) – Renovation: <i>Dropped from P1 to P2 in 2023/24.</i>	⬇️	\$\$
B4 Transportation and Public Works Buildings		
P1		
City Yards - New offices: <i>Standard escalation.</i>	⊖	\$\$
P2		
City Yards – Replacement Construction: <i>Deferred from 2029 to 2031.</i>	➡️	\$\$\$
B5 Heritage Buildings		
P1		
Heritage Asset Management Program: <i>Dropped from P1 to P2 in 2026 and 2028.</i>	⬇️	-\$
P2		
Heritage Asset Management Program: <i>Renamed under one heading, and dropped from P1 to P2 in 2026 and 2028.</i>	⬇️	\$\$
B6 Capital Opportunities and Partnerships		
P1		
Capital Opportunities and Partnership Fund: <i>Dropped from P1 to P2 in 2024 and 2028.</i>	⬇️	-\$
P2		
Capital Opportunities and Partnership Fund: <i>Dropped from P1 to P2 in 2024 and 2028, and increased to \$1m in 2023, rising to \$2m in 2025 and thereafter.</i>	⬇️	\$\$\$
B7 Building Renewal, Rehabilitation & Infrastructure Upgrades		
P1		
Capital News Centre - Arena Chiller Replacement: <i>Complete 2022</i>	✓	-\$
Civic/Protective Service Buildings Infrastructure Renewal: <i>Complete 2022</i>	✓	-\$
Community and Cultural Buildings Infrastructure Renewal: <i>Complete 2022</i>	✓	-\$
Kelowna Family Y Renewal: <i>Omitted in 2022, reduced by \$400k in 2023.</i>	▲	-\$
General Building Infrastructure Renewal (GBIR): <i>Increased by \$10.26m over the 10-Year plan.</i>	▲	\$\$\$
H2O Centre Heat Recovery Chiller Replacement: <i>Complete 2022</i>	✓	-\$
Kelowna Community Theatre Renewal: <i>Complete 2022</i>	✓	-\$
Library Boiler Replacement: <i>Complete 2022</i>	✓	-\$
Parks and Recreation Buildings Infrastructure Renewal: <i>In progress</i>	✓	-\$
Rutland Arena (West) Chiller & Dehumidifier Replacement: <i>Complete 2022</i>	✓	-\$
Water St. Boat Launch Ramp Renewal: <i>Complete 2022</i>	✓	-\$
P2		
City Yards - HVAC Renewal: <i>Standard escalation.</i>	⊖	\$
EV Infrastructure Upgrades: <i>Added in 2023/24/25.</i>	★	\$\$
Facility Energy Modernization Renewal	★	\$\$

Apple Bowl, Capital News Centre, Critical Service Facilities, Parks Administration: <i>Consolidated under General Buildings Infrastructure Renewal categories.</i>	▲	-\$\$\$
H2O Renewal: <i>Deferred from 2022 to 2023 and reduced to \$250k, increased to \$3.1m in 2024, and rolled into GBIR in 2026/28.</i>	➡	-\$\$\$
Enterprise Firehall HVAC Renewal: <i>Consolidated and increased to \$5m in 2024.</i>	▲	\$\$
General Building Infrastructure Renewal: <i>Split into four sub-headings, outlined below. Increased to \$20.5m overall in 2023, and an average of \$4.1m each year after that.</i>	⊗	-\$\$\$
General Building Infrastructure Renewal – Shell: <i>See note above.</i>	★	\$\$\$
General Building Infrastructure Renewal – Services: <i>See note above.</i>	★	\$\$\$
General Building Infrastructure Renewal – General: <i>See note above.</i>	★	\$\$\$
Parkinson Rec Centre Boiler & Hot Water Tank Replacements: <i>Cancelled</i>	⊗	-\$
Prospera – Renewal: <i>Increased to \$11.17m in total over 2023, 26 & 28. Some portions previously part of General Building Infrastructure (noted above). Broken out to better align with operational objectives.</i>	▲	\$\$\$

	Total P1 & P2 projects	63
✓	Completed or In-Progress	12
★	New	5
⊗	Cancelled or Removed	3
⊖	No changes	0
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$\$	+/- \$5mil	16

302-PARKS

P1 DCC Parkland Acquisition		
P1		
DCC Parkland Acquisition: <i>Increased in 2023/24/26 to reduce the existing Reserve balance.</i>	▲	\$\$\$
P2		
No Projects		
P2 Natural Area Parkland Acquisition		
P1		
Natural/Linear Land Acquisition: <i>Deferred to 2030/31, and increased.</i>	➡	\$
P2		
No Projects		
P3 Neighbourhood Park Development		
P1		
Ballou Park: <i>Completed 2021.</i>	✓	-\$-\$
Burne Park: <i>Deferred until 2023/24.</i>	➡	\$
Elliot Park: <i>Deferred until 2025/26.</i>	➡	\$\$
Kirschner Park #1: <i>Renamed as generic neighbourhood park until land secured.</i>	▲	-\$-\$
Marshall Park: <i>Renamed as generic neighbourhood park until land secured.</i>	▲	-\$-\$
Martin Park: <i>Renamed as generic neighbourhood park.</i>	▲	-\$-\$
Neighbour Park DCC Program (non-disclosed*): <i>Values standardized. Anticipated to fund one park per year; remaining seven parks are P2.</i>	▲	\$\$
Tower Ranch Park #1.	✓	-\$
Walrod Park: <i>Renamed as generic neighbourhood park</i>	▲	-\$-\$
P2		
Neighbourhood Parks: <i>Seven neighbourhood parks dropped from P1 to P2.</i>	★	\$\$\$
P4 Community Park Development		
P1		
Casorso Park: <i>Deferred until 2031 (design only).</i>	➡▲	-\$\$\$
Gallagher Park: <i>Dropped from P1 to P2.</i>	⬇	-\$\$\$
DeHart Park: <i>Standard escalation, plus \$600k reassigned from 2022 funding.</i>	▲	\$\$
P2		
Community Parks Development: <i>Generic community park.</i>	★	\$\$\$
Gallagher Park: <i>Dropped from P1 to P2.</i>	⬇	\$\$\$
Pacific Court Park: <i>Renamed as generic community park.</i>	▲	-\$-\$
P5 Recreation Park Development		
P1		
Glenmore Recreation Park: <i>Later phase deferred one year to 2027/28/29.</i>	➡	\$\$
Lombardy Park, Protective Netting – Construction.	✓	-\$
Mission Recreation – Softball Diamonds.	✓	-\$-\$
Mission Recreation Park – Youth Park, Plaza & Trails: <i>Design brought forward to 2024.</i>	⌚	\$

Mission Recreational Park - Artificial Turf Replacement	✓	-\$
Parkinson Recreation Park - Grass soccer fields: <i>Moved into siteworks for KCC project in the Buildings cost centre (B1).</i>	▲	-\$
Rutland Recreation Park – Soccer fields: <i>Dropped from P1 to P2.</i>	⬇️	-\$ \$
P2		
Rutland Recreation Park – Soccer fields: <i>Dropped from P1 to P2.</i>	⬇️	\$ \$
Mission Rec Park – Softball Diamond Lighting: <i>Deferred from 2022 to 2023.</i>	➡️	-\$
Recreation Park Development - New Artificial Turf Field: <i>Standard escalation.</i>	⊖	\$ \$
Recreation Park Development - New Tennis Courts: <i>Standard escalation.</i>	⊖	\$
P6 City-wide Park Development		
P1		
City Park - Improvements, Waterfront Promenade Phase 3: <i>Standard escalation.</i>	⊖	\$
City Park – Playground & Additional Amenities: <i>Deferred until 2025(design), and 2026/27(construction).</i>	➡️	\$
Kerry Park – Future Phases: <i>Deferred until 2025.</i>	➡️	\$ \$
Kerry Park – Hotel Interface: <i>Deferred until 2025.</i>	➡️	\$
Pandosy Waterfront Park	✓	-\$ \$
Pandosy Waterfront Park – Phase 2: <i>Added as P1 in 2023/24.</i>	★	\$
Sutherland Bay Park: <i>Dropped from P1 to P2.</i>	⬇️	-\$ \$ \$
Bluebird Beach Park: <i>Raised from P2 to P1 in 2030.</i>	⬆️	\$ \$ \$
P2		
Sutherland Bay Park: <i>Dropped from P1 to P2.</i>	⬇️	\$ \$ \$
Bluebird Beach Park: <i>Raised from P2 to P1 in 2030.</i>	⬆️	-\$ \$
Cook Rd Foreshore: <i>Added as a P2 in 2025.</i>	★	\$ \$
Sarson's Beach Park - Expansion: <i>Removed.</i>	⊗	-\$
P7 Linear and Natural Area Park Development		
P1		
Knox Mountain Park – Improvements: <i>Amounts revised in line with new KMP Masterplan, increased to \$2.26m in total.</i>	⬆️	\$
Linear Parks – DCC Program: <i>Annual amounts increased in line with 20-year Servicing Plan, but dropped from P1 to P2 in 2023/24/26/27/29/30.</i>	⬆️	\$ \$
Mill Creek Linear Park: <i>Added in 2022 and currently in progress.</i>	✓	\$ \$
P2		
Linear Parks – DCC Program: <i>Annual amounts increased in line with 20-year servicing plan, but dropped from P1 to P2 in 2023/24/26/27/29/30.</i>	⬇️	\$ \$ \$
Knox Mountain Park – Improvements: <i>Amounts revised in line with new KMP Masterplan and included in P1.</i>	⬆️	-\$
Natural Area Development: <i>Standard escalation.</i>	⊖	\$
P8 Parks Renewal, Rehabilitation & Infrastructure Upgrades		
P1		
Access for All Improvements: <i>Additional work included in 2029/31.</i>	▲	\$
Irrigation Renewal: <i>Amounts standardized over the duration of the plan.</i>	▲	-\$
Kelowna Memorial Cemetery: <i>Amounts added in 2023/24/28, and amounts rationalized with Master Plan. No significant increase overall.</i>	⬆️	\$

Park Infrastructure Renewal: <i>Amounts standardized over the duration of the plan.</i>	▲	\$
Parking Renewal: <i>Amounts added in 2026/28/29.</i>	▲	\$
Sports Courts/Water parks/Skate Parks Renewal: <i>Additional amounts added in 2025/27/29/30/31.</i>	▲	\$
Pedestrian Bridge Renewal: <i>Additional amounts added in 2025/27/29/30/31.</i>	▲	\$\$
P2		
Access for All Improvements: <i>Amounts increased and rationalized with P1s.</i>	▲	\$
Irrigation Renewal: <i>Amounts standardized over the duration of the plan.</i>	▲	\$
Kelowna Memorial Cemetery – Improvements: <i>Included in P1s above.</i>	↻	-\$
Park Infrastructure Renewal: <i>Amounts standardized over the duration of the plan.</i>	▲	\$
Parking Renewal: <i>Amounts increased and rationalized with P1 additions.</i>	▲	\$
Pedestrian Bridge Renewal: <i>Amounts increased and rationalized with P1 additions.</i>	▲	\$
P9 Capital Opportunities Partnerships		
P1		
Capital Opportunities and Partnership fund: <i>Dropped from P1 to P2 in 2026, increased in 2029/30/31.</i>	▲	\$
P2		
Capital Opportunities and Partnership fund: <i>Amounts increased and rationalized with P1s.</i>	▲	\$\$
Pandosy Waterfront Park – Phase 2: <i>Raised to P1 and moved to Section P6.</i>	↻	-\$
P10 Urban Streetscape, Cemetery, and Boat Launch Development and Renewal		
P1		
Art Walk - Extension Doyle to Queensway: <i>Dropped from P1 to P2</i>	↓	-\$
P2		
Art Walk – Extension Doyle to Queensway: <i>Deferred to 2024 and amount reduced to \$960k.</i>	↻	-\$
Bennett Plaza - Improvements (50% renewal): <i>Standard escalation.</i>	⊖	\$
Boat Launch - Land Acquisition and Facility Renewal: <i>Standard escalation.</i>	⊖	\$\$

	Total P1 & P2 projects	68
✓	Completed or In-Progress	7
★	New	4
⊗	Cancelled or Removed	1
⊖	No changes	0
↑↑	OCP/TMP/20-YSP/MP	4
\$\$\$/-\$\$\$\$	+/- \$5mil	10

304-TRANSPORTATION

T1 DCC Roads		
P1		
Acland 2 DCC (John Hindle - Airport)	↑↑	\$
Benvoulin DCC (Casorso - KLO)	↑↑↻	-\$\$\$
Burtch 2 (Byrns - KLO)	↑↑	-\$\$\$
Burtch 2 DCC (Springfield - Benvoulin), RD	↑↑	\$\$\$
Burtch 3 DCC (Glenmore - Springfield), RD	↑↑	\$\$\$
Burtch 4 (Harvey - Sutherland)	↑↑	-\$
Casorso 1 & Bridge (Swamp - Benvoulin)	↑↑	-\$
Casorso Roundabouts DCC (Swamp - Benvoulin)	↑↑↻	\$\$
Clement 1 DCC (Ellis to Graham)	↑↑	-\$
Clement 2 DCC (Spall - Hwy 33)	↑↑	\$\$
Clement 3 (COMC) Land only (Hwy 33 - McCurdy)	↑↑	-\$
Clement 3 DCC (Hwy 33 - McCurdy), Land	↑↑	\$
Commonwealth DCC (Hwy 97 - Jim Bailey)	↑↑	\$\$
DeHart 2 (Lakeshore - Gordon)	↑↑	-\$
Frost DCC (Killdeer - Chute Lake)	↑↑	-\$
Gallagher 1 (Lago Vista - Gallagher)	↑↑	-\$\$\$
Glenmore 5 DCC (Union - John Hindle), RD	↑↑	\$
Glenmore 6 DCC (John Hindle - Lake Country)	↑↑	\$\$\$
Gordon 1 (Frost - South Perimeter)	↑↑	-\$
Gordon 3 DCC (Sutherland - Bernard)	↑↑	\$
Gordon Bridge @ Bellevue Creek	↑↑	-\$
Guisachan 2 (Gordon - Nelson)	↑↑	-\$
Guisachan 3 (Ethel - Gordon)	↑↑	-\$
Hollywood 3 (McCurdy - Stremel)	↑↑	-\$
Hollywood 4 (Stremel - Hwy 97 N)	↑↑	-\$\$\$
Hollywood 5 Bridge @ Mill Creek	↑↑	-\$
Hollywood 5 DCC (Highway 97 - Rail Trail), RD	↑↑	-\$
Hollywood 6 DCC (Rail Trail - Sexsmith), RD	↑↑	-\$
Hollywood 7 DCC (Sexsmith - John Hindle), RD	↑↑	\$\$\$
Hollywood 8 (Appaloosa - Quail Ridge)	↑↑	-\$\$\$
Hwy Link - Gordon (Sutherland - Bernard): <i>See Gordon 3 DCC.</i>	↑↑	-\$
Hwy Link - Pandosy (Land)	↑↑	-\$
Lakeshore 1 (DeHart - Vintage Terrace)	↑↑	-\$
Lakeshore 1 Bridge @ Bellevue Creek: Completed 2021	✓	-\$
Lakeshore 1A (Vintage Terrace - Barnaby)	↑↑	-\$
Lakeshore 2 (Old Meadows - DeHart)	↑↑	-\$\$\$
Lakeshore 3 (Richter - Old Meadows)	↑↑	-\$
Lakeshore 3 Bridge @ Wilson Creek	↑↑	-\$

Lakeshore 4 DCC (Lanfranco - Richter), RD	↑↑	-\$ \$
Lakeshore 5 DCC (Richter - Cook), RD	↑↑	\$
Lone Pine (Hwy 33 - 500 m east)	↑↑	-\$ \$
Major Intersection Capacity Improvements DCC	↑↑	\$ \$ \$
McCulloch Area DCC (KLO/Hall/Spiers)	↑↑	\$ \$
McCurdy 1 Land Only (Dilworth - COMC)	↑↑	-\$ \$
McCurdy DCC (Hwy 97 - Dilworth)	↑↑	\$
Pandosy 1 (Rose - Raymer)	↑↑	-\$ \$
Richter DCC (Sutherland - KLO), RD: <i>Project split between P1/2, scope / cost to be refined in 2022/23.</i>	↑↑U	-\$ \$ \$
Road Safety Improvements DCC	↑↑	\$ \$ \$
Rose 1 (Pandosy - Ethel)	↑↑	-\$ \$ \$
Sector B Deficiencies DCC	↑↑	-\$ \$
South Perimeter 1 DCC (Gordon Dr - Stewart 1), Road	↑↑	-\$ \$
Stewart DCC (Crawford - Swamp)	↑↑	\$
Sutherland 3 DCC (Mill Creek - Spall), RD	↑↑	\$ \$ \$
Traffic Signals and Roundabouts DCC	↑↑	-\$
P2		
Airport Way	↑↑	-\$ \$
Clement 2- Hwy 33 Ext. (Clem & Hwy 33-1): Spall-Enterp.	↑↑	-\$ \$ \$
Clement 3 (COMC) Land only (Hwy 33 - McCurdy)	↑↑	-\$ \$
Commonwealth DCC (Hwy 97 - Jim Bailey)	↑↑	\$ \$
Hollywood 5 DCC (Highway 97 - Rail Trail), RD	↑↑	-\$ \$
Hollywood 8 (Appaloosa - Quail Ridge)	↑↑	-\$ \$ \$
Lakeshore 3 (Richter - Old Meadows)	↑↑	-\$ \$ \$
Lakeshore 4 DCC (Lanfranco - Richter), RD	↑↑	-\$ \$
Richter DCC (Sutherland - KLO), RD	↑↑	\$ \$
Traffic Signals and Roundabouts DCC	↑↑	-\$ \$ \$
T2 DCC Roads - Active Transportation		
P1		
Abbott DCC (Rose - Gyro), ATC	↑↑	-\$ \$ \$
Bertram 1 DCC (Sutherland - Cawston), ATC	↑↑	\$ \$ \$
Burtch 2 DCC (Springfield - Benvoulin), ATC	↑↑	\$ \$
Burtch 3 DCC (Glenmore - Springfield), ATC	↑↑	\$ \$
Casorso 3 DCC (KLO - Barrera), ATC	↑↑▲	-\$ \$
Casorso 4 AT (Raymer - KLO): <i>Completed 2021</i>	✓	\$
Ethel 6 DCC (Rail Trail - Cawston), ATC	↑↑	\$ \$
Glenmore 3 DCC (Clement - Glenmeadows), ATC	↑↑	-\$ \$
Glenmore 4 DCC (Kane – Dallas), ATC: <i>Being delivered with pavement renewal in 2022/23.</i>	↑↑C	-\$ \$ \$
Glenmore 5 AT (Scenic - John Hindle)	↑↑	-\$ \$
Hollywood 10 DCC (Highway 33 - McCurdy), ATC: <i>South of Houghton only, to fill gap between Mission Creek Greenway and Houghton ATC.</i>	↑↑UC	\$

Hollywood 11 DCC (Springfield - Mission Creek Greenway), ATC: <i>See Houghton 10.</i>	↑↑C	\$
Hollywood 3 AT (McCurdy - Stremel)	↑↑	-\$
Hollywood 4 AT (Stremel - Hwy 97)	↑↑	-\$ \$
Hollywood 5 AT (Hwy 97 - Rails with Trails)	↑↑	-\$
Hollywood 6 AT (Rails with Trails - Sexsmith)	↑↑	-\$
Hollywood 7 DCC (Sexsmith - Appaloosa), ATC	↑↑	\$ \$
Hollywood 8 AT (Appaloosa - Quail Ridge)	↑↑	-\$ \$ \$
Hollywood 9 DCC (Hollydell - Hwy 33), ATC	↑↑	\$
Houghton 1 DCC (Nickel - Rails with Trails), ATC: Construction 2022	✓	-\$ \$
Houghton 2 DCC (Hollywood - Mugford), ATC	↑↑	-\$
KLO 1 AT (Abbott - Pandosy)	↑↑	-\$ \$
KLO 2 AT (Pandosy - Okanagan College)	↑↑	-\$ \$
Lake 1 AT (Pandosy - Abbott): Moved from T2 to T6	↑↑	-\$
Lakeshore 1 AT (DeHart - Vintage Terrace)	✓	-\$
Lakeshore 2 DCC (Old Meadows - Dehart), ATC	↑↑	-\$
Lakeshore 3 DCC (Lexington - Old Meadows), ATC	↑↑	\$ \$
Lakeshore 4 DCC (Lanfranco - Richter), ATC	↑↑	-\$
Leon Lawrence DCC (Waterfront - Ethel), ATC	↑↑	\$ \$ \$
Pandosy Village DCC (Raymer - Abbott), ATC	↑↑	\$ \$
Rail Trail to Greenway DCC, ATC	↑↑	-\$ \$
Rails with Trails DCC (Dilworth - Commerce Ave), ATC	↑↑	⊘
Rose 1 AT (Ethel - Pandosy)	↑↑	-\$
Sutherland 1 Protected Bike Route (Lequime - Burtch)	↑↑	\$ \$
UBCO Connection DCC (Quail Ridge - Discovery Ave), ATC	↑↑	\$ \$
Urban Centre Improvements DCC	↑↑	\$ \$
P2		
Abbott DCC (Rose - Gyro), ATC	↑↑	\$ \$
Airport Way AT (Hollywood N - Hwy 97 N)	↑↑	-\$
Glenmore 3 DCC (Clement - Glenmeadows), ATC	↑↑	-\$ \$
Glenmore 5 AT (Scenic - John Hindle)	↑↑	-\$ \$
T3 Non-DCC Roads		
P1		
Burtch & Harvey Intersection Improvements	↑↑	\$
Central Green - Hwy 97 Right Turn Lane to Pandosy	↑↑	\$
Local Street Urbanization Program	↑↑	\$ \$
Roadway Urbanization	↑↑	\$
Rose 1 (Pandosy - Ethel), Design	↑↑	\$
Sutherland 4 (Spall - Dilworth), Design	↑↑	\$
P2		
Clifton Road Upgrades	↑↑	-\$ \$
Lawrence/Leon upgrade (Abbott-Richter) upgrade	↑↑	-\$ \$
T4 Transportation System Renewal		

P1		
Bridge Rehabilitation – Renewal: <i>The TMP recommended increased overall renewal funding, the 10Year Plan allocated this funding between programs.</i>	↑↑▲	\$\$\$
KLO Rd Mission Creek Bridge Replacement	↑↑	-\$
Road Renewal: <i>See above note.</i>	↑↑▲	\$\$\$
Sidewalk & Bikeway Renewal Program	↑↑▲	\$
Street Lighting Renewal Program: <i>See above note.</i>	↑↑▲	\$
Streetscaping in Urban Centers	↑↑	-\$
Traffic Signal and Communications Renewal Program: <i>See above note.</i>	↑↑▲	\$
Transit - Bus Stop Renewal: <i>See above note.</i>	↑↑▲	-\$
P2		
Bridge Rehabilitation – Renewal	↑↑	\$
Gravel shoulder paving, streetscaping in urban centers	↑↑	-\$
Highway 97 Rapid Station Renewal	↑↑	-\$
KLO Rd Mission Creek Bridge Replacement	↑↑	\$\$\$
Road Renewal	↑↑	-\$
Street Lighting Renewal Program	↑↑	\$
Traffic Signal and Communications Renewal Program	↑↑	\$
Transit Renewal - Mission Network Restructuring	↑↑	-\$
T5 Bicycle Network		
P1		
Abbott Protected Bike Route (Rose - West), ATC	↑↑	\$
Bertram Overpass AT Approaches	↑↑	-\$
Bicycle Network Improvement Program	↑↑	-\$
Lake 1 (Pandosy - Abbott), ATC	↑↑	\$
Neighbourhood Bikeway Program	↑↑	\$
Okanagan Rail Trail - Connection to Waterfront Park Pathway: Completed 2021	✓	-\$
Okanagan Rail Trail - Lighting & Improvements	↑↑	\$
Rails with Trails lighting (Commerce Ave to Hwy 97 Overpass), ATC	↑↑	-\$
P2		
Active Transportation Corridor/Bicycle Network Expansion	↑↑	-\$
Bertram Overpass AT Approaches	↑↑	-\$
Glenmore (McKinley to Lake Country) Shoulder Widening	↑↑	-\$
Master Planned Primary AT Routes	↑↑	-\$
T6 Sidewalk Network		
P1		
Bertram/Central Green Multiuse Overpass: <i>Supplemental funding to mitigate inflation and deliver in 2024.</i>	↑↑	-\$
Crosswalk Safety signals and flashers: <i>Moved to T6 from T7</i>	▲	\$
Sidewalk Network Expansion	↑↑	\$
P2		
Sidewalk Network Expansion	↑↑	-\$
T7 Safety and Operational Improvements		

P1		
Crosswalk Safety signals and flashers: Moved from T7 to T6	↑↑▲	-\$ \$
Intelligent Transportation Systems: Moved to T7 from T8	↑↑▲	\$
Neighbourhood Traffic Calming Program	↑↑	\$
Road Safety Partnerships with ICBC	↑↑	-\$
Safe Routes to School Program	↑↑	\$
P2		
Crosswalk Safety signals and flashers	↑↑	-\$ \$
Road Safety Partnerships with ICBC	↑↑	-\$ \$
Safe Routes to School Program	↑↑	-\$
T8 Traffic Control Infrastructure		
P1		
Intelligent Transportation Systems: Moved from T8 to T7	▲	-\$
Traffic Signals and Roundabouts	↑↑	\$
P2		
Traffic Signals and Roundabouts	↑↑	\$
Transit priority measures (Technology, signal, Queue Jumpers, etc.)	↑↑	-\$ \$
T9 Transit Facilities		
P1		
Exchange Driver Facilities	↑↑	\$
Highway 33 Transit - Infrastructure	↑↑	\$
Highway 97 Dedicated Transit Lanes - Infrastructure	↑↑	\$ \$
Mission Recreation Transit Exchange & Mobility Hub	↑↑	\$
Mobility Hubs at Transit Exchanges	↑↑	\$
Okanagan College Exchange Capacity Expansion	↑↑	\$
Okanagan College Transit Exchange and Stations	↑↑	\$
Orchard Park Exchange	↑↑	\$ \$
Route 1 FTN+ Infrastructure	↑↑	\$ \$
Rutland Network Restructure - Infrastructure	↑↑	\$
Rutland Park & Ride, Mobility Hub, Operations facility	↑↑	-\$
Transit - Bus Stop and Amenity Improvements	↑↑	\$
Transit - Land Acquisition	↑↑	\$
YLW Transit Hub	↑↑	\$
P2		
Capri-Landmark	↑↑	-\$
Exchange Driver Facilities	↑↑	\$
Highway 33 Transit - Infrastructure	↑↑	\$
Highway 97 Dedicated Transit Lanes - Infrastructure	↑↑	\$ \$
Lakeshore/Pandosy Transit Priority	↑↑	-\$
Midtown Transit Optimization	↑↑	-\$
Mission Recreation Transit Exchange & Mobility Hub	↑↑	\$
Okanagan College Exchange Capacity Expansion	↑↑	\$
Okanagan College Transit Exchange and Stations	↑↑	\$

Orchard Park Exchange	↑↑	\$\$
Queensway Operations Centre	↑↑	-\$
Rapidbus Stop Replacement	↑↑	-\$
Rutland Network Restructure - Infrastructure	↑↑	-\$
Rutland Park & Ride, Mobility Hub, Operations facility	↑↑	\$
YLW Transit Hub	↑↑	-\$

	Total P1 & P2 projects	185
✓	Completed or In-Progress	5
★	New	0
⊗	Cancelled or Removed	0
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	178
\$\$\$/-\$\$\$	+/- \$5mil	29

305-SOLID WASTE

SW₁ Equipment		
P₁		
Automated Collection Curbside Carts: <i>Increase for additional carts</i>	▲	\$
Equipment: <i>Additional equipment deferred due to Compactor</i>	↻	-\$
Landfill Compactor: <i>Completed 2021</i>	✓	\$
Landfill Equipment GPS Replacement	⊘	
P₂		
No projects		
SW₂ Site Improvement		
P₁		
Electrical Supply Upgrades: <i>New in 2023</i>	★	\$\$
General Site Works and Investigations	⊘	
Landfill Automation	⊘	
Landfill Liner Design and Construction: <i>Deferred from 2023/25/27 to 2024/26/28</i>	↻	\$\$
Prep - Blasting, site Prep: <i>2021 complete; no new additions</i>	⊘	-\$
P₂		
No projects		
SW₃ Gas Management		
P₁		
Landfill Gas & Leachate Recirculation Laterals	⊘	
Landfill and Leachate Gas Headers Areas 2 and 3	⊘	
P₂		
No projects		
SW₄ Leachate Management		
P₁		
Leachate Perimeter Pipe	⊘	
Odour Control and Leachate Treatment	⊘	
Oil Water Separator: <i>New in 2023/24</i>	★	\$
P₂		
No projects		
SW₅ Drainage & Groundwater Management		
P₁		
Drainage & Groundwater Management: <i>2031 added</i>	⊘	\$
Leachate LS - North East Corner - Pump Station (Area 3): <i>Moved from 2023 to 2024</i>	↻	⊘
Stormwater Bypass System	⊘	
P₂		
No projects		
SW₆ Recycling & Waste Management		
P₁		
Facility - Recycling Study	⊘	
P₂		
No projects		

SW7 Landfill Area Development		
P1		
Mechanic Shop - Phase 2 (Enclosure and electrical build out)	⊘	
Mechanic Shop - Phase 3 (Wash bay)	⊘	
Road Construction: 2021 complete; no new additions	⊘	-\$
Stockpiles and Reprocessing Areas Relocation: 2021 complete; no new additions.	⊘	-\$ \$
P2		
No projects		
SW8 Closure & Reclamation		
P1		
Progressive Closure: 2031 added	⊘	\$
P2		
No projects		
SW9 Solid Waste Renewal		
P1		
Infrastructure Renewal: 2031 added.	⊘	\$
P2		
No projects		

	Total P1 & P2 projects	24
✓	Completed or In-Progress	1
★	New	2
⊗	Cancelled or Removed	0
⊘	No changes	11
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$\$	+/- \$5mil	0

306-STORM DRAINAGE

D1 Hydraulic Upgrading Program		
P1		
Brandt's Creek Climate Change Resiliency Projects: <i>The Brandt's Creek Basin requires additional stormwater attenuation to address increased major storm intensities due to climate change. The creek is also heavily polluted by surrounding agricultural lots, urban development, and transportation corridors. This new project was added to the 10-Yr Capital Plan as a new project to address some of these issues.</i>	★	\$\$
Burtch Extension: <i>This funding was for the drainage-related works to support the Burtch Rd Extension project in the Transportation cost centre. After review, it was determined that drainage works will be directly attributable to the Transportation project and should therefore be funded by that cost centre.</i>	⊗	-\$
Francis Brook channel and capacity improvements	⊖	
Frost and Frazer Lake Stormwater Improvements: <i>Budget increased to reflect construction inflation.</i>	⊖	\$
Gopher Creek (Springfield major storm control structure): <i>This project was renamed and rescope.</i>	▲	-\$
Gopher Creek (culvert improvements): <i>Budget increased to reflect construction inflation.</i>	▲	\$
Knox Mountain Geotechnical Engineering: <i>2021 phase complete. Project scope and budget unchanged.</i>	⊖	-\$
Mill Creek Flood Protection: <i>A significant funding variance needs to be addressed before the full \$55-M Disaster Mitigation Adaptation Fund Grant can be leveraged.</i>	▲	-\$
Richter (Raymer - Birch): <i>This funding was for the drainage-related works to support the Richter DCC (Sutherland - KLO), RD project in the Transportation cost centre. After review, it was determined that drainage works will be directly attributable to the Transportation project and should therefore be funded by that cost centre.</i>	⊗	-\$
Ritchie Brook Basin climate change resiliency Project: <i>This project was added as a result of numerous drainage-related service requests in the Ritchie Brook Basin.</i>	★	\$
Spiers Rd and Heimlich Rd Major System Capacity	⊖	
Thompson Creek Upgrades (Lakeshore)	⊖	
P2		
Avonlea Storm Lift Station Gen Set: <i>Project added to address operational risk.</i>	★	\$
Brandt's Creek East (Bonn - Sexsmith): <i>Not as critical as previously assumed.</i>	⊗	-\$
Creek/Lake Dredging: <i>A biennial dredging program has been proposed to address capacity issues in smaller creeks.</i>	★	\$
Design Flood Protection Upgrades (Clement to Brandt's Creek): <i>This project's scope and budget has now been consolidated with the Mill Creek Flood Protection project.</i>	▲	-\$
Downtown drainage projects	⊖	
Francis Brook @ McKenzie / Gibson: <i>Rescoping of the Francis Brook channel and capacity improvements project resulted in this project being redundant.</i>	⊗	-\$
Future Hydraulic Projects: <i>This project was removed as there is no official scope and the Miscellaneous Drainage Program (operational program) most often manages smaller emergent issues.</i>	⊗	-\$

Geotechnical program: <i>Other than the Knox Mountain Geotechnical Engineering project, no additional geotechnical projects will be included in the storm drainage cost centre.</i>	⊗	-\$ \$
Gopher Creek (Kloppenburg to Springfield): <i>Rescoping of the Gopher Creek (culvert improvements) project resulted in this project being redundant.</i>	▲	-\$
Gordon Dr. (Laurier - Sutherland): <i>Updated 10-Yr Capital Plan project selection criteria were developed in 2022. This project did not meet those criteria.</i>	⊗	-\$
KLO Road (Mission Creek - Harvest Club): <i>Updated 10-Yr Capital Plan project selection criteria were developed in 2022. This project did not meet those criteria.</i>	⊗	-\$
Magic Storm Lift Station Gen Set: <i>Project added to address operational risk.</i>	★	\$
Maquinna Rd: <i>Updated 10-Yr Capital Plan project selection criteria were developed in 2022. This project did not meet those criteria.</i>	⊗	-\$
McCulloch Road (Harvest Club - Pooley): <i>Updated 10-Yr Capital Plan project selection criteria were developed in 2022. This project did not meet those criteria.</i>	⊗	-\$
Mill Creek Channel Dredging (Mouth to Richter): <i>Rescoping of the Mill Creek Flood Protection project resulted in this project being redundant.</i>	⊗	-\$
Mill Creek Dredging: <i>Rescoping of the Mill Creek Flood Protection project resulted in this project being redundant.</i>	⊗	-\$
Mill Creek Flood Protection: <i>A significant funding variance needs to be addressed before the full \$55-M Disaster Mitigation Adaptation Fund Grant can be leveraged. This represents the unfunded portion of the P1 program of the same name.</i>	⬇	\$ \$
Morrison/Moyer Pond: <i>The scope of this project is not supported by the current funding capacity of the storm drainage cost centre. Limitations on non-ALR use also pose a large uncertainty to project success. The project may still be required in the future, but funding realities push delivery past 2031.</i>	➡	-\$
Rifle Road to Mill Creek: <i>Updated 10-Yr Capital Plan project selection criteria were developed in 2022. This project did not meet those criteria.</i>	⊗	-\$
Small dam upgrades: <i>A Stormwater Pond Asset Renewal Program project and Stormwater Dam Safety Program (not Water Supply) project were added to the D3 category, making this project redundant.</i>	⊗	-\$ \$
Springfield @ Gopher Creek / Belgo @ Clarissa: <i>The Gopher Creek (Springfield major storm control structure) project was rescoped, making this project redundant.</i>	⊗	-\$
Storage Swainson Rd & McKenzie Rd: <i>The Francis Brook channel and capacity improvements project was rescoped, making this project redundant.</i>	⊗	-\$
Sunset Dr Gate Valves: <i>This project is now included in the scope of the Mill Creek Flood Protection project.</i>	⊗	-\$
Swainson Road to McKenzie Rd: <i>The Francis Brook channel and capacity improvements project was rescoped, making this project redundant.</i>	⊗	-\$
Trench Place – Geotechnical: <i>Other than the Knox Mountain Geotechnical Engineering project, no additional geotechnical projects will be included in the storm drainage cost centre.</i>	⊗	-\$ \$
D2 Storm Drainage Quality Program		
P1		
Belgo Road @ Clarissa: <i>Funding redirected to Sutherland Oil-Grit Separator project after project was re-evaluated.</i>	⊗	-\$
Catch basin trapping hood retrofit program: <i>This new program was added to the 10-Yr Capital Plan to address known maintenance challenges.</i>	★	\$

Containment Devices: <i>To address typical project costs, this program was adjusted to complete biennial projects with higher budgets, instead of annual projects with non-feasible budget amounts.</i>	▲	\$
Dissolved stormwater pollutant program: <i>This new program was added to the D2 category to address those stormwater pollutants that cannot be treated by the Containment Device Program.</i>	★	\$
Redlich Pond (diversion, treatment, and overflow): <i>Project currently with Infrastructure Delivery – design and permitting underway.</i>	✓	-\$
P2		
Catch basin trapping hood retrofit program: <i>This represents the unfunded portion of the P1 program of the same name.</i>	★	\$
Containment Devices: <i>This represents the unfunded portion of the P1 program of the same name.</i>	▲	-\$
Dissolved stormwater pollutant program: <i>This represents the unfunded portion of the P1 program of the same name.</i>	★	\$
D3 Storm Water Renewal		
P1		
Linear Asset Renewal Projects: <i>Program funding increased to address growing list of projects.</i>	▲	\$
Stormwater Pond Asset Renewal Program: <i>This program was created to separate stormwater ponds from linear assets and other facilities in the context of renewal and asset management.</i>	★	\$\$
P2		
Linear Asset Renewal Projects: <i>This represents the unfunded portion of the P1 program of the same name.</i>	▲	-\$
Stormwater Dam Safety Program (not Water Supply): <i>New unfunded program to address regulatory risk associated with larger storm ponds.</i>	★	\$\$
Stormwater Pond Asset Renewal Program: <i>This represents the unfunded portion of the P1 program of the same name.</i>	★	\$\$

	Total P1 & P2 projects	50
✓	Completed	1
★	New	12
⊗	Cancelled	20
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

308-INFORMATION SERVICES

I1 Front Office Equipment		
P1		
Front Office Equipment: <i>Prices of devices have increased over the past year and with the chip shortage, it directly effects the costs of each end user device. There is also a push for our staff to be more mobile, which has a net benefit to the City.</i>	▲	\$
P2		
Front Office Equipment	⊖	
I2 Server & Data Storage		
P1		
Server and Data Storage Equipment: <i>The City has a strategy to leverage cloud services over capital purchases for all server and storage. Cloud services are an operating expense and allows the city to have an subscription model for these services.</i>	▲	-\$
P2		
Server and Data Storage Equipment	⊖	
I3 Major System Projects		
P1		
Asset Management System - Phase 3: <i>Completed in 2021</i>	✓	-\$
Major Systems Projects: <i>The City has started their journey in digital transformation over 2 years ago and the need to meet the digital demand of our citizens has increased. This cost centre directly supports that vision as well as legacy system replacements. Major systems projects include data and GIS projects, that are leveraged throughout the city.</i>	▲	\$
P2		
Major Systems Projects: <i>Some projects have been removed to further support digital transformation.</i>	▲	-\$
I4 Communications Systems		
P1		
Communications Networks Upgrades: <i>The City is improving wireless and wired networks through all facilities, to meet the demand of digital services. This includes investing in security tools to help protect digital assets.</i>	▲	\$
Fibre Optic Service Line	⊖	
P2		
Communications Networks Upgrades	⊖	

	Total P1 & P2 projects	10
✓	Completed	1
★	New	0
⊗	Cancelled	0
⊖	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

310-VEHICLES & EQUIPMENT

V1-Additional Vehicles / Equipment		
P1		
Additional Vehicles/Equipment (Category summary): <i>Deferred due to supply chain & vehicle availability.</i>	➡	\$\$
P2		
Additional Vehicles/Equipment (Category summary): <i>Deferred due to supply chain & vehicle availability.</i>	➡	\$
V2-Vehicle / Equipment Renewal		
P1		
Vehicle/Equipment Renewal: <i>Deferred due to supply chain & vehicle availability.</i>	➡	\$\$
P2		
Vehicle/Equipment Renewal: <i>Deferred due to supply chain & vehicle availability.</i>	➡	\$\$\$

	Total P1 & P2 projects	4
✓	Completed or In-Progress	0
★	New	0
⊗	Cancelled or Removed	0
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	1

311-FIRE

F1-Vehicle / Equipment Renewal		
P1		
ATV	⊘	
Bush Truck 1: <i>Combined pricing discount</i>	▲	-\$
Bush Truck 3	⊘	
Bush Truck 4: <i>2031 addition</i>	★	\$
Bush Truck 5: <i>Combined pricing discount</i>	▲	-\$
Bush Truck 7: <i>2031 addition</i>	★	\$
Engine 1	⊘	
Engine 2: <i>Inflation/supply chain issues</i>	▲	\$
Engine 4: <i>Inflation/supply chain issues</i>	▲	\$
Engine 5 (Glenmore): <i>Inflation/supply chain issues</i>	▲	\$
Engine 7: <i>Delay to 2024</i>	↻	\$
Engine 9: <i>Inflation/supply chain issues</i>	▲	\$
Fire Equipment Replacement: <i>Completed 2021</i>	✓	-\$
Ladder 2: <i>Inflation/supply chain issues</i>	▲	\$
Rescue 1: <i>Scope change increased cost for chassis</i>	▲	\$
Vehicle/Equipment Renewal: <i>2022 addition Max Fire Station Alerting/Combi Tool for Engine 1</i>	★	\$
P2		
No Projects		
F2-Additional Vehicles / Equipment		
P1		
Base Radio Upgrade: <i>Moved to F3 Category</i>	▲	-\$
Combi Tools: <i>2031 Addition</i>	★	\$
Engine Company: <i>Partial funding for Long-Term Planning</i>	★	\$
Extinguisher Training Equipment	↻	⊘
Fire Training Screens: <i>Safety tool for training</i>	★	\$
Furniture - Communications: <i>Moved to F3 Category</i>	▲	-\$
GPS Unit	⊘	
Pager Replacement: <i>Moved to F3 Category</i>	▲	-\$
Phone System: <i>Delayed as NG911 system has external delay</i>	↻	-\$
Power Supply System & Generator: <i>Not funded by Fire Capital</i>	▲	-\$
Replacement PA Amp: <i>Not required</i>	▲	-\$
SCBA / Cylinders: <i>Price reduction based on cost estimate</i>	▲	-\$
Self Rescue Devices	⊘	
P2		
Engine Company: <i>Long-Term Planning</i>	★	\$\$
F3-Communications Systems		
P1		
Annual Phone System Refresh: <i>Duplicated project removed</i>	⊗	-\$

Annual Phone System Upgrades: <i>Scope reduced to every 5 years</i>	▲	-\$
Backup Dispatch Centre Renovations: <i>Delayed to 2026</i>	➡	⊘
Base Radio Upgrade: <i>Moved from F2 Category</i>	▲	\$
Dispatch Centre – New: <i>Delayed to 2028</i>	➡	⊘
End User Portable Radios – Replacement: <i>Add to 2028</i>	★	\$
End User Radios - Non Regional ROIP pr CBBC: <i>Name update (more specific)</i>	★	\$
End User Radios – Replacement: <i>Split into Portables and End User categories</i>	▲	-\$
Equipment - Communications Systems: <i>Delayed to 2027</i>	➡	⊘
FDM CAD Replacement: <i>Delayed to 2025</i>	➡	⊘
Furniture: <i>Not funded by Fire Capital</i>	▲	-\$
Furniture – Communications: <i>Moved from F2 Category</i>	▲	\$
Mobile CAD (Tablets): <i>New addition to 2030</i>	★	\$
NG911 Phone System: <i>Inflation due to external delay</i>	▲	\$
Pager Replacement: <i>Moved from F2 Category; shifted from 2029 to 2030</i>	▲ ➡	\$
Radio Console System: <i>Delay to 2027</i>	➡	⊘
UPS Upgrade: <i>Price reduction based on cost estimate</i>	▲	-\$
P2		
No Projects		

	Total P1 & P2 projects	47
✓	Completed or In-Progress	1
★	New	10
⊗	Cancelled or Removed	1
⊘	No changes	5
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

312-AIRPORT

A1-Airside		
P1		
Airport Airside Land Development: <i>Flying School relocation.</i>	★	\$
Airport East Lands Roads and Servicing	⊘	
Airport Ground Load Ramps	★	\$
Airport Small Capital Projects: <i>Inflation</i>	⊘	\$
Airside Equipment	✓	-\$
Airside Equipment Attachments: <i>Funding source was AIF in 2021.</i>	▲	\$
Airside Pavement and Infrastructure: <i>Funding source change from AIF</i>	▲	\$
Fire Training Area Relocation: <i>Funding source change from AIF</i>	▲	\$
Mill Creek Realignment: <i>Funding source change.</i>	▲	-\$-\$
P2		
No Projects		
A2-Groundside		
P1		
Additional Land Purchases: <i>Addition of 2031 to the 10-year Capital Plan.</i>	▲	\$\$
Airport Car Rental Quick Turn Around Facility: <i>Moved from 2025/26 to 2028/29/30.</i>	↻	\$\$
Airport Exhibit at the KF Centre for Excellence	★	\$
Airport Groundside Infrastructure	★	\$
Airport Hotel and Parking Development: <i>Moved from 2022/23 to 2022.</i>	⌚	⊘
Airport Mill Creek Realignment: <i>Funding source change.</i>	▲	\$\$
Airport Parking: <i>10-year Capital Plan adjusted for the impact of COVID-19 and partial funding source change from AIF.</i>	▲	\$\$
Airport Parking Lot Equipment: <i>Inflation</i>	⊘	\$
Airport Roadways: <i>Inflation</i>	↻	\$\$\$
Airport Small Capital: <i>Inflation and addition of 2031 and removal of 2021 from the 10-year Capital Plan.</i>	▲	\$
Airport West Lands Roads and Servicing: <i>Moved from 2023 to 2024/25.</i>	↻	\$
P2		
No Projects		
A3-Terminal		
P1		
Airport Combined Operations Building Infrastructure Renewal: <i>Deferral of COB project.</i>	★	\$
Airport Small Capital Projects: <i>Inflation</i>	⊘	\$
Airport Technology Replacement: <i>Adjusted for the impact of COVID-19 and funding source change from AIF.</i>	★	\$\$
Airport Terminal Building Renovations: <i>Adjusted for the impact of COVID-19</i>	★	\$\$
P2		
No Projects		
A4-AIF		
P1		

Airport Airfield Lighting and Support Infrastructure	▲	-\$
Airport Airside Equipment: <i>Adjusted for the impact of COVID-19.</i>	▲	\$\$
Airport Airside Pavement Rehabilitation: <i>Pushed back to 2028/29.</i>	↻	\$\$\$
Airport Apron 1 South Expansion: <i>Phase 2 pushed back beyond 2031.</i>	↻	-\$
Airport CUSS/CUTE Replacement: <i>Inflation</i>	⊘	\$
Airport Combined Operations Building: <i>Moved from 2025/26 to 2022 due to ACIP grant</i>	↻	\$\$
Airport Groundside Infrastructure (AIF): <i>Project was completed in 2021 and change of funding source.</i>	▲	-\$
Airport Parking (AIF): <i>Funding source changed to Groundside</i>	▲	-\$
Airport Passenger Boarding Bridge Upgrades	↻	\$
Airport Replacement of Loading Bridges: <i>Inflation</i>	⊘	\$\$
Airport Runway End Safety Area: <i>Moved from 2023 to 2022 due to ACIP grant.</i>	↻	\$
Airport Self-serve Baggage Drop: <i>Inflation</i>	⊘	\$
Airport Technology Replacement (AIF): <i>Funding source change to Terminal.</i>	▲	-\$
Airport Terminal Building Renovations (AIF): <i>Biosecurity Arrivals Testing project added due to ACIP grant.</i>	★	\$\$
Airport Terminal Expansion South: <i>Project pushed back beyond 2031</i>	↻	-\$
Airside Pavement and Infrastructure (AIF)	⊗	-\$
Fire training Area Relocation: <i>Funding source changed to Airside.</i>	▲	-\$
Soaring Beyond 2.5 Million Passengers AIF Program: <i>Completed in 2021</i>	✓	-\$
P2		
No Projects		

	Total P1 & P2 projects	42
✓	Completed or In-Progress	2
★	New	8
⊗	Cancelled or Removed	1
⊘	No changes	1
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	3

313-WATER

W1-DCC Pipes (Mains)		
P1		
Cedar Creek Transmission System Stage 2: 20-Year Servicing Plan update.	↑↑	\$\$
Clifton Main Upgrade (sections: Rio-Boppart-PRV)	↑↑	\$\$
Clifton Main Upgrade 2 ---> from Grainger Rd. to Rio Dr. (formerly Skyline Supply Main)	↑↑	\$
Downtown Transmission Upgrades	↑↑	-\$
Ethel Main Installation (Weddell-Clement)	↑↑	\$
Knox Mountain Transmission System Upgrades	↑↑	\$
Poplar Point to Dilworth Mountain Transmission Upgrade	↑↑	\$
Royal View TM - Gordon To Clifton	↑↑	-\$
Royal View TM - Knox to Gordon	↑↑	\$
TM - Clifton to Dilworth	↑↑	-\$
P2		
Poplar Point to Dilworth Mountain Transmission Upgrade	↑↑	⊘
W2-DCC Booster Stations & PRVs		
P1		
SKYLINE PS - Skyline Booster Station	↑↑	\$\$
P2		
No Projects		
W3-DCC Water Treatment		
P1		
Poplar Point UV	↑↑	-\$
P2		
Poplar Point UV	↑↑	-\$
W4-DCC Reservoirs & Filling Stations		
P1		
Frost Pump Station and Reservoir System Upgrade	↑↑	-\$
PZ STRG UPGRADE PZ 419 Storage upgrade	↑↑	\$
Summit Reservoir DCC	↑↑	\$\$
P2		
No Projects		
W5-DCC Offsite & Oversize		
P1		
Offsite & Oversize - Water	↑↑	\$
P2		
No Projects		
W6-Network and Facility Renewal		
P1		
Cast Iron Replacement Program: <i>Complete 2021.</i>	✓	-\$
Clement Watermain	⊘	

Ellis St (Knox Mtn - Clement): <i>Pushed 2023 construction to 2024 to align with transmission upgrades along the same corridor.</i>	➡	⊘
Office Acoustic & Yard Security Items - Gulley Rd: <i>Complete 2021</i>	✓	\$
PRV Upgrades (Potable System): <i>New dedicated program to renew pressure reducing valves within city potable network. Service levels rely on the functionality of these stations. Dedicated renewal funding is appropriate for these facilities.</i>	★	\$\$
PZ STRG UPGRADE PZ 530 Storage upgrade: <i>Replaced in 20 YSP as Summit Reservoir DCC.</i>	⊗	-\$
SKYLINE PS - Station Upgrade - Safety Issues	↑↑	\$\$
Water Meter Replacement Program: <i>2021 portion complete; no new additions</i>	⊘	-\$
Water Network and Facility Renewal: <i>Annual pipe replacement projects pushed to 2025 to allow for market readjustment. Small renewal projects in coordination with development will still occur.</i>	➡	-\$
P2		
Burtch (KLO - Raymer) Watermain	⊘	
Burtch (Raymer - Byrns) Watermain	⊘	
W7-Network and Facility Improvements		
P1		
Altura FF Upgrade: Consolidated into Fireflow Upgrades: <i>Consolidated for consistency and program delivery.</i>	▲	-\$
Capozzi FF – Truswell: Consolidated into Fireflow Upgrades: <i>Consolidated for consistency and program delivery.</i>	▲	-\$
Chemical Storage Tank Replacement – Kettle Valley UV Facility: <i>Complete 2021</i>	✓	-\$
Dam Surveillance & Watershed Monitoring: <i>Complete 2021. Future works associated with Dam Repairs budget.</i>	✓	-\$
Eldorado Pump Station Removal	⊘	
Fairway Cr & Eagle Dr FF: Consolidated into Fireflow Upgrades: <i>Consolidated for consistency and program delivery.</i>	▲	-\$
Fireflow Upgrades: Consolidated FF projects: <i>Consolidated for consistency and program delivery.</i>	★	\$
Hydro Excavator Parking Facility: <i>Completed 2021</i>	✓	\$
KLO Connection Main – Rutland	⊘	
KLO Crossing: <i>Project absorbed into minor interconnections</i>	⊗	-\$
Kelowna Water Integration Plan: <i>Continued planning for city wide interconnection including minor interconnections between water districts.</i>	★	\$\$\$
Snow Runoff Hydrology: <i>Completed 2021</i>	✓	\$
Water Meter - New Installations	⊘	
Young and Hazel Rd Existing FF deficiency	⊘	
P2		
KLO Connector	⊘	
Minor Interconnections	⊘	
Mission Creek South Connector	⊘	
Rutland Connector	⊘	
Springfield Connector	⊘	

Water Filtration Land Purchase: <i>Critical land to meet future filtration requirements within close proximity to Okanagan Lake and Knox Mountain Reservoir. North End Planning study to incorporate this land acquisition.</i>	★	\$\$\$
W8-Irrigation Network Improvements		
P1		
Dam Repairs: 2031 costs added	⊘	\$
Hydrants	⊘	
Irrigation Mainline Renewal: Increase in 2026/29: <i>Major transmission mains will need repair by 2028-2029. These mains supply all irrigation water and flows for fire hydrant protection.</i>	▲	\$\$
Non-Potable System: <i>A master plan is required to identify service levels and proposed capital upgrades within non-potable distribution system.</i>	★	\$
PRV Upgrades: 2031 added	⊘	\$
P2		
Field Reservoir Add-on (Irrigation)	⊘	

	Total P1 & P2 projects	56
✓	Completed or In-Progress	6
★	New	5
⊗	Cancelled or Removed	2
⊘	No changes	14
↑↑	OCP/TMP/20-YSP/MP	19
\$\$\$/-\$\$\$	+/- \$5mil	2

314-WASTEWATER

WW1-DCC Pipes (Mains)		
P1		
Byrns Baron Trunk Phase 2	↑↑	⊘
Glenmore Connection - Glenmore Rd from Cross Rd to 200 m north of Scenic Rd	↑↑	\$
Hall Rd Mission Creek Crossing (Developer funded)	↑↑	\$\$
Lakeshore Trunk - (Cook - Gyro)	↑↑	-\$
Lakeshore Trunk - (Old Meadows - Lexington)	↑↑	\$
Lakeshore Trunk - (Swordy - Barrera)	↑↑	⊘
Name changed from "Lakeshore Trunk – (Swordy to Casorso)"		
New Harvey Downtown (Water St) Crossing: Brought forward from P2 to P1 and brought into the later part of the 10-year servicing plan (2029/2030). This is a critical crossing under Highway 97 which conveys most of the downtown core sewage flows south to the Water Street Lift Station.	↑↑	\$\$\$
North Downtown "Tolko" Linear Upgrades: Brought forward from P2 to P1 and brought into the later part of the 10-year servicing plan (2029/2030). Upgrades will align with servicing requirements as per the North End Plan and Mill Site Development Plans.	↑↑	\$\$
Rutland Trunk	↑↑	\$
P2		
New Harvey Downtown (Water St) Crossing	↑↑	-\$-\$
New Tolko LS 1100m twin FM to Brandt's Creek LS Direction: Brought forward from P2 to P1 and brought into the later part of the 10-year servicing plan (2029/2030). Upgrades will align with servicing requirements as per the North End Plan and Mill Site Development Plans.	↑↑	-\$-\$
WW2-DCC Lift Stations		
P1		
Gyro Lift Station: Phased into 2 years for Design and construction	↑↑	⊘
North Downtown "Tolko" Upgrades - New LS DCC: Brought forward from P2 to P1 and brought into the later part of the 10-year servicing plan (2029). Upgrades will align with servicing requirements as per the North End Plan and Mill Site Development Plans.	↑↑	\$\$
Rose Avenue Lift Station: Small increase to address operating HVAC issues in the immediate.	↑↑	\$
Water St Lift Station: Currently under design with construction planning to commence in winter 2023/2024 aiming for completion in 2024.	↑↑	\$\$
P2		
North Downtown	↑↑	\$\$
North Downtown "Tolko" Upgrades - New LS DCC: Elevated to P1	↑↑	-\$-\$
Water St Lift Station: The Water Street Lift Station is a very critical asset, servicing essentially most of the downtown core including the North End. A full overhaul of the station is currently under design aiming to addressing some of the current operational and confined space entry concerns whilst upgrading its firm capacity.	↑↑	\$\$
WW3-DCC Wastewater Treatment Facilities		

P1		
Digestion Facility	↑↑	\$\$\$
Existing Compost Plant Expansion: <i>Incorporated into overall "Digestion Facility" line item above. Currently undergoing a detailed business case assessment and design</i>	↑↑	-\$\$\$
Site Development and Preliminary Design: <i>Incorporated into overall "Digestion Facility" line item above. Currently undergoing a detailed business case assessment and design</i>	↑↑	-\$
P2		
Digestion Facility	↑↑	-\$\$\$
WW4-DCC Oversize		
P1		
Offsite & Oversize - Wastewater	↑↑	\$
P2		
No Projects		
WW5-Network and Facility Renewal		
P1		
Burtch Crossing: This project is being removed and Assessment was completed for a significant portion of the Burtch Trunk which found advanced deterioration and recommended Cured in Place Pipe (CIPP) lining to address the issue. Further assessment showed that the extend of the damage discovered so far was approximately 3 times as much as originally anticipated.	⊗	-\$
Burtch Trunk: A new multi- year renewal project was set up in continuation of the Burtch Trunk CIPP lining. Further investigation is underway to uncover the full extent to be remediated as well as to find the source of the H ₂ S and mitigate it.	☆	\$\$
Commonage - Lift & Repair Waterlines/Curbstops: Renewal curbstop system located along the south perimeter is required. These substops are used to provide the required humidity for the process. The infrastructure is approximately 10 years old and are now suffering from regular wear and tear.	☆	\$
Commonage - Quonset Mix Building Envelope Renewal: The Mix Building envelope is about 10-15 years old and has come due for renewal.	☆	\$
Lift Station Renewal: Annual program based on recent condition assessments.	▲	\$\$
Renewal - Wastewater mains and facilities: Several sewer renewal projects currently under design getting ready to tender out in Fall 2022. As needs are known, specific projects are created and coordinated with development and other City projects.	▲	-\$\$\$
Renewal - Wastewater mains and facilities – SCADA: Completed 2021	✓	-\$
Sewer Lift Station SCADA & Communications Integration & Replacement:	⊖	
WWTF Blower Replacement: A new and more efficient blower is required for the WWTF.	☆	-\$
P2		
Wastewater New Treatment Process (+N Removal)	⊖	
WW6-Network and Facility Improvements		
P1		
Emerging Issues: Annual program paused for 2022.	▲	-\$
KLO Rd Mission Creek Sewer Connection: Currently under design and coordination with Mission Creek Landing Developer.	⊖	

Rialto (SCA 16) Sewer Connection Project: <i>Currently under design to start construction in 2023</i>	⊘	
Rutland Centre (SCA 22) Sewer Connection Project: <i>Currently under design to start construction in 2023.</i>	⊘	
Wastewater Treatment Facility Uninterruptible Power Supply Renewal: <i>Completed 2021.</i>	✓	-\$
Wastewater Treatment Odour Control Media Replacement	⊘	
P2		
Okaview - Reserve Project - SCA 28 (Curlew Drive to Okaview Road): <i>Pending future service connection based on local area interest.</i>	⊗	-\$

	Total P1 & P2 projects	40
✓	Completed or In-Progress	2
★	New	4
⊗	Cancelled or Removed	2
⊘	No changes	5
↑↑	OCP/TMP/20-YSP/MP	23
\$\$\$/-\$\$\$	+/- \$5mil	6

10-Year Capital Plan Changes (2022 – 2031)

July 25th, 2022

Meeting Agenda

- ▶ Overview
- ▶ Standardizing Change
- ▶ Cost Centre Review
- ▶ Next Steps



Alignment with Council Priorities & Community Expectations





Current Situation

- Supply chain challenges
- Labour shortages
- Inflation
- Interest rate pressures
- Energy costs
- COVID-19 recovery

Change Summary

Cost Centre	P1			P2		
	Previous Plan (\$ million)	This Plan (\$ million)	Difference (\$ million)	Previous Plan (\$ million)	This Plan (\$ million)	Difference (\$ million)
Real Estate and Parking	\$44	\$46	\$2	\$13	\$40	\$27
Buildings	\$240	\$290	\$50	\$217	\$442	\$225
Parks	\$226	\$248	\$22	\$48	\$113	\$65
Transportation	\$346	\$307	\$(39)	\$219	\$54	\$(165)
Solid Waste	\$63	\$61	\$(2)	\$24	\$21	\$(3)
Storm Drainage	\$47	\$45		\$-	\$-	
Information Services	\$11	\$12		\$1	\$1	
Vehicle or Mobile Equipment	\$50	\$55		\$0	\$18	
Fire	\$13	\$14		\$0	\$1	
Water	\$108	\$118		\$28	\$38	
Wastewater	\$135	\$197		\$73	\$16	
Airport	\$216	\$237		\$-	\$-	
Total	\$1,499	\$1,630	\$131	\$623	\$744	\$121

Standardizing Change

Change Categories			
Project Change		Investment Change	
⬆️	Elevated from P2 to P1	\$	Increase less than \$1 million
⬇️	Dropped from P1 to P2	\$\$	Increase between \$1 million to \$5 million
⬅️	Timescale brought forward	\$\$\$	Increase greater than \$5 million
➡️	Timescale pushed back (or deferred beyond 2031)	-\$	Decrease less than \$1 million
▲	Other change (scope change, consolidated, phased)	-\$-\$	Decrease between \$1 million to \$5 million
★	New Project	-\$-\$-\$	Decrease greater than \$5 million
⊗	Cancelled	⊖	No Change
⬆️⬆️	Alignment with 2040 OCP, TMP, &/or 20-YSP		
✓	Completed		
⊖	No Change		
BOLD	Projects of note		

Transportation

- ▶ 1st 10-YCP since TMP endorsement
- ▶ TMP recognized additional funding needed
- ▶ Inflation applied to 1st 5-years



	Total P1 & P2 projects	185
✓	Completed or In-Progress	5
★	New	0
⊗	Cancelled or Removed	0
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	178
\$\$\$/-\$\$\$	+/- \$5mil	29

Transportation Projects

- ▶ New
 - ▶ Commonwealth (Hwy 97 – Jim Bailey)
- ▶ Removed
 - ▶ Ridge Rd (Cara Glen - Union)
- ▶ Scope & Timeline
 - ▶ Lakeshore (1-5 DCC) Corridor
 - ▶ Clement 2 DCC (Spall – Hwy 33) – Elevated to P1



Buildings

- ▶ Escalation 30+%
 - ▶ All projects
 - ▶ All years
- ▶ Impacts
 - ▶ Global supply chains
 - ▶ Inflation



	Total P1 & P2 projects	63
✓	Completed or In-Progress	12
★	New	5
⊗	Cancelled or Removed	3
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	16

Buildings Projects

- ▶ Council Priorities
- ▶ Infrastructure Renewal
 - ▶ Building Condition Assessments
 - ▶ Critical items only
 - ▶ Like-for-like
 - ▶ No additional energy efficiencies
 - ▶ No operational-specific fixtures
- ▶ Smaller projects deferred or dropped to P2



Parks



► Escalation almost 30%

- All projects
- All years

► Impacts

- Need to balance DCC revenues & taxation each year
- Local materials

	Total P1 & P2 projects	68
✓	Completed or In-Progress	7
★	New	4
⊗	Cancelled or Removed	1
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	4
\$\$\$/-\$\$\$	+/- \$5mil	10

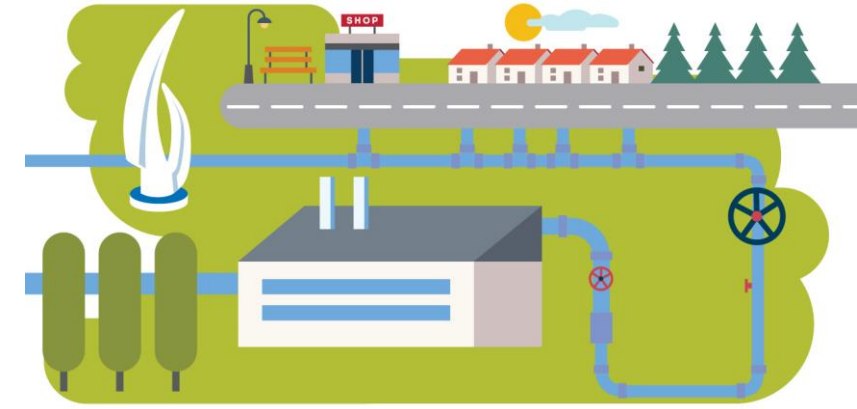
Parks Projects

- ▶ Council Priorities
- ▶ New Program: One Neighbourhood park per year
- ▶ Infrastructure Renewal
- ▶ Smaller projects deferred or dropped to P2



Water

- ▶ 20-Year Servicing Plan
- ▶ Infrastructure renewal
- ▶ Integration planning
- ▶ Future-focused: Water filtration site



	Total P1 & P2 projects	56
✓	Completed or In-Progress	6
★	New	5
⊗	Cancelled or Removed	2
⊘	No changes	14
↑↑	OCP/TMP/20-YSP/MP	19
\$\$\$/-\$\$\$	+/- \$5mil	2

Wastewater

- ▶ 20-Year Servicing Plan
- ▶ Infrastructure renewal
- ▶ Septic sewer removal
- ▶ Biosolids Management



	Total P1 & P2 projects	40
✓	Completed or In-Progress	2
★	New	4
⊗	Cancelled or Removed	2
⊘	No changes	5
↑↑	OCP/TMP/20-YSP/MP	23
\$\$\$/-\$\$\$	+/- \$5mil	6

Storm Drainage

- ▶ Largest Project: Mill Creek
- ▶ New project selection criteria
- ▶ Water quality
- ▶ Infrastructure renewal



	Total P1 & P2 projects	50
✓	Completed	1
★	New	12
⊗	Cancelled	20
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Solid Waste

- ▶ Serving a growing region
- ▶ Meeting Provincial Regulations
- ▶ Stable user fees



	Total P1 & P2 projects	24
✓	Completed or In-Progress	1
★	New	2
⊗	Cancelled or Removed	0
⊘	No changes	11
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

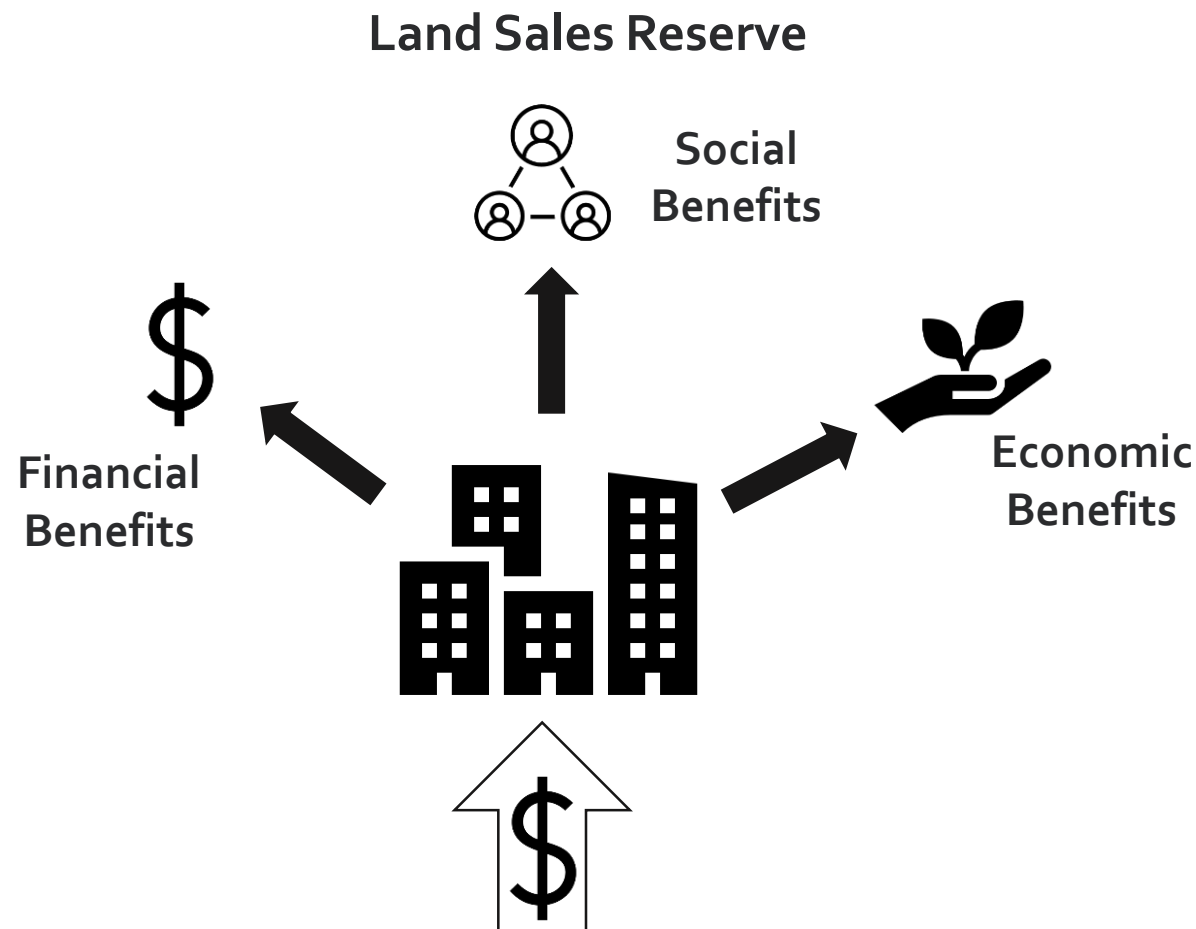
Kelowna International Airport



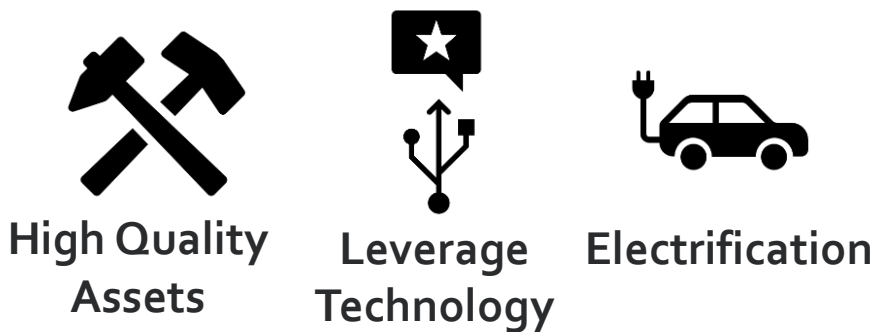
- ▶ Aligned with 2022 Final Budget passenger forecast
 - ▶ Subject to change
- ▶ 2022 10-Year Capital Plan
 - ▶ Deferrals due to COVID-19
- ▶ 2023 10-Year Capital Plan
 - ▶ Projects moving forward
 - ▶ COVID-19 recovery
 - ▶ Grants
 - ▶ Inflation

	Total P1 & P2 projects	42
✓	Completed or In-Progress	2
★	New	8
⊗	Cancelled or Removed	1
⊘	No changes	1
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	3

Real Estate & Parking



Parking Management Strategy



	Total P1 & P2 projects	20
✓	Completed or In-Progress	1
☆	New	3
⊗	Cancelled or Removed	1
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	1

Vehicles & Equipment

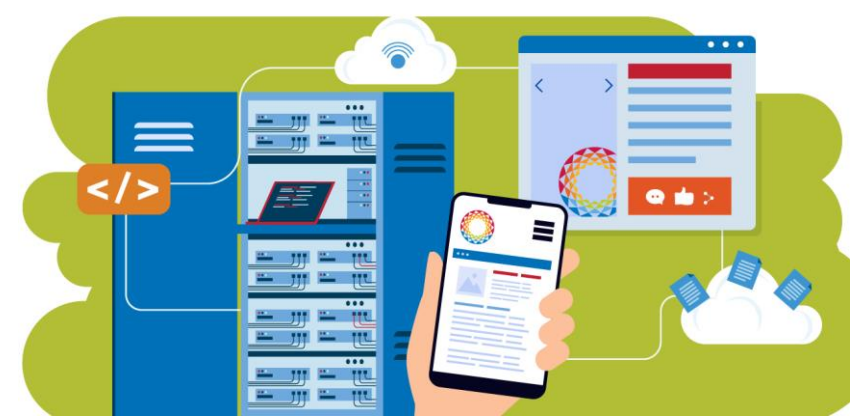
- ▶ Supply issues
- ▶ Higher acquisition costs
- ▶ Technological advancements
 - ▶ Light Fleet
 - ▶ EVs
 - ▶ Heavy Fleet:
 - ▶ Electric
 - ▶ Hybrid
 - ▶ Hydrogen



	Total P1 & P2 projects	4
✓	Completed or In-Progress	0
☆	New	0
⊗	Cancelled or Removed	0
⊘	No changes	0
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	1

Information Services

- ▶ Digital Transformation
 - ▶ Cloud-based Services
 - ▶ Legacy Systems
- ▶ Support staff mobility
- ▶ Upcoming
 - ▶ Cyber Security



	Total P1 & P2 projects	10
✓	Completed	1
★	New	0
⊗	Cancelled	0
⊘	No changes	4
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Fire

▶ Vehicle/Equipment Renewals (Fleet)

▶ Increase

- ▶ Inflation
- ▶ 2 Bush Trucks

▶ Additional Vehicles/Equipment

▶ Decrease

- ▶ Review of required equipment replacement needs

▶ Communication Systems

▶ Decrease

- ▶ Reconfiguration of required upgrades for NG911
- ▶ Removing redundant technologies



	Total P1 & P2 projects	47
✓	Completed or In-Progress	1
★	New	10
⊗	Cancelled or Removed	1
⊘	No changes	5
↑↑	OCP/TMP/20-YSP/MP	0
\$\$\$/-\$\$\$	+/- \$5mil	0

Next Steps

- ▶ Review Changes today
- ▶ Receive Council direction
- ▶ Return in August for endorsement



Questions?

For more information, visit kelowna.ca.